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Graduate Bulletin 1987-89

Madonna College

Livonia, Michigan 48150

Madonna



Graduate Bulletin 1987-89

Madonna College

(Effective as of Term I, 1987)

36600 Schoolcraft, Livonia, MI 48150
(313) 591-5000
TTY 591-1203



Madonna College guarantees the right to equal educational opportunity without discrimination because of race, religion, sex, age, national origin, or disabilities.

MADONNA COLLEGE CALENDAR

TERM I — FALL

1987-1988

Extended hours: Registration	August 27
Filing Deadline:	
Intent to Graduate (MSA) Term I - December	September 11
Classes Begin	September 8
Add-Drop Period	September 8-14
Final Date: Election S Grade	October 27
Filing Deadline:	
Intent to Submit & Present Thesis - December	October 30
Mail-In Registration: Term II - Winter	November 2-13
On-Campus Registration: Term II - Winter	November 16-21
Thanksgiving Recess	November 26-28
Final Date: Withdrawal from Courses	November 13
Final Examinations	December 14-19
End of Term I	December 19
Deadline for Submitting Perfect Copies of Thesis	December 19

TERM II — WINTER

Extended Registration	December 16
Classes Begin	January 6 (Wed.)
Add-Drop Period	January 6-12
Filing Deadline:	
Intent to Graduate (MSA) Term II - May	January 8
Final Date: Election S Grade	February 29
Mail-In Registration: Term III - Spring/Summer	February 29 - March 11
Filing Deadline:	
Intent to Submit & Present Thesis - May	March 4
Spring Vacation	March 7-12
On-Campus Registration: Term I - Fall	April 11-16
*Easter Recess	April 1-2
Final Date: Withdrawal from Courses	March 18
Final Examinations	April 20 (Wed.) -26
End of Term II	April 26
Deadline for Submitting Perfect Copies of Thesis	April 26
Commencement	May 7

*Easter Recess begins at 4:00 p.m. on the Thursday before Easter.

TERM III — SPRING/SUMMER

Classes Begin	May 2
Filing Deadline:	
Intent to Graduate (MSA) Term III - July	May 6
Add-Drop Period	See Tuition and Fees Section
Final Date: Withdrawal from Courses:	No later than 2/3 Completed Course Work
Memorial Day - No Classes	May 30
Filing Deadline:	
Intent to Submit & Present Thesis	June 3
Independence Day - No Classes	July 4
Final Examinations	Last Class Section
Deadline for Submitting Perfect Copies of Thesis	July 23
End of Term	July 23

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Each Madonna College Student is responsible for compliance with the contents of this bulletin.

The College reserves the right to withdraw or modify information in this bulletin.



GRADUATE STUDIES AT MADONNA COLLEGE

Professional and Managerial Leadership

A fluctuating economy, a crisis in productivity, cutbacks, retrenchment, redirection - these are staples of the rhetoric of economics for the 1990s and characterize a new environment for middle-and top-level management. The Madonna College Master of Science in Administration program responds to the number one priority in fields as diverse as insurance, banking, health care delivery, transportation, manufacturing, energy, communications, and information processing: the need for professional and managerial leadership in the management of human resources. To meet this need Madonna College has developed a specialized curriculum in leadership built upon a solid foundation of administrative theory and skills and reinforced by advanced study and research in the specialty area of either business or nursing administration.

You, the prospective student, are looking for a graduate program that will give you the best specialized training to prepare you for the future. Whether you see the degree as a means of advancing in your current position or as a means of effecting a career change, you will want to evaluate the program carefully, match its resources, its faculty, curriculum, and facilities, to your own objectives. This process of evaluation and decision making is primary to the role of the administrator, and, just as you would evaluate any venture to weigh its strengths and weaknesses, you are beginning to evaluate this program. Here are some important considerations that will inform your decision.

Goals of the Program

The Master of Science in Administration curriculum prepares individuals for professional and managerial leadership roles in public and private, profit and nonprofit organizations by providing:

- a common body of knowledge that is applicable to leadership in a managerial role.
- knowledge and skills in the areas of decision making, human resource management, issues management, and fiscal management.
- the necessary background to make effective and responsible decisions in complex and changing environments.
- a Christian humanistic dimension, including an emphasis on ethical decision making, in the education of administrators, managers, and executives.
- the opportunity to develop research and evaluation skills in order to generate new knowledge and promote life-long learning.
- concepts and theory of management in an area of professional concentration, either business administration or nursing administration.

The Master of Science in Administration (MSA) program targets those aspects of administrative decision making that have the most meaning for managers in the 1990s, particularly human resources management. To this end, a core in administration provides coursework to develop a knowledge and skills base in such areas as management theory, organizational theory and behavior, accounting for decision making, ethics, and futuristics. The administrative concepts and skills are extended, refined, and applied in the specialty areas of business administration or nursing administration so that the administrative role is viewed within the full context of the business and health care worlds. Madonna College graduates are prepared to meet new and unforeseen challenges and to make decisions based not only upon sound administrative practice but also upon a view of society and the economy as dynamic, changing, evolving entities.

Distinctiveness of the Program

A combination of several features distinguishes the Madonna College MSA. First, the interdisciplinary nature of the degree makes the program the only one of its kind in the area. Students from the two specialties of business and nursing come together in a core of courses that focus on aspects of executive decision making. The nurse administrator witnesses firsthand the considerations that weigh heavily in the business boardroom; the business student gains access to the special concerns of the health care industry, the third largest industry in the U.S. The program encourages communication and a cross-fertilization of ideas between the two groups.

A second important feature of the program grows out of its issues management orientation. The emphasis is on the future and the kind of economic, sociological, and values environ-



ment the future will bring. Integrated with management theory and practice are concerns that emerge from disciplines not traditionally allied with business: history, political science, communications, ethics, psychology, and sociology. The future manager will be called upon to think in more than two dimensions, and the Madonna College program stimulates students to expand their vision and anticipate an evolving world.

A third important feature resides in the program's Christian humanistic dimension. Within the context of a Catholic liberal arts college, graduate education takes on a special character determined by the mission of the College. The program's Christian philosophy places emphasis on ethical decision making and a commitment to service. Each of these inform the program and define, at least in part, how students function in the role of manager.

The Madonna Graduate Student

The typical Madonna graduate student pursues graduate study on a part time basis and maintains a full time position in one of many settings: business, nursing, education, human service, law enforcement, or municipal government. Most students have current or prior administrative experience; they identify with the role of manager and see that role as a meaningful one for their future. Some are preparing for middle management positions; some are headed for top level administration; some are entrepreneurs, interested in establishing their own businesses in different aspects of business or health care services. The typical student is mature and ambitious, committed to moving into a position of greater authority. Students work for a variety of organizations in a variety of functions. Among the current students are employees of the following:

- | | |
|---------------------------------|----------------------------|
| Aetna Life and Casualty | CBS Fox Video |
| American Home Health Sevices | City of Detroit |
| American Motors Corporation | Detroit Edison |
| Awrey Bakery | Detroit Police Department |
| Blue Cross/Blue Shield | E. F. Hutton |
| of Michigan | Ford Motor Company |
| Catherine McAuley Health Center | General Motors Corporation |

Harper-Grace Hospital
 Henry Ford Hospital
 Heublein Inc.
 Hewlett Packard Inc.
 IBM Corporation
 Johnson & Johnson
 Manufacturers National Bank
 McDonald's Corporation
 Michigan Bell
 Michigan National Bank
 Mt. Carmel Mercy Hospital
 National Sales Engineering
 Corporation
 Oakwood Hospital
 Petrosar Limited
 Pontiac General Hospital
 Providence Hospital

St. Mary Hospital
 St. Joseph Mercy Hospital
 St. Vincent Medical Center
 Sears, Roebuck & Company
 Sinai Hospital
 University of Michigan
 Hospitals
 Veterans Hospital
 Visiting Nurses Association
 of Metropolitan Detroit
 Vlastic Foods
 Wayne County Sheriff's
 Department
 Western Electric
 White Motor Company
 William Beaumont Hospital

These students occupy a range of administrative positions including sales manager, administrative staff assistant, general manager, branch manager, customer service coordinator, staff development instructor, director of nursing, public health nurse. This means that a wealth of information based upon the realities of the working world are brought to bear upon the problems examined in the classroom. These graduate students present a reality check that insures the utility and applicability of the course of study to the practical situation.

Students come to the program with degrees from many different undergraduate institutions, such as:

Albion College
 Catholic University of America
 Central Michigan University
 Columbia University
 Eastern Michigan University
 Fairleigh Dickinson University
 Hillsdale College
 Lawrence Institute of Technology
 Madonna College
 Marquette University
 Marygrove College
 Mercy College of Detroit
 Miami University of Ohio
 Michigan State University

Montana State University
 Northern Michigan University
 Oakland University
 Purdue University
 Seton Hall University
 Texas A & M University
 University of Detroit
 University of Kansas
 University of Maryland
 University of Michigan
 University of Toledo
 University of Windsor
 Wayne State University
 Western Michigan University

Students come with a range of undergraduate majors: education, psychology, criminal justice, business administration, engineering, social science, natural science, and nursing. The MSA curriculum is designed to meet the needs of students with differing backgrounds and training.

The following graduates of the program tell us in their own words why they chose the Madonna College Master of Science in Administration:

"Because of the evolution - the revolution - of the computer, I have to know how to interpret what a computer tells me... Madonna's program looks at the computer as a management tool...taught me how to manage information."

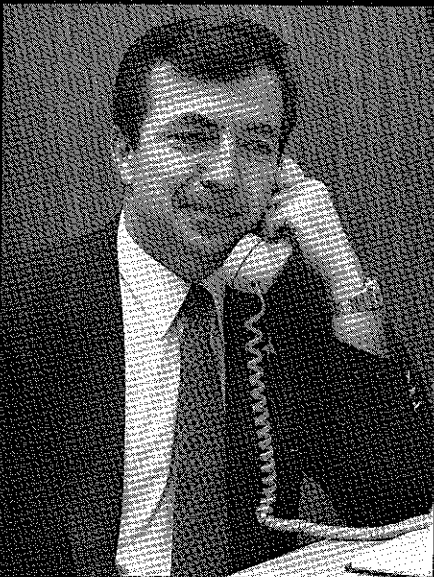
Richard MacDonald

Division Manager (Detroit)

Hoechst-Roussel Pharmaceuticals, Inc.

Graduate, Business Administration Specialty

When I came to Madonna for my bachelor's degree, the business department was small. It was nice getting to know my professors, being recognized by the head of the department. I like that, as opposed to a big impersonal university atmosphere. That's one reason I came back to Madonna for a master's degree.



I'm most interested in the area of personnel management, in learning ways to motivate the people who work for me in terms of making them happy with their jobs and more productive. Right now I have eleven representatives working for me, and I feel that each and every one of those representatives is 1/11 of my productivity and 1/11 of my future with the company. The more I can do for and with them, the better off I am in the eyes of the company.

Communication is important in my everyday work routine, not only my own communicating abilities but those of my representatives, of the physicians and nurses I deal with all the time. Probably the biggest problem the world has to work on is communication, not only in business but in every aspect.

Because of the evolution - the revolution - of the computer, every graduate student should take an information systems course of some sort. I don't really have to know how to run a computer, but I have to know how to interpret what a computer tells me, more so because I deal with computer runs five days a week. Madonna's program looks at the computer as a management tool; it taught me how to manage information.

"Health care today operates like a business. Nursing administrators need to understand accounting, computers, the budget and those things that impact on it. Nurses with tunnel vision won't make it."

Janice Simmons

Director of Marketing and Public Relations
Pontiac General Hospital
Graduate, Nursing Administration Specialty

My new position is so broad-based that I felt I needed to enhance my qualifications and grow professionally. I like Madonna and totally enjoyed my undergraduate program here. So, when I saw Madonna's graduate program, I felt it was a good place to come back to.

I had just begun to deal with some budgetary issues and realized a skill deficit of my own. The accounting is a difficult but necessary component of the program. Health care today operates like a business. Nursing administrators need to understand accounting, computers, the budget and those things that impact on it. Nurses with tunnel vision won't make it - nurses have to be more global, to look beyond what nursing has been before.

I also valued the opportunity to do more work in my clinical specialty, maternal/child care, and look at recent research. I was really excited about doing the thesis and saw some opportunities for research right where I'm currently working. I think we need to tie research into whatever project we do, even in a small way.

The most important practical consideration in my choosing Madonna's master's

program was that I could pursue it on a part-time basis. My job is quite time-consuming. I take work home with me quite often. I couldn't have juggled my commitments to pursue a program that required me to be a full time student.

The best thing about Madonna is that you're treated as an individual. People really care, really notice and remember you. I'm very serious when I describe Madonna that way.



MADONNA COLLEGE

A Tradition of Service/A Tradition of Quality

Madonna College is proud of its commitment to quality liberal arts education and its history of rendering public service through career education. Founded by the Felician Sisters in 1947, an outgrowth of Presentation Junior College (1937-1947), Madonna maintains its tradition as an independent Catholic college. The Madonna Graduate Studies Program can be viewed as an extension of the mission of the College:

To instill in its students Christian humanistic values, intellectual inquiry, and commitment to serving others, through a liberal arts education integrated with career preparation, and based on the truths and principles recognized within a Catholic tradition.

The College's academic programs operationalize this mission, so that the graduates with a Master of Science in Administration from Madonna College will determine goals and shape the direction of organizations not from the vantage of practicality and expediency alone but from a values perspective, a concern for the rights and dignity of others, and a sense of social responsibility.

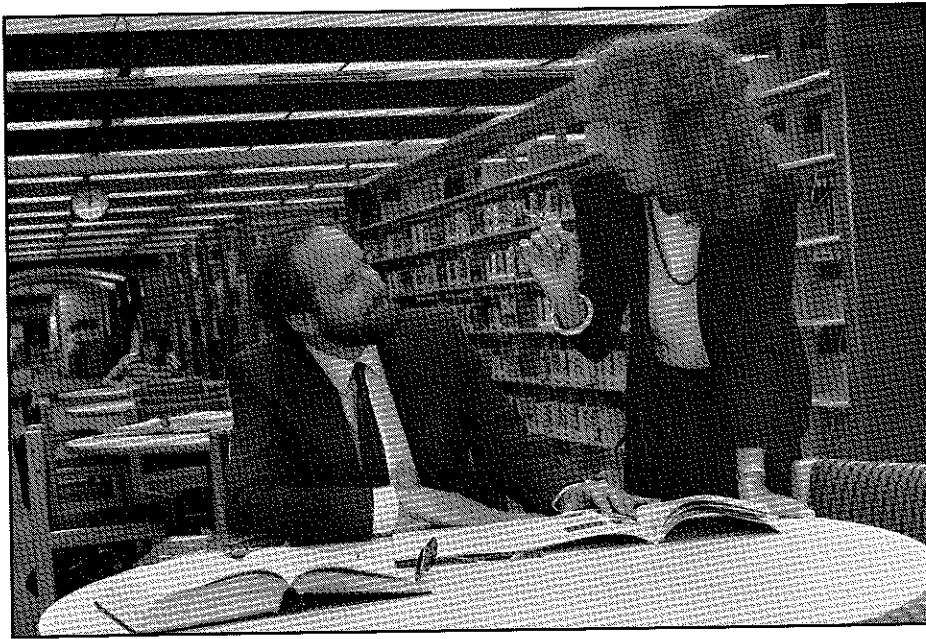
The Madonna College nursing and business administration programs, the two largest at the College, serve over 1600 undergraduate and graduate students; they maintain a reputation for academic excellence and responsiveness to community needs. In 1987, the nursing department celebrated its twenty-fifth anniversary of preparing baccalaureate nurses. The program has grown to be one of the largest four-year programs in Michigan and is known for its modularized competency-based approach to nursing education, its strong emphasis on clinical application, and its Christian humanistic orientation.

The business administration program has a successful track record of developing marketable programs in business specialties such as accounting, financial services administration, management, marketing, computer information systems, and international business. Articulating with business in meaningful and innovative ways, the business program offers weekend workshops, on-site training programs, and continuing education courses that meet specific needs of the business community.

In the spring of 1982, Madonna College changed its charter with the Michigan Department of Education to include graduate study and earned accreditation for the program through the North Central Association of Colleges and Schools.

THE MADONNA CAMPUS

The wooded forty-nine acre campus of Madonna College is located in Livonia, Michigan, a suburb on the western perimeter of metropolitan Detroit. The campus faces Schoolcraft Road and the Jeffries (I-96) Freeway (Exit 173 at Levan or Newburgh Road), with easy access to downtown Detroit, the Detroit Metropolitan Airport, and important state highways.



The two-story academic building accommodates a variety of purposes from administrative offices to classrooms and laboratories. Special facilities include the TV Studio/Graphic area, where students and faculty can work with media specialists to develop audio-visual materials for instruction or presentation. Another important facility is the Health Instruction Center. This includes a practice laboratory for clinical instruction, a library of print and audio-visual resources in nursing, individual study carrels, and the office of the Director of the H.I.C., a library/media specialist.

The Computer Laboratory, also located in the academic building, supports the computer science and computer systems majors and provides services to all students and faculty. Graduate students will find software packages to supplement courses in the program as well as statistical packages and self-instructional packages in computer literacy, accounting, and many related fields. Madonna College has made computer literacy a priority in all its programs so that students learn computer applications in their fields.

The \$4.1 million library wing, opened in 1983, has become a focal point for the academic life of the campus. Housing more than 105,000 books and other print and nonprint materials, the library provides comfortable study and reading areas, in addition to group study and conference rooms. Equipped to meet the student's needs, the library maintains coin and card operated photocopiers and word-processing equipment, as well as microfilm and microfiche readers. The library expands its resources by subscribing to online retrieval services. It also maintains membership in the Southeastern Michigan League of Libraries Infopass system. This entitles students to borrowing privileges at more than twenty participating university and public libraries. Additionally, books, abstracts, monographs, articles,

research and technical reports, and policy manuals can be obtained through the Network-Locator Services of the Michigan Library Association. Through such consortial arrangements students can take advantage of the extensive research and library resources in the Detroit-Ann Arbor area.

Career counseling and advising are provided by the staff of the Career Resource Center, a national model for liberal arts colleges. Students can research career alternatives with the aid of the CRC staff and materials and utilize the testing, cooperative education and placement services of the center.

All Madonna College buildings are barrier free for the physically handicapped. Closed captioned televisions, teletypewriters, and telephone boosters are available to hearing impaired students.

Campus Activities

Each semester a full calendar of speakers, athletic events, and cultural activities are scheduled for student enjoyment. Graduate students are invited to take advantage of these activities as well as the facilities for tennis, basketball, and other team sports. Interested students will find a good selection of extracurricular activities to supplement their studies.

Program Accreditations, Approvals, and Selected Memberships

Programs at Madonna College are approved or accredited by the following organizations:

- American Bar Association, 1984
- American Dietetics Association
 - General Dietetics, 1977, 1982
 - Clinical Dietetics, 1982
 - Community Nutrition, 1982
- Council on Social Work Education, 1982
- State of Michigan Board of Education:
 - Approval of four-year degrees, 1947
 - Teacher certifications, 1954, 1969
 - Vocational certification and authorization, 1969, 1974
 - Learning disabilities certification, 1974
 - Reading, 1977
 - Emotionally impaired, 1978
 - Master of Science in Administration, 1982
 - Computer Science, 1984
- Michigan Board of Nursing, 1967
- North Central Association of Colleges and Schools,
1959, 1968, 1978, 1982 (Graduate Studies)
- National League for Nursing, 1970, 1978, 1984 (undergraduate only)

National Council for the Accreditation of Teacher Education,
1972, 1981
Michigan Department of Public Health:
Advanced Emergency Medical Technician, 1975
Basic Emergency Medical Technician, 1985
Emergency Medical Technician, Instructor/Coordinator, 1985

Selected Memberships

American Assembly of Collegiate Schools of Business
American Association of Colleges of Nursing
American Association of Collegiate Registrars
and Admissions Officers
American Association for Higher Education
American Council on Education
American Library Association
American Personnel and Guidance Association
American Society of Allied Health Professions
Association of Catholic Colleges and Universities
Association of Governing Boards of Universities and Colleges
Association of Independent Colleges and Universities of Michigan
Career Educational Association
Catholic Campus Ministry - Archdiocese of Detroit
Catholic Library Association
College Placement Council
Council of Graduate School in the United States
Council of Independent Colleges
Detroit Area Consortium of Catholic Colleges
Livonia Chamber of Commerce
Michigan Academy of Science, Arts, and Letters
Michigan Association of Colleges of Nursing
Michigan Association of Collegiate Registrars and Admissions Officers
Michigan Association of Colleges of Nursing
Michigan Colleges Foundation
Michigan Committee for Jobs and Energy
Michigan Council of Graduate Deans
Michigan Library Consortium
Midwest Alliance for Nursing
Midwest Association of Graduate Schools
Midwest College and University Placement Association
National Association of Independent Colleges and Universities
National League for Nursing
North Central Association of Colleges and Schools
Nurses Association of America
Sigma Theta Tau - National Honor Society for Nursing

ADMISSIONS



GRADUATE ADMISSIONS

Madonna College welcomes applications from college graduates who seek professional education for administrative positions in business, government, health institutions, and non-profit organizations. The graduate program is open to all students, full or part time, who meet the admissions requirements of the College. Madonna College guarantees equal educational opportunity to all, without discrimination because of race, religion, sex, age, national origin, or physical disability.

Admission Requirements — Business Administration

Admission to the M.S.A. program in business administration is determined on the basis of the following:

1. Possession of a bachelor degree from an accredited institution, with an overall undergraduate grade point average of 3.0 on a 4.0 scale. (An average of 2.7-2.9 will be considered for conditional admission.)
2. GMAT (Graduate Management Admission Test) for applicants with an overall undergraduate grade point average of less than 3.25.
3. Two letters of recommendation from current employer and/or professional persons.
4. Interview with member of Business Administration Admission Committee.
5. Current employment status:
The program is designed for individuals who are employed in environments where they can develop an understanding of how an organization functions in order to accomplish its goals. This experiential base provides a foundation for many of the course assignments and for the culminating research study. It is therefore required for students to have related work experience prior to enrolling in the program.

Admission Requirements — Nursing Administration

Admission to the M.S.A. program in nursing administration is determined on the basis of the following:

1. Possession of a Bachelor of Science in Nursing (B.S.N.) or a bachelor degree with an upper division major in nursing with an overall undergraduate grade point average of 3.0 on a 4.0 scale. (An average of 2.7-2.9 will be considered for conditional admission.)
2. Satisfactory score on the G.R.E. (Graduate Record Exam).
3. Two letters of recommendation from supervisors and/or nursing associates.
4. Interview with a member of the Nursing Graduate Admission Committee.
5. Current resume.

6. Current employment status:

Significant work experience provides a basis for course assignments. Therefore, it is recommended that students have meaningful work experience prior to and concurrent with enrolling in the program. This issue will be addressed at the admission interview.

Application Procedure

1. Application forms are available in the Office of Graduate Studies, room 266 in the Academic Building. Prospective students may write or phone the office (313-591-5049) to have the form sent.
2. The completed form together with a \$25 non-refundable application fee must be returned to the Office of Graduate Studies according to the graduate admission calendar. (See below.) Checks or money orders are to be made payable to Madonna College.

For Fall Term — before August 15

For Winter Term — before December 15

For Spring/Summer Term — before April 15

3. The applicant should request that each institution of higher learning attended as an undergraduate and/or graduate student send an official transcript to the Office of Graduate Studies. Only official transcripts sent to the Office of Graduate Studies will be acceptable as admission credentials. Madonna College graduates must ask that the Registrar's Office send an official transcript to the Office of Graduate Studies.
4. The applicant should arrange to have the results of the GRE (Graduate Record Exam) for nursing applicants or the GMAT (Graduate Management Admission Test) for business administration applicants sent to the Office of Graduate Studies. The Madonna College score reporting codes are: 1437-3 (GRE) and 1437 (GMAT).

Self-instructional and computer-assisted materials to help students prepare for the GRE and GMAT are available in the Madonna College library. Each package contains review and exercises in both the quantitative and verbal skills addressed by the tests. A preparation course for the GRE and GMAT is offered through the Continuing Education Office (591- 5188).

5. The applicant should also request that two persons complete the letter of recommendation forms in the admissions packet.
6. Once the application file is complete, applicant will be scheduled for a pre-admission interview with a member of the graduate faculty in the specialty area.
7. After the specialty department has reviewed the applicant's admission file and interviewed the candidate, the student may be assigned an admission status. The Dean of Graduate Studies will inform the student of acceptance by letter. The student will be assigned an admission status from the following:

- **Regular Admission:** The student meets all of the admission criteria.
 - **Conditional Admission:** An applicant who does not meet the criteria for regular admission, yet who appears to possess potential for success in graduate study, may be granted conditional admission to the program. This would include applicants with an undergraduate grade point average of 2.7-2.9 or with a low score on the graduate admission test required by the specialty department. The applicant will be admitted on the condition that he/she achieve a 3.0 GPA in the first 9 hours of coursework approved by the specialty department or on a condition set by the admission committee in the specialty department. The student must qualify for regular admission within one calendar year.
8. **Special Status:** Permission to enroll in classes as a special status student may be granted by the Dean of Graduate Studies. The business administration specialty will accept for the degree a maximum of 4 semester hours of coursework taken on special status. A maximum of 6 semester hours of coursework taken on special status will be accepted for the degree by the nursing specialty. Permission to take graduate courses as a special status student does not guarantee admission to the graduate program. Guest students from other institutions register under special status.

Transfer Students

Students who fulfill the entrance requirements may transfer into the program with a maximum of 6 semester hours of graduate credit applied toward the M.S.A. degree. Transfer courses are accepted on the basis of their equivalency to courses in the Madonna program.

Second Master's Degree

Students with a clinical or technical degree will be evaluated individually in an attempt to determine course equivalencies. Students must, however, complete a minimum of 24 semester hours of graduate coursework at Madonna College, which includes a thesis or research study in the specialty area.

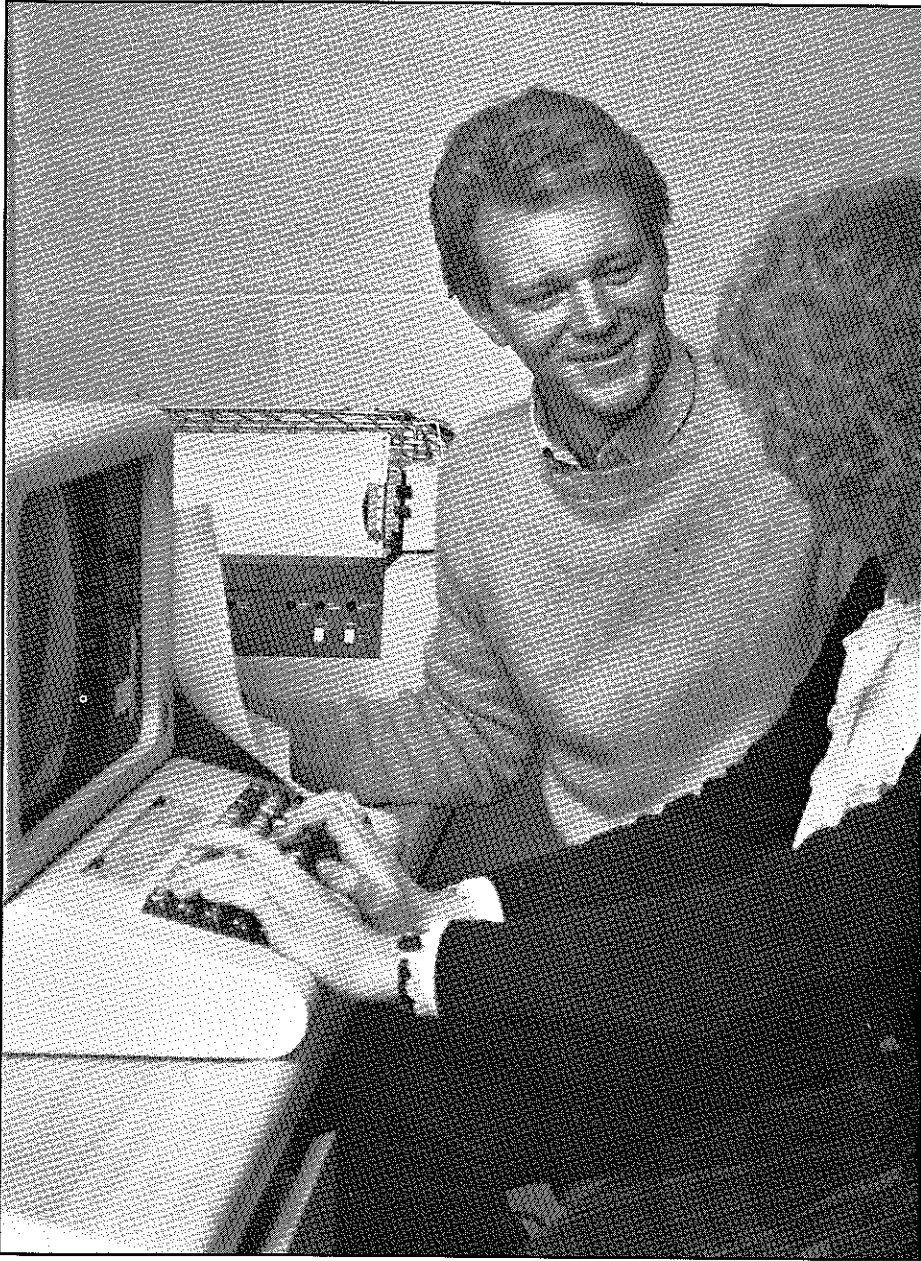
Enrollment in Courses by Senior Students

A student of senior standing with a GPA of 3.0 or higher may register for up to 6 s.h. of graduate courses, with the permission of the specialty department and approval of the Dean of Graduate Studies. Credit so earned may be used in only one of the following two ways:

1. To meet requirements for the baccalaureate degree and thus appear on the undergraduate transcript;
2. To apply toward the M.S.A. degree and thus appear on the graduate transcript.

The graduate credits will not apply toward both the baccalaureate and master's degree. Permission to take graduate courses does not constitute admission to the graduate program.

EXPENSES



Tuition and Expenses

Madonna College believes that higher education should be affordable to all who seek it. Therefore, tuition is maintained at the lowest possible level. The following schedule is in effect beginning in Term I, 1987. Graduate students enrolled in undergraduate classes should refer to the undergraduate bulletin for tuition rates and other applicable fees.

Graduate Tuition for 1987-88 \$133 per semester hour

Fees

Madonna College reserves the right to change fees without advance notice. Inquiries related to fees should be referred to the Student Billing Department in writing or by calling (313) 591-5034. Course fees are published in the class schedule each term and are non-refundable.

Application for Graduate Program (Non-Refundable)	\$25
Advance Enrollment Deposits for Foreign Students (Deposit refunded to paying party when the student is no longer enrolled in Madonna's programs.)	\$1,500
Registration	\$10 per term
Unscheduled Registration	\$10
Deferred or Anticipated Examination The instructor will require a receipt from the Student Billing Department that the fee has been paid.	\$10 per test
Removal of Incomplete	\$5
Transcript of Credits	\$2
Billing/Payment Record Replacement	\$5
Change in Registration	\$10
Graduation fee	\$25
Returned Check Penalty	\$10
Thesis fee	\$80
Copyright fee (optional)	\$20

Checks should be made payable to **Madonna College**.

Student Payment Policies

All students may obtain their registration forms from the Student Billing Office, when past due financial obligations have been met. Registration and unscheduled registration fees are due and payable at the time of registration at the Student Billing Office.

Payment Plans

1. Tuition and fees are payable in advance in full at the time billed. Students may pay by cash, check, money order or credit card (Master Charge or Visa). Canadian students

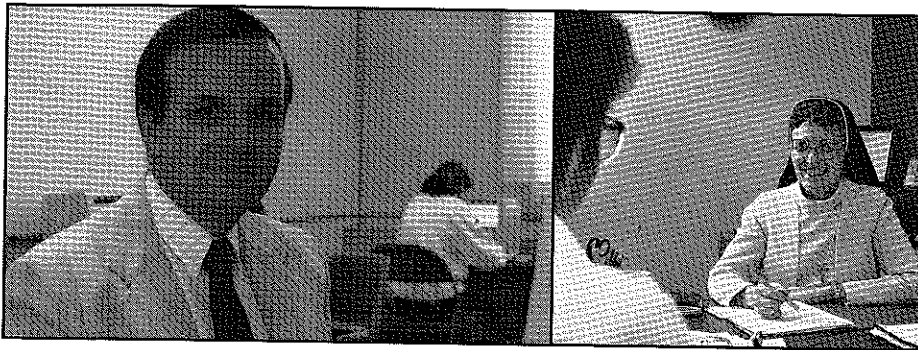
must pay in U.S. Currency. Payment may be made by telephone for credit card holders. Payment may also be by mail. However, the College is not responsible for lost or delayed mail. The assessment of program adjustment and late payment charges is determined by the date payment is received by the Student Billing Office, regardless of the postmark date.

2. Students who do not pay in full in advance automatically choose the deferred payment plan of two equal installments. The initial payment is due approximately two weeks prior to the beginning of each term. The balance of tuition and fees is due four weeks after the beginning of the term. The Class Schedule carries the exact due dates for each term. The deferred payment plan is denied to students whose accounts have in the past been referred to a collection agency because of the student's failure to pay the College.

NOTE: Each billing due date will have an associated billing close date. The close date will be approximately two weeks prior to each billing due date. Students who register after the established billing close date, or add additional courses to their initial registration, will be required to pay the minimum advance payment of 50% before registration forms are processed. Students registering for non-credit or CEU will be required to pay 100% of the charges at the time of registration.

3. Payment may be made through the direct crediting of a financial aid award to the student's account, provided that the award is sufficient to cover the required advance minimum payment. This plan excludes college work-study awards. Students with an insufficient amount of financial aid to cover the minimum advance payment of 50% are required to pay the difference by the invoice due date. Students who have not received their official award verification notice prior to the billing close date are also required to pay the minimum advance payment of 50% when due.

NOTE: The following student assistance programs, for which the student has applied and/or been approved but from which the student has not yet received funds, will not serve to release the student from the obligation of required minimum payments when due: Guaranteed loans, veteran benefits, Michigan Tuition Differential Grant and special department awards. The latter two may be applied toward final payment.



4. Students whose employers will be invoiced for tuition and expenses may submit a billing authorization form prior to the billing close date, in lieu of the 50% advance payment.

Address Changes

It is the responsibility of the student to inform the College of any address changes by completing a change of address form in the Student Billing Office. Mail returned to the College because of an address change will not defer the assessment of program adjustment and late payment charges.

Penalties

1. Failure to meet the required minimum advance payment due date will result in the suspension of the student's registration. In order to reinstate the registration, the student is required to pay a \$10 suspension fee in addition to the 50% minimum payment. If the student does not intend to attend, he/she should withdraw in writing through the Registrar's Office. At the end of add/drop week, any student whose registration has been cancelled by the Student Billing Office will be required to pay \$30 assessment fee along with 100% of that term's charges in order to be reinstated.
2. A penalty of 5% up to a maximum of \$50 is assessed if the second payment is not received by the due date on the invoice.
3. Students whose accounts are past due for a current semester's enrollment or who are in debt to the College at the end of any term are not entitled to register, receive a transcript, grade report or diploma until the account is settled.
4. Checks returned for any reason will constitute non-payment and will be subject to a \$10 penalty per check. Program adjustment or late payment charges will be assessed when applicable.

Billing Error or Dispute

Errors or disputes about a bill must be submitted in writing within 60 days after the mailing date of the bill. The written inquiry must include: name and Social Security number, a description of the presumed error, and the dollar amount of the presumed error.

The student remains obligated to pay the portion of the bill not in dispute, but the disputed amount may remain unpaid until such time that the problem is resolved. Send billing inquiries to Student Billing Office, Madonna College, 36600 Schoolcraft Road, Livonia, MI 48150.

Other Penalties

1. Program adjustment fee: a complete drop prior to the first day of classes is not assessed a program adjustment fee. Thereafter, a complete drop is assessed at \$10. Each add/drop transaction is assessed a \$10 program adjustment fee.

At least 50% of the increased tuition and fees resulting from a change in program made after the billing close date is paid at the time of the adjustment. No program adjustment fee is assessed for changes required as a result of College actions.

2. **Unscheduled registration:** Students who do not complete registration on the days designated in the Class Schedule Bulletin will be assessed an unscheduled registration fee of \$20, which includes the \$10 registration fee plus penalty.
3. **Replacement fee:** Requests to duplicate billing records and to verify payments are assessed a \$5 replacement fee.

Refunds/Credit Adjustments

Students are required to officially drop or withdraw from classes in person or in writing through the Registrar's Office. The date the Registrar's Office receives the request determines the amount of any adjustment of tuition after classes have begun.

Students who do not officially drop or withdraw from a class within the specified add/drop periods are responsible for full tuition and fees for the courses. In such cases the grade of NC is entered for the courses on the student's transcript.

Tuition credit adjustments are made according to the following schedule:

Full Term

Add/drop week	100% minus \$10 adjustment fee
Second week	75%
Third week	50%
Fourth week	25%
No credit past the fourth week	

Classes, workshops & seminars less than full term

	No. of class sessions	
	1-4	5-8
On/or prior to first date of classes	100%	100%
After first class meeting	25%	50%
After second class meeting	0%	25%
After third class meeting	0%	0%

NOTE: Students unable to complete the withdrawal process within the designated time periods, or those compelled to withdraw completely at any time due to circumstances beyond their control, may appeal the credit adjustment decision in writing to the Manager of Student Billing.

Refunds vs. Credits

When students decrease their schedule or withdraw from classes, only certain credit for the total tuition commitment can be granted based on the above credit adjustment schedule. A credit adjustment is not necessarily a refund. If the credit is greater than the amount due, the difference is refunded to the student. If the credit is less than the amount due, the difference must be paid by the student.

Students whose tuition was paid all or in part from financial aid funds will have all or a portion of the refund restored to the aid program. Therefore, students may not receive cash refunds.

Students whose accounts have a credit balance from changes in registration should complete a refund request form in the student billing office.

Student accounts which have a credit balance from financial aid received are not automatically refunded. To receive a refund, students must make a written request any time after the sixth week of classes in the fall and winter terms, and after the fourth week in spring/summer term. Madonna College encourages students to leave credit balances on their account to ensure that they can meet the required minimum payments of a subsequent term.

All students who have a credit balance at the end of a term automatically will receive a refund if they are not registered for classes in the subsequent fall or winter term.

All refunds are mailed. Students will receive a refund check in approximately two weeks from the date of their request. The College needs time to process the formal student refund request, to process the check, and allow for mail delivery. Fees are not refundable.

A credit balance of \$1 or less is not refunded unless specifically requested, and is not credited against future registration charges after the end of the term in which the credit is generated.

Non-Refundable Fees

1. Room and board fees are not refundable. Rooms are rented for a term; no refund is made in case of withdrawal. Refunds on room reservations will be allowed to incoming students when the Dean for Student Development is notified by July 31. No refund will be made on the board fee because of contractual arrangements relating to service in the dining hall.
2. Graduation fee: A non-refundable graduation fee of \$25 is charged each student who applies for graduation. It is assessed only once for each degree. Graduate students may obtain an Intent to Graduate form from the Office of Graduate Studies. The intent form must be completed, signed by the student's advisor and presented to the Office of Graduate Studies. See College Calendar for deadlines.
3. Thesis fee: Students are required to pay a thesis fee of \$80 at the time they file their Intent to Submit and Present Thesis form at the Graduate Studies Office. This is assessed to cover the cost of binding two copies of the thesis for the College and the publication fee for University Microfilms International. Students have the option of paying for copyright service and for the binding of a personal copy of the thesis.

Graduate Student Financial Aid

Financial aid for graduate students is limited, for the most part, to loans. In order to qualify, students must be able to demonstrate financial need.

More detailed information and/or application forms are available upon request from the Financial Aid Office.

POLICIES



GENERAL POLICIES AND PROCEDURES

Advising

The specialty departments provide a system of academic advisement to insure that students understand the goals of the program and follow a plan of study. Students are encouraged to contact the specialty department when a question arises about policies or procedures. The student handbook for the specialty provides detailed information about program requirements and scheduling of courses. Students are encouraged to obtain a handbook and to maintain contact with an advisor in the department.

Academic Load

The full-time credit load is 9 to 12 semester hours per term; the normal load for a student with a full time work commitment is 3-6 semester hours. Special permission to exceed these limits may be granted by the Dean of Graduate Studies.

For financial aid purposes, the following formula is used:

Full-time status:	9 or more semester hours
Half-time status:	4-8 semester hours
Less than half-time student:	less than 4 semester hours

Attendance

Since participation in class activities is important to the educational process, the student is advised to be present for all sessions. Job related absences due to such things as travel can be accommodated, but the student must accept full responsibility for missed work. The professor is not responsible for rescheduling tests or conducting make up sessions for students who have missed class.

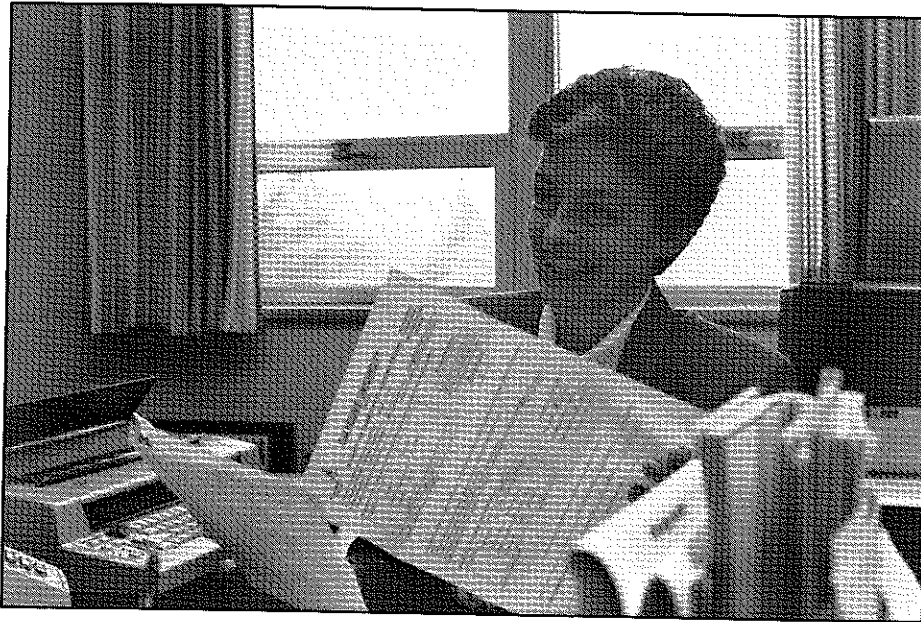
Auditing Courses

Audit status must be approved by the student's advisor and selected at the time of registration. Auditors must adhere to the attendance policy of the course; those who fail to meet attendance requirements receive a W on their transcript. Students pay full tuition and fees to audit courses.

Withdrawal From Classes

Students who wish to withdraw from a course(s) must do so officially - in writing - at the Registrar's Office before the deadline date specified in the calendar of the College bulletin. Failure to officially withdraw from a course will be recorded as NC and computed in the grade-point average.

The date of the request for withdrawal to the Registrar's Office or the postmark date of a letter or request will be used to determine the amount of adjustment of any tuition after the classes have begun. A student who does not officially withdraw from classes before the specified date, even though he/she did not attend classes, is responsible for payment of full tuition and fees for the class(es).



Academic Standards and Grading Policy

Maintaining high academic standards is a condition for retention in the program. Students must maintain a minimum grade point average of 3.0, with no more than six semester hours of C grades in core or specialty courses. Courses with grades lower than C will not apply toward the degree. The student must possess a GPA of at least 3.0 in order to graduate.

Grades for each course are awarded on a basic four point system:

A — Superior	4 honor points per semester hour
B — Very Good	3 honor points per semester hour
C — Adequate Attainment (Lowest acceptable grade)	2 honor points per semester hour
D — Unacceptable Level of Attainment for Graduate Student	1 honor point per semester hour
NC - Failure	0 honor points

Other grades:

S — Satisfactory	(C or Better)
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Prerequisite courses taken at the undergraduate level can be taken on a pass/fail basis and would therefore carry an S grade to denote a passing grade. Regular course offerings, except

for designated workshops, are not eligible for the S grade. The S grade denotes attainment of C or better in the course. Unsatisfactory performance in a pass/fail course is recorded as NC.

W — Withdrawal

See policy on withdrawal from courses.

Y — Carry over

For a course that carries over into a subsequent semester. For the thesis course, the student may continue with an outstanding Y grade for two semesters; at the end of the second semester, the grade for the thesis is awarded, or the Y automatically converts to an L grade.

L — Lapsed

Indicates that the time limit for completion of the thesis has lapsed. The L does not compute into the student's grade point average; however, the student must reregister for the thesis credits in order to fulfill degree requirements.

AUD — Audit

See policy on auditing courses.

I — Incomplete

The professor has the option of assigning an I grade to a student who, due to an extenuating circumstance, has not completed course requirements. The student should inform the professor as soon as possible when it becomes apparent that he/she cannot complete the course. In most cases the student will be encouraged to withdraw.

A grade of I automatically converts to NC if not removed within six weeks after the end of the term. In extenuating circumstances, students must arrange for an extension of this limit with the instructor and the Registrar.

Professional Ethics

The College reserves the right to request students to withdraw from a program due to unsatisfactory performance in the theoretical and/or practical phase of that program or because of inappropriate behavior. Plagiarism and cheating are violations of ethical standards and merit failing grades on the assignment or examination involved. In serious instances, this could result in dismissal from the program, upon recommendation of the specialty faculty.

Examinations, Grade Reports, and Transcripts

Final Examinations are administered at the end of each term. An unexcused absence from a final examination may constitute a failure in the course.

A report of the final grade in each course and the student's grade point average for the term is mailed to each student by the Registrar's Office.

Transcripts are issued within a week after a signed request by the student. Transcripts for completed course work will be mailed after all grades have been posted - usually within three weeks of the end of the term. Issuance of the first transcript is free; additional transcripts are \$2 each. Official transcripts are issued to the student in unusual cases only. The fee for such service is \$3.

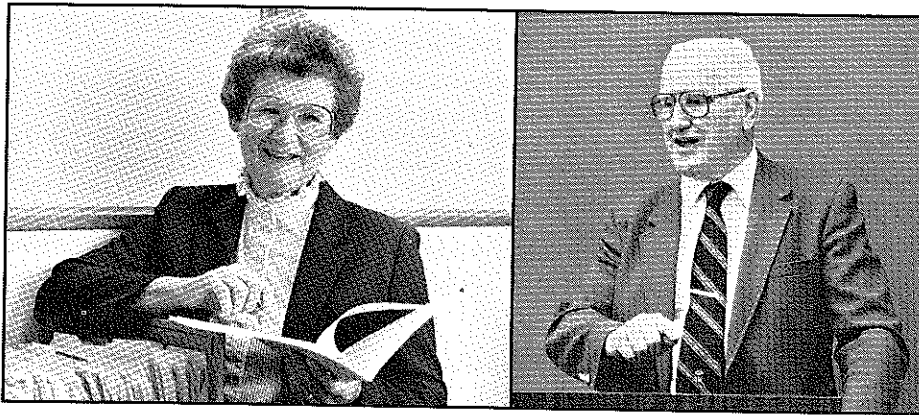
Academic Probation and Dismissal

A student whose semester grade point average drops below 3.0 will be placed on probation for one semester and required to meet with an academic advisor. If the student does not attain a semester grade point average of 3.0 for the following semester, he/she will not be permitted to undertake further course work. Grades for all courses taken at Madonna College once the student has registered as a graduate student, will appear on the graduate transcript.

To be eligible for continued enrollment, the student must maintain satisfactory academic progress. This is based on two criteria: cumulative grade point average and progress toward completion of the degree as measured by course completion. In addition to maintaining a GPA of 3.0, the student is expected to successfully complete two-thirds of the coursework attempted over a year's time. Failure to maintain satisfactory academic progress will result in dismissal from the program.

Candidacy

Students achieve master candidacy status once they have completed 18 semester hours of course work, including NUR 574: Research Methods and Evaluation Strategies or BUS 643: Research Design, with minimum 3.0 grade point average. Candidacy is considered an academic milestone; it brings recognition and encouragement once the student is at least half way toward completing the master's degree.



Thesis

Students are required to submit three copies of the completed thesis complying with the physical specifications in the Research Guide for Students Enrolled in the Master of Science in Administration Program to the Graduate Studies Office. Two copies are bound for the College; the third copy is sent to University Microfilms International for publication. Students must pay a thesis fee at the time they submit the Intent to Submit and Present Thesis form.

Students must submit acceptable copies of the final thesis by the official ending date of the semester of graduation. Otherwise, the student is awarded an I grade, which automatically converts to an NC at the end of six weeks. Students who have not submitted final copies of thesis have not fulfilled degree requirements.

Students conducting research that involves human subjects are required to submit their proposal to the Director of the Center for Research for review. If deemed necessary, the proposal is reviewed by the Institutional Review Board (IRB), a board of faculty representatives, to assure compliance with federal guidelines for informed consent.

Application for Degree

Students must file an intent to graduate with the Graduate Studies Office prior to the date specified on the College calendar. The graduation fee of \$25 is paid at the Student Billing Office, and the endorsed form is returned to the Graduate Studies Office. Students must file an intent to graduate regardless of whether or not they will attend the graduation ceremony.

Graduates are encouraged to be present at the commencement ceremony to receive their degrees.

Statute of Limitations

Students must complete all requirements, including thesis, within six years after admission to the program. An extension of one year may be granted.

Family Educational Rights and Privacy Act

In accord with the "Family Educational Rights and Privacy Act of 1974," the policy of Madonna College regarding student records is as follows:

1. Students have the right to inspect their records. The institution will comply with the student's request for information within 45 days after the request has been filed.
2. Confidential information pertaining to students will not be disclosed to any person, organization or agency outside the College without the written authorization of the student.
3. A parent or legal guardian of a student under 18 years of age may request to view the dependent's records.

4. Directory information is public information.

Excluded from inspection are the following:

1. Parental financial records.
2. Confidential records of recommendation filed before January 1, 1975.
3. Confidential letters solicited under a waiver of the right of future access.

Records excluded from the provisions of the Act:

1. Personal notes of teachers and administrators.
2. Law enforcement records.
3. Employment records.
4. Medical psychiatric reports or related professional files.

Records may be released without written consent to:

1. Other school officials within the College.
2. Accrediting organizations.
3. Officials with application or receipt of financial aid.
4. State or local officials as required by state statute.
5. Organization conducting studies on behalf of educational institution.
6. In an emergency: health or safety.

A record of requests for information must be kept with each student's file.

All questions or requests for access to graduate records are processed through the Office of Graduate Studies.

Student Appeal Process

When a problem arises, the student should follow this procedure:

- Step 1 - Discuss problem with professor at a scheduled appointment.
- Step 2 - If problem is not resolved, student and professor meet with the dean of the specialty division.
- Step 3 - If the problem remains unresolved, student presents the problem in writing to the specialty department's Appeal Board (graduate faculty and one student representative). The board recommends an action to the specialty dean, who relays the decision to the student in writing.

Step 4 - In the event the student rejects the decision, the student may present the case to the Dean of Graduate Studies for review. (The Dean may consult the Executive Committee before a decision is reached.) The Dean of Graduate Studies informs the student of the decision in writing.

Step 5 - If the problem is not resolved, the student may submit an appeal to the campus-wide Student Appeal Board according to the published procedures.

STUDENT LIFE POLICIES

I.D. Cards

Student identification cards are issued by the office of the Dean for Student Development at the time of the first registration. The I.D. Card can be replaced for \$3.00. The I.D. Card should be carried at all times; it is used whenever identification is necessary, such as in the library to check out materials. Students carrying thesis registration into a second semester need to contact the Graduate Studies Office for verification of their continued enrollment.

Parking Regulations

Students are to use the north and south parking lots, except where restrictions are posted for reserved parking for the disabled. Parking violators will be ticketed. Parking decals are obtained in the Office of Student Billing, and students are requested to place the decals on their windshield.

Alumni

All graduates are inducted into the Madonna College Alumni Association at the commencement ceremony. Membership entitles students to continued use of College facilities, including the library, and participation in alumni activities. Information about upcoming alumni activities can be obtained by calling the Alumni Office.

Prohibitions

If a graduate student resides in the Madonna College Residence Hall, he/she must abide by the rules and regulations set forth in the student handbook.

Smoking is confined to designated areas in the academic building, the Commons Room, and the patio of the Residence Hall.

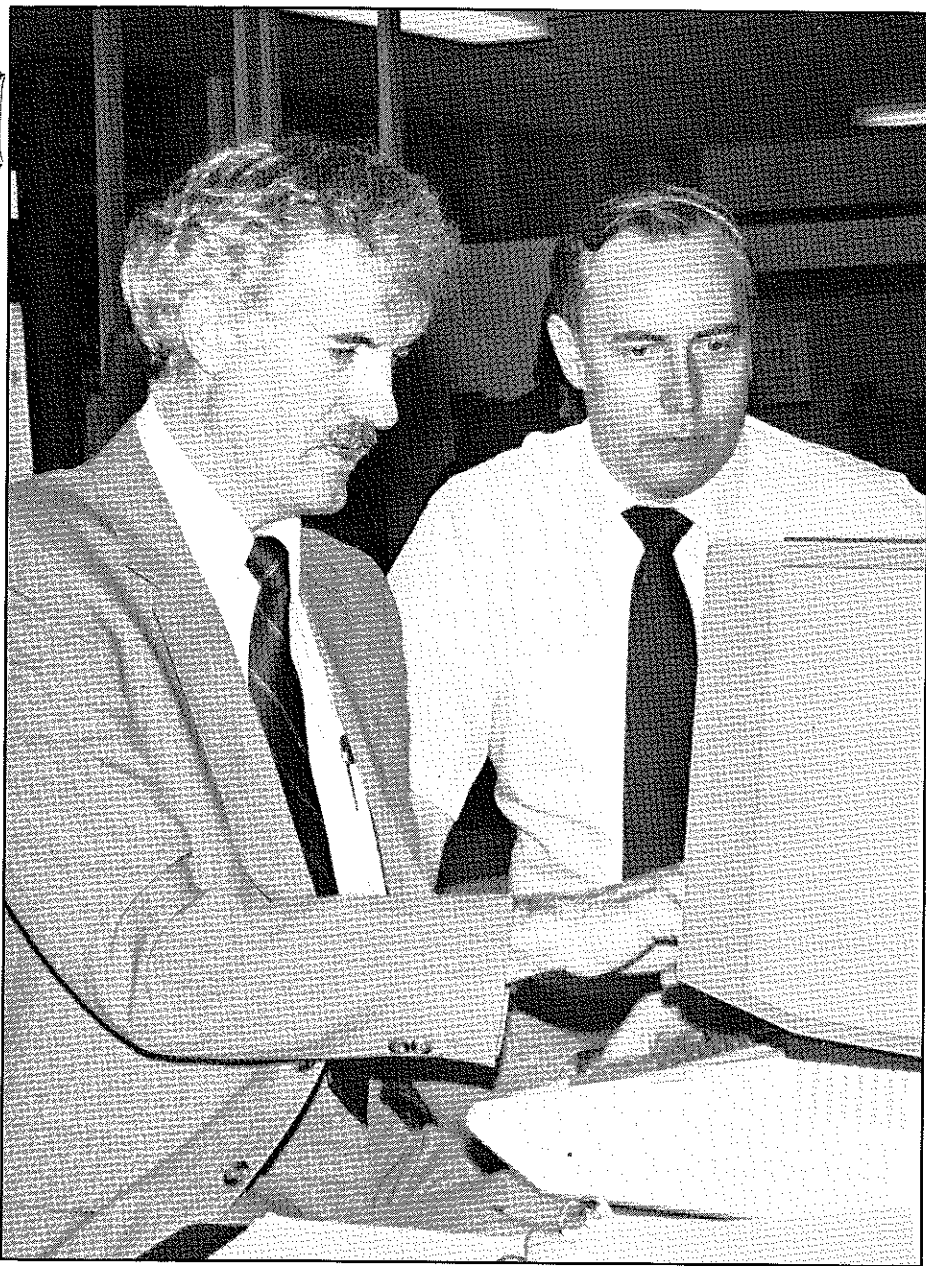
Food Service

Graduate students are invited to use the food service in the Madonna College Residence Hall for lunch and dinner. Hours are posted in the Academic Building.

Changes in Policy

Students are responsible for knowledge of any authorized changes in policy, regulations, and procedures that may be implemented during the academic year.

SPECIALTY PROGRAMS



MASTER OF SCIENCE IN ADMINISTRATION

Business Administration Specialty

The Master of Science in Administration with a specialty in Business Administration offers a planned program of educational experiences for the graduate interested in advancing a career in a key leadership role in business or other complex organizations. The content of the program is designed to provide the student with the following competencies:

- *An understanding of the specialized knowledge, skills, and attitudes deemed necessary for professional and effective performance as a leader in a managerial role.* The content of the program was determined by gathering information from a variety of sources on what managers need to be and how they need to change to meet the challenges of the 1990's.
- *An in-depth understanding of the role of human behavior in the organization environment.* The importance of people, the satisfaction of their needs and objectives, and the integration of these needs with the goals of the organization are stressed throughout the program.
- *Significant awareness of professional ethics and social responsibility.* Beyond the required course dealing with managerial ethical considerations, the importance of developing and fine-tuning one's own ethical and value system is stressed throughout the program.
- *A systematic approach to problem-solving for effective decision making.* Methods of integrating computerized information into the decision-making process are stressed in the program.
- *A greater appreciation of the contribution of the traditional liberal arts disciplines to the current and future practice of management.* Faculty with strong backgrounds in disciplines such as psychology, history, philosophy, mathematics, and the humanities have been carefully selected to bring the liberal arts context to the study of leadership.
- *A practical approach to recognizing societal and environmental issues and analyzing their collective impact on human behavior and especially on the manager.* The methodologies of futures research allows the manager to place him/herself in a proactive position rather than reactive and to lead others into the 21st Century.
- *An in-depth familiarity with the kinds of knowledge and skills needed to perform useful research within a professional environment.* In order to be a dynamic force, a manager must change. Reading and carrying out research provides the manager with a base from which to launch change.
- *A greater sense of personal discipline to pursue lifelong learning for professional growth.*

The program emphasizes professional and managerial leadership and the development of human resources within the framework of social and environmental constraints which



ultimately affect human behavior and performance in the work setting. It combines a broad theoretical base and a pragmatic case study approach, along with an integration of the liberal studies, such as history, psychology, communications, ethics, sociology, and political science. Collectively, these prepare the graduate for more effective decision making.

Characteristics of Program

The focus of the program on professional and managerial leadership provides:

- An emphasis on ethical and professional leadership in all types of organizations and environments.
- Opportunities for extensive networking through courses, team work, retreats with students, faculty, and community and organizational leaders.
- An assessment of the student's leadership skills and needs, and a plan for individual development goal attainment.
- The opportunity to complete a research study in collaboration with the student's work place management.
- An integration of leadership studies with planning, futuring, forecasting, and the management of human resources, process, project, and information.

Requirements for Graduation

The business administration program entails eighteen semester hours of required courses, eleven semester hours in specialty electives, and seven semester hours in a capstone sequence, for a total of 36 semester hours:

Required Administration Core Courses (18 s.h.)

ADM 522 Introductory Seminar in Leadership Studies	1 s.h.
*ADM 525 Managerial Accounting for Decision Making	3 s.h.
ADM 530 Behavior in Organizations	3 s.h.
ADM 537 Future Society and Leadership	2 s.h.
ADM 540 Organizational Theory and Design	3 s.h.
ADM 547 Ideas in Leadership: Development and Literature	2 s.h.
ADM 555 Ethical Considerations in Leadership	2 s.h.
*ADM 558 Information Systems for Managers	2-3 s.h.

Required Capstone Specialty Courses (7 s.h.)

*BUS 643 Research Design	3 s.h.
BUS 683 Independent Research Study/Thesis	1 s.h.
BUS 684 Independent Research Study/Thesis	2 s.h.
BUS 693 Seminar in Leadership Studies	1 s.h.

Elective Specialty Courses (11 s.h.)

*BUS 535 International Trade and Finance	3 s.h.
BUS 545 International Management	3 s.h.
BUS 550 Human Resource Management and Development	3 s.h.
*BUS 555 Economics in a Global Society	3 s.h.
*BUS 560 Information Systems Planning	3 s.h.
*BUS 565 Business Finance	3 s.h.
*BUS 574 Quantative Forecasting and Analysis	3 s.h.
*BUS 576 Project Evaluation	3 s.h.
*BUS 579 Marketing Strategy	3 s.h.
BUS 580 Seminar in Leadership	1 s.h.
HUM 505 Communications for the Executive	3 s.h.

*denotes courses with undergraduate prerequisites

MASTER OF SCIENCE IN ADMINISTRATION**Nursing Administration Specialty****Philosophy**

The nursing faculty of Madonna College espouses a philosophy of Christian humanism, which expresses itself in carefully weighed decisions favoring the individual over objects and routines, decisions respecting the individual's autonomy and freedom of choice, decisions calling for responsible use of self cultivation of one's environment.

The nursing faculty believes in the necessity of producing a scholarly practitioner. Members believe that scientific principles, garnered from clinical research, ought to be the base for an intelligent practice of the nursing profession. They also believe that, to advance professionalization of nursing, practitioners must be alert and energetic in the identification of problems and their interrelatedness, in the collection of data, in the development of constructs, and in the testing of hypotheses so as to contribute to a scientific body of nursing knowledge.

Nursing faculty members believe that a rigorous program in nursing administration is an appropriate focus for graduate studies. The program, structured on theory-based advanced clinical practice and management science, prepares nurses for leadership roles. The conviction is that nurse executives must root their administrative practice in these elements and create a climate of strength and compassion, inquiry and reflective judgement, autonomy and respect, collegiality and shared governance.

Faculty members believe that nurses with graduate preparation require skills as teachers, leaders, managers, and advocates, and in this program these skills are developed within the perspectives of the administrative role. Nurse administrators should be able to identify contemporary political, social, ethical, economic, educational and professional issues that can impact on health care delivery and assume a leadership role in managing those trends. They must also assume collegial and collaborative roles with lay persons and professionals, interested and specialized in health care and education.

Finally, faculty members believe that nurses must view themselves as lifelong learners to have the most positive impact on the growth of nursing as a practice discipline.

Organizing Framework

The master's program in Nursing Administration, building upon its baccalaureate base, uses a developmental model and is guided by a person-centered Christian humanistic philosophy. Whereas the undergraduate model displays dissected spheres to better describe interfacing and implementing themes, the graduate diagram arises from that model's integral whole where nurse-client components are now understood as an interrelated synthesis or totality. It is the administrative nursing process which acts as a linking strategy relating nurse leaders with patient groups, the object of their functional responsibilities. Master students possessing a generalist base with experiences in family-centered episodic-distributive nursing now specialize and advance their knowledge of nursing theory and practice, assume an administrative role and select a relevant practice setting. Master students develop their expertise in administrative, fiscal and human resource matters; in research and evaluation skills; and in issues management using a futuristic/ethical/humanistic frame of reference.

Purpose

The purpose of this program is to prepare high level professional practitioners with advanced knowledge of nursing theory and practice, ability to utilize the research process and particular skills in the application of the administrative process to the nursing management setting. The course of study includes interdisciplinary management classes and both clinical and administrative nursing practicums to allow the development of teaching and leadership skills in actual practice settings. The faculty of this program recognizes the ongoing requirement for continuing education for the professional and provides experiences designed to stimulate the students' desire to continue their education beyond the Master's degree through personal study, continuing education, and pursuit of the doctoral degree.

Terminal Competencies

The program is designed to prepare a master degree nurse:

- Analyze structure and content of selected nursing theories.
- Apply nursing theory in clinical practice and evaluate appropriateness and effectiveness of selected nursing models in clinical setting.
- Apply accounting principles to the analysis of organizational financial planning.
- Evaluate the appropriateness of the utilization, organization and rewards for personnel in nursing situations.
- Evaluate the effectiveness of formal and informal communication structure within the organization.
- Analyze organizational designs and develop management strategies consistent with nursing organizational structure.
- Analyze significant professional relationships and develop appropriate networking with agencies, government and professional and service organizations.
- Integrate the ethical and legal factors involved in decision making to develop a consistent personal professional code for conduct.
- Integrate leadership, teaching, and clinical skills to develop and implement an administrative style appropriate to selected nursing organizations.
- Apply research methodology to an administrative situation and evaluate the effectiveness of that research.

Requirements for Graduation

The program in nursing administration entails nine semester hours of required courses in the administration core and twenty-seven semester hours in the nursing specialty, which includes seven semester hours in the nursing practice base, four semester hours in science support courses, seven semester hours in nursing administration, and nine semester hours in nursing research. The program includes 36 required semester hours at the graduate level.

Required Administration Core Courses (9 s.h.)

*ADM 525 Managerial Accounting for Decision Making	3 s.h.
ADM 530 Behavior in Organizations	3 s.h.
ADM 540 Organizational Theory and Design	3 s.h.

Required Specialty Courses (27 s.h.)

Nursing Practice Base:	
NUR 500 Theoretical Basis for Nursing Practice	2 s.h.
*NUR 510 Advanced Nursing Practice	2 s.h.
Nur 610 Advanced Episodic Nursing	3 s.h.

Science Support Courses:

BIO 510 Epidemiological Concepts and Applications	2 s.h.
SOC 509 Sociology of the Health Care System	2 s.h.

Nursing Administration:

NUR 555 Ethical and Legal Issues in Nursing	2 s.h.
NUR 630 Nursing Administration	3 s.h.
NUR 631 Nursing Administration Practicum	2-3 s.h.

Nursing Research:

NUR 554 Biostatistics	3 s.h.
NUR 574 Research Methods and Evaluation Strategies	3 s.h.
NUR 694 Nursing Administration Research: Thesis	3 s.h.

*denotes course with undergraduate prerequisite

Students also have the opportunity to take the following elective courses:

NUR 542 Management of Instructional Systems	2 s.h.
HUM 505 Communications for the Executive	3 s.h.
BUS 516 Essentials of Marketing	3 s.h.
NUR 580 Selected Topics in Nursing Administration	1-2 s.h.

Students are expected to possess physical appraisal skills and to be computer literate. If a student is found to be deficient in one or both of these areas, he/she would be required to complete NUR 490 Physical Appraisal Workshop (1 s.h.) and/or BUS 225 Computer Fundamentals (1 s.h.). Two semesters of undergraduate accounting is required before taking ADM 525. Students may meet this requirement by completing ADM 515 (3 s.h.).

COURSE DESCRIPTIONS

Administration

ADM 515 - Financial Accounting - 3 s.h.

Fundamental principles of financial accounting dealing primarily with reporting the financial results of operations, financial position, and changes in the financial position to the investors, managers, and interested parties. (Prerequisite for ADM 525.)

ADM 522 - Introductory Seminar in Leadership Studies - 1 s.h.

An assessment of the student's leadership and managerial competencies, resulting in an individual plan of development; overview of information sources, including the library, and introduction to basic graduate research tools; assessment of computer literacy skills.

ADM 525 - Managerial Accounting for Decision Making - 3 s.h.

Examination of managerial decision making with the use of accounting data, emphasizing the role of the accounting discipline in fiscal management decisions. (Prerequisite: two semesters of accounting or ADM 515.)

ADM 530 - Behavior in Organizations- 3 s.h.

Focus on the types of individual and group behaviors, along with related behavioral problems, experienced by managers. Emphasis on the processes responsible for specific behaviors, especially when compounded by effects of environmental forces and diverse individual differences. An in-depth analysis of the social and ethical issues which influence managerial constraints.

ADM 537 - Future Society and Leadership - 2 s.h.

Analysis of the future of society and trends that influence future enterprises. Analysis of perceptions of the future based on present and future value systems; patterns of governance, philosophy, developments in science and technology, international perspective and social changes.

ADM 540 - Organizational Theory and Design - 3 s.h.

Extension of the student's research base in analyzing and understanding today's organizations, examining the changes in values and human behavior, technology and other critical dimensions which impact and influence organizational structures; the management of organizational design and organizational continuity. Development of an organization which coordinates its efforts to maximize operational effectiveness.

ADM 547 - Ideas in Leadership: Development and Literature - 2 s.h.

An overview of the evolution of management thought from its earliest beginnings to the present, with emphasis on pivotal writings in the field. Critical examination of the quantitative approach to management with operational decisions at probable expense of conceptual decisions; people-orientation on organizational life; response of management thinkers to the rush of scientific and technological change and a growing emphasis on humanism.

ADM 555 - Ethical Considerations in Leadership - 2 s.h.

Ethical dimensions of roles and functions of the leader. Concepts of ethics:religious, philosophic, psychological, legal and sociological. Ethics of the private enterprise system: business and professional aspects and applications, values and moral dilemmas in administrative decision-making, corporate ethics, codes of ethics. Application to students' work situation and cases.

ADM 558 - Information Systems for Managers - 2-3 s.h.

A generic approach to information systems providing a comprehensive conceptual foundation through the study of the psychological and sociological aspects of information systems,



decision making and the value of information, the Systems Life Cycle, and office automation technology. (Prerequisite: computer literacy or registration as 3 s.h. course.)

ADM 580 - Selected Topics in Administration - 1 s.h.

In-depth study of topics, issues, or methodologies of particular relevance to leaders in a variety of administrative settings. Course may be offered on a workshop, seminar, or independent research format.

Biology

BIO 510 - Epidemiological Concepts and Applications - 2 s.h.

Overview of current concepts in epidemiology and their application, with emphasis on the epidemiology of chronic diseases and implications for the management of health operations. (Prerequisite: NUR 554 or comparable statistics course.)

Business

BUS 516 - Essentials of Marketing - 3 s.h.

The essentials of marketing from the perspective of management; emphasis on strategic planning in marketing. (Prerequisite for BUS 579.)

BUS 535 - International Trade and Finance - 3 s.h.

An examination of the current theories of the patterns of international trade and finance. An exploration of the history, institutional framework and structural patterns of international trade. Discussion of theories of the determination of exchange rates. (Prerequisite: Two economics courses or BUS 555.)

BUS 545 - International Management - 3 s.h.

Analysis of international management as a function of characteristics of the nation state and its international trade practices, policies and management expectations. (Prerequisite: ADM 530 and ADM 540.)

BUS 550 - Human Resource Management and Development - 3 s.h.

Theory and practice of the management of human resources and in personnel work in for-profit and not-for-profit organizations. Emphasis on staffing an organization, including recruitment and selection; training, career development and performance evaluation of employees; labor relations in union and non-union situations; discipline and the difficult employee; management of compensation and fringe benefits; employee safety and health; and the place of personnel management in the organizational structure.

BUS 555 - Economics in a Global Society - 3 s.h.

A succinct examination of the economic process and of economic science in the free enterprise society with special reference to economic fluctuations and forecasting. The respective essential thrusts of economic analysis as such and of economic policy. The centrality of aggregate economic concepts and measurements. The need for, nature of, and benefits in economic forecasting. The business cycle in the future and the problem of the mixed company. (Prerequisite: One semester of economics or BUS 273.)

BUS 560 - Information Systems Planning - 3 s.h.

Development of conceptual framework for strategically planning and organizing information systems, including harnessing the power of the mainframe and/or personal computers to evaluate and track the decisionmaking process. An in-depth study of where today's new trends and technologies are heading and which technologies are working for greater corporate profit. (Prerequisite: ADM 558 or equivalent.)

BUS 565 - Business Finance - 3 s.h.

A thorough treatment of the three major kinds of financial management decisions faced by business firms: the investment decision, the financing decision, and the dividend decision. (Prerequisite: One course in finance or BUS 315.)

BUS 574 - Quantitative Forecasting and Analysis - 3 s.h.

Conceptual framework and theoretical knowledge of forecasting methodologies; practical uses of forecasting in common management/administrative situations, via case study and literature review; use of micro and mainframe computer in forecasting. (Prerequisite: One undergraduate course in statistics or probability and ADM 558.)

BUS 576 - Project Evaluation - 3 s.h.

A detailed study of project evaluation techniques. Emphasis on evaluative experimental designs and statistical analysis. A review of management functions within the evaluative process: development of PERT charts, use of computerized management planning software, cost estimating and on-going project management. Computerized components of the course include statistical analysis, management planning timelines (PERT), and introductory word processing. (Prerequisite: One statistical course and ADM 558.)

BUS 579 - Marketing Strategy - 3 s.h.

The use of strategic planning as an advancement of traditional marketing management. Focus on sharpening managerial perspectives and analytical techniques for achieving corporate-wide marketing objectives. (Prerequisite: Two courses in marketing or BUS 516.)

BUS 580 - Seminar in Leadership - 1 s.h.

A series of leadership seminars offered on a rotating basis in a variety of formats. Topics include: creativity and leadership; power and strategy; organizational culture and leadership; leadership and public policy; leadership and collaboration; leadership and teambuilding; power and politics.

BUS 643 - Research Design - 3 s.h.

Development of a set of conceptual tools and techniques to understand the nature of scientific methods and to apply them to research in the organizational setting. (Prerequisite: One semester of statistics.)

BUS 683 - Independent Research Study/Thesis- 1 s.h.

Independent research study to be completed under guidance of a member of the Graduate Faculty. (Prerequisite: Completion of core courses and final year of program; taken concurrently with BUS 643.)

BUS 684 - Independent Research Study/Thesis - 2 s.h.

Continuation of research started as part of BUS 643 and BUS 683.

BUS 693 - Seminar in Leadership Studies - 1 sh.

Capstone course; emphasis on the integration of theory and application; focus on goal setting, and strategy formulation and implementation; includes independent research study presentations. (Prerequisite: Taken concurrently with BUS 684.)

Humanities

HUM 505 - Communications for the Executive - 3 s.h.

A communication theory and practice course, with emphasis on developing proficiency in the written and oral communication skills needed by the executive. Study of the communication processes within an organization and the application of effective skills in letters, directives, reports, managerial and large group presentations, and visual aids. Principles and techniques of conducting meetings.

Nursing

NUR 500 - Theoretical Basis for Nursing Practice - 2 s.h.

The nature of nursing conceptual frameworks and theory, presentation of selected nursing models, and the evaluation of theoretical frameworks for nursing practice.

NUR 510 - Advanced Nursing Practice - 2 s.h.

Focus on the significance of the nurse-client relationship in the development of nursing care for clients. Relationship of culture to health care practices and beliefs; concept of caring as definitive component of a nursing relationship. The clinical component allows students to operationalize course concepts. (Prerequisite: Physical appraisal skills or NUR 490; NUR 500.)

NUR 542 - Management of Instructional Systems - 2 s.h.

Study of the development, implementation, and evaluation of efficient, cost-effective instructional and/or training programs for health care professionals and consumers.

NUR 554 - Biostatistics - 3 s.h.

Study of descriptive and inferential statistics used as tools in nursing and administrative research, with populations that are drawn primarily from health care settings. Students will evaluate statistics used in samples of nursing research and apply computer skills to analysis of statistics.

NUR 555 - Ethical and Legal Issues in Nursing - 2 s.h.

Ethical and legal issues in nursing practice; development of a decision-making framework for issue analysis; historical foundations, professional codes of ethics, moral concepts, theories and principles of ethics and law as they impact nursing administrative roles.

NUR 574 - Research Methods & Evaluation Strategies - 3 s.h.

An overview of the research process in nursing. A variety of research approaches appropriate for the nurse administrator including experimental, survey, historical, and evaluative. Emphasis on steps which must be taken prior to instituting a research project, including selecting and defining a problem, literature review, placing the problem in theoretical context, formulating a hypothesis, determining data collection methods, and consideration of ethical implications. Classical research methods, with special emphasis on descriptive evaluation type studies and organizational research.

NUR 580 - Selected Topics in Nursing Administration - 1-2 s.h.

Study of topics, issues, or methodologies of particular relevance to nursing administrators. Courses may be offered on a workshop, seminar, or independent research format.

NUR 610 - Advanced Episodic Nursing - 3 s.h.

Focus on the use of nursing process with clients experiencing complex responses to acute health problems. Seminar discussions will explore the nursing requirements in selected care situations. Precepted clinical component will provide advanced nursing practice in selected nursing settings to develop and implement specific interventions for nursing care problems. (Prerequisite: BIO 510, SOC 509, NUR 500, NUR 510.)

NUR 630 - Nursing Administration - 3 s.h.

The role of nursing administrator in a variety of health care settings: organizing the department; creating lines of communication; fiscal management in nursing service; evaluating standards for nursing service and practice; nursing personnel supervision, including competency-based evaluations; risk management; agency based education of nursing personnel; labor relations; analysis of trends for forecasting and long-range planning. (Prerequisite: ADM 525, 530, 540; NUR 500, NUR 510.)

NUR 631 - Practicum in Nursing Administration - 2-3 s.h.

Seminars on campus plus a 90 hour residency in a selected health institution. Areas for observation and participation include: organizational structure; communication systems; fiscal and personnel management; application of criteria for accreditation; quality assurance and nursing standards; research-based practice; implementation of a management philosophy and personnel and consumer education. (Prerequisite: NUR 554, 574, 630.)

NUR 694 - Nursing Administration Research: Thesis - 3 s.h.

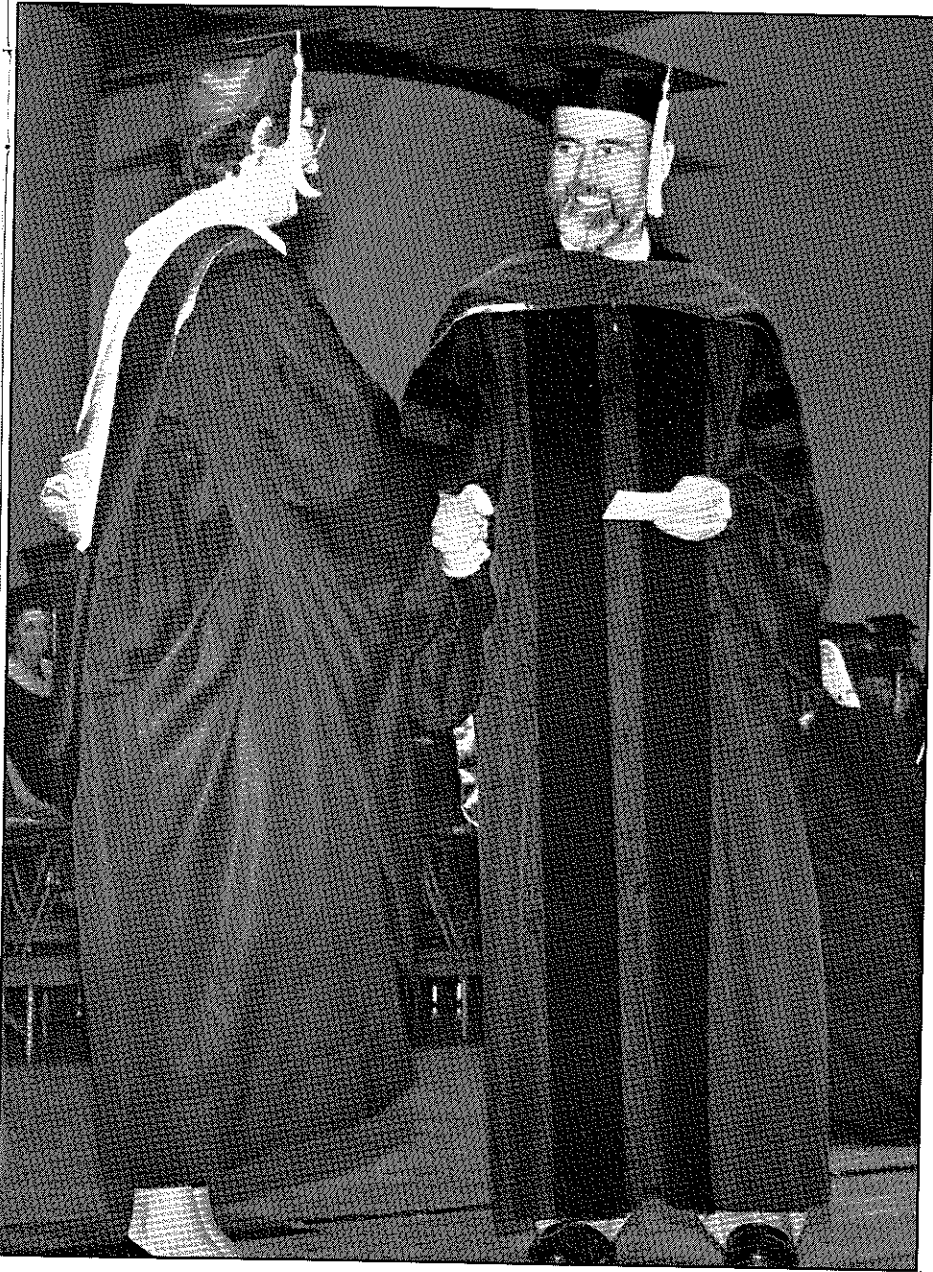
Independent investigation of nursing administration problem, using a specific research methodology. The student will present the thesis before colleagues, graduate faculty, and invited guests at a scheduled meeting. (Prerequisite: NUR 554, 574, 631.)

Sociology

SOC 509 - Sociology of the Health Care System - 2 s.h.

Development of a sociological perspective on health care institutions in American society; concepts and methods of sociology; emphasis on the ways social organization and social structure shape the nature of health care in the United States.

THE MADONNA COMMUNITY



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Director of Civic Affairs
Allied Automotive World Headquarters

Administrative Council

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Sister Rose Marie Kujawa, Academic Vice President; B.A., Madonna College; M.Ed., Ph.D., Wayne State University.

Leonard A. Wilhelm, Business Manager; B.B.A., University of Michigan; M.B.A., Eastern Michigan University.

Sister Mary Emeline Bash, Dean for Student Development; B.A., Aquinas College; M.A., The Catholic University of America.

Edward D. Meyer, Dean for Administrative Services; B.S., M.S., Ph.D., University of Arizona.

Administrative Officers

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Sister Mary Lydia Mlodzianowski, Director of Library Services; B.A., Madonna College; M.L.S., Spalding College.

Sister M. Serra Szalaszewicz, Registrar; B.A., Madonna College; M.A.T.M., University of Detroit.

Chris Ziegler, Director of Financial Aid; B.A., Michigan State University; M.A., University of Michigan.

Graduate Studies Executive Committee

Ernest Nolan, Dean of Graduate Studies/Dean of Humanities, B.A., Wayne State University; M.A., Ph.D., University of Notre Dame.

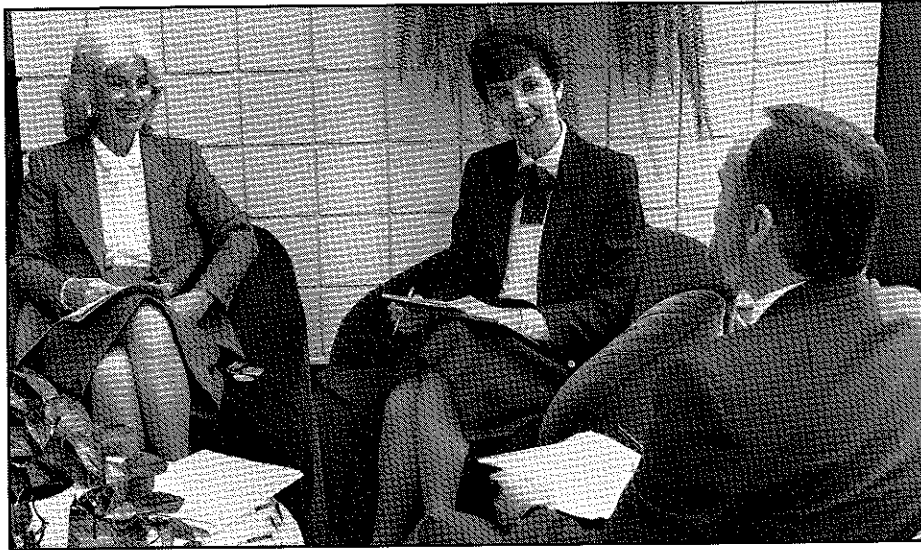
Charlotte Neuhauser, Dean of Business and Computer Systems; B.A., DePauw University; M.Ed., Ph.D., Wayne State University.

Julienne Hoff, Dean of Nursing and Health; B.S.N., Mercy College of Detroit; M.Ed., Teachers College, Columbia University; Ph.D., University of Michigan.

GRADUATE FACULTY

Teaching Faculty:

- Robert Acton, Adjunct Assistant Professor (Marketing), B.M., M.M., D.M.A., University of Michigan; M.B.A., University of Detroit.
- Sheree Andersen, Adjunct Instructor, (Statistics), B.S., Brigham Young University; M.S., University of Utah.
- Stuart R. Arends, Associate Professor (Accounting), B.A., Michigan State University; M.Ed., Marygrove College; Ph.D., Walden University.
- Edward S. Balian, Associate Professor (Statistics and Research Design), B.S., Lawrence Institute of Technology; M.Ed., Ph.D., Wayne State University.
- Albert Beasinger, Assistant Professor (Accounting), CPA, B.S., M.B.A., University of Detroit; M.S.T., Walsh College.
- Donald Byrne, Adjunct Associate Professor (Economics), CPA, B.S., M.B.A., University of Detroit; Ph.D., University of Notre Dame.
- Elmer Cote, Adjunct Assistant Professor (Marketing), B.B.A., Eastern Michigan University; M.B.A., University of Detroit.
- Sister Mary Cecilia Eagen, Professor (Nursing), B.S., College of Mt. St. Joseph; B.S.N., M.S.N., Catholic University of America; Ph.D., University of Michigan.
- Miriam Fabien, Adjunct Assistant Professor (Communication Arts), B.A., Marian College; M.A., John Carroll University; Ph.D., University of Michigan.
- Dorothy H. Fox, Professor (Nursing), B.A., M.S., West Virginia University; B.S.N., Ph.D., St. Louis University.
- Julienne Hoff, Professor (Nursing), B.S.N., Mercy College of Detroit; M.Ed., Columbia University; Ph.D., University of Michigan.
- Robert Ingram, Adjunct Assistant Professor (Accounting), B.S., University of Buffalo; M.B.A., University of Detroit.
- G. Michael Koch, Adjunct Instructor (Marketing), B.A., M.A., Michigan State University.
- Bernard F. Landuyt, Professor (Economics), B.Ed., Western Illinois University; M.A., Ph.D., State University of Iowa; M.A., Columbia University; L.L.D., Honorary, University of Detroit.
- Leon Levitt, Professor (Business Administration), B.A., Washington Square College; M.A., New York University; M.A., Ed.D., University of Southern California.
- Marilyn McConnell, Assistant Professor (Nursing), B.S.N., University of Michigan; M.S.N., Wayne State University; R.R.C. Maternity Nursing; Ph.D. studies, Wayne State University.



Executive Committee: (left to right) Dr. Charlotte Neuhauser, Dean of Business Administration and Computer Systems; Dr. Juliene Hoff, Dean of Nursing and Health; Dr. Ernest Nolan, Dean of Graduate Studies and Dean of Humanities.

Edward D. Meyer, Professor (Biology), B.S., Zoology; M.S., Ph.D., University of Arizona.

Charlotte Neuhauser, Professor (Business Administration), B.A., DePauw University; M.Ed., Ph.D., Wayne State University; post-doctoral visiting scholar, Harvard University.

Ernest Nolan, Professor (English), B.A., Wayne State University; M.A., Ph.D., University of Notre Dame.

Mary Oriold-Dereski, Adjunct Instructor (Biology), B.S. Oakland University; Ph.D. candidate, Wayne State University.

Charles V. Roman, Associate Professor (Marketing), B.S., B.A., M.B.A., Ph.D., Wayne State University.

Patricia A. Vint, Associate Professor (Nursing), B.A., University of Detroit; M.A.L.S., University of Michigan; M.A.E.L., Eastern Michigan University; Ed.D., University of Sarasota; Permanent Certificate in Library Science, Wayne State University.

Teresa Wehrwein, Assistant Professor (Nursing), B.S.N., Michigan State University; M.S.N., Wayne State University; Ph.D., candidate, Wayne State University.

Associate Graduate Faculty

The following faculty members support the Graduate Studies Program by serving on related boards and committees and are available to serve as thesis advisors.

Sister M. Danatha Suchyta, Professor (Biology), B.A., Madonna College; M.S., Fordham University; Ph.D., Walden University.

Diana DelCampo, Associate Professor (Child Development), B.S., Concord College; M.S., Virginia Polytechnic Institute and State University; Ph.D., University of Michigan.

Sister Mary Francilene Van de Vyver, Associate Professor (Music), B.A., Madonna College; M.Ed., Ph.D., Wayne State University.

Marianne Seemann Glazek, Associate Professor (Gerontology), B.A., Mercy College of Detroit; M.A., University of Detroit; Ph.D., Wayne State University.

Mary Jane Hatt, Professor (Psychology), B.S. Michigan State University; M.Ed., Ph.D., University of Houston.

William E. Herman, Associate Professor (Psychology), B.S., Michigan State University; M.A., Eastern Michigan University; Ph.D., University of Michigan.

Randal Hoyer, Professor (History), B.A. Marquette University; M.A., Ph.D., Michigan State University.

Lorraine Jakubielski, Associate Professor (Education), B.A., University of Michigan; M.A., Wayne State University; Ph.D., Michigan State University.

Sister Rose Marie Kujawa, Professor (Mathematics), B.A., Madonna College; M.Ed., Ph.D., Wayne State University.

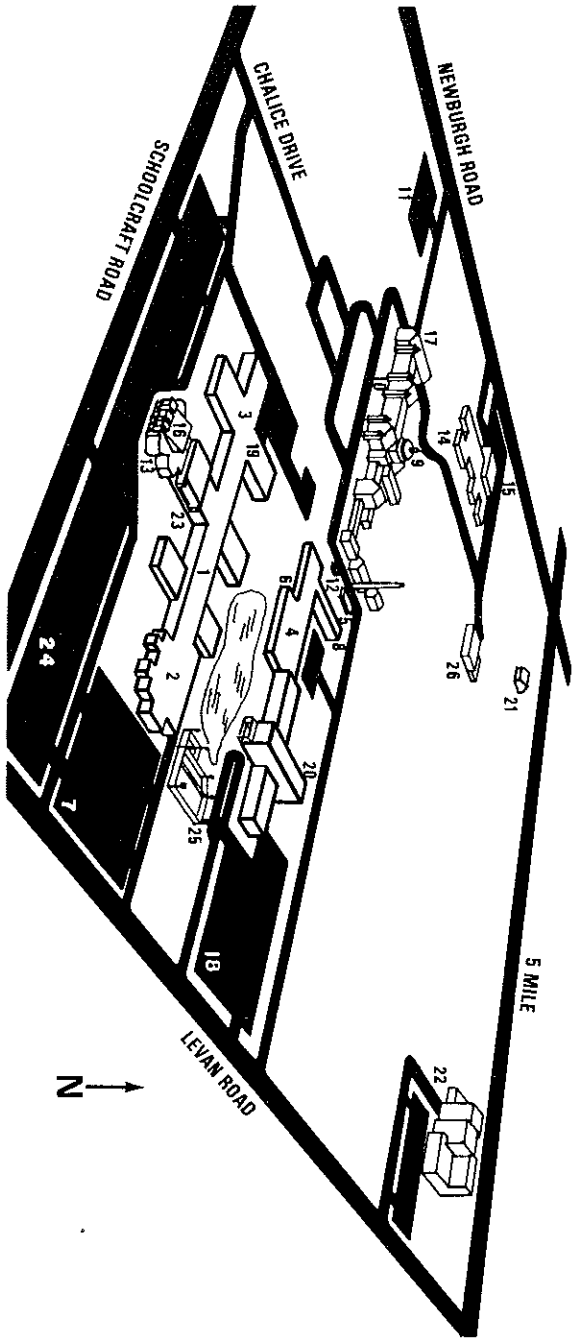
Sister Mary Lauriana Grusczyński, Professor (Education), B.A., Madonna College; M.S., Ph.D., Fordham University.

Kathleen Needham, Assistant Professor (Gerontology), B.A., Olivet College; M.A., Michigan State University; Specialist in Aging Certificate, University of Michigan.

Kathleen O'Dowd, Associate Professor (English), B.A., University of Michigan; M.A., Ph.D., Michigan State University.

James Reilly, Professor (English), B.A., University of Michigan; M.B.A., Michigan State University; M.A., University of Detroit; Ph.D., University of Wisconsin.

Dionne Thornberry, Associate Professor (Social Work), B.S., M.Ed., M.S.W., Wayne State University, A.C.S.W. (Michigan); Ph.D., Wayne State University.



MADONNA COLLEGE CAMPUS MAP

- | | | |
|-------------------------------|--------------------------------------|------------------------------------|
| 1. Academic Building | 10. Felician Sisters Motherhouse | 19. Educational Development Center |
| 2. Activity Center | 11. Felician Sisters Parking Lot | 20. Residence Hall |
| 3. Administration | 12. Guest House | 21. Saint Clare Nursing Home |
| 4. Cafeteria & Student Center | 13. Kresge Hall | 22. Saint Mary Hospital |
| 5. Clergy Motel | 14. Ladywood High School | 23. Science Lecture Hall |
| 6. College Chapel | 15. Ladywood High School Parking Lot | 24. South College Parking Lot |
| 7. East College Parking Lot | 16. Library | 25. Tennis & Basketball Courts |
| 8. Faculty Residence | 17. Montessori School | 26. Ladywood Convent |
| 9. Felician Sisters Chapel | 18. North College Parking Lot | |

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The FELICIAN SISTERS conduct four colleges:

Felician College
Chicago, Illinois 60659

Felician College
Lodi, New Jersey 07644

Villa Maria College
Buffalo, New York 14225

Madonna College
Livonia, Michigan 48150

