

**University of Baltimore**  
**Graduate Catalog**  
**2016–2017**

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***Please note: Throughout this catalog, you will find information about facilities, services, policies and academic programs. Refer to the listed websites for more extensive and up-to-date information.***

**Academic Calendar Fall 2016–Spring 2018**

Fall semester 2016

Classes begin	Aug. 29
End of semester	Dec. 20*
Commencement (UG/Grad)	Dec. 19

Spring semester 2017

Classes begin	Jan. 30
Spring break	March 19–26
End of semester	May 23*

Summer session 2017

Classes begin	May 30
End of semester	Aug. 8

Fall semester 2017

Classes begin	Aug. 28
End of semester	Dec. 19*

Spring semester 2018

Classes begin	Jan. 29
Spring break	March 18–25
End of semester	May 22*

\* last day of finals

**Calendars shown are proposed and subject to change. Up-to-date, detailed academic calendars can be found at [www.ubalt.edu/academiccalendar](http://www.ubalt.edu/academiccalendar).**

# ABOUT THE UNIVERSITY

## LEADERSHIP IN PROFESSIONAL EDUCATION

Founded in 1925 as a private, coeducational institution, the University of Baltimore affiliated with the University System of Maryland on UB's 50th anniversary. UB has a clear mission: to provide outstanding educational programs for professionally oriented students. The University's schools—the College of Public Affairs, the Merrick School of Business, the School of Law and the Yale Gordon College of Arts and Sciences—attract students with strong career ambitions and provide them with the latest skills and techniques in their chosen fields. UB students graduate with a broad foundation of knowledge and are prepared to meet the rapidly changing conditions of today's work environment.

Approximately 48,000 alumni serve as testimony to the University's success in its educational endeavors. UB graduates are highly visible throughout the legal, industrial, corporate and civic communities, and their achievements have helped build the University's outstanding reputation among employers.

The University of Baltimore is a leader among Maryland's many colleges and universities in the quality of its faculty and library resources. With a student-faculty ratio of 15-to-1 and a personalized system of student advising, UB programs emphasize one-on-one interaction and individual attention for both graduate and undergraduate students. Approximately 80 percent of the full-time faculty hold terminal degrees (e.g., Ph.D., J.D., D.B.A., D.P.A., Psy.D., Ed.D., Sc.D.), and most full-time and adjunct faculty members are actively engaged in research, civic and professional activities related to their fields. A number of faculty members supplement their teaching with research, consulting and service activities in the public and private sectors, helping to further enhance the University's reputation.

UB's Langsdale Library—currently in the preliminary stages of a \$23.4 million renovation—compares favorably with those of its peer institutions in Maryland in both the breadth and quantity of its holdings. The facility also offers several special collections and provides the convenience of off-campus access to electronic resources and interlibrary loan services with many other institutions.

## A STRATEGIC LOCATION

The University is situated in Baltimore's lively Midtown neighborhood within the revitalized North Charles Street corridor. UB is surrounded by a variety of noteworthy neighbors, including the Maryland Institute College of Art, the Patricia and Arthur Modell Performing Arts Center at the Lyric and Joseph Meyerhoff Symphony Hall. Together, these cultural and educational institutions attract thousands of people to the neighborhood every week for concerts, plays, films, exhibits, lectures, seminars, social events, and civic and professional meetings.

Nearly all of Midtown Baltimore, including parts of the University of Baltimore campus, serves as host for Artscape, the city's annual summer festival of the visual and performing arts. The University's Gordon Plaza, a parklike setting on the corner of Mount Royal and Maryland avenues, is the center for numerous University-sponsored outdoor events and activities. Also convenient to the University are the Walters Art Museum, the Baltimore Museum of Art, and an array of other cultural and historical attractions.

The University's urban location enhances cultural and educational opportunities and offers students an accessible learning and experiential laboratory. Through a long-established affiliation with Baltimore's corporate, government and professional communities, UB brings the region into the classroom. Leaders in both the public and private sectors serve on the advisory boards of the College of Public Affairs, the Merrick School of Business, the School of Law and the Yale Gordon College of Arts and Sciences, advising the faculty and administration on curricular and related matters.

## **ACCREDITATION**

The University of Baltimore is accredited by the Middle States Commission on Higher Education, 3624 Market St., Philadelphia, PA 19104-2680; tel.: 215.662.5606. It also is recognized by the Maryland Higher Education Commission.

All undergraduate and graduate programs within the Merrick School of Business are accredited by AACSB International—the Association to Advance Collegiate Schools of Business (AACSB).

The Master of Public Administration degree is accredited by the Network of Schools of Public Policy, Affairs, and Administration (NASPAA). The undergraduate health systems management program is certified by the Association of University Programs in Health Administration. The University of Baltimore's graduate and undergraduate programs in criminal justice are certified by the Academy of Criminal Justice Sciences.

The School of Law is accredited by the American Bar Association and holds membership in the Association of American Law Schools.

## **BUILDINGS AND FACILITIES**

The Academic Center, the Liberal Arts and Policy Building, the William H. Thumel Sr. Business Center, the John and Frances Angelos Law Center and the H. Mebane Turner Learning Commons are the primary instructional buildings at the University of Baltimore and include classrooms, faculty and administrative offices, labs, and other services. All buildings have wireless access, and all classrooms have technology that supports faculty instruction.

Additional University buildings and facilities include:

### **University of Baltimore Student Center**

21 W. Mt. Royal Ave.

Web: [www.ubalt.edu/studentcenter](http://www.ubalt.edu/studentcenter)

Operations

Tel: 410.837.5467

Game Room

Tel: 410.837.6623

The University of Baltimore Student Center is a 38,000-square-foot, five-story facility featuring a 200-seat theater with panoramic city views, retail shops, student organization offices, and areas for group study, recreation and quiet contemplation. The University of Baltimore Student Center serves as a hub for the UB community and its guests to engage in social, cultural and educational pursuits.

### **Barnes & Noble at the University of Baltimore**

62 W. Oliver St.

Tel: 410.837.5604

Web: [www.ubalt.edu/bookstore](http://www.ubalt.edu/bookstore)

The Barnes & Noble at the University of Baltimore, part of the Fitzgerald at UB Midtown residential/retail site, is located right around the corner from UB's main academic buildings and carries a huge selection of popular titles, as well as textbooks and UB merchandise. The store also offers free Wi-Fi and a cafe featuring Starbucks coffee.

### **Langsdale Library**

H. Mebane Turner Learning Commons

1415 Maryland Ave.

Tel: 410.837.4260

Email: [langcirc@ubalt.edu](mailto:langcirc@ubalt.edu)

Web: <http://langsdale.ubalt.edu>

Langsdale Library—currently housed within the H. Mebane Turner Learning Commons while the main facility undergoes a major renovation—serves the UB community through a variety of services and programs, including personalized reference consultations and instruction in research strategies, as well as reciprocal borrowing privileges with other Baltimore-area libraries. UB students have access to more than 10 million books and government documents through the University System of Maryland and to more than 40,000 e-journals and 20,000 e-books. Langsdale Library also maintains archival collections, including print, audio and video primary resources; current DVDs; leisure reading materials; and a gaming collection.

Langsdale Library's website is the portal to anytime, anywhere access of its numerous e-resources. In addition, the online catalog allows users to search its collections as well as thousands of libraries around the world. The library also provides a variety of spaces, including quiet and collaborative study areas, computer work stations, presentation practice rooms, game design and graphics lab space, and leisure reading areas.

## **DIRECTIONS, PARKING AND PUBLIC TRANSPORTATION**

### **Directions**

Web: [www.ubalt.edu/directions](http://www.ubalt.edu/directions)

The University's main address is 1420 N. Charles St., Baltimore, MD 21201.

## **Parking**

Office of Parking and Shuttle Management

1104 Maryland Ave.

Tel: 410.837.5673

Email: [parking@ubalt.edu](mailto:parking@ubalt.edu)

Web: [www.ubalt.edu/parking](http://www.ubalt.edu/parking), [www.ubalt.edu/shuttle](http://www.ubalt.edu/shuttle)

Hours: Monday–Thursday, 8 a.m.–8 p.m.; Friday, 8 a.m.–4 p.m.

## **Public Transportation**

The University provides parking facilities for visitors, students and staff members who drive to campus.

Shuttle arrival times are provided by the NextBus system.

The University of Baltimore can also be reached by public transportation, including Amtrak, the Light Rail, Metro Subway, the Charm City Circulator and MARC.

Visit the websites listed above for directions and for more information on parking (including maps) and mass transportation.

## **DIRECTORIES**

Information for contacting offices, staff and faculty can be found by searching via the Directory link at the top of the University's home page at [www.ubalt.edu](http://www.ubalt.edu).

## **ACHIEVEMENT AND LEARNING CENTER**

Academic Center, Room 113

Tel: 410.837.5383

Fax: 410.837.6244

Email: [alc@ubalt.edu](mailto:alc@ubalt.edu)

Web: [www.ubalt.edu/alc](http://www.ubalt.edu/alc)

The services provided by the Achievement and Learning Center support students' academic aspirations by clarifying and reinforcing what students learn in the classroom, as well as enhancing specific skills (math, writing, computer skills, exam-taking, etc.). Services include tutoring, academic coaching and workshops.

## **ALUMNI ASSOCIATION**

UB Foundation Building

1130 N. Charles St.

Tel: 410.837.6131

Email: [alumni@ubalt.edu](mailto:alumni@ubalt.edu)

Web: [www.ubalt.edu/alumni](http://www.ubalt.edu/alumni)

The University of Baltimore Alumni Association’s mission is one of service—to its members and to the University. The association is a nondues-based organization, and every student receives a lifetime membership upon graduation.

## **CAMPUS CARD**

Office of Campus Card Operations  
Academic Center, Room 105  
Tel: 410.837.4BEE (4233)  
Email: [beecard@ubalt.edu](mailto:beecard@ubalt.edu)  
Web: [www.ubalt.edu/beecard](http://www.ubalt.edu/beecard)

The University of Baltimore Bee Card is a vital part of UB life and has multiple uses. The card serves as your official campus photo ID and library card; provides access to the parking garages, campus facilities and special events; and can be used for purchases on and around the UB campus.

## **CAMPUS RECREATION AND WELLNESS**

Academic Center, Room 311  
Main office: 410.837.5598  
Email: [campusrec@ubalt.edu](mailto:campusrec@ubalt.edu)  
Web: [www.ubalt.edu/campusrec](http://www.ubalt.edu/campusrec)

Recreation Center Front Desk  
Tel: 410.837.5591

Campus Recreation and Wellness strives to create a healthy and active learning community that complements and supports the University’s mission. Campus Recreation and Wellness has four major programming areas—facilities, fitness and wellness, intramural sports, and sports clubs—and offers a variety of programs, resources and services that are dedicated to improving the quality of life and well-being for members of the University community.

## **CAREER AND PROFESSIONAL DEVELOPMENT CENTER**

UB Student Center, Room 306  
Tel: 410.837.5449  
Fax: 410.837.5566  
Email: [careercenter@ubalt.edu](mailto:careercenter@ubalt.edu)  
Web: [www.ubalt.edu/careercenter](http://www.ubalt.edu/careercenter)

The Career and Professional Development Center aims to help every student become an expert career manager through the use of the UB Career Cycle. Through a wide variety of services, including career coaching, professional workshops and events, job search resources, and employment connections, UB students can find tools and information to help them through every phase of their career development.



## **CENTER FOR EDUCATIONAL ACCESS**

Academic Center, Room 139

Tel: 410.837.4775

Fax: 410.837.4932

Email: [cea@ubalt.edu](mailto:cea@ubalt.edu)

Web: [www.ubalt.edu/cea](http://www.ubalt.edu/cea)

The Center for Educational Access works with students with various disabilities and some temporary impairments that substantially limit one or more major life activities. The CEA staff is available to answer questions concerning accommodations and services, and provide information about other resources on and off campus. Students who suspect they may have a disability but do not have the required documentation should contact CEA for a consultation.

## **CENTERS AND INSTITUTES**

The University of Baltimore's centers and institutes forge connections with the surrounding communities to provide special research and study opportunities for students. For a complete listing and contact information, visit [www.ubalt.edu/centers](http://www.ubalt.edu/centers).

## **COMPUTER LABS AND WIRELESS ACCESS**

Web: [www.ubalt.edu/ots](http://www.ubalt.edu/ots)

Office of Technology Services Call Center

Tel: 410.837.6262

Email: [callcenter@ubalt.edu](mailto:callcenter@ubalt.edu)

Computer Lab Help Desk

Tel: 410.837.5489

Email: [labassist@ubalt.edu](mailto:labassist@ubalt.edu)

The Office of Technology Services enables the use of technology for teaching, learning and administration. Specific services include email, general-purpose computing labs, wireless networks, the MyUB Portal, file and print servers, and the telephone system. This office also provides audio/visual support for campus events and smart classrooms, call center services, and administrative and academic applications.

For more information, including computer lab hours, visit [www.ubalt.edu/ots](http://www.ubalt.edu/ots). A University of Baltimore network account is required to access lab computers and the wireless network, both of which are available throughout the campus.

## **COUNSELING CENTER**

Academic Center, Room 111

Tel: 410.837.5159

Email: [counseling@ubalt.edu](mailto:counseling@ubalt.edu)

Web: [www.ubalt.edu/counseling](http://www.ubalt.edu/counseling)

The Counseling Center delivers mental health services that promote students' personal, social and academic growth. Services include individual and group counseling, crisis intervention, prevention workshops, referral resources and consultation with faculty and staff.

## **DIVERSITY AND CULTURE CENTER**

UB Student Center, Room 002

Tel: 410.837.5744

Fax: 410.837.5039

Email: [diversity@ubalt.edu](mailto:diversity@ubalt.edu)

Web: [www.ubalt.edu/diversity](http://www.ubalt.edu/diversity)

The purpose of the Diversity and Culture Center is to provide services, resources and initiatives that support diversity and promote cross-cultural learning, appreciation and understanding. The center assists students with successful transitions and meaningful experiences that promote recognition and appreciation of the different cultural threads that make up the UB community. The center's programs and services empower students to engage in dialogue, challenge barriers and participate in educational activities that facilitate intercultural interaction, learning and competence.

## **FINANCIAL ASSISTANCE**

Office of Financial Aid

Academic Center, Room 123

Tel: 410.837.4763

Fax: 410.837.5493

Email: [financialaid@ubalt.edu](mailto:financialaid@ubalt.edu)

Web: [www.ubalt.edu/financialaid](http://www.ubalt.edu/financialaid)

The University of Baltimore recognizes the need for financial aid to help students meet the cost of higher education. Funds may be available in the form of grants and scholarships, which are limited. Additional funds may be available in the form of employment and loans. Financial aid programs are provided through federal, state and institutional sources. The Office of Financial Aid is committed to helping students identify the financial resources for which they may be eligible and can assist students and their families in developing financial plans.

## **GRADUATE ADMISSION**

Office of Graduate Admission

Academic Center, Room 117

Tel: 410.837.6565, 1.877.ApplyUB (toll free)

Fax: 410.837.4793

Email: [gradadmission@ubalt.edu](mailto:gradadmission@ubalt.edu)

Web: [www.ubalt.edu/gradadmission](http://www.ubalt.edu/gradadmission)

The Office of Graduate Admission offers a variety of services to the students, faculty, staff, scholars and researchers who study or work at UB. This office coordinates the admission of graduate students.

## **HENRY AND RUTH BLAUSTEIN ROSENBERG CENTER FOR STUDENT INVOLVEMENT**

UB Student Center, Room 303

Tel: 410.837.5417

Fax: 410.837.5431

Email: [csi@ubalt.edu](mailto:csi@ubalt.edu)

Web: [www.ubalt.edu/csi](http://www.ubalt.edu/csi)

The Center for Student Involvement offers a range of opportunities for every student at the University of Baltimore through student activities, student organizations and leadership. The center supports over 80 student organizations, including the Student Government Association, the Student Events Board, and cultural, religious, academic and social organizations that each contribute to the UB community. Students are able to get involved, make new friends and gain valuable leadership skills (all while having fun!) through the center's programs.

## **INTERNATIONAL ADMISSION**

Office of International Admission

Academic Center, Room 117

Tel: 410.837.4777, 1.877.ApplyUB (toll free)

Fax: 410.837.4793

Email: [intladmission@ubalt.edu](mailto:intladmission@ubalt.edu)

Web: [www.ubalt.edu/international](http://www.ubalt.edu/international)

The Office of International Admission staff includes those who specialize in admission of international students. Admission advice, new student enrollment and immigration assistance are provided to prospective international students by this office.

## **INTERNATIONAL SERVICES**

Office of International Services

Academic Center, Room 110

Tel: 410.837.4756

Fax: 410.837.6676

Email: [intlservices@ubalt.edu](mailto:intlservices@ubalt.edu)

The Office of International Services provides advising and immigration support to international students as well as to academic departments and administrative offices that wish to host research scholars or hire temporary workers. The office provides study abroad advising, supports UB's international academic initiatives and conducts seminars on employment, orientation to the United States and to UB,

and other topics of interest to the campus international community. The director manages the university's visa programs and ensures institutional compliance with federal regulations governing the enrollment and employment of foreign nationals.

## **OFFICE OF COMMUNITY LIFE**

Academic Center, Room 112

Tel: 410.837.4755

Email: [communitystandards@ubalt.edu](mailto:communitystandards@ubalt.edu)

Web: [www.ubalt.edu/communitylife](http://www.ubalt.edu/communitylife)

### **Community Standards**

Students are expected to conduct themselves in a manner that promotes integrity, health, safety and the welfare of the University community. In support of this expectation, the University has established policies and procedures that apply to all undergraduate, graduate, professional and visiting students, as well as those individuals who are not officially enrolled for a particular term but have been a student with the University. Students will be held accountable for their conduct at all times, including with regard to actions that may have occurred before/after classes began, between academic terms, during periods of suspension or dismissal, and during their enrollment that are discovered after students graduate. The University reserves the right to discipline students and/or student groups for violations of policy regardless of where the misconduct occurs, whether on or off University premises. Potential Academic Integrity and Code of Conduct violations are referred to the Office of Community Life and adjudicated through the procedures outlined in the Student Rights and Responsibilities Guide (located at [www.ubalt.edu/studenthandbook](http://www.ubalt.edu/studenthandbook).) The Office of Community Life is responsible for the oversight of the student conduct process and adjudication of alleged violations.

### **Academic Integrity Policy**

Academic honesty is essential to the University's mission of learning, scholarship and integrity. All members of our community share responsibility for actively fostering academic honesty and discouraging academic dishonesty, and engaging in ongoing discussions of activities that may violate the spirit of honesty. Incidents of alleged cheating, plagiarism, falsifications or other acts of academic dishonesty will be taken seriously and addressed in accordance with the established procedures identified in the Student Rights and Responsibilities Guide. Individuals who are found to have violated this policy are subject to University sanctions. To review the University's Academic Integrity Policy, see the Student Rights and Responsibilities Guide at [www.ubalt.edu/studenthandbook](http://www.ubalt.edu/studenthandbook).

### **Code of Conduct**

In order to create a positive university environment, it is important that community members are treated fairly, show respect and demonstrate appropriate behavior. As such, students are expected to maintain a high standard of conduct. Alleged incidents that violate the Code of Conduct and/or other University behavior expectation policies will be taken seriously and addressed in accordance with the established procedures identified in the Student Rights and Responsibilities Guide. Individuals who are

found to have violated these policies are subject to University sanctions. To review the University's Code of Conduct and other behavior policies, see the Student Rights and Responsibilities Guide at [www.ubalt.edu/studenthandbook](http://www.ubalt.edu/studenthandbook).

## **OFF-CAMPUS PROGRAMS AT THE UNIVERSITIES AT SHADY GROVE**

Web: [www.ubalt.edu/shadygrove](http://www.ubalt.edu/shadygrove)

The University of Baltimore's College of Public Affairs and Yale Gordon College of Arts and Sciences offer a selection of undergraduate, graduate and doctoral programs at the Universities at Shady Grove in Rockville, Maryland.

The University System of Maryland developed this collaborative effort among eight public, degree-granting institutions in the system to offer upper-level and graduate programs at a single facility in Montgomery County. Shady Grove provides all of the services and facilities necessary for a successful university career, including academic advising, career services, disability support services, library and media support facilities, and tutoring.

Offered in convenient day, evening, weekend and online formats, the courses in UB's programs at Shady Grove are taught by the same recognized UB faculty members who teach at the Baltimore campus, and students earn degrees granted by the University of Baltimore.

Students enrolled in UB programs at Shady Grove are charged the same tuition and have the same financial aid opportunities as do those attending the Baltimore campus but may have differing fees based on their home campus. Scholarships are also available.

## **OFFICE OF TRANSITIONS AND COMMUNITY ENGAGEMENT**

UB Student Center, Room 303

Tel: 410.837.5419

Fax: 410.837.5431

Email: [transitions@ubalt.edu](mailto:transitions@ubalt.edu)

Web: [www.ubalt.edu/transitions](http://www.ubalt.edu/transitions)

The Office of Transitions and Community Engagement helps students navigate their transition to college life, creates opportunities for students to develop their talents and strengths, engages students in volunteer and service learning opportunities, and assists students in recognizing and celebrating their college journey. This office coordinates student orientation, parent and family programs, community engagement programs, commencement and the StrengthsQuest initiative.

## **THE BOB PARSONS VETERANS CENTER**

Academic Center, Room 129

Tel: 410.837.5909

Fax: 410.837.4313

Email: [veteranscenter@ubalt.edu](mailto:veteranscenter@ubalt.edu)

Web: [www.ubalt.edu/veteranscenter](http://www.ubalt.edu/veteranscenter)

The Bob Parsons Veterans Center is UB's hub for activities and services for military and veteran students and their families. In addition to providing a welcoming space for military-affiliated students to study and socialize outside of class, the center and its staff are here to answer questions related to students' military benefits or status, help facilitate the transition from the military to the classroom, and support military-affiliated students' academic and professional success.

## **UB HOUSING**

Academic Center, Room 110

Tel: 410.837.5434

Email: [housing@ubalt.edu](mailto:housing@ubalt.edu)

Web: [www.ubalt.edu/housing](http://www.ubalt.edu/housing)

UB Housing works with students to find their ideal place to live based on their individual needs. Staff members assist students with finding apartments, navigating the leasing process and finding roommates through the roommate connector service.

Almost 300 UB students live in the Varsity, a student-only residence located a block from campus that opened in fall 2012. Other buildings adjacent to campus that are home to large numbers of UB students include the Fitzgerald at UB Midtown, Sutton Place, Queen Anne Belvedere and the Professional Arts Building. In addition, UB Housing works with property managers in the area and provides assistance to UB students who are looking to rent apartments, houses and lofts.

## **UNIVERSITY OF BALTIMORE POLICE DEPARTMENT**

Tel: 410.837.4444

Email: [ubpolicedepartment@ubalt.edu](mailto:ubpolicedepartment@ubalt.edu)

Web: [www.ubalt.edu/ubpolice](http://www.ubalt.edu/ubpolice)

The University of Baltimore Police Department is a legislated police agency, and University police officers are vested with full police authority under Maryland law. Uniformed security officers regularly patrol University buildings and parking facilities.

The University of Baltimore Police Department is accredited by the Commission on Accreditation for Law Enforcement Agencies, an accomplishment that reflects how the department has met a highly regarded and broadly recognized set of professional standards.

The department endeavors to enhance the quality of campus life through the creation of a safe and secure environment. It has established a strong presence in the community and has built relationships with the Baltimore Police Department and with other local law enforcement.

The department provides a number of services to the campus community, including compliance with the [Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act](#), safety awareness programs, the LiveSafe mobile app, a campus text alert system, a bike registration program, a security escort program and 24/7 campus patrol. For a complete list of services and more information, visit [www.ubalt.edu/ubpolice](http://www.ubalt.edu/ubpolice).

# TUITION AND FEES

Office of the Bursar

Tel: 410.837.4848

Email: [ubbursar@ubalt.edu](mailto:ubbursar@ubalt.edu)

Web: [www.ubalt.edu/bursar](http://www.ubalt.edu/bursar)

Information concerning tuition and fees, payment policies, refund schedules, waivers, third-party billing and more is available on the office's [website](#).

Tuition and fees at the University of Baltimore are subject to change at any time when such changes are deemed necessary by the University System of Maryland Board of Regents.

# ADMISSION

Office of Graduate Admission  
Academic Center, Room 117  
Tel: 410.837.6565, 1.877.ApplyUB (toll free)  
Fax: 410.837.4793  
Email: [gradadmission@ubalt.edu](mailto:gradadmission@ubalt.edu)  
Web: [www.ubalt.edu/gradadmission](http://www.ubalt.edu/gradadmission)

Office of International Admission  
Academic Center, Room 117  
Tel: 410.837.4777, 1.877.ApplyUB (toll free)  
Fax: 410.837.4793  
Email: [intladmission@ubalt.edu](mailto:intladmission@ubalt.edu)  
Web: [www.ubalt.edu/international](http://www.ubalt.edu/international)

## GENERAL POLICY

Admission to graduate study at the University of Baltimore may be granted to any applicant with a baccalaureate degree from a regionally accredited institution whose academic qualifications indicate promise of success in advanced study. In addition, applicants from nonregionally accredited rabbinical colleges for which we have evidence of academic rigor or which hold national accreditation may be considered for admission. Meeting the minimum requirements does not guarantee admission to the University.

Admission to the University of Baltimore is determined without regard to race, color, religion, age, disability, sex, sexual orientation, gender identification or national origin.

The information provided below is accurate at the time of publication and may change without notice.

## MAILING ADDRESS

Please refer to [www.ubalt.edu/gradadmission](http://www.ubalt.edu/gradadmission) for the current address to which all application supporting materials should be mailed.

## THE APPLICATION PROCESS

An applicant must submit the following required items by the stated application deadline to be considered for admission to a graduate program at the University of Baltimore:

- The UB graduate online application with accompanying application fee: Apply online at [www.ubalt.edu/apply](http://www.ubalt.edu/apply).
- A Maryland in-state residency status form to be considered for in-state rates.
- An official transcript sent directly from all colleges or universities attended: The transcripts are



required for all undergraduate and graduate work attempted. For students who attended the University of Baltimore, admission personnel will obtain the UB transcript directly from the registrar. Supplementary transcripts for coursework that is in progress at the time of application should be submitted as soon as possible. Students are responsible for arranging to have their official transcripts sent. One official transcript must show a bachelor's degree earned (or proof of the degree in progress) at a regionally accredited U.S. institution, a rabbinical college or an internationally recognized institution.

The University of Baltimore does not evaluate foreign transcripts. Applicants who attended a college or university outside the United States must arrange at their own expense to have their academic records evaluated on a course-by-course basis by a U.S. credentials evaluation service that is a member of the National Association of Credential Evaluation Services. Certified English translations must accompany transcripts in a language other than English. The University may require some applicants to provide additional information, such as syllabi and course descriptions.

- Proof of English competency for international students for whom English is not their first language: Please refer to the English-language proficiency policy below. Test of English as a Foreign Language (TOEFL) scores (or other English-language exam scores) are considered valid for two years from the test date.

### **Additional Application Materials**

Additional credentials are required by most programs. Please visit [www.ubalt.edu/gradadmission](http://www.ubalt.edu/gradadmission) for the specific program requirements. These may include:

- Letters of recommendation, generally from former professors or employers (may be required for some programs): A downloadable form is available as part of UB's online application, found at [www.ubalt.edu/admission/forms](http://www.ubalt.edu/admission/forms).
- Statement of interest/personal statement (may be required for some programs)
- Interview (may be required for some programs)
- Portfolio (may be required for some programs)
- Standardized test scores

Students applying for a graduate program in business (MBA, M.S.) must submit official scores from the Graduate Management Admissions Test (GMAT). GMAT information may be obtained from the Graduate Management Admissions Council at [www.mba.com](http://www.mba.com). The University of Baltimore reporting code is DDP-XC-03. To be considered for GMAT waiver, a student must have a) an advanced degree, b) the combination of an undergraduate grade-point average of 3.25 or higher and five years or more of progressive professional experience, or c) an undergraduate grade-point average of 3.5 or higher from a college or university with an AACSB-accredited business school. A personal interview with a graduate business program adviser and a note from the applicant's direct supervisor summarizing progressive professional experience may be required, and the student must complete and submit the GMAT waiver form.

Official Graduate Record Examination (GRE) general test scores must be submitted by applicants to the master's program in applied psychology, the master's program in interaction design and information architecture, and the doctoral programs in public administration and in information and interaction design. GRE information may be obtained from Educational Testing at [www.gre.org](http://www.gre.org). The University of Baltimore reporting code is 5810.

Some graduate programs may request test scores from individual applicants to better assess their potential for successful graduate study.

Substitution of GMAT or GRE scores with an alternative test score routinely used for entry to graduate programs (e.g., MAT) may be done with the approval of the admission committee for the program.

GRE, GMAT and LSAT (if substituted by the program) scores are considered valid for five years from the test date.

## **APPLICATION REVIEW**

Application review will begin when the complete admission application and supporting materials are received. Delays in receiving the necessary credentials will cause delays in making a decision on the application. Admission decisions are based on review of the total application packet. Individual academic programs are responsible for reviewing applications for admission. Admission counselors communicate the decision to the candidate.

The Offices of Graduate Admission may check the accuracy of any document submitted as part of the application.

## **APPLICANTS TO MORE THAN ONE PROGRAM/DUAL-DEGREE PROGRAMS**

Students may enroll in only one University of Baltimore graduate program at a time. The exception to this is students applying to dual-degree programs (e.g., MBA/J.D., J.D./M.S. in criminal justice; J.D./M.P.A., J.D./M.S. in negotiations and conflict management). All students applying to the dual-degree programs in the School of Law must apply separately to the J.D. and to the graduate program. Students may not enroll in graduate courses during the first year of law school. Please visit <http://law.ubalt.edu> for more details.

## **CERTIFICATE STUDENTS**

A student admitted to a graduate/post-baccalaureate or post-master's certificate program may take no more credits than that certificate program requires until formal application and admission to another program is completed.

## **FINAL COMPLETION OF THE ADMISSION APPLICATION**

Applicants may apply during their senior year of undergraduate study. Acceptance will be based on official transcripts that reflect all but the last term recorded. Applicants should submit their course schedule for the final semester with their application for admission.

If the applicant is admitted and then permitted to register before the receipt of the final official transcript from a prior institution, she or he must submit a final official transcript no later than 30 days after the beginning of the student's first semester as a UB graduate student.

*Note: The admission process requires an official transcript to be sent by each institution attended.*

If a student's admission file is not completed within the first semester of graduate study at UB, a hold (negative service indicator) will be placed on the student's record. The student will not be permitted to register for courses until all official documents required for admission have been received.

## **DEADLINES**

Applications for nonterminal degrees are reviewed on a rolling basis. Candidates are encouraged to complete the application process early.

International applicants are encouraged to apply six to 12 months prior to the start of the semester in which they plan to enroll.

The degree programs admit for the fall semester only and require that applications and supporting documents be received by the following deadlines for consideration:

- D.S. and D.P.A.: April 1
- M.F.A. in integrated design: Feb. 1
- M.F.A. in creative writing and publishing arts: Feb. 1.

Applications with supporting credentials may be considered after the aforementioned deadlines contingent upon space availability, the strength of the applicant's credentials and sufficient processing time.

Applicants who wish to be considered for fellowships or assistantships should contact the Office of Graduate Admission (410.837.6565, [gradadmission@ubalt.edu](mailto:gradadmission@ubalt.edu)) or the Office of International Admission (410.837.4777, [intladmission@ubalt.edu](mailto:intladmission@ubalt.edu)), as appropriate, for information on when to submit applications and supporting credentials. Candidates who apply after this deadline will be considered for funding on a contingent basis.

## **ADMISSION CLASSIFICATIONS**

Admission is granted to applicants meeting program requirements and having strong credentials indicative of success in graduate study.

Conditional: A student who does not meet the minimum requirements for a program may be granted conditional admission. Conditions will be outlined in the student's admission letter. Unconditional admission may be granted upon satisfactory completion of the stated conditions within the first 9 credit hours in the graduate program.

## **APPEALS**

Appeals regarding an admission decision will be coordinated by the Office of Graduate Admission.

## **NONDEGREE-SEEKING STUDENTS**

Students may apply for nondegree status for various reasons, including personal enrichment, job or certification requirements, or to prepare for graduate school. A downloadable application is available at [www.ubalt.edu/admissionforms](http://www.ubalt.edu/admissionforms). To apply, students must complete and submit an application, a \$35 nonrefundable application fee and their college transcript.

Nondegree admission is granted by the program in which courses will be taken. Students should check with individual programs before submitting an application to be sure that nondegree students are permitted to register for courses in a program and space is available. Nondegree students may only take 6 credit hours while in this status. Only 6 credit hours as a nondegree student are transferable into a graduate degree program, and credits earned in one UB graduate program may not necessarily be accepted by another UB program. If a nondegree student wishes to be granted admission to a degree program, the student must submit a new application and application fee and meet the requirements for the program. Admission is not guaranteed, and all required materials must be submitted by the stated deadline. Coursework completed at UB as a nondegree student will not contribute to the GPA admission requirement.

In general, financial aid, assistantships, fellowships or tuition support are not available to nondegree students. The Merrick School of Business permits nondegree admission only to students with a master's degree in business.

## **VISITING STUDENTS**

Students who wish to register for courses and have their final grades transferred to their home institutions may enroll as visiting students. To do so, students should complete a visiting student application (available at <http://www.ubalt.edu/admission/forms/index.cfm>) and submit a \$35 nonrefundable application fee.

## **FOREIGN TRANSCRIPTS**

The University of Baltimore does not evaluate foreign transcripts. Applicants who attended a college or university outside the United States must arrange at their own expense to have their academic records evaluated on a course-by-course basis by a U.S. credentials evaluation service that is a member of the National Association of Credential Evaluation Services. Certified English translations must accompany transcripts in a language other than English. The University may require some applicants to provide additional information, such as syllabi and course descriptions.

## **ENGLISH-LANGUAGE PROFICIENCY POLICY**

Applicants who are non-native English speakers and who have not earned a degree from a regionally accredited U.S. college or university, regardless of citizenship or visa status, must demonstrate a satisfactory level of English proficiency as part of the application process. Official score reports should be submitted directly to the Office of International Admission.

- **Test of English as a Foreign Language (TOEFL):** A score of 550 or higher on the paper-based test (PBT) or 79 or higher on the Internet-based test (iBT) is required for graduate admission. TOEFL information is available at [www.toefl.org](http://www.toefl.org) and from the Educational Testing Service, P.O. Box

6151, Princeton, NJ 08541-6151, USA. The University of Baltimore's school reporting code is 5810.

- **International English Language Testing System (IELTS):** An overall band score of 6.0 or higher is required for graduate admission. IELTS information is available at <http://www.ielts.org>. An institutional school code is not required.

The University reserves the right to require additional English language instruction of any student. The University of Baltimore does not offer English as a second language (ESL) courses.

## INTERNATIONAL STUDENTS

The University of Baltimore welcomes applications from qualified international students. Students who submit transcripts from an institution outside the United States should refer to the section on [Foreign Transcripts](#). Students who are non-native speakers of English or who have not earned a degree from a regionally accredited U.S. institution should refer to the section on [English-Language Proficiency Policy](#). English translations must accompany all documents issued in a language other than English.

Immigrant and nonimmigrant students residing in the United States must submit copies of their green card (permanent resident card) or visa documents with their application for admission. Such documentation is relevant to the determination of the applicant's eligibility for Maryland residency for tuition purposes by the Offices of Admission and to the provision of immigration and visa services to applicants by the Office of International Admission. Immigration status is not a factor in evaluating an applicant's eligibility for admission. International applicants, particularly those submitting foreign academic credentials and those residing overseas, are advised to apply well in advance of the semester for which they are seeking admission. Some academic programs may have application deadlines.

International applicants should submit the following documents as part of the application for admission to the Office of International Admission, 1420 N. Charles St., Baltimore, MD 21201-5779; tel: 410.837.4777 (or toll free in the United States at 1.877.ApplyUB); fax: 410.837.4793; email: [intladmission@ubalt.edu](mailto:intladmission@ubalt.edu); web: [www.ubalt.edu/international](http://www.ubalt.edu/international):

- A graduate application form
- An application fee (nonrefundable)
- Official transcripts sent directly by each college or university previously attended
- An independent, course-by-course evaluation report of foreign transcripts by a U.S. credential evaluation service, if applicable (see [Foreign Transcripts](#) section): The transcript must be evaluated by a member of the National Association of Credential Evaluation Services.
- Evidence of English-language proficiency, if applicable (see [English-Language Proficiency Policy](#) section)
- A completed I-20 Request Form, DS-2019 Request Form or Non-Immigrant Status Verification Form
- Evidence of financial resources to cover tuition and living expenses in full for the duration of the applicant's program of study (F-1 and J-1 visa students only)

The Office of International Admission provides visa assistance to prospective, admitted and enrolled international students. The I-20 Request Form (Certificate of Eligibility for Non-Immigrant F-1 Student Visa Status) or DS-2019 Request Form (Certificate of Eligibility for Exchange Visitor J-1 Status) is issued to those applicants who meet all academic, financial support and English-language proficiency requirements for admission to a full-time degree program. Students holding F-1 and J-1 status must maintain a full course of study in a minimum of 9 credit hours each term during the fall and spring semesters.

For more information and to obtain the appropriate forms, contact the Office of International Admission at 410.837.4777 (or toll free in the United States at 1.877.ApplyUB) or [intladmission@ubalt.edu](mailto:intladmission@ubalt.edu).

### **ADMISSION DEFERMENT**

Applicants who are admitted but do not enroll in the term for which admission was granted may defer to the next major semester. A request for deferment must be made in writing to the Office of Graduate Admission (email is acceptable). This office will provide confirmation when the deferment has been processed.

If the student does not attend the semester in which deferment was granted, the student must reapply.

### **APPLICATION REACTIVATION**

Applicants who did not complete their admission file or who were not granted admission for a specific term may reactivate their application by completing a new application for admission and residency form and submitting the required application fee to be considered for admission for any future semester. If more than 12 months have elapsed since the last application, new supporting documents, such as transcripts, resumes, statements and letters of recommendation, must be submitted.

Official test scores (e.g., GRE, GMAT) will remain on file and are considered valid for five years from the test date. Official TOEFL scores will remain on file and are considered valid for two years from the test date. Admission for reactivating students is not guaranteed, and application materials must be received by the stated deadline.

### **CHANGE OF PROGRAM**

Applicants may change the program indicated on the application for graduate admission one time. When a program change is processed, applicants must meet the admission requirements of the new program, including submission of any additional supporting documents required. In addition, applicants may wish to submit a revised statement or other supporting information (as required by the new program) to support their admission to the new program.

### **READMISSION**

Students who have not enrolled for more than two consecutive semesters must apply for readmission. The exception is students who have been granted an official leave of absence in advance. For

readmission consideration, students must submit a new admission application form, residency form and application fee.

Students must be in good academic standing at the time of the last attendance at the University of Baltimore and at any college or university attended since their last enrollment at UB. Students who have attended another institution since their last enrollment at the University of Baltimore must have an official transcript sent directly to the Office of Graduate Admission. Readmission is not guaranteed, and application materials must be received by the stated deadline.

If approved for readmission, students will be required to meet the admission and course requirements, as well as all policies and procedures in effect at the time of readmission. See [Continuous Enrollment/Leave of Absence](#) in the [Academic Policies](#) section of this catalog.

Applications for readmission from students on academic probation and/or suspension must be approved by the appropriate program director and appropriate academic dean's office. Students requesting readmission from academic probation and/or suspension should also see [Satisfactory/Unsatisfactory Progress](#) in the [Academic Policies](#) section of this catalog.

Any balance due to the University must be paid in full before an application for readmission will be processed.

International students who have been absent for one or more semesters (excluding summer session) must obtain clearance from the Office of International Admission before re-enrolling.

## **FINANCIAL SUPPORT**

### **Scholarships and Financial Aid**

Merit scholarships up to \$3,000 per academic year are awarded to select incoming graduate students with exemplary past academic records. Graduate students who wish to be considered for a scholarship must submit application materials by the deadlines posted on the Office of Financial Aid website at [www.ubalt.edu/financialaid](http://www.ubalt.edu/financialaid). This office can also provide information on other financial aid sources for graduate students.

### **Student Employment**

The Student Employment Program is designed to provide opportunities for students to earn money by working part time while they are enrolled in the University. There are three components to student employment: on-campus employment, off-campus employment and graduate assistantships. Enrolled students may be hired to work in academic and administrative offices in a variety of jobs. Student wages may be paid with Federal Work-Study (FWS) monies if the student is eligible for financial aid and enrolled at least half time (6 credits). Student assistants also may be paid with funds from the hiring department's operations budget. Graduate assistants are paid through University and departmental funds. For more information, visit [www.ubalt.edu/studentemployment](http://www.ubalt.edu/studentemployment).

## **TRANSFER CREDIT**

The following regulations govern the awarding of credit for graduate work completed at other regionally accredited colleges or universities:

- In the Yale Gordon College of Arts and Sciences and in the College of Public Affairs, a maximum of 12 graduate semester credits may be accepted by the program director if the courses are relevant to the student's major. Students should check the program description on the college's website and with their program director for exceptions to this policy that permit fewer transfer credits.
- In the Merrick School of Business, a maximum of 6 credits at the 600/700 level may be accepted from another AACSB International-accredited university (if applicable) for a specific program. Such credits must be earned beyond the preparatory level.
- The student must include with the transfer credit request a copy of the catalog course descriptions. Additional evidence, such as course syllabi, may also be submitted to support the request.
- Transfer credits will be evaluated only for students granted unconditional admission, and an official transcript must be provided as documentation.
- The transfer of credit after a student has enrolled at the University will be permitted only if the student applies in writing to the program director for permission prior to enrolling in the course. Generally, approval will be given for courses that are not offered by the University of Baltimore during the period of the student's attendance.
- All transfer credits must be completed with a grade of B or higher.
- Grades for courses taken outside the University of Baltimore will not be applied to a student's GPA at the University. Only credit hours are transferable. After degree status has been granted at UB, written permission of the dean is required to attempt courses at another institution. A copy of this permission must be contained in the official student file maintained in the Office of Records and Registration. Courses taken at another institution cannot be used as a repeat of a course already attempted at the University of Baltimore.
- For information about transferring credit from one UB graduate program to another, please refer to the section on [Change of Graduate Program](#) in the [Academic Policies](#) section of this catalog.

An applicant is considered officially enrolled at the University on the date registered for class. Degree requirements are based on requirements in effect at the student's first term of entry in a degree or certificate program at the University of Baltimore.

## **PROGRAM ADMINISTRATION**

A graduate program director or department chair administers each graduate program. The name of each program director appears with the program description on the program's website.

Students enrolled in degree programs are strongly encouraged to meet with their advisers prior to each registration period for approval of course selection. Nondegree students must also have their course selection approved by the program director.



## **RESIDENCY CLASSIFICATION**

The University System of Maryland Board of Regents has established a policy regarding student residency classification for admission, tuition and charge differential. Residency classification shall be determined on the basis of permanent residency.

To qualify for in-state tuition, a student must demonstrate that, for at least 12 consecutive months immediately prior to and including the last date available to register for courses in the semester/term for which the student seeks in-state tuition status, the student had the continuous intent to:

- Make Maryland his or her permanent home.
- Abandon his or her former home state.
- Reside in Maryland indefinitely.
- Reside in Maryland primarily for a purpose other than that of attending an educational institution in Maryland.

In addition, these criteria below must be met as well:

- Owns or possesses, and has continuously occupied, including during weekends, breaks and vacations, living quarters in Maryland. The student must provide evidence of a genuine deed or lease and documentation of rent payments made. In lieu of a deed or lease, a notarized affidavit from a landlord showing the address, name of the student as occupant, term of residence and history of rent payments made will be considered. As an alternative, a student may demonstrate that he or she shares living quarters in Maryland that are owned or rented and occupied by a parent, legal guardian or spouse.
- Has substantially all of his or her personal property, such as household effects, furniture and pets in Maryland.
- Has paid Maryland income tax on all taxable income, including all taxable income earned outside the state, and has filed a Maryland tax return.
- Has registered all owned or leased motor vehicles in Maryland.
- Possesses a valid Maryland driver's license, if licensed.
- Is registered to vote in Maryland, if registered to vote.
- Receives no public assistance from a state other than Maryland, or from a city, county or municipal agency other than one in Maryland.
- Has a legal ability under federal and Maryland law to live permanently without interruption in Maryland.
- Has rebutted the presumption that he or she is in Maryland primarily to attend an educational institution, if the student's circumstances have raised the presumption.

These criteria are guidelines of the factors considered in the determination of residency status. The above policy is subject to change without notification. Changed policies will be recorded in the Office of

Graduate Admission and in the Office of Records and Registration. Admission residency applications and petitions for current students who wish to request a change of residency status are available at [www.ubalt.edu/admission/forms](http://www.ubalt.edu/admission/forms). The policy on student residency classification for admission and tuition purposes is approved by the Board of Regents of the University System of Maryland. The current policy can be found at [www.usmd.edu/regents/bylaws/SectionVIII/VIII270.html](http://www.usmd.edu/regents/bylaws/SectionVIII/VIII270.html).

Nonresident students who may also temporarily qualify for in-state status if they are:

- A full-time or part-time (at least 50 percent time) regular employee of USM or a USM institution
- The spouse or financially dependent child of a full-time or part-time (at least 50 percent time) regular employee of USM or a USM institution
- A full-time active member of the Armed Forces of the United States whose home of residency is Maryland or one who resides or is stationed in Maryland, or the spouse or a financially dependent child of such a person: Students who qualify under this provision will retain in-state status for tuition purposes as long as they are continuously enrolled, regardless of a change in military assignment or status of the active member of the military.
- A veteran who provides documentation that he/she was honorably discharged from the United States Armed Forces and currently resides or is domiciled in Maryland
- A member of the Maryland National Guard, as defined in the Public Safety Article of the Maryland Annotated Code, who joined or subsequently serves in the Maryland National Guard to provide a critical military occupational skill or be a member of the Air Force Critical Specialty Code as determined by the National Guard
- A graduate assistant appointed through a USM institution for the semester/term of the appointment: Except through prior arrangement, this benefit is available only for enrollment at the institution awarding the assistantship.
- Graduate students who live in:
  - Washington, D.C.
  - Virginia: Arlington, Loudon, Fairfax and Prince William counties, and Alexandria, Fairfax, Falls Church, Manassas and Manassas Park
  - Pennsylvania: Adams, York and Lancaster counties
  - Delaware: all counties

## **MORE INFORMATION**

Requests for more information should be addressed to the Office of Graduate Admission or to the Office of International Admission, as appropriate. Prospective students may also contact the Office of Graduate Admission (410.837.6565, [gradadmission@ubalt.edu](mailto:gradadmission@ubalt.edu)) or the Office of International Admission (410.837.4777, [intladmission@ubalt.edu](mailto:intladmission@ubalt.edu)).

## **CERTIFICATION OF AUTHENTICITY**

As part of the application, students must affirm that the information provided and any additional information submitted related to the admission process is complete, accurate and true. Applicants must understand that submitting false or incomplete information on any part of the application for admission or any related materials may be cause for denial of admission, cancellation of registration or revocation of a degree. Any submitted materials related to a student's application become the property of the University of Baltimore and cannot be returned or forwarded to a third party. If admitted, students must agree to abide by all University policies and procedures, and honor the academic integrity policy and the student code of conduct of the University of Baltimore.

# ACADEMIC ADVISING, REGISTRATION AND ACADEMIC POLICIES

## Academic Advising

College of Public Affairs: 410.837.5359

Merrick School of Business: 410.837.4944

Yale Gordon College of Arts and Sciences: 410.837.5351

The University is committed to academic excellence and student success; therefore, a professional staff of academic advisers is available in the College of Public Affairs, the Merrick School of Business and the Yale Gordon College of Arts and Sciences. Students should meet with an adviser before each registration period to ensure that they are making proper academic decisions and progressing toward their degree. For some students, an adviser's signature is required for registration. It is important that students become familiar with their adviser and take advantage of these experts' in-depth knowledge of the various academic programs and policies.

Students should make an appointment to see an adviser before withdrawing from the University, even if they expect the withdrawal to be temporary.

### COLLEGE OF PUBLIC AFFAIRS ADVISING

College of Public Affairs

Tel: 410.837.5359

All new students in the College of Public Affairs must meet with the director or adviser of their degree program prior to registration for their first semester. Program directors and advisers assist students in planning their academic careers and in selecting appropriate courses to satisfy degree requirements. Students new to a degree program are required to have an adviser's permission to register for any course and to make any changes to the previously approved registration by adding or dropping a course. Other students are strongly encouraged to meet with a program adviser on a regular basis. Those continuing students who must obtain advisement and a departmental and/or dean's office signature before registering are:

- Students changing their degree program or specialization
- Probationary students
- Reinstated or readmitted students
- Nondegree students
- Students registering for an independent study or internship

- Students requesting to take more than 9 credits during a regular semester or 6 credits during a summer session (requires permission from the dean; please see the [Course Load](#) section of this catalog)
- Students requesting to take a course at another college or university

Students are responsible for reviewing carefully the requirements for their chosen degree program and for seeking clarification from a program director or adviser if necessary. Academic advisers are also available in the Office of the Dean, Liberal Arts and Policy Building, room 111, to provide information and clarification about public affairs programs, policies and procedures.

## **MERRICK SCHOOL OF BUSINESS ADVISING**

Merrick School of Business

Tel: 410.837.4944

Academic advisement is available in the Merrick Advising Center, located in the William H. Thumel Sr. Business Center, room 142. The center offers both day and evening hours. Scheduled appointments are recommended; to make an appointment, call 410.837.4944. Advisers provide information on Merrick School of Business programs, policies and procedures. All new candidates will receive a guide to graduation containing a program guide and must meet with an adviser prior to registering for their first semester. Students in online programs who do not have access to the campus will be advised by remote means. Academic advisers assist students in selecting appropriate courses to satisfy degree requirements. Students are advised that any deviation from their program of study must be approved. Department chairs and Merrick School of Business faculty members are also available to assist students in planning their academic program and to discuss career goals.

Continuing students in good academic standing can register without an adviser's signature and are responsible for following their program guide. Continuing students who must obtain advisement and/or permission to register are:

- Students changing their program or specialization
- Students on academic probation
- Readmitted students
- Nondegree students
- Students registering for an internship, independent study or practicum course
- Students requesting to take more than 9 credits during a regular semester or 6 credits during a summer session (requires permission from the Office of the Dean; please see the [Course Load](#) section of this catalog)
- Students requesting to take a course at another college or university
- Students reinstated from suspension

Although the academic adviser will assist the student in planning a program, each student must assume responsibility for knowing curriculum requirements and seeing that these requirements are met.

## **YALE GORDON COLLEGE OF ARTS AND SCIENCES ADVISING**

Yale Gordon College of Arts and Sciences

Tel: 410.837.5351

All new students in the Yale Gordon College of Arts and Sciences must meet with the director or adviser of their degree program prior to registration for their first semester. Program directors and advisers assist students in planning their academic careers and in selecting appropriate courses to satisfy degree requirements. Students new to a degree program are required to have an adviser's permission to register for any course and to make any changes to the previously approved registration by adding or dropping a course.

Other students are strongly encouraged to meet with a program adviser on a regular basis. Those continuing students who must obtain advisement and a departmental and/or dean's office signature before registering are:

- Students changing their degree program or specialization
- Probationary students
- Reinstated or readmitted students
- Nondegree students
- Students registering for an independent study or internship
- Students requesting to take more than 9 credits during a regular semester or 6 credits during a summer session (requires permission from the dean; please see the [Course Load](#) section of this catalog)
- Students requesting to take a course at another college or university

Students are responsible for reviewing carefully the requirements for their chosen degree program and seeking clarification from a program director or adviser if necessary. Academic advisers also are available in the Office of Advising, H. Mebane Turner Learning Commons, room 103, to provide information and clarification about the college's programs, policies and procedures.

# Registration

Office of Records and Registration

Tel: 410.837.4825

Fax: 410.837.4820

Email: [records@ubalt.edu](mailto:records@ubalt.edu)

Web: [www.ubalt.edu/records](http://www.ubalt.edu/records)

## SCHEDULE OF CLASSES

The schedule of classes, posted in MyUB and as a PDF online at [www.ubalt.edu/records](http://www.ubalt.edu/records) prior to registration each semester, is the official record of the class offerings for the semester. It reflects current academic information necessary for students, faculty and staff to plan for the semester. The schedule of classes, along with registration dates and the academic calendar, can be found on the University's website.

Students should be aware that the University does not cancel any student's registration for nonpayment. Students must withdraw from class(es), and failure to do so will create a financial obligation to the University even if the student does not attend class(es). Please review the appropriate policy in the [Tuition and Fees](#) section of this catalog or at [www.ubalt.edu/bursar](http://www.ubalt.edu/bursar).

## REGISTRATION

Students are urged to register early for the following semester. New students who have been officially accepted by the University prior to the registration period may register after receiving the required advisement. Registration is continuous from the initial date announced in the academic calendar and registration schedule through the end of the late registration period. Schedule adjustments, such as add/drop, may also be done during this period according to the calendar established for each term.

Students who register and do not withdraw will be held responsible for tuition and fees even if they never attend class. Similarly, students who drop during the change of schedule period will be responsible for fees associated with any dropped class.

## LATE REGISTRATION/ADD-DROP

Late registration and final schedule adjustments are allowed during the first two weeks of the academic term. It is important to be aware that classes are in progress and that some academic work may have been missed.

The add period will extend for the first seven days of the semester. Afterward, a student may add a course only with the permission of the dean or the dean's designee representing the college or program offering the course.

The drop period will extend for the first 14 days of the semester. A student dropping a course after the 14-day drop period and prior to the end of the withdrawal period will receive a W grade.

The official dates of the late registration period are listed in the academic calendar for each semester.

The above policy relates to a standard 14-week semester with one week of finals. Please refer to the [full academic calendar](#) for late registration/add-drop dates for shortened sessions within the semester.

## **CANCELLATION OF REGISTRATION**

The University reserves the right to cancel any registration for which the student in question has not complied with appropriate procedures, rules and regulations, and the financial requirements of the University. Students should be aware that the University does not cancel any student's registration for nonpayment. Students must withdraw from class(es), and failure to do so will create a financial obligation to the University even if the student does not attend class(es). Please review the appropriate policy in the [Tuition and Fees](#) section of this catalog or at [www.ubalt.edu/bursar](http://www.ubalt.edu/bursar).

## **TRANSCRIPTS**

The transcript is the official record of a student's academic program and is released only upon written authorization of the student or by an authorized directive from the judicial system.



# Academic Policies

Office of Records and Registration

Tel: 410.837.4825

Fax: 410.837.4820

Email: [records@ubalt.edu](mailto:records@ubalt.edu)

Web: [www.ubalt.edu/records](http://www.ubalt.edu/records)

## PROGRAM ADVISING AND REQUIREMENTS FOR GRADUATION

Students are advised that any deviation from the approved program of study must be certified in writing by the appropriate dean or dean's designee. Readmitted students must have their program of study reviewed by the dean or designee upon re-entering the University.

## GRADES

All students whose name appears on a grade roster, regardless of the length of their attendance in the class, will receive for each course attempted one of the grades listed below. If, however, the student withdraws officially from a course during the first week of classes, the student's name will not appear on the grade roster, nor will the transcript show the course.

All grades are given solely on the basis of an instructor's judgment of a student's scholarly attainment.

Only grades earned at UB or as part of an approved consortium program will be included as part of a student's official GPA.

### Allowable Grades

The following grades are used in computing the grade-point average:

<i>Grade</i>	<i>Quality Points (per credit hour)</i>
A	4.00
A-	3.67
B+	3.33
B	3.00
B-	2.67
C+	2.33
C	2.00
C-	1.67
F*	0.00
FA**	0.00
XF***	0.00

\*F: failure—given when the student completes the course, including the examination, but fails to meet the requirements of the course; when the student does not complete the course requirements and fails

to officially withdraw from the course by the date designated in the semester academic calendar; when the student fails a credit-by-examination challenge course; or when the student fails a course taken at the University of Baltimore as either satisfactory/unsatisfactory or pass/fail.

**\*\*FA:** failure due to absences—given if the instructor determines that the student did not attend, stops attending or has insufficient attendance to pass the course according to the standards established in the course syllabus.

**\*\*\*XF:** failure due to academic integrity violation—only posted upon request of the University judicial officer.

The following grades are not used in computing the GPA:

<i>Grade</i>	<i>Quality Points</i>	<i>Explanation</i>
I	0	Incomplete
AU	0	Audit
PS	0	Pass
CR	0	Credit
NC	0	No Credit
CS	0	Continuing Studies
TG	0	Temporary Grade
W	0	Withdrawn
WA	0	Withdrawn Administratively
XC	0	Excluded Grade

I: incomplete—given when a student is temporarily prevented from completing required coursework by unanticipated extenuating circumstances, such as illness or major changes in the demands of a job. A petition, signed by the student, the instructor and the appropriate dean, must be filed with the instructor, who will then submit the petition to the registrar. The I grade will be changed to an F if a grade change form is not submitted by the instructor to the Office of Records and Registration according to the following schedule:

- If the grade I was earned in the fall semester, the grade change must be submitted by May 1.
- If the grade I was earned in the spring semester or summer session, the grade change must be submitted by Dec. 1.

A graduating student must remove an I grade within 60 calendar days after the last day of the student's last semester; otherwise, the student's graduation application will be withdrawn at that time and another application must be submitted for the following semester.

An incomplete grade will not be considered prior to the official withdrawal deadline of each semester. After this date, an incomplete may be granted at the discretion of the instructor and the appropriate dean's office based on an unanticipated extenuating circumstance.

AU: audit—Audit is a registration status allowing students to attend a course without receiving credit. Both graduate and undergraduate students may audit courses. Audit units do not count toward full-time status, nor do audited courses count toward the determination of continuous enrollment. Registration for audit is at the course instructor's discretion, and the instructor is not obligated to grade audit coursework or provide additional support to a student taking a course for audit. Students may change registration in a course from credit to audit or vice versa no later than the last day to drop a course without a W grade. Audit does not count as a course repeat under the course repeat policy.

PS: pass—credit for successful completion of a credit by examination challenge course and/or courses taken at the University of Baltimore as satisfactory/unsatisfactory or pass/fail; the PS is not computed in the student's grade-point average.

CR/NC: credit/no credit—awarded under credit/noncredit grade option for skill-building courses elected at the time of registration; no credit or quality points are awarded.

CS: continuing studies—given when it is known at the outset of the course that requirements for its completion will necessarily extend beyond the end of the semester; this grade is assigned at the discretion of the instructor for specifically designated courses only.

TG: temporary grade—assigned pending resolution of an academic integrity issue; only posted upon request of the University judicial officer.

W: withdrawn—an administrative symbol (not a grade) that is not computed in a student's grade-point average; the W is placed on the student's transcript if the student withdraws from a class or classes after the end of the late registration period and prior to midnight on the last date to withdraw with a W.

WA: withdrawn administratively—given when recommended by the instructor and the dean for exceptional circumstances and/or other academic violations; this grade is not initiated by the student.

XC: excluded grade—The grade assigned for previous academic work does not apply to the specific program in which a student is enrolled.

## **GRADE CHANGES**

All graduate semester and summer grades become final 60 calendar days after the last day of that semester. Students should review the [policy on incomplete \(I\) grades](#) under the preceding section on grades. Grade changes are not accepted after the degree is posted on a student's transcript.

## **ACADEMIC AND ADMINISTRATIVE APPEALS**

Students desiring to appeal an academic or administrative decision should consult the UB Student Handbook, found at [www.ubalt.edu/studenthandbook](http://www.ubalt.edu/studenthandbook).

## **SATISFACTORY AND UNSATISFACTORY PROGRESS**

*These policies are for determining satisfactory academic progress. Review the [Financial Assistance](#) section of this catalog to determine the standards for satisfactory progress for eligibility for receiving or continuing to receive financial assistance.*

To be approved for graduation, a graduate student must have a cumulative GPA of at least 3.0. A student is making satisfactory academic progress toward completion of his/her program as long as a cumulative GPA of 3.0 or higher is maintained. Requirements for specific grades in certain courses within a program may also exist. Moreover, additional academic policies might exist within specific programs. Students are responsible for understanding these additional policies and discussing them with program advisers.

- A student who attempts 6 or more credits at the University of Baltimore and earns less than a 3.0 will be placed on academic probation. Notification of this action will be from the appropriate dean's office. It is the responsibility of each student to check the transcript when grades are posted at the end of each semester and to keep personal contact information current with UB. Probationary status is a warning that satisfactory progress is in jeopardy.
- A student who is placed on probation must obtain advisement from the appropriate academic adviser before attending classes the following semester or summer session, even if the student has already preregistered. At the discretion of the appropriate academic dean, a student on probation may take up to 6 credits. Students on probation may not take more than 3 credits at any given time during the summer.
- A student who has been placed on academic probation because of a deficient grade-point average will be allowed up to 6 semester hours to obtain a cumulative GPA of at least 3.0. If the student does not reach a GPA of 3.0 or higher by the time these additional credit hours are accumulated, the student will be suspended.
- A suspended student may not register for classes at the University of Baltimore for at least one semester (nor may the student attend summer sessions) until reinstated by the appropriate academic dean (see bullet immediately below). In addition, for-credit courses taken elsewhere during this time require permission and may not be applied to the academic program at UB.
- Reinstatement at the University of Baltimore is not automatic. The suspended student must request reinstatement in writing from the appropriate graduate program director and appropriate academic dean by Oct. 15 for the spring semester, by April 15 for the fall semester or by March 15 for the summer session. As a condition of reinstatement, a suspended student may be required to successfully complete certain remedial or prerequisite courses at the University of Baltimore or another institution of higher education.
- If the suspended student has been away from the University for more than two regular semesters (i.e., fall and spring semesters), the student must also apply for readmission. A suspended student must meet the requirements of the new catalog in effect upon return if he or she is readmitted.

- A student returning from suspension must receive advising and be cleared by the appropriate program director and academic dean's office before registering. The terms for reinstatement or readmission must include a specific plan for academic recovery, be approved by the adviser and the appropriate dean, and be filed in the student's official record in the Office of Records and Registration.
- A student suspended for a deficient GPA, when reinstated and/or readmitted, must achieve a grade of B (3.0) or higher in each course taken in the semester after re-entering and must fulfill the plan for academic recovery as determined by the academic program. Failure to do so will result in immediate dismissal.

## **WITHDRAWAL POLICIES AND PROCEDURES**

Students withdraw online using the MyUB system and should always confirm the completion of their withdrawal by reviewing their schedule after submitting the withdrawal.

The responsibility for official withdrawal rests with the student. If a withdrawal is done prior to the end of the late registration and drop/add period, the course will not show on the student's transcript. After that period, all withdrawals are indicated on the transcript by a W, and the student is considered to have been enrolled for that semester. Any student may withdraw from a course prior to the completion of 60 percent of a term (e.g., through the end of the ninth week of the fall or spring semester, or through the end of the fifth week of an eight-week summer session). After the deadline for withdrawal, a student who believes that unanticipated extenuating circumstances—such as health problems or change of employment—make a withdrawal necessary should submit a written appeal with supporting documentation to the appropriate academic dean. Both the course instructor(s) and the appropriate dean must approve the request. Approval of such requests is not automatic, and some requests may not be granted. No student will be permitted to withdraw for any reason from a class during the last week of school prior to the beginning of the scheduled examination period.

Students receiving any form of financial aid, including veterans' benefits, should check with the Office of Financial Aid prior to withdrawing from any class. Withdrawal may affect the level of aid or eligibility for aid in future semesters.

The University does not cancel a student's registration for nonpayment. If a student decides not to attend, he or she must withdraw online using the MyUB portal. If a student does not make payment in full or make payment arrangements with the Office of the Bursar by the established payment due dates, that student's account will be charged a late payment fine.

## **MAKEUP POLICY FOR FINAL EXAMS**

Makeup examinations for missed final examinations are, in general, left to the discretion of the individual faculty member.

However, University policy dictates that makeup examinations will be given for instances of final examinations missed because of documented illness or documented conflict with religious observance, and in instances of examinations missed because of University-sanctioned trips.

If a student misses a final examination for any reason not covered by the above, the question of whether or not a makeup examination is given is up to the discretion of the individual faculty member.

## **ATTENDANCE**

Students are expected to attend classes regularly. When, in the instructor's judgment, a student has been absent or late so often that the student has lost a significant part of the instruction that will prevent the issuance of a valid grade, the instructor may submit a grade of F (failure) or FA (failure due to absences).

Instructors set their own class attendance policies and will communicate these in the course syllabus at the beginning of the term. The above policy does not remove the responsibility from the student to withdraw officially from any class that he or she ceases to attend. Failure to do so will subject the student's records to a grade of F or FA.

## **BEREAVEMENT POLICY**

The University of Baltimore recognizes that students may experience the death of a loved one during the course of an academic term. To promote the general mental health of University of Baltimore students, this policy provides a formal process to allow grieving students the opportunity to be available for their families during times of death and grief.

This policy is not seen as a substitute for good communication between students and their faculty members around missed classes or assignments, but rather as a complement to that communication to assist students when they are grieving.

### **Definitions:**

- A. Bereavement leave here refers to those days a student may miss classes or assignments because the student is using the Bereavement Policy.
- B. Calendar days include all days of the week, including weekends.
- C. Group work is a formal assignment in a course that involves the grieving student and at least one other student in the completion of the assignment.
- D. Missed academic work includes any assignments or tests in a course that a student would ordinarily be submitting or participating in were the student not using the Bereavement Policy.
- E. Significant relationships can include but are not limited to the following:
  - Uncle(s) or Aunt(s)
  - Cousin(s)
  - Niece(s) or nephew(s)
  - Legal in-law(s)
  - Grandparent(s)
  - Step-relation individual(s)

- Child(ren) or individual(s) for whom the mourner had legal guardianship
- Parent(s) or legal guardian(s)
- Sibling(s)
- Spouse or domestic partner

F. Travel days will be calendar days.

With appropriate notification as described in this policy, students who opt to use the Bereavement Policy will be permitted up to five calendar days of absence from classes and/or examinations to mourn the loss of an individual with whom they have a significant relationship.

With appropriate notification and permission as described in this policy, a student who has opted to use the Bereavement Policy may have up to two more calendar days excused from class or examination for travel related to the bereavement process. Travel days may be allowed for such trips as going to the home of the deceased, the family home of the student grieving and/or the location of the funeral/services. Students opting to use the Bereavement Policy can appeal to the professor and/or Office of Community Life and dean of students if more travel days are needed. These requests will be handled on a case-by-case basis.

Unexcused absences already prescribed in a course syllabus should not be used in congruence with the Bereavement Policy.

The student who is mourning should be given a reasonable amount of days to make up any missed academic work.

The assignments a student missed while on bereavement leave should not be subject to deduction in scoring, as long as they are completed in a reasonable extended period of allotted time. The student is responsible for working with the professor to make up these assignments.

Students who opt to use this policy must be in communication with their professor(s) about their missed assignments by the time they return to campus from bereavement leave.

### **Notification**

A student opting to use the Bereavement Policy must immediately notify via email the dean of students and his or her current course instructors if he or she will be taking bereavement leave. Notification must be made at the beginning of the mourning period (that is, within the first 24 hours, which counts as the first calendar day of the bereavement period).

If the student is engaged in class group work or is on any class team, she/he must also notify at least one member of her/his team as soon as the student knows she/he will be taking bereavement leave.

Students using the Bereavement Policy must provide proof of death for the individual(s) who is/are being mourned. Proof of the individual(s) death(s) should be submitted to the dean of students within 14 calendar days from start of the bereavement leave. Failure to provide documentation will result in the absences being considered unexcused.

Documentation of the death or funeral service attended should suffice as evidence of the death. Documentation can include but is not limited to:

- An obituary
- A copy of death certificate
- Program from funeral/services
- Signed letter of funeral service from the funeral home

If there are any disputes between faculty members and students when using this policy, the dean of students will be responsible for providing adjudication on the matter.

The University of Baltimore's Counseling Center is available to assist students and provide counseling services if so desired by the student.

## **CHANGE OF GRADUATE PROGRAM**

Graduate students in good academic standing (see the [Satisfactory and Unsatisfactory Progress section](#) of this catalog) may elect to change administratively from the current degree program to another degree program, with certain exceptions. Students may not change administratively into the following degree programs but must apply for admission to them: M.S. in applied psychology, M.F.A. in integrated design, M.F.A. in creative writing and publishing arts, D.S. in information and interaction design, D.P.A., and all graduate business programs, as well as programs offered by the School of Law. Students may seek an administrative change from one Merrick School of Business master's program to another Merrick School of Business master's program without having to apply for readmission.

Students seeking an administrative change from one program to another must complete a change of program/specialization form available in the Office of Records and Registration. The student presents that form to the director of the intended new program. This program director in the Yale Gordon College of Arts and Sciences or the College of Public Affairs, or the graduate program adviser in the Merrick School of Business will review the student's qualifications and, when able to approve the change, sign that form, which must also be signed by the dean of the Yale Gordon College of Arts and Sciences or College of Public Affairs, or the graduate program adviser in the Merrick School of Business. To make a decision, the director or adviser of the new program may also require submission of any materials that are currently required for admission to that program and which are not already in the student's official file.

The program director or adviser may accept into the new program a maximum of 12 credits in which the student has earned a B (3.0) or better grade. For the M.F.A. in integrated design, the program director or adviser may accept a maximum of 24 credits only if transferred from the University of Baltimore's M.A. in publications design program. For those credits earned at the University of Baltimore and approved for credit in the new program, the program director or adviser must decide to either accept all such credits with grades or to accept all such credits without grades on a case-by-case basis.

*Note: If the student changes from one program and/or major to another, his/her graduation requirements are those that are in effect at the time he or she becomes a degree candidate in the new program or major.*



## **REPEATED COURSES**

While a student may repeat any course in which he or she has received a grade of C+, C, C- or F (not B- or higher), the student may replace only one grade. If a second attempt is made to replace a grade, the replacement grade will be calculated into the student's GPA regardless of whether it is higher or lower than the original grade. The grade for the replacement attempt will appear on the transcript within the semester in which the course is repeated.

Students who repeat courses to replace grades do so at their own risk. For example, a student repeating a C-graded course who receives an F for the second attempt will lose the points earned for the C, and the F grade will be the grade that will be computed into the GPA. Further, if the student receives a W (withdrawn) for the second attempt, the W will not replace the original grade.

If a second attempt is meant to replace a grade, a student must file a repeat course form at the time he or she registers for the second attempt. Failure to obtain the dean's approval and file the repeat course form will result in both the original and repeated grades being computed into the GPA.

If a student repeats a course for a purpose other than replacing a grade, a repeat course form does not need to be filed. In such cases, the grade achieved in the original course as well as the grade(s) earned in the retaking of the course will be calculated in the student's GPA. Students should be aware that earning C+, C, C- or F grades that are computed into the GPA may result in their placement on probation, suspension or academic dismissal. (See [Satisfactory or Unsatisfactory Progress](#) under the [Academic Policies](#) section.)

Grades of C+, C, C- and F earned at the University of Baltimore dictate that the class must be repeated at the University of Baltimore. Grades will not be changed on the basis of work taken elsewhere. The repeated course must be the original course; a substitute course will not be acceptable for a grade change.

The credit value of any repeated course will be counted one time only at the University of Baltimore to satisfy UB graduation requirements.

## **CONTINUOUS ENROLLMENT/LEAVE OF ABSENCE**

### **Doctoral Students**

An advanced doctoral candidate may make an administrative leave of absence request when one 3-credit course needed for continuation in the program is not available in the semester in which the student may need to enroll in the course to continue progress toward the degree. The advanced doctoral student will be covered under the continuous enrollment policy during the period of the administrative leave, as is the case with personal leave. The advanced doctoral student initiates the request, after consultation with the program director, as early as the preregistration period and no later than 30 days prior to the start of classes in the fall or spring semester. The dean may approve the administrative leave of absence request when no alternative course or independent study project may be determined. The advanced doctoral student may be granted the administrative leave only once within the seven years to earn the doctoral degree, and the administrative leave of absence does not interrupt or stop the seven years allowed between initial registration and graduation. A document granting permission will be forwarded from the dean to the Office of Records and Registration with a copy on file in the program office.

## **Master's Students**

A master's student has seven years to complete any preparatory/foundation requirements and all degree requirements (including internships, comprehensive examinations, and/or a final project or thesis) at the University of Baltimore. Degree-seeking students are expected to register for courses each semester (excluding summer) on a continuous basis to maintain the degree requirements in effect at the time of their initial enrollment. The University recognizes, however, that a student may encounter extenuating circumstances that require a temporary interruption of studies. Under such circumstances, a student may be absent for as long as two consecutive semesters (excluding summers) without jeopardizing continuous enrollment status.

If a student feels that it is necessary to be absent for more than two consecutive semesters (excluding summer), the student must receive an approved leave of absence to maintain continuous enrollment under the degree requirements in effect at the time of initial enrollment. To be considered for a leave of absence, a student must make a request to the program director and the appropriate dean in advance of the third semester's absence. Upon reviewing the reasons for the request, the dean may grant an approved leave of absence.

If a student who is absent for more than two consecutive semesters does not obtain an approved leave of absence, the student will be required to apply for readmission and pay a reapplication fee before being permitted to re-enroll. A student who applies for readmission must fulfill the admission and degree requirements in effect at the time the student returns to the University.

There is no limit to the number of times a student may be absent from the University and still maintain continuous enrollment status. However, the semesters in which a student fails to enroll will be counted toward the seven-year limit for completing degree requirements.

If a student is absent from the University and has not maintained continuous enrollment status, the seven-year time period for completion of new degree requirements will begin when the student is readmitted to the University. A student should read closely [Catalog Under Which Students Graduate](#) in this section of the catalog for information concerning whether credit hours more than seven years old will be applied toward graduation requirements.

If the seven-year time frame allotted for the degree has been exhausted but the student has not completed the degree requirements, the student must either seek readmission or make an appeal for an extension. Any request for extension of the seven-year time must be made in writing to the program director and the dean at least 30 days prior to the expiration of the seven-year time period. Such requests must include a plan for completion of the degree requirements within a reasonable time frame that must be agreed to by both the program director and the student. Each request will be evaluated and may either be granted or denied by the dean.

## **GRADUATE INDIVIDUAL RESEARCH COURSE ENROLLMENT PROCEDURES**

The student must meet with an instructor to have a topic and course plan approved for sponsorship. The proposed topic of study, study procedures and time schedule should be clearly delineated. Once endorsed by the instructor, the proposal is submitted to the appropriate department or division chair for approval before the beginning of the academic term. The deadline for proposal approval is the second day of classes in the term.

To successfully complete an individual research undertaking, the student must submit a “finished product” (e.g., paper, report or portfolio) to the sponsoring instructor. A copy will be forwarded to the department chair to be kept on file.

## **CATALOG UNDER WHICH STUDENTS GRADUATE**

The requirements for graduation for a graduate student at the University of Baltimore are those that are in effect at the time the student first becomes a candidate for a graduate degree at the University, with the following conditions:

- The student must be in continuous enrollment in the same major during the academic years (every fall and spring semester) from the time of first enrollment until graduation.
- The student must not take longer than seven calendar years to complete degree requirements after enrolling as a degree candidate. Credits that are older than seven years shall normally not be applied toward the graduation requirements, except upon approval of the major department chair and academic dean.
- If, for whatever reason, including academic suspension or other deficiencies, a student is not enrolled for two consecutive semesters or longer, the student must reapply for admission and meet the requirements of the catalog in effect upon returning and being admitted as a degree candidate.
- If the student changes from one program and/or major to another, the graduation requirements are those that are in effect at the time the student becomes a degree candidate in the new program or major.
- If the student wishes to attend another institution or must stop attending the University temporarily because of an extraordinary life event, he or she may request in writing a leave of absence and permission to re-enter under original course and degree requirements; however, the student will be governed, upon his/her return, according to the academic and administrative policies and procedures listed in effect at the time of re-entry.
- If a leave of absence is granted, a letter of written permission must be signed by the dean.

## **APPLYING FOR GRADUATION**

The student is responsible for applying for graduation, and must file an application and pay the required fee at the beginning of the semester in which the student expects to complete the degree requirements. Deadlines are established in the academic calendar and usually fall on the last date of late registration for a semester.

Students are advised to meet with their program director or adviser no later than the beginning of their last semester to make sure their course selections are correct. Each student should resolve any outstanding problems prior to midsemester, at which time copies of his or her records are submitted to the academic dean for clearance. It is the student’s responsibility to make sure that all transcripts are in,

and that any pending grade changes or incompletes are resolved and in the Office of Records and Registration prior to midsemester. Failure to do so could delay graduation for an additional semester.

Any student who does not complete degree requirements by the end of the semester for which graduation is anticipated or who is not approved for graduation must file another graduation application and pay another fee in the future semester in which graduation will occur.

## **COURSE LOAD**

### **Full-Time Status**

A full-time student is a degree candidate who is carrying a minimum of 9 credit hours per semester (day or evening). A student wishing to carry a credit load of more than 9 credit hours may do so with the written permission of the dean.

### **Part-Time Status**

A part-time student is a degree candidate who is carrying fewer than 9 credit hours per semester (day or evening).

## **TIME LIMITATION**

The student must not take longer than seven calendar years to complete a graduate program at the University of Baltimore after enrolling as a degree candidate. Credit hours accumulated in 600-/700-level courses (or their equivalent) that are older than seven years shall normally not be applied toward the graduation requirements, except upon approval of the program director and academic dean.

## **DISSERTATIONS**

### **Doctoral Students**

Doctoral programs require a dissertation—a significant work that contributes to the body of knowledge in a theoretical or applied sense. Specific regulations concerning necessary requirements for a dissertation should be obtained from the program's director.

Dissertation courses and the related continuous enrollment courses are graded P/F. Students are cautioned that a CS (continuing studies) grade will be given at the end of each semester for courses that are dissertation (numbered 899) or continuous enrollment (numbered 898) and for which the work is not yet complete. Students who have not completed the dissertation but who have exhausted the number of credits required for the degree are required to register for the 1-credit continuous enrollment course each semester until all work is complete. This registration entitles students to faculty assistance while completing the dissertation; use of University facilities, such as the libraries and computer labs; purchase of a parking permit; and, if applicable, maintenance of their legal student visa status in the United States. Failure to maintain continuous enrollment has serious consequences for completion of the degree because readmission is not guaranteed if a student stops attending without having been granted a leave of absence. Students should refer to the [Continuous Enrollment/Leave of Absence](#) and [Catalog Under Which Students Graduate](#) sections of this catalog for policies regarding interrupted graduate study.

Each dissertation submitted as a partial requirement for a degree must be preserved in a prescribed manner in Langsdale Library. A final grade cannot be given for the credits earned nor is the work considered complete until the dissertation has been finally approved by the faculty committee and the required materials have been submitted to Langsdale Library. The library requires two bound copies of the text of any dissertation and pays for binding those volumes; the student is required to pay for one copy of any text document for the academic program and may purchase additional copies for his or her own use. For some dissertations, electronic records in an appropriate format must also be submitted to the library and the program. Details of these required submissions may be obtained from the appropriate program director.

In addition to the submission to Langsdale Library outlined above, each doctoral dissertation submitted as a partial requirement for a degree must be submitted to ProQuest/UMI Dissertation Publishing for inclusion in its electronic database as well as the Langsdale Library. ProQuest/UMI publishes and archives dissertations and theses, sells copies on demand, and maintains the definitive bibliographic record for more than 2 million doctoral dissertations and master's theses. The student pays ProQuest/UMI directly for this listing. Further instructions for submission may be found at <http://langsdale.ubalt.edu/thesis>. Students may also wish to copyright their work.

The submissions to Langsdale Library and ProQuest/UMI are not optional; the grades for the 899 dissertation course and hence graduation are contingent upon these submissions.

## **THESES AND FINAL PROJECTS**

### **Master's Students**

Some master's programs may require theses or final projects; others may require comprehensive examinations. Specific regulations concerning necessary qualifications for these degree options should be obtained from the program's director.

Thesis/final project courses and the related continuous enrollment courses are graded P/F. Students are cautioned that a CS (continuing studies) grade will be given at the end of each semester for courses that are thesis (numbered 799) or continuous enrollment (numbered 798) and for which the work is not yet complete. Students who have not completed the thesis or final project but who have exhausted the number of credits required for the degree are required to register for a 1-credit continuous enrollment course each semester until all work is complete. Failure to do so can have serious consequences for completion of the degree. This registration entitles students to faculty assistance in completing the thesis; use of University facilities, such as the library and computer labs; and, if applicable, maintenance of their legal student visa status in the United States. Students should refer to the [Continuous Enrollment/Leave of Absence](#) and [Catalog Under Which Students Graduate](#) sections of this catalog for policies regarding interrupted graduate study.

Each thesis or final project submitted as a partial requirement for a degree must be preserved in a prescribed manner in Langsdale Library. A final grade cannot be given for the credits earned and the work is not considered complete until the thesis or project has been finally approved by the faculty committee and the required materials have been submitted to Langsdale Library. The library requires two bound copies of the text of any thesis or final project and pays for binding those volumes; the student is required to pay for one copy of any text document for the academic program and may

purchase additional copies for his or her own use. For some theses or final projects, CDs containing electronic records or actual creative products must also be submitted to the library and the program. Details of these required submissions may be obtained from the appropriate program director.

In addition to submitting hard copies to Langsdale Library, master's students may opt to submit an electronic copy of their thesis to Pro Quest/UMI Dissertation Publishing. For more information, visit <http://langsdale.ubalt.edu/thesis>. This submission carries a fee.

## **HOLIDAY CLASSES**

Graduate and undergraduate classes generally meet on federal and state holidays, with the exception of Thanksgiving, Christmas, New Year's Day, Martin Luther King Jr. Day, Memorial Day, Independence Day and Labor Day. Students should consult the academic calendar for an exact holiday schedule.

## **INTERINSTITUTIONAL REGISTRATION**

### **The University System of Maryland Program**

It is the policy of the University System of Maryland to allow graduate students at the University of Baltimore to register for graduate courses at any other system school. Likewise, students at other system institutions may register for classes at the University of Baltimore. Prior approval by the student's academic adviser and by the registrar at the student's home and host institution is required. Courses taken at another system institution through this program are counted as part of the student's regular program at the University of Baltimore, and the student pays University of Baltimore tuition.

For full details of this policy, contact the Office of Records and Registration.

### **The Maryland Institute College of Art Program**

The University of Baltimore participates in a student exchange program with the Maryland Institute College of Art. This program allows full-time students at the University to enroll in courses at MICA. Prior approval by the student's academic adviser and the registrar is necessary.

Courses taken through this program can be counted as part of the student's regular program at the University, and the student pays University of Baltimore tuition. For further information, see your adviser or contact the Office of Records and Registration. This program is not available during summer sessions.

# COLLEGE OF PUBLIC AFFAIRS

Roger E. Hartley, dean

Laura Wilson-Gentry, associate dean

Megan Manley, assistant dean for advising, enrollment and student success

Tylis Cooper, academic program coordinator

Kristen Tull, academic program coordinator

[www.ubalt.edu/cpa](http://www.ubalt.edu/cpa)

The College of Public Affairs awards certificates and bachelor's, master's and doctoral degrees that prepare students for successful professional careers in the complex and diverse workplace of today and tomorrow. Students acquire the theoretical knowledge and substantive skills they need to succeed and thrive in the organizations in which they work and to apply those skills to the problems they encounter. They learn to analyze administrative decisions, organizational issues and societal problems from multiple perspectives, and clearly communicate their thoughts and rationale to colleagues, senior management and stakeholders in ways that promote successful resolutions to problems.

The College of Public Affairs' faculty members improve their fields through the students they teach and the research they contribute to expanding the knowledge base. They apply their expertise to helping public, nonprofit, health care and third-sector organizations, and to addressing pressing policy issues. They bring what they learn in the field back to the University to inform and enhance their students' classroom experiences.

The college was established in 2010—incorporating existing, long-standing degree programs—as part of the University's initiative to enhance UB's distinction in the fields of public administration, criminal justice, and health and human services; build upon institutional strengths in public service, applied research and interdisciplinary collaboration; and continue the development of distinctive, robust and contemporary degree programs.

The college is home to the Schaefer Center for Public Policy. Established in 1985, the center's mission is to bring the University's academic expertise to bear in solving problems faced by local, state, federal and nonprofit organizations. The center has a reputation for excellence in providing research, consulting and professional development services to help leaders and policymakers in the Baltimore metropolitan area, Maryland and beyond better manage their resources and programs. Through hundreds of sponsored research projects over the past 25 years, the center has provided opportunities for faculty members and students to engage in applied learning and research, positively impacting Maryland's public sector.

## SCHOOLS WITHIN THE COLLEGE

The College of Public Affairs is multidisciplinary in nature and comprises three distinct academic units. Faculty and staff members come from a variety of academic backgrounds, including criminal justice, health, public administration, public policy, human services administration, conflict management, political science and international affairs. Through its teaching, research and public service activities, the

college educates tomorrow's leaders, informs public policymakers, and improves the management effectiveness and operational efficiency of both public and nonprofit organizations.

- **School of Criminal Justice**

Debra Stanley, executive director

Gabriela Wasileski, program director, B.S. in Criminal Justice

Charles Tumosa, program director, B.S. in Forensic Studies

Edgar Koch, program director, Certificate in Crime Scene Investigation

Heather Pfeifer, program director, M.S. in Criminal Justice

Berry Grant, program director, M.S. in Forensic Science – High Technology Crime

Debra Stanley, program director, M.P.S. in Justice Leadership and Management

With its vibrant, urban location, the University of Baltimore is strategically positioned to take full advantage of its stimulating environment, promoting practical applications of its programs of study. The School of Criminal Justice orients its academic priorities toward integration with the real world, capitalizing on the very real city that acts as an extended classroom. With complementary emphases on applied research, policy and administration, the School of Criminal Justice offers undergraduate programs leading to degrees in both criminal justice and forensic studies and to certificates in Crime Scene Investigation and Forensic Document Analysis, as well as graduate programs leading to degrees in criminal justice, forensic science – high technology crime, and justice leadership and management. The School of Criminal Justice also offers a graduate Trauma-Informed Certificate. In collaboration with the UB School of Law, the school offers a dual-degree J.D./M.S. in Criminal Justice program and a dual-degree J.D./M.S. in Negotiations and Conflict Management program. The University was the second institution in the nation to have both its graduate and undergraduate programs in criminal justice certified by the Academy of Criminal Justice Sciences.

- **School of Health and Human Services**

Tina DiFranco, executive director and program director, B.S. and M.S. in Health Systems Management

Tiffany Parkman, program director, B.A. in Human Services Administration

Bridal Pearson, program director, M.S. in Human Services Administration

With our nation's health care system increasingly in the public eye and under scrutiny, management of our health and human services has never been so important. The School of Health and Human Services' programs incorporate interdisciplinary, practical approaches—emphasizing in-service learning through internships and field experiences—to managing health care and human services in the public, private and nonprofit sectors. The school offers undergraduate programs in health systems management and human services administration. An accelerated bachelor's/master's option is also offered in both fields. The school also offers



graduate programs in health systems management and human services administration, as well as a post-bachelor's Certificate in Health Systems Management.

- **School of Public and International Affairs**

Larry Thomas, executive director

Lorenda Naylor, program director, B.A. in Government and Public Policy

Donald Haynes, program director, B.A. in International Studies; program co-director, M.A. in Global Affairs and Human Security

Heather Wyatt-Nichol, program director, Master of Public Administration (M.P.A.)

Renita Seabrook, program director, B.A. in Community Studies and Civic Engagement

Ivan Sascha Sheehan, program director, M.S. in Negotiations and Conflict Management; program co-director, M.A. in Global Affairs and Human Security

Jessica Sowa, program director, M.S. in Nonprofit Management and Social Entrepreneurship

George Julnes, program director, Doctor of Public Administration (D.P.A.)

With its abundance of government, public-sector and nonprofit organizations, the Baltimore-Washington metropolitan region is an ideal location to immerse oneself in public and international affairs. The School of Public and International Affairs offers undergraduate programs leading to degrees in government and public policy and in international studies. It also offers graduate programs leading to a master's degree in public administration accredited by the Network of Schools of Public Policy, Affairs and Administration, in negotiations and conflict management, and in global affairs and human security; a doctoral degree in public administration; and an M.P.A./J.D., offered in collaboration with the UB School of Law. A post-bachelor's Certificate in Strategic Management and Public Accountability Systems is also available.

## **SCHAEFER CENTER FOR PUBLIC POLICY**

Ann Cotten, director

Mary Lovegrove, assistant director

As the pre-eminent public policy research center in Maryland, the Schaefer Center for Public Policy is committed to providing unbiased, nonpartisan research and professional development services; connecting faculty members with public-sector organizations through applied research and professional development programs; and providing students with opportunities to apply what they learn in the classroom to real-world challenges. The center's principal services include program evaluation, policy research, strategic planning, needs assessment, staffing analysis and workforce planning, opinion research, conflict management consulting and professional development.

The center enhances the University's academic environment by encouraging faculty and student applied research, fostering interdisciplinary research teams, and supporting educational conferences. In addition, the center offers annual graduate fellowships and student employment experiences that

provide students with unique opportunities to work closely with faculty members and researchers while gaining real-world experience through participation in center projects.

For more information, visit [www.ubalt.edu/schaefercenter](http://www.ubalt.edu/schaefercenter).

## **STUDENTS**

The approximately 1,790 men and women enrolled in the College of Public Affairs—about half of them in graduate programs—represent about 26 percent of the total University of Baltimore student population.

Nearly 60 percent of the graduate students enrolled in the College of Public Affairs are 30 and older, and 70 percent are women. While some of the college’s graduate students entered our master’s degree programs immediately following their undergraduate studies, most are already working in a wide variety of careers. Some students are seeking to advance their current careers, while others are preparing to change careers. This diversity of age and experience is an important and invigorating part of classroom and campus life.

## **FACULTY**

College of Public Affairs faculty members are leaders in teaching, research, scholarship and service to the community. Full-time faculty members teach both graduate and undergraduate courses; conduct sponsored research; publish papers and articles; and engage in public service as consultants, board members and volunteers. The college’s teaching faculty also includes a cadre of adjunct professors who are leading professionals in dozens of professions in government, nonprofit organizations and businesses. These adjunct faculty members help to ensure that our students are well-prepared to meet the challenges of today’s professional workplace.

## **FACILITIES**

Classrooms, laboratories and faculty offices for the College of Public Affairs are located in the Liberal Arts and Policy Building, in the Academic Center and in the Learning Commons. The college shares the University of Baltimore’s Langsdale Library, Office of Technology Services, and Achievement and Learning Center with other components of the University.

The fourth floor of the Academic Center houses the state-of-the-art Jami R. Grant Forensic Laboratories—forensics instrumentation and microscopy laboratories—with classroom space; the labs were developed to serve as overflow labs for the Baltimore Police Department.

## **GRADUATE PROGRAMS**

### **Doctoral Program**

- Public Administration (D.P.A.)

### **Master’s Programs**

- Criminal Justice (M.S.)
- Forensic Science – High Technology Crime (M.S.)

- Global Affairs and Human Security (M.A.)
- Health Systems Management (M.S.)
- Human Services Administration (M.S.)
- Justice Leadership and Management (M.P.S.)
- Negotiations and Conflict Management (M.S.)
- Nonprofit Management and Social Entrepreneurship (M.S.)
- Public Administration (M.P.A.)

#### **Dual-Degree Programs**

- J.D./M.S. in Criminal Justice
- J.D./Master of Public Administration
- J.D./M.S. in Negotiations and Conflict Management

#### **Graduate Certificate Programs**

- Certificate in Health Systems Management
- Trauma-Informed Certificate

The graduate programs in the College of Public Affairs are designed to advance professional education, public and professional service, and basic and applied research relevant to public administration, criminal justice, health administration and policy, and negotiations and conflict management. These graduate programs educate and prepare students for public service careers and for research and management positions in federal, state and local agencies, and in health and nonprofit organizations.

The College of Public Affairs also encourages students to develop specializations that combine elements of two or more master's programs across the college and the University. For example, students in the M.S. in Negotiations and Conflict Management program may take courses in applied psychology, legal and ethical studies, criminal justice, management or public administration to develop individual/interpersonal, managerial/governmental or cultural/ethical perspectives.

Similarly, students in the M.S. in Human Services Administration program can take courses in negotiations and conflict management, health systems management, and public administration, while D.P.A. students can select specializations focusing on criminal justice or health administration. Such combinations offer an exceptionally broad range of opportunities, and the college continues to develop formal specializations that cross and integrate the academic divisions.

The M.P.A., the M.S. in Criminal Justice and the M.S. in Negotiations and Conflict Management programs also offer dual-degree J.D. programs in collaboration with the UB School of Law.

## **ADMISSION**

Applicants to all programs must have received a bachelor's degree from a regionally accredited college or university and must satisfy the additional admission requirements of individual programs. Some programs admit degree-seeking students on a conditional basis. For more information, see the [Graduate Admission](#) section of this catalog.

Some undergraduate students in the College of Public Affairs may participate in accelerated bachelor's/master's programs or take graduate courses. See the [University of Baltimore Undergraduate Catalog](#) for more information.

*Note: Applicants to doctoral and combined degree programs are subject to the specific admission requirements of those programs, as noted in their program descriptions.*

## **ACADEMIC POLICIES AND INFORMATION**

### **Transfer Credits**

A maximum of 12 relevant graduate credits may be transferred from another program or regionally accredited college or university toward the graduate or doctoral degree, subject to the approval of the program director. Certain programs permit fewer than 12 credits, as noted in their descriptions.

### **Completion Time**

All requirements for the degree must be completed within seven calendar years of enrollment in the program.

### **Scholastic Standards**

Graduate students must maintain an overall grade-point average of at least 3.0. Students failing to do so may be placed on probation, suspended or dismissed from the degree program.

Students whose cumulative grade-point average (calculated only from courses taken at the University of Baltimore) drops below 3.0 shall be placed on academic probation and must meet with the program director for schedule approval prior to registration for the next semester. Students on academic probation will be suspended from the program if they fail to achieve a minimum grade point average of 3.0 within their subsequent 6 academic credits attempted.

Certain programs have additional academic standards, as noted in their descriptions. More information about academic policies is available in the [Academic Policies](#) section of this catalog.

## **ADVISEMENT NOTICES**

Students are advised that any deviation from the program of study as stated in the catalog must be approved in writing by the graduate program director and by the dean of the College of Public Affairs. When applying for readmission following a period of absence of more than two semesters from the University, a student's program of study must be reviewed by the graduate program director. See also the [Advising](#) section of this catalog.

# Programs Offered by the School of Criminal Justice

## **MASTER OF SCIENCE IN CRIMINAL JUSTICE**

[www.ubalt.edu/criminaljustice](http://www.ubalt.edu/criminaljustice)

Heather L. Pfeifer, program director

FACULTY: Cantora, Pfeifer, Richards, Ross, Seabrook, Stanley, Tumosa, Wright

ADJUNCT FACULTY: Kelly, Rapp

The University of Baltimore is only the second institution in the nation to have both its graduate and undergraduate programs in criminal justice certified by the Academy of Criminal Justice Sciences.

The UB campus is ideally situated to offer the M.S. in Criminal Justice program, as the metropolitan Baltimore area houses the headquarters of the Governor's Office of Crime Control and Prevention, the Maryland State Police, the Baltimore Police Department, the Maryland Department of Juvenile Services, the Maryland Department of Public Safety and Correctional Services, numerous federal agencies, federal and state courts, and a host of community-based agencies that assist adult and juvenile offenders and crime victims. Many employees of these agencies are currently enrolled in the undergraduate and graduate criminal justice programs.

The 39-credit M.S. in Criminal Justice program assists students in critically evaluating each component of the criminal justice system and corresponding policies and programs that have been adopted to address crime. As such, the program is designed to:

- Broaden students' knowledge of the entire justice system and process.
- Teach students how to integrate knowledge and evaluate scientific and scholarly literature.
- Develop students' skills in the planning, implementation and analysis of criminal justice policies and programs.

Classes are offered evenings.

## **UNCONDITIONAL ADMISSION STANDARDS**

For unconditional acceptance into the M.S. in Criminal Justice program, applicants are expected to have:

- A bachelor's degree with a minimum grade-point average of 3.0 from a regionally accredited college or university; the major or specialization should be relevant to criminal justice
- Successfully completed undergraduate courses in research methods, statistics and criminological theory with a grade of B or better

## **CONDITIONAL ADMISSION STANDARDS**

Applicants not meeting the requirements for unconditional admission may, with the approval of the program's admission committee, be accepted on a conditional basis. Conditionally admitted students will be notified of the requirements they must meet to achieve unconditional status.

After being conditionally admitted, students may be required to take additional undergraduate preparatory work that is relevant to criminal justice; no credit toward the graduate degree will be granted for this work. Conditional admission also requires completion of the first 12 credits of graduate work in the program with a minimum grade point average of 3.0.

For detailed information about specific admission requirements, visit [www.ubalt.edu/criminaljustice](http://www.ubalt.edu/criminaljustice).

## **DEGREE REQUIREMENTS**

Completion of the M.S. may be accomplished through one of two plans:

- Plan I: successful completion of 33 credits and a 6-credit thesis, for a total of 39 credits
- Plan II: successful completion of 36 credits and a 3-credit capstone experience, for a total of 39 credits

Under either plan, students must complete at least 27 credits of graduate criminal justice coursework at the University of Baltimore, including the six core courses, one specialization course and at least two preapproved courses related to the chosen specialization. Specialization areas include law enforcement, courts and law, corrections, juvenile justice, and victimology and victim services.

Students who choose Plan II may select electives from any University of Baltimore graduate program with the approval of the graduate program director or an adviser. These electives allow students to tailor their studies to meet their professional, educational and career goals. No more than 6 credits with passing grades lower than B- can be applied to the degree.

### **Core Courses (18 credits)**

CRJU 601	Crime and Policy Development (3)
CRJU 602	Research Techniques in Criminal Justice (3)
CRJU 603	Criminal Justice Statistics (3) <sup>1</sup>
CRJU 610	Administration of Justice (3)
CRJU 708	Leadership Development in Criminal Justice (3)
CRJU 710	Advanced Criminology (3)

<sup>1</sup> CRJU 602 is a prerequisite to CRJU 603.

### **Specialization Requirements (9 credits)**

*Choose one from the following:*

CRJU 606	Contemporary Court Issues (3)
CRJU 608	Contemporary Issues in Juvenile Justice (3)
CRJU 611	Contemporary Issues in Corrections (3)
CRJU 631	Contemporary Issues in Policing (3)
CRJU 702	Contemporary Issues for Victims of Crime (3)

In addition, choose two more courses related to your specialization.

### **Fieldwork (3 credits)**

CRJU 605	Graduate Internship
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Students presently working in the field may petition the program director to waive the fieldwork requirement. (Documentation must be provided.) If granted, an additional elective is required.

**Culminating Coursework (3–6 credits)**

CRJU 777      Capstone in Criminal Justice (3)

or

CRJU 799      Thesis (3–6)

**Electives (3–9 credits)**

The number of electives will vary from one to three depending on whether:

- The student is waived from fieldwork.
- The student chooses CRJU 777 Capstone in Criminal Justice or CRJU 799 Thesis as the final project.

**The Master’s Thesis**

Students apply to the program director for eligibility (requirements: a 3.3 overall grade-point average and B [3.0] or better in the following core courses: CRJU 602, 603 and 710). If eligible, students prepare a five- to seven-page proposal for submission to the thesis admission committee. Once the proposal is approved, students select an adviser from among the full-time faculty, register for the first 3 credits of CRJU 799 Thesis and begin work on their thesis.

A three-member thesis committee oversees each student’s thesis research. Students conduct an intermediate defense of their full thesis proposal (chapters 1–3). When this is approved, students register for the final 3 thesis credits. Following the completion of their written thesis, an oral defense—open to the University community—is scheduled. The thesis is complete when the three-member committee unanimously approves it. See the [Theses and Final Projects](#) and the [Continuous Enrollment](#) sections of this catalog and the M.S. in Criminal Justice program student handbook for details.

**Capstone Experience**

The 3-credit capstone course, CRJU 777 Capstone in Criminal Justice, offers students an opportunity to demonstrate their mastery of knowledge in the field of criminology and criminal justice gained while working toward the completion of the graduate degree. The course is designed to be an integrative experience where students combine their knowledge of criminological theory and justice policy with practical skills to develop a comprehensive approach to a project that requires systematic and sound problem-solving.

## **JURIS DOCTOR/MASTER OF SCIENCE IN CRIMINAL JUSTICE (J.D./M.S.)**

Heather L. Pfeifer, program director

Amy Sloan, associate dean, School of Law

The University of Baltimore School of Law and the School of Criminal Justice offer students the opportunity to obtain a J.D. and an M.S. in criminal justice by completing courses over a three- to four-year period.

Students seeking the dual degree will find the training useful in managerial and legal positions in federal, state and local criminal justice agencies. Students in the dual-degree program are required to complete a minimum of 78 credits in the law school and a minimum of 30 to 33 credits in the M.S. program.

The School of Law recognizes 9 credits of the criminal justice requirements as transferable to its program (or 6 credits if the degrees are not completed within the same academic year), and the criminal justice program reciprocally allows the transfer of up to 9 credits of law school courses to satisfy coursework requirements in its program. Thus, students who are admitted to this program have the opportunity to obtain both the J.D. and the M.S. in criminal justice for 15 to 18 fewer credits than would be required were the two degrees obtained independently.

All other requirements for the J.D. apply to students in this program. Students in the dual-degree program must also successfully pass the criminal justice comprehensive examinations or defend a master's thesis.

### **ADVISEMENT**

Responsibility for the overall administration of the dual J.D./M.S. in Criminal Justice program is vested in the associate dean of the School of Law and in the M.S. in Criminal Justice program director. Students who have an interest in the program should contact the associate dean of the School of Law (or that administrator's designee) and contact the M.S. program director (or the director's designee).

### **ADMISSION STANDARDS**

Applicants for the dual-degree program must meet the admission standards of both the School of Law and the M.S. in Criminal Justice program. In addition, students may apply to the dual-degree program after having enrolled in either the J.D. or the M.S. program; however, to obtain the full benefit of credit sharing under the dual-degree program, criminal justice students should enter the law school program no later than after the completion of 15 credits in the M.S. program.

### **APPLICATION PROCESS**

The law school application form should be completed and returned to the Office of Law Admissions together with a nonrefundable application fee. Applicants are encouraged to use the online application, available at <http://law.ubalt.edu/apply>. All first-year applicants must take the LSAT and register with the Credential Assembly Service. A transcript from each college and university attended must be submitted to the Credential Assembly Service, which will prepare an official report for each law school candidate containing the LSAT test score, transcripts and computation of a uniform undergraduate grade-point average for use by the law school in evaluating the application.



The completed graduate application form, the application fee and an official transcript from each college or university attended must be submitted to the Office of Graduate Admission (410.837.6565, [gradadmission@ubalt.edu](mailto:gradadmission@ubalt.edu)) or to the Office of International Admission (410.837.4777, [intladmission@ubalt.edu](mailto:intladmission@ubalt.edu)), as appropriate. For a list of other required materials, visit [www.ubalt.edu/criminaljustice](http://www.ubalt.edu/criminaljustice).

Although candidates are required to file applications to both programs, admission to the dual J.D./M.S. program is contingent upon a favorable action of the School of Law Admissions Committee.

### **LAW SCHOOL CRITERIA**

Admission to the School of Law is determined by the School of Law Admissions Committee, which bases its decisions on a variety of factors. This committee of faculty members evaluates all material in an applicant's file but places substantial emphasis on the cumulative undergraduate grade-point average and the LSAT score; nevertheless, the committee also recognizes nontraditional factors that may be relevant in determining the applicant's ability to complete law school successfully.

The committee seeks to include people of diverse racial, ethnic and cultural backgrounds. It considers the level of difficulty of the undergraduate field of study, graduate degrees and other indications not susceptible to measurement by traditional academic criteria, such as demonstrated ability to overcome adversity, individual achievement, motivation, work experience and character.

### **M.S. IN CRIMINAL JUSTICE CRITERIA**

Admission to the graduate criminal justice program is determined by the graduate program director, with the assistance of the faculty. A student may be admitted to the program in one of two different categories:

### **UNCONDITIONAL ADMISSION STANDARDS**

For unconditional acceptance into the M.S. in Criminal Justice program, applicants are expected to have:

- A bachelor's degree with a minimum grade-point average of 3.0 from a regionally accredited college or university; the major or specialization should be relevant to criminal justice
- Successfully completed undergraduate courses in statistics and criminological theory

### **CONDITIONAL ADMISSION STANDARDS**

Applicants not meeting the requirements for unconditional admission may, with the approval of the program's admission committee, be accepted on a conditional basis. Conditionally admitted students will be notified of the requirements they must meet to achieve unconditional status.

After being conditionally admitted, students may be required to take additional undergraduate preparatory work that is relevant to criminal justice; no credit toward the graduate degree will be granted for this work. Conditional admission also requires completion of 12 credits of graduate work in the program with a minimum grade-point average of 3.0.

*For detailed information about specific admission requirements, visit [www.ubalt.edu/criminaljustice](http://www.ubalt.edu/criminaljustice).*

## **CURRICULUM**

The dual J.D./M.S. in Criminal Justice program is divided into required courses and electives for a total of 108 to 111 credits. Students must successfully complete 43 credits of required law courses in addition to fulfilling the upper-level writing and advocacy requirements, for a total of 78 law credits. They must also successfully complete 24 to 27 credits of required criminal justice courses and either the thesis or the capstone project.

In this program, students begin master's program work during the summer preceding enrollment in the law school or during the summer after finishing the first year of law school. No student may take courses within the master's program during the fall and spring semesters of the first year of law school. The following are the requirements for students in the dual J.D./M.S. program.

### **Law School Courses—Required**

LAW 600	Civil Procedure I (3) or LAW 612 Introduction to Lawyering Skills/Civil Procedure I (6) <sup>1</sup>
LAW 601	Civil Procedure II (3)
LAW 602	Contracts I (3) or LAW 611 Introduction to Lawyering Skills/Contracts I (6) <sup>1</sup>
LAW 603	Contracts II (3)
LAW 604	Criminal Law (3) or LAW 614 Introduction to Lawyering Skills/Criminal Law (6) <sup>1</sup>
LAW 607	Property (4)
LAW 608	Torts (4) or LAW 610 Introduction to Lawyering Skills/Torts (7) <sup>1</sup>
LAW 613	Introduction to Advocacy (2)
LAW 650	Constitutional Law I (4)
LAW 651	Evidence (3)
LAW 652	Professional Responsibility (3)
LAW 655	Constitutional Law II (2)

one Law in Context class:

LAW 620	Jurisprudence (3)
LAW 621	American Legal History (3)
LAW 622	Comparative Law (3)
LAW 623	Critical Legal Theory (3)
LAW 624	Law and Economics (3)

<sup>1</sup> *Students must take the 3-credit Introduction to Lawyering Skills course through one of four course-pairing options.*

Students must also fulfill the School of Law advocacy and upper-level writing requirements.

### **Law School Courses—Strongly Encouraged**

LAW 711	Constitutional Criminal Procedure I (3)
LAW 717	Business Organizations (4)
LAW 740	Constitutional Criminal Procedure II (3)
LAW 742	Commercial Law (4)

Choose additional electives for a total of 78 law credits.

**Criminal Justice Courses (18 credits)**

CRJU 601	Crime and Policy Development (3)
CRJU 602	Research Techniques in Criminal Justice (3)
CRJU 603	Criminal Justice Statistics (3)
CRJU 610	Administration of Justice (3)
CRJU 708	Leadership Development in Criminal Justice (3)
CRJU 710	Advanced Criminology (3)

**Fieldwork (3 credits)**

CRJU 605 Graduate Internship

Students presently working in the field may petition the program director to waive the fieldwork requirement. (Documentation must be provided.) If granted, an additional elective is required.

**Culminating Coursework (3–6 credits)**

CRJU 777 Capstone in Criminal Justice (3) or CRJU 799: Thesis (3–6)

**Electives (3–9 credits)**

The number of electives will vary from one to three depending on whether:

- The student is waived from fieldwork.
- The student chooses CRJU 777 Capstone in Criminal Justice or CRJU 799 Thesis as the final project.

Total Credits: 108

LAW Credits: 78

CRJU Credits: 30

**MASTER OF SCIENCE IN FORENSIC SCIENCE – HIGH TECHNOLOGY CRIME**

[www.ubalt.edu/hightechcrime](http://www.ubalt.edu/hightechcrime)

Berry Grant, program director

FACULTY: Grant, Koch, Tumosa

ADJUNCT FACULTY: Butler, Catzen, Darke, Hall, Njoh, Rosenblatt

The University of Baltimore and the College of Public Affairs excel in the preparation and the delivery of education that has practical application. The goal has largely been to prepare students for opportunities at the local, regional and national levels. The School of Criminal Justice is uniquely situated to provide education to students who seek careers in forensic investigations, and the M.S. in Forensic Science – High Technology Crime program is a 21st-century reflection of the University’s mission to impart knowledge that works and to provide students an opportunity to be agents of positive change.

The 30-credit M.S. in Forensic Science – High Technology Crime program is designed to provide students with a broad-based practical understanding of high-technology crimes. The core of the program exposes students to forensic investigation techniques and skills, computer and digital information crimes, financial and health care fraud, prevention and security management strategies, and legal interventions and resolutions. The degree is a uniquely defined area within the forensic discipline because of its emphasis on high-technology crime, particularly that which occurs in the workplace.

The program requires the successful completion of 10 core courses. Students will complete a required core of courses that examine the history, theory and practical application of forensic investigations as they relate to high-technology crimes. Students will acquire forensic investigations techniques and skills as they relate to computer and digital information crime and to financial and health care fraud.

Courses are taught in the Jami R. Grant Forensic Laboratories at the University of Baltimore's main campus and at the Universities at Shady Grove.

### **UNCONDITIONAL ADMISSION STANDARDS**

For unconditional acceptance into the M.S. in Forensic Science – High Technology Crime program, applicants are expected to have a bachelor's degree with a minimum grade-point average of 3.0 from a regionally accredited college or university.

*For detailed information about specific admission requirements, visit [www.ubalt.edu/hightechcrime](http://www.ubalt.edu/hightechcrime).*

### **DEGREE REQUIREMENTS**

#### **Core Courses (30 credits)**

FSCS 601	Legal Issues in High Technology Crime (3)
FSCS 610	Identifying Organizational Liabilities and Crime (3)
FSCS 615	Information Retrieval: Paper and Electronic (3)
FSCS 620	Forensic Investigative Techniques I (3)
FSCS 630	Security Analysis and Introduction to Cryptography (3)
FSCS 720	Forensic Investigative Techniques II (3)
FSCS 724	Protection of Data/Information (3)
FSCS 727	Computer and Digital Forensics (3)
FSCS 728	Information Systems, Threats, Attacks and Defense Strategies (3)
FSCS 730	Incident Response I (3)

## **MASTER OF PROFESSIONAL STUDIES IN JUSTICE LEADERSHIP AND MANAGEMENT**

[www.ubalt.edu/justiceleadership](http://www.ubalt.edu/justiceleadership)

Debra Stanley, program director

FACULTY: Cantora, Grant, Koch, Pfeifer, Ross, Stanley, Tumosa, Wright

ADJUNCT: Goodwin, Kelly, Rosenblatt

The M.P.S. in Justice Leadership and Management program is a specialized new program, unique in the state of Maryland and for the field of criminal justice. Intended for mid- to upper-level leaders in management in criminal justice organizations and agencies, the M.P.S. in Justice Leadership and Management program will qualify those who wish to advance their competencies in leadership and management for leadership positions in law enforcement, correctional organizations, courts and victim services at the federal, state and local levels, as well as in private and corporate security and in other public sector agencies.

In this 30-credit program, students are expected to be able to demonstrate effective leadership skills that facilitate and support organizational innovation and overall success, and demonstrate the ability to understand and put into practice management techniques that will improve the performance of and lead a criminal justice organization through effective change.

The M.P.S. in Justice Leadership and Management program requires the successful completion of 10 core courses offered at the Universities at Shady Grove.

### **UNCONDITIONAL ADMISSION STANDARDS**

For unconditional acceptance into the M.P.S. in Justice Leadership and Management program, applicants are expected to have a bachelor's degree with a minimum grade-point average of 3.0 from a regionally accredited college or university.

*For detailed information about specific admission requirements, visit [www.ubalt.edu/justiceleadership](http://www.ubalt.edu/justiceleadership).*

### **CONDITIONAL ADMISSION STANDARDS**

Applicants not meeting the requirements for unconditional admission may, with the approval of the program's admission committee, be accepted on a conditional basis. Conditionally admitted students will be notified of the requirements they must meet to achieve unconditional status.

After being conditionally admitted, students may be required to take additional undergraduate preparatory work that is relevant to criminal justice; no credit toward the graduate degree will be granted for this work. Conditional admission also requires completion of 12 credits of graduate work in the program with a minimum grade-point average of 3.0.

## **DEGREE REQUIREMENTS**

### **Core Courses (30 credits)**

CRJU 600	Ethical Issues in Criminal Justice (3)
CRJU 610	Administration of Justice (3)
CRJU 626	Professional Communications in Criminal Justice (3)
CRJU 636	Information and Technology in Criminal Justice (3)
CRJU 666	Politics, Legislation and Media in Criminal Justice (3)
CRJU 676	Systems and Applications in Criminal Justice (3)
CRJU 708	Leadership and Development in Criminal Justice (3)
CRJU 722	Strategic and Crisis Management in Criminal Justice Organizations (3)
CRJU 777	Capstone in Criminal Justice (3)

## **POST-BACCALAUREATE TRAUMA-INFORMED CERTIFICATE**

[www.ubalt.edu/traumainformed](http://www.ubalt.edu/traumainformed)

Debra Stanley, program director

FACULTY: Pfeifer, Richards, Stanley, Wasileski

ADJUNCT: Chase, McGregor, Witman

The post-baccalaureate Trauma-Informed Certificate is designed specifically for professionals who are or plan to be working in the criminal justice field. Available to graduate students in the M.S. in Criminal Justice program, the certificate is intended to provide students with the fundamental understanding of trauma and the tools for making appropriate referrals for treatment of individuals involved in the criminal justice system.

This 12-credit certificate requires the completion of four courses offered in the School of Criminal Justice. The required courses present the specific skills needed for a nonclinical trauma-informed specialist. Upon completion, Trauma-Informed Certificate students will understand the foundations and manifestations of trauma and its impact within criminal justice organizations, and will acquire the necessary skills to better manage criminal justice populations and execute strategies to address the issues of trauma before they translate into further behavior problems and repeat offending.

## **ADMISSION STANDARDS**

For unconditional acceptance into the post-baccalaureate Trauma-Informed Certificate program, applicants are expected to have a bachelor's degree with a minimum grade-point average of 3.0 from a regionally accredited college or university and have full admission to the University of Baltimore's M.S. in Criminal Justice program.

## **CERTIFICATE REQUIREMENTS**

CRJU 680	Foundations and Impact of Trauma (3)
CRJU 682	Trauma-Informed Organizations (3)
CRJU 684	Responding to Trauma (3)
CRJU 686	Trauma Intervention and Best Practices (3)

# Programs Offered by the School of Health and Human Services

## **MASTER OF SCIENCE IN HUMAN SERVICES ADMINISTRATION**

[www.ubalt.edu/humanservices](http://www.ubalt.edu/humanservices)

Bridal Pearson, program director, University of Baltimore

John Hudgins, program director, Coppin State University

FACULTY: Cartwright (CSU), Collins (UB), DiFranco (UB), Gillingham (UB), Harris (CSU), Hudgins (CSU), Molinari, (UB), Pearson (UB), Phillips (CSU), Sheehan (UB), Spencer (UB), Spry (CSU), Taylor (CSU), Trotter (UB), Wyatt-Nichol (UB)

ADJUNCT: Walker (UB)

The M.S. in Human Services Administration program is a collaborative effort between Coppin State University and the University of Baltimore, and the only one of its kind in Maryland. Under the guidance of the program directors, students take courses on both campuses and receive a joint degree issued by both universities.

The 36-credit curriculum prepares students for professional careers in the field of human services administration in a variety of settings (corporate, governmental, nonprofit and community). Through 18 credits of required coursework, students will have the opportunity to develop administrative abilities in the areas of program planning, implementation and evaluation; grant writing; fundraising, personnel and fiscal administration; community outreach; and leadership and decision-making.

Students then individualize their studies by choosing 12 credits of coursework in an approved human services content area, such as addictions counseling, applied psychology, family counseling, gerontology, health care delivery systems, negotiations and conflict management, rehabilitation counseling, and special education. The capstone experience is the student's choice of 6 credits of field experience or 6 credits of research in program planning, implementation and evaluation.

The market demand for human service administrators is high. Nationally and in Maryland, the job opportunity growth rate is outpacing the number of trained professionals. Those with master's degrees in human services administration will be uniquely positioned to take advantage of this growing sector of the economy while making significant contributions to human service agencies.

Classes are offered evenings.

## **UNCONDITIONAL ADMISSION STANDARDS**

For unconditional acceptance into the M.S. in Human Services Administration program, applicants are expected to have a bachelor's degree with a minimum grade-point average of 3.0 from a regionally accredited college or university.

## **CONDITIONAL ADMISSION STANDARDS**

Applicants not meeting the requirements for unconditional admission may, with the approval of the program's admission committee, be accepted on a conditional basis.

Under certain conditions, a student with a grade-point average lower than 3.0 but at least 2.5 may be admitted on a conditional basis. Conditionally admitted students must demonstrate the ability to maintain a 3.0 grade-point average during the first 9 credits of study to achieve unconditional status and continue in the program.

For detailed information about specific admission requirements, visit [www.ubalt.edu/humanservices](http://www.ubalt.edu/humanservices).

## **TRANSFER CREDITS**

A maximum of 6 relevant graduate credits may be transferred from another program or regionally accredited college or university toward this graduate degree, subject to the approval of the program director.

## **DEGREE REQUIREMENTS**

No more than 6 credits with passing grades lower than B- can be applied to the degree.

### **Core Courses (18 credits)**

All courses are required, but each course is offered at only one of the participating campuses—UB or CSU—as indicated.

#### **Historical and Contemporary Issues**

- HSAD 602 History and Foundations of Human Service Systems (3) (UB)
- HSAD 603 Contemporary Issues in Human Service Administration (3) (CSU)

#### **Planning and Evaluation**

- HSAD 610 Strategies for Human Services Program Planning (3) (UB)
- HSAD 611 Program Evaluation and Policy Analysis (3) (CSU)

#### **Leadership and Decision-Making**

- HSAD 620 Human Services Leadership and Supervision (3) (CSU)
- HSAD 621 Administrative Decision-Making in Human Service Agencies (3) (UB)

### **Elective Content Areas (12 credits)**

In consultation with an adviser, the student chooses four courses from one of the following approved elective content areas related to human services. Each elective content area is offered at only one of the participating campuses—UB or CSU—as indicated.

#### **Addictions Counseling (CSU)**

- PSYC 612 Group Counseling (3)
- PSYC 622 Addiction Prevention Techniques for the Individual, Family, School and Community (3)



- PSYC 641      Advanced Individual Counseling, Diagnosis and Assessment of the Addicted Client (3)
- PSYC 642      Advanced Group Counseling, Diagnosis and Assessment of the Addicted Client (3)
- PSYC 643      Action Research on Alcoholism and Multiple Addictions in the Inner City (3)
- PSYC 644      Management of Addiction Treatment Programs (3)

**Family Counseling (CSU)**

- PSYC 508      Child Abuse and Spousal Abuse (3)
- PSYC 529      Human Growth and Development (3)
- PSYC 612      Group Counseling (3)
- PSYC 614      Techniques of Marriage and Family Counseling (3)

**Health Care Delivery Systems (UB)**

- HSMG 630      The Legal Environment of Health Care Management (3)
- HSMG 766      Health Systems Management: Organizational Design and Human Resources (3)
- MGMT 765      Management of Health Care Organizations and Professionals (3)
- PUAD 750      Health Care Systems, Organization and Management (3)
- PUAD 751      Policy Issues in Health Care (3)
- PUAD 755      Health Administration (3)
- PUAD 756      Managed Care Administration (3)
- PUAD 757      Strategic Management for Health Care (3)

**Negotiations and Conflict Management (UB)**

- CNCM 506      Understanding and Assessing Conflict (3)
- CNCM 508      Approaches to Managing Conflict/Methods of Dispute Resolution (3)
- CNCM 513      Negotiations: Theory and Practice (3)
- CNCM 515      Mediation: Theory and Practice (3)
- MGMT 725      Labor Relations and Conflict Management (3)

**Rehabilitation Counseling (CSU)**

- REHB 504      Psychosocial Aspects of Disability (3)
- REHB 513      Introduction to Rehabilitation (3)
- REHB 516      Theories and Techniques of Counseling (3)
- REHB 536      Casework/Caseload Management (3)
- REHB 610      Organization and Administration of Counseling and Rehabilitation Programs (3)
- REHB 636      Multicultural Counseling (3)

**Special Education (CSU)**

- SPED 511      Group Dynamics: The Educator's Role (3)
- SPED 512      Administration and Supervision of Special Education Programs (3)
- SPED 514      Seminar in Interdisciplinary Information (3)
- SPED 587      Teaching Exceptional Children in the Regular Classroom (3)
- SPED 700      Legal Aspects of Special Education (3)

### **Capstone Experience (6 credits)**

Choose both courses in one of the following options; note that each course is offered at only one of the participating campuses—UB or CSU—as indicated:

#### **Internship Option**

HSAD 695      Field Practicum I: Human Services Administration (3) (UB)  
HSAD 696      Field Practicum II: Human Services Administration (3) (CSU)

#### **Research Option**

HSAD 698      Research Practicum I: Program Planning, Implementation and Evaluation (3) (CSU)  
HSAD 699      Research Practicum II: Program Planning, Implementation and Evaluation (3) (UB)

## **MASTER OF SCIENCE IN HEALTH SYSTEMS MANAGEMENT**

[www.ubalt.edu/healthsystems](http://www.ubalt.edu/healthsystems)

Tina DiFranco, program director

FACULTY: DiFranco, Gammon, Kang, Lyles, Molinari, Spencer, Weisman

The M.S. in Health Systems Management program is designed to provide graduate education to those fulfilling or seeking careers in health systems administration. Through a comprehensive program of quantitative and qualitative approaches to health systems management, students obtain balanced professional development in the core disciplines of management, including finance, epidemiology, quantitative methods, organizational behavior, ethics, law and information systems. One of this program's strengths is its focus on multidisciplinary approaches, employing concepts and experiences from political, sociocultural, financial and administrative disciplines. The 39- to 45-credit curriculum addresses the various content areas recommended by the Association of University Programs in Health Administration.

Classes are offered Saturdays at both the main campus location and at the Universities at Shady Grove during the day in a 10-week session, held once each in the fall and spring semesters, and during summer session. Additionally, a portion of the program's classes are offered online.

### **UNCONDITIONAL ADMISSION STANDARDS**

For unconditional acceptance into the M.S. in Health Systems Management program, applicants are expected to have:

- A bachelor's degree with a minimum grade-point average of 3.0 from a regionally accredited college or university
- Experience in a health systems organization (highly recommended), but other educational, work and life experience will be considered

## **CONDITIONAL ADMISSION STANDARDS**

Applicants not meeting the requirements for unconditional admission may, with the approval of the program's admission committee, be accepted on a conditional basis.

Conditionally admitted students must demonstrate the ability to maintain a 3.0 grade-point average during the first 12 credits of study to achieve unconditional status and to continue in the program.

For detailed information about specific admission requirements, visit [www.ubalt.edu/healthsystems](http://www.ubalt.edu/healthsystems).

## **DEGREE REQUIREMENTS**

Students with relevant satisfactory coursework and/or professional experience may petition a waiver of PUAD 750 Health Care Systems, Organization and Management (3 credits).

Students who lack work experience in the health care field are required to complete an internship (3 credits). Students who have been employed for more than one year in a midlevel health care administrative position may petition the graduate program director to have the internship requirement waived.

The program comprises three core content areas: management, quantitative methods and financial/information technology.

### **Management Core Courses (18 credits)**

HSMG 630	The Legal Environment of Health Care Management (3)
HSMG 766	Health Systems Management: Organizational Design and Human Resources (3)
PUAD 750	Health Care Systems, Organization and Management (3) <sup>1</sup>
PUAD 751	Policy Issues in Health Care (3)
PUAD 755	Health Administration (3)
PUAD 757	Strategic Management in Health Care (3)

<sup>1</sup>Students with relevant satisfactory coursework and/or professional experience may petition a waiver of this course.

### **Epidemiology Core Course (3 credits)**

HSMG 643	Epidemiology of Health Services (3)
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### **Quantitative Core Courses (9 credits)**

HSMG 632	Quantitative Tools for Health Systems Management I (3)
HSMG 650	Quantitative Tools for Health Systems Management II (3)

and one course from the following:

HSMG 651	Survey Research and Data Analysis for Health Administrators (3)
HSMG 691	Health Planning and Program Evaluation (3)

### **Financial/Information Technology Core Courses (12 credits)**

HSMG 695	Health Care Management Information Systems (3)
HSMG 697	Health Insurance and Prepaid Health Care (3)

and two courses from the following:

HSMG 699 Health Finance (3)  
HSMG 701 Health Economics (3)  
ACCT 761 Accounting for Health Care Organizations (3)

**Additional Degree Requirement (3 credits)**

HSMG 752 Internship (3)

The internship serves to build a bridge between theory and practice. Students have the opportunity to apply their knowledge and acquire insights into the management of health services organizations. Students who have been employed for more than one year in a midlevel health care administrative position may petition the graduate program director to have this requirement waived.

**CERTIFICATE IN HEALTH SYSTEMS MANAGEMENT**

[www.ubalt.edu/healthsystemscertificate](http://www.ubalt.edu/healthsystemscertificate)

Tina DiFranco, program director

FACULTY: DiFranco, Gammon, Lyles, Molinari, Spencer

The 12-credit post-baccalaureate Certificate in Health Systems Management is designed for degreed students interested in qualifying for entry-level management positions in health services organizations or for transitioning into management from purely clinical disciplines. The program requires four courses: Health Care Systems, Organization and Management; the Legal Environment of Health Care Management; Health Finance; and Health Economics, for a total of 12 credits.

Health services managers plan, organize, direct and coordinate medical and health services in a variety of settings in the public and private sector. The Certificate in Health Systems Management seeks to address the need for new health services managers and professionals in the workforce by offering courses with a focus on health administration and management, the legal and regulatory environment of the United States health care system and its impact on administrative and management decisions, finance principals and how they drive managerial decision-making, and how economic theory predicts the supply, demand and consumption of health care.

**ADMISSION STANDARDS**

For acceptance into the Certificate in Health Systems Management, applicants are expected to have:

- A bachelor's degree with a minimum grade-point average of 3.0 from a regionally accredited college or university
- Experience in a health systems organization (highly recommended), but other educational, work and life experience will be considered

## **CERTIFICATE REQUIREMENTS**

HSMG 632	Legal Environment of Health Care Management (3)
HSMG 699	Health Finance (3)
HSMG 701	Health Economics (3)
PUAD 750	Health Care Systems, Organization and Management (3)

Students with an undergraduate degree in health care administration or with significant work experience in the health systems field can substitute HSMG 766 Health Systems Management: Organizational Design and Human Resources for PUAD 750 Health Care Systems, Organization and Management with the approval of the program director.

## **Programs Offered by the School of Public and International Affairs**

### **MASTER OF ARTS IN GLOBAL AFFAIRS AND HUMAN SECURITY**

[www.ubalt.edu/globalaffairs](http://www.ubalt.edu/globalaffairs)

Don Haynes and Ivan Sascha Sheehan, program co-directors

FACULTY: Barqueiro, Gillingham, Haynes, Henderson, G. Julnes, Larrison, Lyles, Molinari, Pearson, Ross, Sheehan, Spencer, Stanley, Swaim, Willis, Wyatt-Nichol

The 39-credit M.A. in Global Affairs and Human Security program is designed for students interested in contemporary international issues related to international development, good governance, transnational problem-solving and the promotion of human security. Students examine the ways in which nongovernmental organizations (NGOs), supranational organizations, intergovernmental bodies and global actors work together to address issues of human well-being while confronting challenges that are beyond the scope of single governments to resolve.

Human security is a paradigm for understanding global vulnerabilities. Its proponents challenge traditional notions of national security by arguing that responsibility for national, regional and global security should lie with the individual rather than the state, and that the scope of global security should be expanded to include economic, food, health, environmental, personal, community and political security.

Classes are offered evenings, and some courses are offered online.

### **UNCONDITIONAL ADMISSION STANDARDS**

For acceptance into the M.A. in Global Affairs and Human Security program, applicants are expected to have:

- A bachelor's degree with a minimum grade-point average of 3.0 from a regionally accredited college or university

- At least a B average in prior coursework if transferring from another graduate program

## **CONDITIONAL ADMISSION STANDARDS**

Applicants not meeting the requirements for unconditional admission may, with the approval of the program's admission committee, be accepted on a conditional basis.

Conditionally admitted students must demonstrate the ability to maintain a 3.0 grade-point average during the first 6 credits of study to achieve unconditional status and to continue in the program.

For detailed information about specific admission requirements, visit [www.ubalt.edu/globalaffairs](http://www.ubalt.edu/globalaffairs).

## **DEGREE REQUIREMENTS**

### **Foundation Courses (6 credits)**

GAHS 504	Seminar in Globalization and Social Change (3)
GAHS 508	International Organization (3)

### **Core Courses (21 credits)**

GAHS 600	Managing NGOs (3)
CNCM 506	Understanding and Assessing Conflict (3)
CNCM 710	Terrorism, Counterterrorism and International Conflict Management (3)
CNCM 740	Ethnic and Cultural Factors in Conflict (3)
GAHS 610	International Development (3)
PUAD 629	Public Program Evaluation or CNCM 510 Research Methods (3) <sup>1</sup>
PUAD 704	Managing Diversity (3)

<sup>1</sup>Students who do not demonstrate knowledge of elementary statistics are required to take PUAD 628 Statistical Applications in Public Administration before taking PUAD 629.

### **Electives (6 credits)**

Students choose two courses from the following:

GAHS 605	New Approaches to Economic and Social Development (3)
HSMG 766	Health Systems Management: Organizational Design and Human Resources (3)
PUAD 709	Individual Research (3)

Other courses as approved by the program director

### **Culminating Courses (6 credits)**

GAHS 740	Seminar in Human Security (3)
GAHS 760	Internship/Field Placement Seminar (3) <sup>2</sup>

<sup>2</sup>The final integrative component of the program is an internship/field placement. No thesis is required.

## **MASTER OF SCIENCE IN NEGOTIATIONS AND CONFLICT MANAGEMENT**

[www.ubalt.edu/negotiations](http://www.ubalt.edu/negotiations)

Ivan Sascha Sheehan, program director

FACULTY: Sheehan, Tan

ADJUNCT FACULTY: members of various University of Baltimore schools and colleges

The 42-credit curriculum of the M.S. in Negotiations and Conflict Management program is intensely interdisciplinary, drawing on the courses and expertise of three of the University's academic units: the Merrick School of Business, the College of Public Affairs and the Yale Gordon College of Arts and Sciences.

In addition to specialized courses in conflict theory and methods of dispute prevention and resolution, the program involves courses in a variety of disciplines that provide a specific focus on the settings in which conflicts arise and on the potential alternatives for resolving or settling these conflicts in those contexts. The program's infusion of legal, business, social science and humanities perspectives challenges students to gain a broad, rich understanding of conflict and conflict management. Such understanding enhances their ability to develop successful careers in this rapidly growing field of scholarship and professional practice, which spans both the public and private sectors.

Comprising theoretical and practical components designed to enhance students' understanding of conflict and to increase their ability to manage it effectively in a variety of settings, the program requirements lead students through three levels of coursework and experience:

- Level one includes a series of 3-credit core courses that introduce students to the field and enable them to develop the skills necessary for a career in negotiations and conflict management.
- Level two is composed of a series of advanced perspective courses and electives that deepen students' appreciation of the impact of the contextual setting on the nature and prevention and resolution of conflict. They also promote understanding of the distinction between conflict settlement and conflict resolution. When appropriate, special topics courses in various disciplines may be taken. Although some overlap is inevitable, level-two courses are categorized according to their focus on one of three distinct perspectives: individual and interpersonal; managerial and governmental; and cultural, ethical and policy.
- Level three is the Capstone Experience, which consists of two components: an internship experience chosen in conjunction with a faculty member acting as internship director and a capstone course that integrates learning from the core courses of the program, the electives taken, the internship experience and any other experiences pertinent to students' understanding of conflict management.

Classes are offered evenings, and some courses are offered in the summer for continuing students.

## **UNCONDITIONAL ADMISSION STANDARDS**

For unconditional acceptance into the M.S. in Negotiations and Conflict Management program, applicants are expected to have a bachelor's degree with a minimum cumulative grade-point average of 3.0 from a regionally accredited college or university.

## **CONDITIONAL ADMISSION STANDARDS**

Applicants not meeting the requirement for unconditional admission may, with the approval of the program's admission committee, be accepted on a conditional basis. Conditionally admitted students must demonstrate the ability to maintain a 3.0 grade-point average during the first 12 credits of study to achieve unconditional status and continue in the program.

*For detailed information about specific admission requirements, visit [www.ubalt.edu/negotiations](http://www.ubalt.edu/negotiations).*

## **DEGREE REQUIREMENTS**

### **Level One: Core Courses (24 credits)**

CNCM 504	The Conflict Management Profession (3)
CNCM 506	Understanding and Assessing Conflict (3)
CNCM 508	Approaches to Managing Conflict/Methods of Dispute Resolution (3)
CNCM 510	Research Methods (3)
CNCM 513	Negotiations: Theory and Practice (3)
CNCM 515	Mediation: Theory and Practice (3)
CNCM 730	Organizational Conflict and Conflict Management Systems (3)
CNCM 740	Ethnic and Cultural Factors in Conflict (3)

### **Level Two: Advanced Perspective Courses (12 credits)**

Students complete four courses, including at least one course from each of the following three groupings. Students may also petition the program director to take courses other than those listed below to satisfy this requirement.

#### **Individual and Interpersonal Perspectives**

CNCM 519	Advanced Mediation Skills (3)
CNCM 620	Special Topics (3)
APPL 604	Interviewing (3)
APPL 605	Advanced Theories of Personality and Counseling (3)
APPL 612	Human Relations (3)
CRJU 702	Contemporary Issues for Victims of Crime (3)
INSS 797	Advanced Topics in Information Systems (3)
LEST 603	Law of Contracts (3)
LEST 606	Family Law (3)
PUAD 705	Special Topics in Public Administration (3)



**Managerial and Governmental Perspectives (3-credit minimum)**

CNCM 517	Arbitration: Theory and Practice (3)
CNCM 620	Special Topics (3)
APPL 641	Organizational Psychology (3)
APPL 642	Motivation, Satisfaction and Leadership (3)
APPL 646	Employment Law in Human Resource Management (3)
APPL 650	Work Groups in Organizations (3)
CRJU 640	Managing Police Organizations (3)
CRJU 642	Managing Correctional Institutions (3)
ECON 505	Micro Economics (1.5)
ECON 506	Macro Economics (1.5)
MGMT 605	Leading with Integrity (1.5)
MGMT 710	Human Resource and Compensation Management (3)
MGMT 725	Labor Relations and Conflict Management (3)
MGMT 730	Leadership, Learning and Change (3)
MGMT 732	Leadership: Self-Organization in the Firm (3)
MGMT 760	Organizational Creativity, Change and Conflict (3)
MGMT 797	Special Topics in Management (3)
PUAD 731	Public Employee Union Labor Relations and Collective Bargaining (3)

**Cultural, Ethical and Policy Perspectives (3-credit minimum)**

CNCM 620	Special Topics (3)
APPL 624	Psychology and the Law (3)
APPL 643	Advanced Social Psychology (3)
CRJU 610	Administration of Justice (3)
CRJU 631	Contemporary Issues in Policing (3)
CRJU 713	Seminar in Judicial Administration (3)
ECON 640	Economics of Public Policy and Corporate Social Responsibility (3)
LEST 507	Legal and Ethical Arguments (3)
LEST 508	Law and Morality (3)
LEST 605	Areas of Law (3)
LEST 624	Professional Ethics (3)
MGMT 712	Employment Law (3)
PUAD 751	Policy Issues in Health Care (3)
PUAD 761	Environmental Policy and Administration (3)

**Level Three: Internship and Capstone (6 credits)**

CNCM 790	Internship (3)
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In consultation with the internship director, students select an appropriate internship after completing at least 30 credit hours of coursework.

CNCM 798 Capstone Course (3)

This course integrates learning from the core courses of the program, the advanced perspective courses, the internship experience and any other applicable knowledge gained to achieve a comprehensive understanding of conflict management.

## **JURIS DOCTOR/MASTER OF SCIENCE IN NEGOTIATIONS AND CONFLICT MANAGEMENT (J.D./M.S.)**

Ivan Sascha Sheehan, program director

Amy Sloan, associate dean, School of Law

The University of Baltimore School of Law and the Division of Legal, Ethical and Historical Studies within the Yale Gordon College of Arts and Sciences offer students the opportunity to earn the J.D. and M.S. in negotiations and conflict management degrees by completing an integrated sequence of courses over a three- to four-year period.

Students in the dual-degree program will find the training useful in a variety of positions in government, nonprofit and private organizations that require knowledge of the law and an ability to manage conflict. Students in the dual-degree program are required to complete a minimum of 78 credits in law school and a minimum of 33 credits in the M.S. program.

The School of Law recognizes 9 credits of the M.S. program (6 credits if the degrees are not completed within the same academic year), and the M.S. program reciprocally allows the transfer of 9 credits of law school courses to satisfy requirements in its program. Students admitted to this program have the opportunity to obtain both the J.D. and M.S. for 18 fewer credits than would be required if they were to obtain the two degrees independently. All other requirements for the J.D. apply to students in this program.

### **ADVISEMENT**

Responsibility for the overall administration of the dual J.D./M.S. program is vested in the associate dean of the School of Law and in the M.S. in Negotiations and Conflict Management program director. Students who have an interest in the program should contact the associate dean of the School of Law (or that administrator's designee) and contact the M.S. program director (or the director's designee).

### **ADMISSION STANDARDS**

Applicants for the dual-degree program must meet the admission standards of both the School of Law and the M.S. in Negotiations and Conflict Management program. In addition, students may apply to the dual-degree program after having enrolled in either the J.D. or M.S. program; however, to obtain the full benefit of credit sharing under the dual-degree program, negotiations and conflict management students should enter the law school program no later than after the completion of 15 credits in the M.S. program.

## **APPLICATION PROCESS**

The law school application form should be completed and returned to the Office of Law Admissions together with a nonrefundable application fee. Applicants are encouraged to use the online application, available at <http://law.ubalt.edu/apply>. All first-year applicants must take the LSAT and register with the Credential Assembly Service. A transcript from each college and university attended must be submitted to the Credential Assembly Service, which will prepare an official report for each law school candidate containing the LSAT test score, transcripts and computation of a uniform undergraduate grade-point average for use by the law school in evaluating the application.

The completed graduate application form, the application fee and an official transcript from each college or university attended must be submitted to the Office of Graduate Admission (410.837.6565, [gradadmission@ubalt.edu](mailto:gradadmission@ubalt.edu)) or to the Office of International Admission (410.837.4777, [intladmission@ubalt.edu](mailto:intladmission@ubalt.edu)), as appropriate. For a list of required materials, visit [www.ubalt.edu/negotiations](http://www.ubalt.edu/negotiations).

Although candidates are required to file applications to both programs, admission to the dual J.D./M.S. program is contingent upon a favorable action of the School of Law Admissions Committee.

## **LAW SCHOOL CRITERIA**

Admission to the School of Law is determined by the School of Law Admissions Committee, which bases its decisions on a variety of factors. This committee of faculty members evaluates all material in an applicant's file but places substantial emphasis on the cumulative undergraduate grade-point average and the LSAT score; nevertheless, the committee also recognizes nontraditional factors that may be relevant in determining the applicant's ability to complete law school successfully.

The committee seeks to include people of diverse racial, ethnic and cultural backgrounds. It considers the level of difficulty of the undergraduate field of study, graduate degrees and other indications not susceptible to measurement by traditional academic criteria, such as demonstrated ability to overcome adversity, individual achievement, motivation, work experience and character.

## **M.S. IN NEGOTIATIONS AND CONFLICT MANAGEMENT CRITERIA**

Admission to the M.S. in Negotiations and Conflict Management program is determined by the graduate program director with the assistance of the faculty. A student may be admitted to the program in one of two different categories:

### **UNCONDITIONAL ADMISSION STANDARDS**

For unconditional acceptance into the M.S. in Negotiations and Conflict Management program, applicants are expected to have a bachelor's degree with a minimum cumulative grade-point average of 3.0 from a regionally accredited college or university.

### **CONDITIONAL ADMISSION STANDARDS**

Applicants not meeting the requirement for unconditional admission may, with the approval of the program's admission committee, be accepted on a conditional basis. Conditionally admitted students

must demonstrate the ability to maintain a 3.0 grade-point average during the first 12 credits of study to achieve unconditional status and continue in the program.

For detailed information about specific admission requirements, visit [www.ubalt.edu/negotiations](http://www.ubalt.edu/negotiations).

## **CURRICULUM**

The J.D./M.S. curriculum is divided into required courses and electives for a total of 111 credits. Students must successfully complete 43 credits of required law courses in addition to fulfilling the upper-level writing and upper-level advocacy requirements, for a total of 78 law credits. They must also successfully complete 33 credits of required M.S. courses.

In this program, students begin master's program work during the summer preceding enrollment in law school studies or during the summer after finishing the first year of law school. No student may take courses within the master's program during the fall and spring semesters of the first year of law school. The following are the requirements for students in the dual J.D./M.S. program.

### **Law School Courses—Required**

LAW 600	Civil Procedure I (3) or LAW 612 Introduction to Lawyering Skills/Civil Procedure I (6) <sup>1</sup>
LAW 601	Civil Procedure II (3)
LAW 602	Contracts I (3) or LAW 611 Introduction to Lawyering Skills/Contracts I (6) <sup>1</sup>
LAW 603	Contracts II (3)
LAW 604	Criminal Law (3) or LAW 614 Introduction to Lawyering Skills/Criminal Law (6) <sup>1</sup>
LAW 607	Property (4)
LAW 608	Torts (4) or LAW 610 Introduction to Lawyering Skills/Torts (7) <sup>1</sup>
LAW 613	Introduction to Advocacy (2)
LAW 650	Constitutional Law I (4)
LAW 651	Evidence (3)
LAW 652	Professional Responsibility (3)
LAW 655	Constitutional Law II (2)

one Law in Context class:

LAW 620	Jurisprudence (3)
LAW 621	American Legal History (3)
LAW 622	Comparative Law (3)
LAW 623	Critical Legal Theory (3)
LAW 624	Law and Economics (3)

<sup>1</sup> Students must take the 3-credit Introduction to Lawyering Skills course through one of four course-pairing options.

Students must also fulfill the School of Law advocacy and upper-level writing requirements.

### **Law School Courses—Strongly Recommended**

LAW 711	Constitutional Criminal Procedure I (3)
LAW 717	Business Organizations (4)
LAW 740	Constitutional Criminal Procedure II (3)
LAW 742	Commercial Law (4)

Choose additional electives for a total of 78 law credits.

### **Negotiations Courses**

CNCM 504	The Conflict Management Profession (3)
CNCM 506	Understanding and Assessing Conflict (3)
CNCM 508	Approaches to Managing Conflict/Methods of Dispute Resolution (3)
CNCM 510	Research Methods (3)
CNCM 513	Negotiations: Theory and Practice (3)
CNCM 515	Mediation: Theory and Practice (3)
CNCM 730	Organizational Conflict and Conflict Management Systems (3)
CNCM 740	Ethnic and Cultural Factors of Conflict (3)
CNCM 790	Internship (3)
CNCM 798	Capstone Course (3)
	one CNCM elective (3)

Total Credits: 111

LAW Credits: 78

CNCM Credits: 33

## **MASTER OF SCIENCE IN NONPROFIT MANAGEMENT AND SOCIAL ENTREPRENEURSHIP**

[www.ubalt.edu/nonprofit](http://www.ubalt.edu/nonprofit)

Jessica Sowa, program director

FACULTY: Barqueiro, G. Julnes, Pearson, Sowa, Stickney, Weiss, Wyatt-Nichol

ADJUNCT FACULTY: Cotten

The M.S. in Nonprofit Management and Social Entrepreneurship program provides specialized, interdisciplinary training for students who wish to work as managers of nonprofit or social enterprise organizations. Offered jointly by the University's Merrick School of Business and College of Public Affairs, the program draws upon the strengths of both units to provide a comprehensive foundation in nonprofit management education.

The program teaches students to understand the role of the nonprofit sector, including its scope, economics, significance and history; analyze issues related to the unique legal, ethical and governance structures of the nonprofit sector; develop financial models to ensure sustainability of nonprofits, including different types of revenue streams, fundraising, philanthropic gifts and use of social enterprise

mechanisms; and identify the different types of accountability under which nonprofit organizations must operate (financial accountability and accountability to multiple stakeholders for organizational mission).

The program comprises 36 to 39 credits, including a core of 27 credits and 9 elective credits in one of three specialization tracks (global affairs, health management and general management). Students who have not had extensive management or leadership experience in the nonprofit sector benefit from a required 3-credit internship.

### **UNCONDITIONAL ADMISSION STANDARDS**

For unconditional acceptance into the M.S. in Nonprofit Management and Social Entrepreneurship program, applicants are expected to have a bachelor's degree with a minimum cumulative grade-point average of 3.0 from a regionally accredited college or university.

### **CONDITIONAL ADMISSION STANDARDS**

Applicants not meeting the requirements for unconditional admission may, with the approval of the program's admission committee, be accepted on a conditional basis.

Under certain conditions, the admission committee will exercise discretion in considering other relevant factors in the admission process; additional criteria may apply. Conditionally admitted students must demonstrate the ability to maintain a 3.0 grade-point average during the first 12 credits of study to achieve unconditional status and continue in the program.

*For detailed information about specific admission requirements, visit [www.ubalt.edu/nonprofit](http://www.ubalt.edu/nonprofit).*

### **DEGREE REQUIREMENTS**

#### **Core Courses (24 credits)**

HSAD 600	Fundraising and Grantwriting (3)
PUAD 621	Public Personnel and Human Resource Management (3)
PUAD 629	Public Program Evaluation (3)
PUAD 700	Concepts and Practices of Nonprofits (3)
PUAD 734	Strategic Planning (3)
PUAD 776	Legal Aspects of Nonprofit Administration (3)
ACCT 505	Accounting Essentials (1.5)
MGMT 605	Leading with Integrity (1.5)
MGMT 615	Managing in a Dynamic Environment (3)

#### **Specializations (9 credits)**

*Choose three courses within one of the following specializations:*

#### **Global Affairs**

GAHS 504	Seminar in Globalization and Social Change (3)
GAHS 508	International Organization (3)
GAHS 600	Managing NGOs (3)

- MGMT 780     Leading Across Cultures (3)  
PUAD 704     Managing Diversity (3)

### **Health Management**

- HSMG 630     The Legal Environment of Health Care Management (3)  
HSMG 697     Health Insurance and Prepaid Health Care (3)  
PUAD 755     Health Administration (3)  
PUAD 756     Managed Care Administration (3)

### **General Management**

- MGMT 730     Leadership, Learning and Change (3)  
MGMT 745     Managing the Sustainable Enterprise (3)  
ENTR 771     The Design/Business Link (3)  
HSAD 610     Strategies for Human Services Program Planning (3)  
MKTG 742     Social, Nonprofit and Public-Sector Marketing (3)  
PUAD 704     Managing Diversity (3)  
PUAD 785     Public-Sector Performance Management (3)  
PUAD 797     Nonprofit Management: Applied Skills Seminar (3)

### **Capstone Experience (3 credits)**

- ENTR 760     Social Enterprise and Entrepreneurship (3)

### **Internship (3 credits)**

Students without significant management and leadership work experience in the nonprofit sector will be required to complete a 3-credit internship in addition to core, specialization and capstone requirements.

## **MASTER OF PUBLIC ADMINISTRATION (M.P.A.)**

[www.ubalt.edu/publicadministration](http://www.ubalt.edu/publicadministration)

Heather Wyatt-Nichol, program director

FACULTY: Ayabakan, Darling, E. Gibson, Gourrier, Henderson (emeritus), G. Julnes, Naylor, Sowa,

Spencer, Swaim (emeritus), Thomas, Uzochukwu, Wachhaus, Wilson-Gentry, Wyatt-Nichol

AFFILIATED FACULTY: Cotton, Haynes, Lyles

ADJUNCT FACULTY: Akhtar, Brown, Groethe, Juppè, Pelletier

The M.P.A. is a 42- to 45-credit professional degree designed to provide graduate education for people currently holding or seeking administrative careers in the public sector or nonprofit organizations.

Students with all types of undergraduate backgrounds are considered for admission.

The objective of the program is to prepare students for administrative positions in agencies and departments at all levels of government and in private or nonprofit organizations. Based on this premise, the program is designed to improve students' understanding of the political and legal

environment in which public managers function, enhance their knowledge of managerial processes and organizational behavior, and improve their skills in research methods and quantitative techniques.

The M.P.A. program is also designed to increase the potential for promotion of in-service personnel, prepare students for further graduate study in Ph.D. and D.P.A. programs, and provide pre-service students with on-the-job training through an internship program.

Classes are offered evenings, and some courses are offered in the summer for continuing students. The program is also offered weekends and online at the Universities at Shady Grove in Rockville, Maryland. In addition, the program can be completed exclusively through online study.

### **NASPAA ACCREDITATION**

The University of Baltimore's M.P.A. program is accredited by the Network of Schools of Public Policy, Affairs, and Administration. Programs seeking NASPAA accreditation undergo a lengthy evaluation involving a detailed self-study, a site visit and an examination by a peer group review committee that comprises NASPAA members from other universities.

The evaluation is based on the following criteria: quality of faculty, content of the curriculum, policies for admission, library and computer facilities, and placement opportunities for students.

### **UNCONDITIONAL ADMISSION STANDARDS**

For unconditional acceptance into the M.P.A. program, applicants are expected to have:

- A bachelor's degree with a minimum cumulative grade-point average of 3.0 from a regionally accredited college or university, or an undergraduate degree and a B average in 12 credits of graduate study
- Proficiency in the use of office computer applications, such as word processing, spreadsheet and database programs, and the internet

### **CONDITIONAL ADMISSION STANDARDS**

Applicants not meeting the requirements for unconditional admission may, with the approval of the program's admission committee, be accepted on a conditional basis.

Under certain conditions, the admission committee will exercise discretion in considering other relevant factors in the admission process; additional criteria may apply.

Conditionally admitted students must demonstrate the ability to maintain a 3.0 grade-point average during the first 12 credits of study to achieve unconditional status and continue in the program.

*For detailed information about specific admission requirements, visit [www.ubalt.edu/publicadministration](http://www.ubalt.edu/publicadministration).*

### **PREREQUISITES**

The M.P.A. program requires all incoming students to be computer and information literate. Students should be comfortable operating a computer for such basic tasks as word processing, internet searching, file downloading and emailing. Competence in a specific computer application program, such as Microsoft Excel, is stipulated as a prerequisite for enrollment in some courses. Students lacking either the basic or advanced skills needed to achieve the required levels of computer competency are required



to avail themselves of the instructional resources provided by the University's Academic Resource Center or any other comparable remedial course.

## **DEGREE REQUIREMENTS**

Students with little or no public-sector work experience must successfully complete a 3-credit internship, for a total of 45 credits, while students who have been employed for more than one year as midlevel managers, supervisors, systems analysts, personnel specialists, budget examiners or in similar managerial positions are not required to complete the internship.

The M.P.A. curriculum is divided into core and specialization courses. Core courses are required of all students and are designed to provide general background in administrative theory, public policy and program management; understanding of the ethics, role and methods of public administrators in achieving policy objectives; thorough knowledge of the political, economic and legal processes that affect administrators; and specialized training in research methods, management information systems and quantitative techniques. It is recommended that students take PUAD 619, PUAD 620, PUAD 621, PUAD 623 and PUAD 627 early in their program. Students must complete PUAD 628 Statistical Applications in Public Administration within the first 15 credit hours. Students must earn a grade of B or better in PUAD 798 Problem-Solving Seminar in Public Administration to meet degree requirements.

No more than 6 credits in core courses with passing grades lower than B- can be applied to the degree.

### **Core Courses (33 credits)**

PUAD 619	Public Management (3)
PUAD 620	Public Policy (3)
PUAD 621	Public Personnel and Human Resource Management (3)
PUAD 622	Public Budgeting and Fiscal Administration (3)
PUAD 623	Bureaucracy and the Political Process (3)
PUAD 626	Information Resource Management (3)
PUAD 627	Legal and Ethical Environment of Public Administration (3)
PUAD 628	Statistical Applications in Public Administration (3)
PUAD 629	Public Program Evaluation (3) <sup>1</sup>
PUAD 630	Analytical Techniques in Public Administration (3) <sup>1</sup>
PUAD 798	Problem-Solving Seminar in Public Administration (3) <sup>1,2</sup>

<sup>1</sup>prerequisite: PUAD 628

<sup>2</sup>Students may not take PUAD 798 unless they have completed with a grade of B- or better all core courses, except PUAD 626, by the start of the course or have the permission of the program director.

### **Specializations (9 credits)**

Based on their personal interests and career objectives, students are required to choose an area of specialization within public administration or within another graduate program offered by the University of Baltimore, such as applied psychology, criminal justice, legal and ethical studies, or business.

Specializations outside public administration must be developed in consultation with M.P.A. faculty advisers and approved by the M.P.A. program director. Students are required to complete at least 9 credits of electives within the specialization of their choice. (For pre-service students, the internship course does not substitute for one of the required three electives.)

Within public administration, the possible areas of specialization are public policy and administration, health care policy and administration, budgeting and fiscal administration, public and nonprofit management, global affairs and human security, and negotiations and conflict management. (The courses composing these specializations come from both public administration and from other graduate programs at the University of Baltimore.) These specializations provide instruction in important subject areas and respond to the career interests of students in the M.P.A. program. The areas of specialization are as follows:

### **Public Policy and Administration**

This specialization covers a variety of topics in the field of public administration. The coursework provides students with knowledge in the formulation, implementation and evaluation of public policies. Students in this area would most likely seek employment in a public agency that operates within the policy area of their interest.

### **Health Care Policy and Administration**

This specialization provides students with an understanding of major administrative concerns in the health care arena, including the roles of managed care programs, financing the health care system, health care planning and strategic planning for health care. It includes courses on health administration, health policy, health systems, health finance, managed care administration and strategic health care evaluation. The program is designed for those seeking preparation for or advancement in a career in public or private health care organizations.

### **Budgeting and Fiscal Administration**

This specialization covers the governmental budgeting process, the techniques of budget analysis and fiscal management. It also includes courses that deal with accounting, public finance, public economics, cost-benefit analysis and taxation policy. This specialization is designed for students who currently hold or anticipate taking a position as a budget analyst in a governmental agency.

### **Public and Nonprofit Management**

This specialization, the only one available to students at the Universities at Shady Grove and in the exclusively online program, deals with the processes by which public agencies and nonprofit organizations are structured and managed. Fundamental management issues, such as planning, decision-making, control, leadership, personnel motivation and ethics, are examined. It also includes courses on organizational design, change and conflict. Students who are interested in nonprofit management can explore topics such as risk, volunteer and board management. This specialization is designed for students who presently administer or envision administering programs in the public or nonprofit sectors.

### **Negotiations and Conflict Management**

This specialization provides students with an understanding of the conflict management profession. Students will study conflict at multiple levels and in different settings, engage in conflict analysis, and propose appropriate conflict management resolutions. Practice coursework in negotiation and mediation will provide applied skills.

### **Global Affairs and Human Security**

This specialization provides students with basic knowledge of global affairs and human security through coursework in globalization and international organizations. Students will have an opportunity to integrate their knowledge through the preparation of a research paper that serves as a bridge between their coursework and post-graduate plans.

Specialization courses may be selected from the following:

PUAD 701	Public Administration and Public Finance (3)
PUAD 702	Public Financial Management (3)
PUAD 703	Urban Management (3)
PUAD 704	Managing Diversity (3)
PUAD 705	Special Topics in Public Administration (3)
PUAD 708	Government and Aging Policy (3)
PUAD 709	Individual Research (1–4) <sup>3</sup>
PUAD 720	Urban Politics and Policy Planning (3)
PUAD 730	State and Local Personnel Management (3)
PUAD 731	Public Employee Union Labor Relations and Collective Bargaining (3)
PUAD 732	Leadership and Organizational Change (3)
PUAD 733	Managing Public-Sector Projects (3)
PUAD 734	Strategic Planning (3)
PUAD 740	Administrative Law and Regulation (3)
PUAD 750	Health Care Systems, Organization and Management (3)
PUAD 751	Policy Issues in Health Care (3)
PUAD 752	Special Topics in Public Health Administration (3)
PUAD 755	Health Administration (3)
PUAD 757	Strategic Management for Health Care (3)
PUAD 760	Regulatory Policy and Administration (3)
PUAD 761	Environmental Policy and Administration (3)
PUAD 763	Public Policymaking (3)
PUAD 764	Public Policy Implementation (3)
PUAD 770	Government-Business Cooperation in Community Development (3)
PUAD 775	Intergovernmental Administration (3)
PUAD 777	Political Economy of Nonprofit Organizations (3)
PUAD 780	Public Information Management: Organizational and Policy Issues (3)
PUAD 781	Information Technology: Public-Sector Applications (3)
PUAD 785	Public-Sector Performance Measurement (3)

PUAD 786	Activity-Based Costing for Public Administrators (3)
PUAD 789	Business Process Re-Engineering in the Public Sector (3)
PUAD 795	Advanced Quantitative Techniques in Public Administration (3)
CNCM 506	Understanding and Assessing Conflict (3)
CNCM 513	Negotiations: Theory and Practice (3)
CNCM 515	Mediation: Theory and Practice (3)
GAHS 504	Seminar in Globalization and Social Change (3)
GAHS 508	International Organization (3)
GAHS 740	Seminar in Human Security (3)
HSMG 660	Comparative Global Health and Human Security (3)
HSMG 766	Health Systems Management: Organizational Design and Human Resources (3)

<sup>3</sup> PUAD 709 can be completed one time for a total of 3 credits.

### **Internship (possible 3 credits)**

PUAD 790 Internship (3)

An essential part of the program is a 3-credit internship for students who lack significant public-sector work experience. Internships are designed to enable students to gain practical experience as productive members of governmental or nonprofit organizations. There are numerous opportunities in the Baltimore-Washington area for internships in federal, state, county, city or nonprofit agencies.

### **JURIS DOCTOR/MASTER OF PUBLIC ADMINISTRATION (J.D./M.P.A.)**

Heather Wyatt-Nichol, program director

Amy Sloan, associate dean, School of Law

The University of Baltimore School of Law and the School of Public and International Affairs within the College of Public Affairs offer students the opportunity to obtain a J.D. and M.P.A. by completing an integrated sequence of courses over a three- to four-year period.

Students seeking the dual degrees will find their training useful in managerial and legal positions in federal, state or local government agencies, as well as in nonprofit or quasigovernmental organizations. Students in the dual-degree program will be required to complete a minimum of 78 credits in the law school and a minimum of 30 credits in the M.P.A. program.

The School of Law recognizes 9 credits of the M.P.A. core requirements as transferable to its program (6 credits if the degrees are not completed within the same academic year), and the M.P.A. program reciprocally allows the transfer of 12 credits of law school courses to satisfy course requirements in its program. Specifically, the M.P.A. program agrees to waive PUAD 627 Legal and Ethical Environment of Public Administration for students in the dual-degree program as well as 9 specialization credit hours.

Thus, students who are admitted to this program have the opportunity to obtain both the J.D. and M.P.A. for 18 to 21 fewer credits than would be required if they were to obtain the two degrees independently. All other requirements for the J.D. apply to students in this program.

### **ADVISEMENT**

Responsibility for the overall administration of the dual J.D./M.P.A. program is vested in the associate dean of the School of Law and in the M.P.A. program director. Students who have an interest in the program should:

- Contact the associate dean of the School of Law (or that administrator's designee).
- Contact the M.P.A. program director (or the director's designee).

### **ADMISSION STANDARDS**

Applicants for the dual-degree program must meet the admission standards of both the School of Law and the M.P.A. program. Each program requires a separate application, and students indicate on each application their interest in the dual-degree program. In addition, students may apply to the dual-degree program after having enrolled in either the J.D. or M.P.A. program; however, to obtain the full benefit of the credit sharing under the dual-degree program, public administration students should enter the law school program no later than after the completion of 15 credits in the M.P.A. program.

### **APPLICATION PROCESS**

The law school application form should be completed and returned to the Office of Law Admissions together with a nonrefundable application fee. Applicants are encouraged to use the online application, available at <http://law.ubalt.edu/apply>. All first-year applicants must take the LSAT and register with the Credential Assembly Service. A transcript from each college and university attended must be submitted to the Credential Assembly Service, which will prepare an official report for each law school candidate containing the LSAT test score, transcripts and computation of a uniform undergraduate grade-point average for use by the law school in evaluating the application.

The completed graduate application form, the application fee and an official transcript from each college or university attended must be submitted to the Office of Graduate Admission (410.837.6565, [gradadmission@ubalt.edu](mailto:gradadmission@ubalt.edu)) or to the Office of International Admission (410.837.4777, [intladmission@ubalt.edu](mailto:intladmission@ubalt.edu)), as appropriate. For a list of required materials, visit [www.ubalt.edu/publicadministration](http://www.ubalt.edu/publicadministration).

Although candidates are required to file applications to both programs, admission to the dual J.D./M.S. program is contingent upon a favorable action of the School of Law Admissions Committee.

### **LAW SCHOOL CRITERIA**

Admission to the School of Law is determined by the School of Law Admissions Committee, which bases its decisions on a variety of factors. This committee of faculty members evaluates all material in an applicant's file but places substantial emphasis on the cumulative undergraduate grade-point average and the LSAT score; nevertheless, the committee also recognizes nontraditional factors that may be relevant in determining the applicant's ability to complete law school successfully.

The committee seeks to include people of diverse racial, ethnic and cultural backgrounds. It considers the level of difficulty of the undergraduate field of study, graduate degrees and other indications not susceptible to measurement by traditional academic criteria, such as demonstrated ability to overcome adversity, individual achievement, motivation, work experience and character.

### **M.P.A. CRITERIA**

Admission to the M.P.A. program is determined by the program director and/or by the admission committee. Students may be admitted to the program in one of two different categories:

### **UNCONDITIONAL ADMISSION STANDARDS**

For unconditional acceptance into the M.P.A. program, applicants are expected to have:

- A bachelor's degree with a minimum cumulative grade-point average of 3.0 from a regionally accredited college or university or an undergraduate degree and a B average in 12 credits of graduate study
- Proficiency in the use of office computer applications (such as word processing, spreadsheet and database programs) and the internet

### **CONDITIONAL ADMISSION STANDARDS**

Applicants not meeting the requirements for unconditional admission may, with the approval of the program's admission committee, be accepted on a conditional basis.

Under certain conditions, a student with a lower grade-point average may be admitted on a conditional basis. In the case of practicing administrators, a record of accomplishment in administrative performance will be considered in combination with this criterion.

Conditionally admitted students must demonstrate the ability to maintain a 3.0 grade-point average during the first 12 credits of study to achieve unconditional status and continue in the program.

*For detailed information about specific admission requirements, visit [www.ubalt.edu/publicadministration](http://www.ubalt.edu/publicadministration).*

### **CURRICULUM**

The J.D./M.P.A. curriculum is divided into required courses and electives for a total of 108 credits. Students must successfully complete 43 credits of required law courses, in addition to fulfilling the upper-level writing and upper-level advocacy requirements, for a total of 78 law credits. They must also successfully complete 30 credits of required M.P.A. courses.

In this program, students begin master's program work during the summer preceding the beginning of their law school career or during the summer after finishing the first year of law school. No student may take courses within the master's program during the fall and spring semesters of the first year of law school. The following are the requirements for students in the dual J.D./M.P.A. program.

### **Law School Courses—Required**

LAW 600	Civil Procedure I (3) or LAW 612 Introduction to Lawyering Skills/Civil Procedure I (6) <sup>1</sup>
LAW 601	Civil Procedure II (3)
LAW 602	Contracts I (3) or LAW 611 Introduction to Lawyering Skills/Contracts I (6) <sup>1</sup>
LAW 603	Contracts II (3)
LAW 604	Criminal Law (3) or LAW 614 Introduction to Lawyering Skills/Criminal Law (6) <sup>1</sup>
LAW 607	Property (4)
LAW 608	Torts (4) or LAW 610 Introduction to Lawyering Skills/Torts (7) <sup>1</sup>
LAW 613	Introduction to Advocacy (2)
LAW 650	Constitutional Law I (4)
LAW 651	Evidence (3)
LAW 652	Professional Responsibility (3)
LAW 655	Constitutional Law II (2)

one Law in Context class:

LAW 620	Jurisprudence (3)
LAW 621	American Legal History (3)
LAW 622	Comparative Law (3)
LAW 623	Critical Legal Theory (3)
LAW 624	Law and Economics (3)

<sup>1</sup> Students must take the 3-credit Introduction to Lawyering Skills course through one of four course-pairing options.

Students must also fulfill the School of Law advocacy and upper-level writing requirements.

### **Law School Courses—Strongly Recommended**

LAW 711	Constitutional Criminal Procedure I (3)
LAW 717	Business Organizations (4)
LAW 740	Constitutional Criminal Procedure II (3)
LAW 742	Commercial Law (4)

Choose additional electives for a total of 78 law credits.

### **M.P.A. Courses**

PUAD 619	Public Management (3)
PUAD 620	Public Policy (3)
PUAD 621	Public Personnel and Human Resource Management (3)
PUAD 622	Public Budgeting and Fiscal Administration (3)
PUAD 623	Bureaucracy and the Political Process (3)
PUAD 626	Information Resource Management in Public Administration (3)
PUAD 628	Statistical Applications in Public Administration (3)

PUAD 629      Public Program Evaluation (3) <sup>2</sup>  
PUAD 630      Analytical Techniques in Public Administration (3) <sup>2</sup>  
PUAD 798      Problem-Solving Seminar in Public Administration (3) <sup>3</sup>

<sup>2</sup> prerequisite: PUAD 628

<sup>3</sup> Students may not take PUAD 798 unless they have completed with a grade of B- or better all core courses, except PUAD 626, by the start of the course or have the permission of the program director.

Total Credits: 108

LAW Credits: 78

M.P.A. Credits: 30

## **DOCTOR OF PUBLIC ADMINISTRATION (D.P.A.)**

[www.ubalt.edu/publicadministrationdoctorate](http://www.ubalt.edu/publicadministrationdoctorate)

George Julnes, program director

FACULTY: Ayabakan, S. Brown, Callahan, Darling, E. Gibson, Henderson, G. Julnes, P. Julnes, Lyles, Naylor, Spencer, Thomas, Wachhaus, Wilson-Gentry, Wyatt-Nichol

ADJUNCT FACULTY: Cotten

The 48-credit D.P.A. program is geared toward working public administration professionals and is designed to provide them with the substantive skills, knowledge and values necessary in this era. Students develop a thorough knowledge of the legal, ethical and political environments of public administrators; gain an understanding of the administrative functions of governmental agencies; and garner expertise in strategic planning, program evaluation, advanced management techniques, program implementation and results-based leadership.

The D.P.A. is a rigorous program designed to provide senior-level public managers and prospective faculty members with the substantive skills, knowledge and values necessary to become leaders in the government, public-sector or nonprofit arenas, or a professor at the university level. Students specialize in one of four areas: program administration, program evaluation, health care systems administration or administration of justice. Students are also required to write and publish a dissertation that makes a theoretical and practical impact on the field.

The Schaefer Center for Public Policy offers selective fellowships for full-time students to work on its applied research projects. In addition, there are opportunities for students to work as student assistants or as research assistants on various center projects.

Core classes are offered weekends at the Baltimore campus and at the Universities at Shady Grove in Rockville, Maryland. Electives are offered online and at the Baltimore campus during evenings, and in the summer for continuing students.



## **ADMISSION STANDARDS**

For acceptance into the D.P.A. program, applicants are expected to have:

- A bachelor's degree from a regionally accredited college or university
- A master's degree in public administration, public affairs, policy analysis, public health or nonprofit management from a regionally accredited college or university

*or*

if the master's degree is not in one of those fields, at least five years of significant public management or related work experience: Applicants may be required to complete additional coursework in public administration prior to enrolling in doctoral-level coursework.

- Graduate Record Exam scores from the verbal, quantitative and analytical tests that are no more than five years old: If applicants have taken the GMAT but not the GRE, those scores (no more than five years old) may be substituted.

The D.P.A. Admissions Committee will have four scheduled dates for reviewing applications: Nov. 15 (with spring enrollment possible), Jan.15, March 15 and May 15. Those with applications fully complete by the dates listed above will be reviewed by the D.P.A. Admissions Committee, with those judged to be appropriate candidates being invited within 10 days to participate in an interview with the committee. Final decisions will be reported out within three weeks of the deadline. In order to maintain the doctoral experience and not exceed faculty dissertation capacity, there is a limit on the number of D.P.A. students that can be enrolled in a given year. Once that maximum is reached, all subsequent applications will be considered for only for the following year. If maximum number of admissions is not reached after the May 15 application review or if those previously confirming enrollment later withdraw, there may be additional admission review opportunities after the May 15 deadline.

*For detailed information about specific admission requirements, visit [www.ubalt.edu/publicadministrationdoctorate](http://www.ubalt.edu/publicadministrationdoctorate).*

## **TRANSFER CREDITS**

A maximum of 9 relevant graduate credits may be transferred from another program or regionally accredited college or university toward this graduate degree, subject to the approval of the program director. These credits must not have been applied to the completion of a different degree, and they can be used toward a specialization but cannot replace core courses.

## **PREREQUISITE**

Students are expected to have enough academic and work experience in public administration to understand the basics of budgeting, human resources and related managerial functions. If the D.P.A. program director determines that an incoming student is deficient in some of the basic skills needed to perform well in doctoral-level core courses, one or more M.P.A. core courses (see [relevant section](#) of this catalog) might be required as prerequisites.

## **DEGREE REQUIREMENTS**

Students must maintain a grade-point average of at least a B (3.0). Students who complete at least 6 credit hours (core courses and/or electives) toward the D.P.A. and who have a grade-point average below 3.0 will be placed on probation. Such students have 6 additional credit hours to recover at least a 3.0 grade-point average or they will be dismissed from the program. If the grade-point average drops below 3.0 a second time, the student is automatically dismissed. Students may not repeat any course and may apply no more than two passing grades of B- or lower toward the degree. Earning more than two passing grades of B- or lower will result in dismissal from the program.

### **Core Courses (21 credits)**

PUAD 810	Foundations of Public Administration (3)
PUAD 811	Strategic Management in the Public Sector (3)
PUAD 813	Seminar in Doctoral Research (3)
PUAD 814	Seminar in Policy Making and Implementation (3)
PUAD 815	Public-Sector Financial Analysis (3)
PUAD 817	Seminar in Program and Policy Evaluation (3)
PUAD 824	Doctoral Seminar in Organizational Theory (3)

### **Advanced Methodology Courses (6 credits)**

PUAD 831	Case Study and Qualitative Methods (3)
PUAD 832	Quantitative Methods (3) <sup>1</sup>

<sup>1</sup> Course may be substituted with the approval of the program director.

### **D.P.A. Specializations (9 credits)**

Students complete three courses in one of the following specialization fields, or they can create their own specialization with the approval of the program director.

#### **Program Administration**

PUAD 701	Public Administration and Public Finance (3)
PUAD 730	State and Local Personnel Management (3)
PUAD 732	Leadership and Organizational Change (3)
PUAD 740	Administrative Law and Regulation (3)
PUAD 777	Political Economy of Nonprofit Organizations (3)
PUAD 785	Public-Sector Performance Measurement (3)
PUAD 816	Advanced Public-Sector Management and Decision Techniques (3)
PUAD 875	Doctoral Seminar in Federalism and Intergovernmental Relations (3)

#### **Program Evaluation**

PUAD 834	Advanced Seminar in Evaluation: Theories and Techniques (3)
PUAD 835	Practicum in Program Evaluation (3)

*and one of the following:*

PUAD 785	Public-Sector Performance Measurement (3)
PUAD 816	Advanced Public-Sector Management and Decision Techniques (3)
PUAD 830	Survey Research (3)
ECON 640	Economics, Public Policy and Corporate Social Responsibility (3)

### **Health Care Systems Administration**

Students complete the following course unless they have completed relevant coursework and/or have relevant work experience:

PUAD 750 Health Care Systems, Organization and Management (3)

Then, students complete the following courses:

HSMG 697 Health Insurance and Prepaid Health Care (3)

HSMG 699 Health Finance (3)

HSMG 751 Policy Issues in Health Care (3)

### **Administration of Justice**

CRJU 611 Contemporary Issues in Corrections (3)

CRJU 640 Managing Police Organizations (3)

CRJU 642 Managing Correctional Organizations (3)

CRJU 703 Seminar in Criminal Justice (3)

CRJU 713 Seminar in Judicial Administration (3)

### **Dissertation Research (12 credits)**

PUAD 899 Dissertation Research (3-12)

Students must complete all 36 credits of coursework prior to registering for PUAD 899. To fulfill the requirements of this course, students must:

- Prepare and successfully defend before their Dissertation Committee a research proposal that includes a well-defined research design.
- Prepare and successfully defend a dissertation before their Dissertation Committee.

The Dissertation Committee must consist of at least three faculty members. It is led by a committee chair (typically, a student's major professor) and includes faculty members selected for their expertise in the substantive and/or methodological focus of the dissertation. One committee member may be from outside the core faculty of the College of Public Affairs. Where appropriate and upon approval, the Dissertation Committee can include a faculty member from another institution. The committee must be approved by the program director.

The dissertation should consist of a scholarly examination of an important public administration problem or issue. It is expected to have a solid conceptual framework and should critically review the existing scholarly literature in the field of public administration. The findings should be of interest to the intellectual community, practitioners and all concerned with the topic of the dissertation.

Students are expected to complete all requirements for the doctoral degree within seven years of enrollment in the D.P.A. program.

# MERRICK SCHOOL OF BUSINESS

Murray Dalziel, dean

Marilyn Oblak, associate dean

Lisa Park, assistant dean, academic affairs and student services

Justin Daniel, assistant dean, graduate business academic and career services

[www.ubalt.edu/merrick](http://www.ubalt.edu/merrick)

## MISSION

The Merrick School of Business' mission is to use our urban education hub to offer practical, career-minded and globally engaged business education that inspires professional and entrepreneurial growth. Our students learn to make a positive impact from faculty members who develop compelling knowledge that influences communities, businesses, professions and scholars. Our vision is to be known for serving students from deeply diverse backgrounds who become successful entrepreneurs and professionals.

The Merrick School of Business is an AACSB International-accredited school, and it is recognized by *U.S. News & World Report* as providing one of the nation's best undergraduate business programs and online MBA programs. The Merrick School of Business focuses on continuing a trajectory of academic excellence. It continues its efforts to transform and empower students while remaining true to our legacy of serving nontraditional and first-generation college students.

## ORGANIZATION

The Office of the Dean is responsible for the administration of the Merrick School of Business, for maintaining relationships with the business community and for student and academic advising. The business school is organized into four academic departments:

### **Accounting, Economics and Finance**

Phillip Korb, department chair

### **Information Systems and Decision Science**

Danielle Fowler, department chair

### **Management and International Business**

Lisa Stickney, department chair

### **Marketing and Entrepreneurship**

Ven Sriram, department chair

## ACCREDITATION

The Merrick School of Business is accredited by AACSB International—the Association to Advance Collegiate Schools of Business, the accrediting body for schools of business ([www.aacsb.edu](http://www.aacsb.edu)). AACSB International accreditation is the mark of excellence in educational programs in business, awarded only when rigorous standards for courses, curricula, faculty and resources have been met. The University of

Baltimore is also accredited by the Middle States Commission on Higher Education and recognized by the Maryland Higher Education Commission.

## **STUDENTS**

Approximately 1,800 students are enrolled in programs in the Merrick School of Business, with more than 600 in the graduate programs. The average age of graduate students is 31. More than 80 percent of students work full or part time. Because of the level of maturity and the professional experience of students, the interchange of ideas in the classroom is lively and highly informative.

## **FACULTY**

Merrick School of Business faculty members bring to the classroom exceptional professional and academic credentials. Ninety percent of the full-time faculty members possess a doctorate in their fields. In addition, Merrick School of Business faculty members have professional certifications and extensive professional work experience with business, government or nonprofit organizations. Professors combine a dedication to teaching with significant research, professional and community service activities.

Not only do our faculty members adhere to the high-quality standards of teaching mandated by AACSB International accreditation, but their teaching efforts consistently rate exceptionally high on internal measures of teaching excellence.

## **FACILITIES**

The Merrick School of Business is located within the William H. Thumel Sr. Business Center at North Charles Street and Mount Royal Avenue on the University of Baltimore campus. This six-story building features wireless internet access and contains 16 classrooms, all of which are “smart rooms” featuring state-of-the-art display capabilities; five seminar rooms for small group discussion; a 200-seat auditorium with simultaneous translation capability; catering and meeting facilities; a student lounge; offices for the Merrick School of Business faculty and administration; and a computer lab for student use.

## **CENTERS AND INSTITUTES**

The Merrick School of Business houses the following centers and institutes:

- Center for Entrepreneurship and Innovation
- Jacob France Institute.

## **GRADUATE STUDIES IN THE MERRICK SCHOOL OF BUSINESS**

The objectives of all Merrick School of Business graduate programs are to provide students with the appropriate knowledge, professional competencies and flexibility to enhance entry into the job market and to prepare students for meaningful career advancement.

The Merrick School of Business offers both a flexible MBA and an online MBA program. The program requirements are the same, no matter if all courses are taken on campus or online. The flexible MBA

offers nine areas of specialization that allow students to take classes on campus, online or both. In the online MBA, it is not guaranteed that students can specialize in any one area. Students in the online MBA customize their elective coursework based on available offerings and career objectives. Students may also choose from one of our four discipline-focused M.S. programs: accounting and business advisory services, finance, taxation (offered in partnership with the School of Law), and nonprofit management and social entrepreneurship (offered in partnership with the College of Public Affairs). In addition, certificate programs are available in accounting fundamentals, business fundamentals, forensic accounting and valuation services, internal audit services\*, and organizational leadership\*.

\*Pending final approval of the Maryland Higher Education Commission

### **Master's Programs**

- Master of Business Administration (MBA)
- Online Master of Business Administration (MBA)
- Accounting and Business Advisory Services (M.S.)
- Business–Finance (M.S.)
- Taxation (M.S.) (Offered in partnership with the University of Baltimore School of Law)
- Nonprofit Management and Social Entrepreneurship (M.S.) (Offered in partnership with the University of Baltimore College of Public Affairs)

### **Cooperative MBA Programs**

- MBA/J.D. (with the University of Baltimore School of Law and the University of Maryland School of Law)
- MBA/M.S. in Nursing (with the University of Maryland School of Nursing)
- MBA/Ph.D. in Nursing (with the University of Maryland School of Nursing)
- MBA/Pharm.D. (with the University of Maryland School of Pharmacy)

### **Graduate Certificate Programs**

- Accounting Fundamentals
- Business Fundamentals
- Forensic Accounting and Valuation Services
- Internal Audit Services (Pending final Maryland Higher Education Commission approval)
- Organizational Leadership (Pending final Maryland Higher Education Commission approval)

## **APPLICATION REQUIREMENTS FOR GRADUATE BUSINESS PROGRAMS**

Applicants are responsible for presenting the following information to be considered for admission:

- A formal application submitted to the Office of Graduate Admission (410.837.6565, [gradadmission@ubalt.edu](mailto:gradadmission@ubalt.edu)) with the appropriate application fee: Apply online at [www.ubalt.edu/apply](http://www.ubalt.edu/apply).
- An official copy of transcripts from all institutions attended
- GMAT score or an alternative test score routinely used for entry to graduate programs
- Two letters of recommendation testifying to the abilities of the applicant to successfully complete a graduate business program and indicating what contributions the applicant can make to the University and to its programs
- A personal statement: Detail your reasons for seeking a graduate business degree, your short- and long-term professional and personal goals, and how you think a graduate business degree will help you achieve them. Provide any additional information highlighting unique aspects of your candidacy to the Admissions Committee. Please limit statement to 1,000 words.
- Resume

*Note: A GMAT score is not required for graduate business certificates or Master's Advantage programs.*

## **GRADUATE MANAGEMENT ADMISSIONS TEST (GMAT)**

Generally, applicants are required to take the GMAT, except those who apply as certificate, visiting or Master's Advantage students, or those who are eligible for a GMAT waiver. The following provisions qualify for GMAT waiver consideration:

- Possession of an advanced degree (master's degree or higher), **or** the combination of an undergraduate grade-point average of 3.25 or higher and five years or more of significant managerial experience. A personal interview with an MBA adviser and a letter from your direct supervisor indicating managerial experience may be required.

Applicants are urged to take the GMAT early, well in advance of applying for program entry. The GMAT is administered as a computer-adaptive test throughout North America and many other parts of the world. For more information, visit the official GMAT website at [www.mba.com](http://www.mba.com).

Information booklets may be obtained from the GMAT website or from the University of Baltimore Office of Graduate Admission (410.837.6565 or [gradadmission@ubalt.edu](mailto:gradadmission@ubalt.edu)).

## **ADMISSION CRITERIA**

Admission to the Merrick School of Business is competitive. The Graduate Admissions Committee considers such variables as the applicant's undergraduate GPA, the difficulty of the applicant's undergraduate program, the total score and percentile ranking on the GMAT, community service, and

professional and work experience. An applicant eligible for consideration is not guaranteed an offer of admission.

## **MASTER'S ADVANTAGE**

Business professionals seek ways to differentiate themselves and gain a personal competitive advantage. Many already have a graduate business degree, such as an MBA, and pursue postgraduate study to further build on their professional and academic knowledge base. To meet this need, the Merrick School of Business offers the Master's Advantage. The Master's Advantage is a postgraduate nondegree program that provides students the opportunity for lifelong learning and professional development. It is geared toward students who have earned a master's or doctoral degree from an AACSB International-accredited business school. Students can take courses toward a second specialization or a career change, or to enhance their knowledge base in their current career.

To apply to the program, prospective students need to submit an online application, undergraduate and graduate transcripts, and a resume.

## **SECOND MASTER'S DEGREE**

A student who has already obtained one master's degree from the Merrick School of Business may pursue another advanced degree in the school, provided that:

- A second MBA will not be obtained.
- The degree sought is not in the same functional discipline (as defined by the list of specializations and master's degrees listed above).
- After meeting core requirements, a minimum of 21 new credits are earned for the second degree.

*Note: No more than 9 credits may be transferred from the first degree to the second degree.*

## **WAIVER POLICY AND TRANSFER OPTIONS**

The following qualifications govern the waiver of foundation/prerequisite courses and the transfer of required (integrated core) and elective courses:

- The business foundation courses are waived if the applicant has earned a bachelor's degree in business from an AACSB International-accredited school within the last five years with a cumulative GPA of 3.0 or higher and earned a C or better in each of the undergraduate course equivalents. If the applicant graduated with a bachelor's degree in accounting from an AACSB International-accredited institution, the applicant will also be required to include any missing courses as part of the MBA foundation. If the applicant did not attend an AACSB International-accredited school or has lower than a 3.0 cumulative GPA, an MBA adviser will evaluate each undergraduate course equivalent and waive those courses where a B or better was earned. Courses being considered for waivers must have been taken within the past 10 years, and the student must have graduated within the past five years.
- No remedial courses are considered.



- Advanced Placement courses will be given consideration.

The following qualifications govern the transfer of program requirements:

- Any graduate courses considered for transfer must have grades of B or higher.
- Courses must have been completed in a degree that is less than five years old or as an individual course within the past five years.
- A maximum of 6 graduate credits may be transferred from previous study at another AACSB International-accredited university to satisfy credits beyond the fundamental courses.
- Appropriate faculty members must approve course content.

## **VISITING STUDENTS**

A student who has matriculated into a graduate or professional studies program at another regionally recognized university and is in good standing may be accepted for course enrollment on a space-available basis. Visitors from other universities must file an application as a visiting student. A letter of introduction from the student's program director citing the foregoing conditions is required in lieu of meeting other GMAT or transcript requirements. This letter should state which courses are being approved by the student's home institution.

Students from UB's Yale Gordon College of Arts and Sciences, College of Public Affairs or School of Law will be permitted to enroll in graduate business courses with written permission from their program adviser or director.

## **GRADUATION REQUIREMENTS**

All candidates for graduation must meet the specific requirements for their program of study, comply with the academic policies of the University of Baltimore and file for graduation no later than the beginning of their last semester (date specified in the course schedule).

## **ACADEMIC POLICY ON SATISFACTORY AND UNSATISFACTORY PROGRESS**

A graduate business student who fails the same course twice or fails two different courses at least once will be placed on academic probation. Probation is automatic and will be noted on your transcript. A student whose cumulative grade-point average is below 3.0, after having completed at least 6 credits, is automatically on probation. Students on probation have 6 additional credits to raise their average to 3.0; failure to do so will result in suspension. Students are allowed to register to repeat a maximum of one course (3 credit hours) in the program. Please see the [Academic Policies](#) section of this catalog for further details regarding satisfactory and unsatisfactory progress.

## **GRADUATE ASSISTANTSHIPS**

Assistantship positions sponsored by the Merrick School of Business are posted on the Career Center's e-Recruiting website at <http://ubalt.experience.com>. Opportunities for graduate assistantship positions

are based on particular needs of the faculty and administration. Students interested in positions must visit the Career Center and request an e-Recruiting form prior to applying for positions posted online.

### **ACCELERATED B.S./MBA/M.S.**

Undergraduate students of recognized academic ability and educational maturity may combine the requirements for an undergraduate business degree with those of a master's degree in the Merrick School of Business. A maximum of 9 graduate credits, completed during the last 30 credits of undergraduate study, may be applied simultaneously to the requirements for both the bachelor's and the master's degree. Those interested should discuss their options with their academic adviser.

To be eligible for the Accelerated B.S./MBA/M.S., students must have a cumulative GPA of 3.5 or higher in their undergraduate coursework completed at the University of Baltimore. To remain in the program, students must maintain at least a 3.5 GPA in their undergraduate coursework and at least a 3.0 GPA in their graduate coursework.

Students must have the approval of the dean's representative and an approved course plan prior to beginning the last 30 credits of their undergraduate degree.

Courses taken in the Accelerated B.S./MBA/M.S. will be determined by the Merrick School of Business and may not include independent study/research, directed study, thesis or internship courses. Changes in the program of study require the approval of the dean's representative.

Students must be in continuous enrollment at the University of Baltimore for this agreement to remain in effect. Those who fail to maintain the eligibility requirements will be dropped from the accelerated option. Applicability (if any) of graduate courses to the undergraduate degree will be determined on an individual basis. Students should be aware that graduate courses applied to both undergraduate and graduate degrees at the University of Baltimore may not transfer as graduate credits to another institution.

Participation in the Accelerated B.S./MBA/M.S. does not guarantee admission to any University of Baltimore graduate program. Unconditional admission to the Merrick School of Business graduate programs requires an appropriate score on the GMAT and a completed application. The completed 9 graduate credits may count toward any post-bachelor's degree certificate or degree program, if applicable. Applications for admission and payment of applicable fees to the graduate program must be made during the semester immediately prior to the completion of the credits required for the bachelor's degree. Admission to the graduate program will be effective the semester after completing the credits for the bachelor's degree.

## **MASTER OF BUSINESS ADMINISTRATION (MBA) and ONLINE MBA**

<http://mba.ubalt.edu>

Justin Daniel, assistant dean, graduate business academic and career services

Ray Frederick, academic program coordinator

The Merrick School of Business offers both a flexible MBA and an online MBA program. The MBA program requirements are the same, no matter if you take all your courses on campus or online. Courses are offered on campus in the evenings and online year-round, and students work with advisers to create schedules that best meet their individual needs. The flexible MBA allows students to take classes on campus, online or both, and offers nine areas of specialization. In addition, the Merrick School of Business has four cooperative MBA programs leading to award of both an MBA and advanced degrees in law, nursing and pharmacy. In the online MBA, students cannot be guaranteed that they can specialize in any one area. Students in the online MBA customize their elective coursework based on available offerings and their career objectives.

The MBA is designed to encourage intellectual exploration and the application of theory to practice. Students develop the skills and resources necessary to pursue their professional goals and, upon graduation, become part of a dynamic alumni community of business leaders from a vibrant and distinguished business school.

### **MBA PROGRAM LEARNING GOALS**

In today's dynamic marketplace, successful managers must be innovative and entrepreneurial, combining a general knowledge of business functions with specific skills in their areas of responsibility. The MBA program provides students with expertise and proficiency in core business competencies organized around the themes of strategy and innovation, leading and managing people, interfacing with external stakeholders, managing the value chain, managing performance and risk, and leveraging technology and business intelligence. Business ethics, communication and global awareness are infused through all courses.

After completing the program, our graduates will have the following skills and competencies:

- Managing strategy and innovation
- Managing and leading people
- Interfacing with external stakeholders
- Managing the value chain
- Managing performance and risk
- Leveraging technology and business intelligence

### **UNDERGRADUATE COURSE EQUIVALENTS**

The following qualifications govern the waiver of prerequisite foundation courses and the transfer of required and elective courses:

- Foundation courses will be waived for students entering the program with an undergraduate degree earned from an AACSB International-accredited business school. If the applicant did not attend an accredited school, an MBA adviser will evaluate each undergraduate course equivalent and waive those courses in which a B or better was earned. Courses being considered for waivers must have been taken within the past 10 years, and the student must have graduated within the past five years.
- No remedial courses are considered.
- Advanced Placement courses will be given consideration.

### **Undergraduate Courses**

ACCT 201	Introduction to Financial Accounting (3)
ACCT 202	Introduction to Managerial Accounting (3) or equivalents
ECON 200	The Economic Way of Thinking (3) <i>or</i> 6 credits of micro- and macroeconomics
FIN 331	Financial Management (3)
MATH 115	Introductory Statistics (3)
MGMT 339	Process and Operations Management (3)
MKTG 301	Marketing Management (3)
OPRE 202	Statistical Data Analysis (3)

### **Graduate Core Preparatory Courses**

ACCT 505	Accounting Essentials (1.5)
ECON 505	Microeconomics (1.5)
ECON 506	Macroeconomics (1.5)
FIN 505	Essentials of Finance (1.5)
MKTG 505	Marketing Essentials (1.5)
OPM 505	Introduction to Operations Management (1.5)
OPRE 505	Fundamentals of Statistics (1.5)
OPRE 506	Managerial Statistics (1.5)

## **DEGREE REQUIREMENTS**

The MBA program requires the completion of foundation courses (12 credits), required core courses (18 credits), flexible core courses (9 credits) and electives (9 credits), as indicated below:

### **Foundation Courses (12 credits)**

ACCT 505	Accounting Essentials (1.5)
ECON 505	Microeconomics (1.5)
ECON 506	Macroeconomics (1.5)
FIN 505	Essentials of Finance (1.5)
MKTG 505	Marketing Essentials (1.5)

OPM 505	Introduction to Operations Management (1.5)
OPRE 505	Fundamentals of Statistics (1.5)
OPRE 506	Managerial Statistics (1.5)

**Required Core Courses (18 credits)**

ACCT 605	Performance Management and Accounting Controls (3)
ECON 605	Business and Public Policy in a Global Economy (1.5)
ENTR 605	Creativity and the Entrepreneurial Mindset (1.5)
FIN 605	Financial Management (1.5)
INSS 605	IT for Business Transformation (3)
MGMT 605	Leading with Integrity (1.5)
MGMT 790	Strategic Management Capstone (3)
MKTG 605	Marketing Strategy (1.5)
OPRE 605	Business Analytics (1.5)

**Flexible Core Courses (9 credits)**

*Choose one of the following:*

MGMT 615	Managing in a Dynamic Environment (3)
MGMT 625	Collaboration, Negotiation and Conflict Management (3)

*Choose one of the following:*

MKTG 615	Entrepreneurial Marketing (1.5)
MKTG 625	Customers and Markets (1.5)

*Choose one of the following:*

OPM 615	Innovation and Project Management (3)
OPM 625	Operations and Supply Chain Management (3)

*Choose one of the following:*

FIN 615	Entrepreneurial Finance (1.5)
FIN 625	Corporate Finance (1.5)

**Electives (9 credits)**

The MBA specializations are listed below. Students may choose the customized specialization to select any 9 credits of electives crossing business disciplines to stimulate their intellectual curiosity and/or to best match their career goals. To address a specific business interest, students may choose to earn the MBA with a defined specialization. In the online MBA, it is not guaranteed that students can specialize in any one specialization area online. Online MBA students customize their coursework based on online course availability and career objectives. All MBA students should work with their academic advisor to determine what coursework works best for them to satisfy their 9 credits of MBA electives.

**Customized**

Students select any 9 credits of electives crossing business disciplines to stimulate their intellectual curiosity and/or to best match their career goals. Students should work with their academic adviser to determine what coursework works best for them to satisfy their 9 credits of MBA electives.

**Specialization in Entrepreneurship**

The entrepreneurship specialization prepares students to start and manage all types of ventures. As part of this specialization, students can partner with high-technology inventors to work on real-life products. Courses stress creativity, feasibility analysis, marketing, financing and intellectual property.

**Specialization in Finance**

The finance specialization offers students many opportunities to learn about the financial management of a business, valuing investments in securities and other assets, and the general structure and functioning of financial institutions and markets. Students can choose courses enabling them to complete either a general finance specialization or a specialization focusing on corporate finance, investment management or financial institutions.

**Specialization in Health Care Management**

This specialization is offered in partnership with the University of Baltimore College of Public Affairs. This specialization is designed to enable health care professionals to advance their careers by strengthening their credentials as health care managers, administrators and consultants. It provides a sound basis in the latest business practices and gives professionals the opportunity to develop skills necessary for leadership in the health care field.

**Specialization in International Business**

This specialization develops managers and business leaders for rewarding careers in international businesses, government agencies and multicultural organizations. Students gain a theoretical basis for understanding key aspects of international management as applied to both small companies and multinational corporations. Courses emphasize human relations skills, such as cross-cultural communication and negotiations, as well as technical skills, such as those required for the strategic operation of global organizations.

**Specialization in Leadership and Organizational Learning**

This specialization complements the cross-functional courses of the MBA program. The three required courses contain timeless ideas influencing how students view leadership, management and professional development. Courses provide a unique perspective on leadership, including theory, essential skills, an understanding of evolving organizational forms, and organizational learning and transformation.

### **Specialization in Management Information Systems**

This specialization is designed to help develop business managers who understand the strategic value of IT and who can conceptualize and utilize IT solutions for business problems. The program provides broad exposure to the IT concepts and functions found in most commercial organizations today.

### **Specialization in Marketing**

This specialization provides knowledge of applications and in-depth analysis in preparation for careers in marketing management, product management, strategic planning and marketing entrepreneurship. The expertise and skills acquired are designed for lifelong value in domestic or international marketing.

### **Specialization in Public-Sector Management**

This specialization is offered in partnership with the University of Baltimore College of Public Affairs. The specialization focuses on managing public-sector agencies effectively and efficiently with the knowledge of public policy and business to make better decisions. This perspective prepares graduates for careers as managers and policymakers in government agencies, nonprofits and nongovernmental organizations.

## **MASTER OF SCIENCE IN ACCOUNTING AND BUSINESS ADVISORY SERVICES**

[www.ubalt.edu/gradaccounting](http://www.ubalt.edu/gradaccounting)

Phillip Korb, faculty adviser

Ray Frederick, academic program coordinator

The M.S. in Accounting and Business Advisory Services program is designed to meet two important educational objectives.

First, when combined with a bachelor's degree in accounting, the program allows students to earn the additional credits necessary to meet the 150-hour requirement for licensure as a certified public accountant (CPA) in Maryland and in many other states. The CPA exam has a section called Business Environment and Concepts, which includes topics related to finance and information technology. Students planning to take the CPA exam are best served by a program of study that emphasizes the same subject matter as that which appears on the exam.

Second, by incorporating courses in the related disciplines of financial management and information technology, the program complements the technical skills acquired in an undergraduate accounting education.

Graduates of this program will have the flexibility needed to accelerate their public accounting careers or to pursue careers in other areas, such as management accounting, internal auditing, accounting for governmental or other nonprofit entities, and management consulting.

Although the program is designed to complement an undergraduate degree in accounting, the program can also accommodate students without them. Students who meet the admission requirements for graduate study in the Merrick School of Business are admitted to the program but are required to satisfy undergraduate accounting degree equivalency in conjunction with completion of the

program. These students will need to take the preparatory courses listed below in addition to the required 30 hours in the accounting and business advisory services specialization.

## **MISSION**

The mission of the M.S. in Accounting and Business Advisory Services program in the Merrick School of Business is to provide students with a rigorous, broad-based education that prepares them for successful careers as accounting professionals.

## **PROGRAM LEARNING GOALS**

Consistent with the mission, the program strives to develop the following types of knowledge and skills that, according to the American Institute of Certified Public Accountants, are necessary for entry-level CPAs:

- **Learning Goal 1:** Analytical and Critical Thinking Skills—Graduates will possess the analytical and critical thinking skills needed by accounting professionals.
- **Learning Goal 2:** Research Skills—Graduates will possess the necessary research skills to study business and accounting problems.
- **Learning Goal 3:** Application of Information Systems and Technology—Graduates will be able to define information needs, specify technological solutions, and analyze and suggest change to business processes.
- **Learning Goal 4:** Ethical Perspective—Graduates will incorporate ethical considerations in their decision-making.
- **Learning Goal 5:** Effective Communication Skills—Graduates will have the skills to communicate both financial and nonfinancial information persuasively, professionally, clearly and concisely.

## **ACCOUNTING FOUNDATION COURSES**

To meet accounting major equivalency requirements, students may be required to complete some or all of the following courses (University of Baltimore undergraduate equivalent courses are in parentheses.):

ACCT 306	Cost Accounting (3) <sup>1</sup>
ACCT 405	Income Taxation (3)
ACCT 505	Accounting Essentials (1.5) (or ACCT 201 and ACCT 202)
ACCT 510	Intermediate Accounting I (3) (or ACCT 301)
ACCT 511	Intermediate Accounting II (3) (or ACCT 302)
ACCT 512	Auditing/Accounting Information Systems (3) (or ACCT 317 and ACCT 401)
ACCT 513	Intermediate Accounting III/Advanced Accounting (3) (or ACCT 310 and ACCT 403)

<sup>1</sup> ACCT 605 Performance Management and Accounting (3) may be used to satisfy.



## **NONACCOUNTING FOUNDATION COURSES**

ECON 505	Micro Economics (1.5)
ECON 506	Macro Economics (1.5)
FIN 505	Essentials of Finance (1.5)
OPRE 505	Fundamentals of Statistics (1.5)
OPRE 506	Managerial Statistics (1.5)

## **DEGREE REQUIREMENTS**

30 credits are required to complete the program as follows:

### **Required Courses (9 credits)**

ACCT 740	Advanced Topics in Assurance Services (3)
ACCT 752	Advanced Topics in Accounting Systems (3) <i>or</i> INSS 605 IT for Business Transformation (3)
FIN 605	Financial Management (1.5)
FIN 625	Corporate Finance (1.5)

### **Three courses from the following (9 credits):**

ACCT 601	Forensic Accounting Principles (3)
ACCT 604	Litigation Support (3)
ACCT 605	Performance Management and Accounting Controls (3)
ACCT 630	Contemporary Issues in Financial Reporting (3)
ACCT 680	Taxation of Entities (3) <sup>2</sup>
ACCT 701	Accounting Ethics (3)
ACCT 720	Design of Managerial Cost and Control Systems (3)
ACCT 755	Advanced Accounting Reporting Issues (3)
ACCT 795	Graduate Accounting Internship (3)

### **Electives (12 credits)**

Students should work with the program director to determine what coursework works best for them to satisfy their 12 credits of accounting electives based on their prior accounting coursework, professional accounting experience and career goals.

<sup>2</sup> Available as elective only to students who have not taken equivalent courses in their undergraduate program.

## **MASTER OF SCIENCE IN BUSINESS–FINANCE**

[www.ubalt.edu/gradfinance](http://www.ubalt.edu/gradfinance)

Chih-Hsien Yu, faculty adviser

Ray Frederick, academic program coordinator

The M.S. in Business–Finance program provides motivated and talented students with a leading-edge program that includes advanced financial theory, practical business applications and an understanding of current research issues. Students will learn how to apply the latest tools and technologies of financial analysis and engineering to solve the challenging problems that they will confront in a global business environment. The program differs from the MBA in that both the required and elective courses are concentrated in finance, allowing students more rigorous, specialized training in this functional discipline.

This program is a natural complement to an undergraduate degree in accounting. Students who complete this degree will have the necessary coursework and additional credits necessary to meet the 150-hour requirement for licensure as a CPA in Maryland and in many other states. Students who pursue the M.S. in business–finance are often preparing for professional certifications, such as the chartered financial analyst or certified financial planner.

### **MISSION**

The mission of the M.S. in Business–Finance program at the Merrick School of Business is to enable our students to become adaptive experts capable of applying advanced financial concepts and analytical techniques to decisions in their chosen fields of finance.

### **PROGRAM LEARNING GOALS**

Upon completing this comprehensive program, graduates of the M.S. Business–Finance program will be able to:

- **Learning Goal 1:** Understand the interaction of real economic markets, business strategies and the allocative function of financial markets.
- **Learning Goal 2:** Evaluate and understand company performance.
- **Learning Goal 3:** Value business entities.
- **Learning Goal 4:** Assess the risk and value financial securities.
- **Learning Goal 5:** Understand, assess and manage foreign exchange and interest rate risk.

### **FOUNDATION COURSES (9 CREDITS)**

ACCT 505	Introduction to Accounting (1.5)
ECON 505	Microeconomics (1.5)
ECON 506	Macroeconomics (1.5)
FIN 505	Essentials of Finance Management (1.5)
OPRE 505	Fundamentals of Statistics (1.5)
OPRE 506	Managerial Statistics (1.5)

## **DEGREE REQUIREMENTS (30 CREDITS)**

### **Required Courses (21 credits)**

FIN 605	Financial Management (1.5)
FIN 615	Entrepreneurial Finance (1.5) <i>or</i> FIN 625 Corporate Finance (1.5)
FIN 700	Financial Reporting (3)
FIN 705	Investment Analysis (3)
FIN 715	Security Analysis (3)
FIN 720	Global Finance (3)
FIN 725	Risk Management (3)
FIN 780	Business Valuation (3)

### **Electives (9 credits)**

Students should work with the faculty advisor and their academic adviser to determine what coursework works best for them to satisfy their 9 credits of electives based on their prior finance coursework, professional experience and career goals.

## **MASTER OF SCIENCE IN TAXATION**

[www.ubalt.edu/taxation](http://www.ubalt.edu/taxation)

Fred Brown, director (University of Baltimore School of Law)

Ray Frederick, academic program coordinator

The University of Baltimore's M.S. in Taxation program was established in response to the increasing complexity of the field of taxation and its critical impact on the effective management of business, financial, industrial, governmental and nonprofit organizations.

The objective of the program is to not only prepare students for careers as professional tax advisers for these organizations, but also sharpen their skills and knowledge in a sophisticated and challenging educational environment created by the caliber of the students themselves, most of whom are working professionals seeking career enhancement or advancement. The course of study is designed to benefit tax advisers in the legal and accounting professions, and professionals involved in the fiscal policy and management of public and nonprofit organizations.

Graduate courses in taxation focus on substantive and procedural tax rules, as well as the interrelationship of tax policy within the political environment and national social and economic objectives. The program enables the student to develop broad technical competence in the substantive and procedural provisions of current tax law and to engage in research dealing with the theoretical aspects of taxation. The program also emphasizes the development of strong communication skills so that students learn to express their ideas and research findings clearly and persuasively.

The M.S. in Taxation program, in combination with an undergraduate degree in accounting, may fulfill the additional credits necessary to meet the 150-hour requirement for licensure as a CPA in Maryland and in many other states. Because coursework completed as part of an undergraduate degree in accounting may vary, students are advised to contact the Maryland Board of Public Accountancy for the specific course requirements. Students who wish to sit for the CPA examination in other jurisdictions

should contact that state's board of accountancy to determine that jurisdiction's specific requirements for taking the examination and subsequent licensing.

The M.S. in Taxation program is tailored to meet the needs of students who have an undergraduate degree in business with a major in accounting or its equivalent. It is a 30-hour program with seven required courses covering the basic areas of taxation. A variety of electives in specialized areas of taxation completes the program's required 30 hours of coursework. An individual program of study is also designed to assist each student in meeting his or her career objectives.

Students who do not have an accounting degree or the equivalency but meet the admission requirements for the MBA program are admitted to the program and are required to satisfy equivalency requirements in conjunction with the completion of the program. To meet equivalency requirements, students may be required to complete the foundation courses required for the M.S. in accounting and business advisory services.

## **DEGREE REQUIREMENTS (30 CREDITS)**

### **Required Courses (21 credits)**

TAXA 650	Tax Research and Writing (3) <sup>1</sup>
TAXA 651	Fundamentals of Federal Income Taxation I (3) <sup>2</sup>
TAXA 652	Corporate Taxation (3)
TAXA 653	Partnership Taxation (3)
TAXA 654	Tax Practice and Procedure (3)
TAXA 655	Tax Policy (3)
TAXA 678	Fundamentals of Federal Income Taxation II (3) <sup>1</sup>

<sup>1</sup> *It is recommended that students take these courses early in the program. Also see the No. 2 footnote below.*

<sup>2</sup> *This course is a prerequisite for all other tax courses except TAXA 650 Tax Research and Writing. In the fall semester only, TAXA 651 is a prerequisite or co-requisite for TAXA 650. With the approval of the program director, students who do not begin their coursework during the fall semester may take courses during spring and summer terms without meeting this prerequisite requirement; such students must take TAXA 651 at the earliest opportunity.*

Students should work with the program director faculty members and their academic adviser to determine what coursework works best for them to satisfy their 9 credits of program electives based on their prior coursework, professional experience and career goals.

## **MASTER OF SCIENCE IN NONPROFIT MANAGEMENT AND SOCIAL ENTREPRENEURSHIP**

[www.ubalt.edu/nonprofit](http://www.ubalt.edu/nonprofit)

Justin Daniel, assistant dean, graduate business academic and career services

Ray Frederick, academic program coordinator

The University of Baltimore's M.S. in Nonprofit Management and Social Entrepreneurship program leverages the expertise of the College of Public Affairs and the Merrick School of Business to provide you with a comprehensive education that addresses not just effective nonprofit management but the forward-thinking initiatives of social enterprise.

As nonprofit organizations fill an ever-increasing societal need by providing services in areas spanning health care, education, workforce development and support for disadvantaged populations, a new generation of nonprofit managers is in high demand. These managers must be prepared to deal head on with the challenges that nonprofit organizations face due to their legal status, governance and funding needs, in addition to managing and meeting standards of accountability.

### **DEGREE REQUIREMENTS (36 CREDITS)**

#### **Required Courses (27 credits)**

PUAD 621	Public Personnel and Human Resource Management (3)
PUAD 629	Public Program Evaluation (3)
PUAD 700	Concepts and Practices of Nonprofits (3)
PUAD 734	Strategic Planning (3)
PUAD 776	Legal Aspects of Nonprofit Administration (3)
HSER 600	Fundraising and Grant Writing (3)
ACCT 505	Accounting Essentials (1.5) <b>and</b> MGMT 605 Leading with Integrity (1.5)
MGMT 615	Managing in a Dynamic Environment (3)
ENTR 760	Social Enterprise and Entrepreneurship (capstone) (3)

#### **Specialization (9 credits)**

*Students choose a 9-credit specialization in one of three areas:*

##### **Global Affairs**

Focus on the role of nongovernmental organizations in addressing global problems, taking classes from experts in global affairs and human security and in global leadership.

##### **Health Management**

Understand the role of nonprofits in health care provision, which accounts for more than 60 percent of all nonprofit organizations in Maryland, and take advantage of the University's expertise in health systems management and public administration.

## **General Management**

Hone your management skills and techniques through courses in public and business administration, preparing to deal with such issues as performance measurement, marketing and advanced human resource management.

## **GRADUATE CERTIFICATE IN ACCOUNTING FUNDAMENTALS**

[www.ubalt.edu/accountingcert](http://www.ubalt.edu/accountingcert)

Phillip J. Korb, faculty adviser

Ray Frederick, academic program coordinator

The Graduate Certificate in Accounting Fundamentals is designed primarily for individuals who want to strengthen their understanding of accounting or individuals seeking to fulfill the accounting requirements for the CPA examination but not wishing to earn a graduate business degree. The certificate courses may satisfy 6 elective credits in the MBA program or 12 of the prerequisite credits in the M.S. in Accounting and Business Advisory Services program.

## **ADMISSION**

Admission to the Certificate in Accounting Fundamentals program requires proof of a 3.0 grade-point average in a bachelor's degree program, the submission of an official transcript pertaining to the bachelor's degree and all work completed since receipt of the degree, two letters of recommendation, a resume, a personal statement limited to 1,000 words, the completion of a University of Baltimore application and a planned program of study approved by an academic adviser. This certificate requires ACCT 505 Introduction to Accounting (or its equivalent) as a prerequisite for each course in the program. For further details regarding application requirements, please refer to the [Application Requirements for Graduate Business Programs](#) section of this catalog.

## **APPLICATION FOR GRADUATION**

Application for graduation must be made prior to completing the last 3 credits of the certificate program. The certificate award will ignore any course waivers or substitutions. All 12 credits must be completed at the University of Baltimore.

## **CERTIFICATE REQUIREMENTS**

The Graduate Certificate in Accounting Fundamentals requires the completion of the following four courses:

ACCT 510	Intermediate Accounting I (3)
ACCT 511	Intermediate Accounting II (3)
ACCT 512	Auditing/Accounting Information Systems (3)
ACCT 513	Intermediate Accounting III/Advanced Accounting (3)

## **GRADUATE CERTIFICATE IN BUSINESS FUNDAMENTALS**

[www.ubalt.edu/businesscert](http://www.ubalt.edu/businesscert)

Justin Daniel, assistant dean, graduate business academic and career services

Ray Frederick, academic program coordinator

The Certificate in Business Fundamentals is designed primarily for participants interested in learning some of the basic concepts of business or who are considering the eventual completion of an MBA. Local, national and international organizations frequently consider the Certificate in Business Fundamentals as an option for maintaining currency in the field of business. Successful completion of the certificate courses will satisfy the foundation coursework required for the MBA program.

### **ADMISSION**

Admission to the Graduate Certificate in Business Fundamentals program requires proof of a 3.0 grade-point average in a bachelor's degree program, the submission of an official transcript pertaining to the bachelor's degree and all work completed since receipt of the degree, two letters of recommendation, a resume, a personal statement limited to 1,000 words, the completion of a University of Baltimore application and a planned program of study approved by an academic adviser. For further details regarding application requirements, please refer to the [Application Requirements for Graduate Business Programs](#) section of this catalog.

### **APPLICATION FOR GRADUATION**

Application for graduation must be made prior to completing the last 3 credits of the certificate program. The certificate award will ignore any course waivers or substitutions. All 12 credits must be completed at the University of Baltimore.

### **CERTIFICATE REQUIREMENTS**

Subject to individual students' approved plans, the Graduate Certificate in Business Fundamentals requires the completion of all of the following courses (12 credits):

ACCT 505	Accounting Essentials (1.5)
ECON 505	MicroEconomics (1.5)
ECON 506	MacroEconomics (1.5)
FIN 505	Essentials of Finance (1.5)
MKTG 505	Marketing Essentials (1.5)
OPM 505	Introduction to Operations Management (1.5)
OPRE 505	Fundamentals of Statistics (1.5)
OPRE 506	Managerial Statistics (1.5)

## **GRADUATE CERTIFICATE IN FORENSIC ACCOUNTING AND VALUATION SERVICES**

[www.ubalt.edu/forensicaccounting](http://www.ubalt.edu/forensicaccounting)

Phillip J. Korb, faculty adviser

Ray Frederick, academic program coordinator

The Graduate Certificate in Forensic Accounting and Valuation Services is designed to meet the demands of the forensic accounting marketplace in public accounting firms, consulting firms specializing in risk consulting and forensic accounting services, insurance companies, government organizations and financial institutions. Although knowledge of typical fraud schemes and how to conduct an investigation are important skills for the forensic accountant, to detect fraud and develop evidence for litigation of fraudulent activities requires knowledge of data analysis techniques and skills in the area of valuation so that investigations can be performed efficiently and strategically. The practice of forensic accounting in the public accounting arena includes extensive valuation services in the areas of succession planning, tax planning, and business mergers and acquisitions. The certificate courses may satisfy up to 9 elective credits in the MBA program or 12 credits in the M.S. in Accounting and Business Advisory Services program.

### **ADMISSION**

Admission to the Certificate in Accounting Fundamentals program requires proof of a 3.0 grade-point average in a bachelor's degree program, the submission of two official transcripts pertaining to the bachelor's degree and all work completed since receipt of the degree, two letters of recommendation, a resume, a personal statement limited to 1,000 words, the completion of a University of Baltimore application and a planned program of study approved by an academic adviser. This certificate does require additional prerequisites for each course in the program as indicated below. For further details regarding application requirements, please refer to the [Application Requirements for Graduate Business Programs](#) section of this catalog.

### **APPLICATION FOR GRADUATION**

Application for graduation must be made prior to completing the last 3 credits of the certificate program. The certificate award will ignore any course waivers or substitutions. All 12 credits must be completed at the University of Baltimore.

### **CERTIFICATE REQUIREMENTS (12 CREDITS)**

The Graduate Certificate in Accounting Fundamentals requires the completion of the following courses:

#### **Required Courses (9 credits)**

ACCT 601	Forensic Accounting Principles (3) <i>prerequisite: ACCT 505</i>
ACCT 740	Advanced Topics in Assurance Services (3) <i>prerequisite: ACCT 512</i>
FIN 780	Business Valuation (3) <i>prerequisite: FIN 605</i>



### **Elective Course (3 credits)**

*Choose one of the following:*

ACCT 604	Litigation Support (3) <i>prerequisite: ACCT 505</i>
FIN 700	Financial Reporting (3) <i>prerequisites: FIN 605 and FIN 615</i>
INSS 753	Information Security in Assurance (3) <i>prerequisite: INSS 605</i>

### **GRADUATE CERTIFICATE IN INTERNAL AUDIT SERVICES**

Phillip J. Korb, faculty adviser

Ray Frederick, academic program coordinator

The Certificate in Internal Audit Services is designed to meet the increasing demand for internal audit professionals in the U.S. and global marketplaces. In the Baltimore metropolitan area, the demand stems from for-profit and government/nonprofit sectors, such as Exelon, UnderArmor, Legg Mason, Johns Hopkins and the Maryland state government. Internal auditors combine skills from several areas, such as accounting, finance, operations management and IT/cybersecurity, and this certificate combines courses from these areas. In addition, successful completion of the certificate will satisfy coursework required for the M.S. in Accounting and Business Advisory Services program.

### **ADMISSION**

Admission to the Graduate Certificate in Business Fundamentals program requires proof of a 3.0 grade-point average in a bachelor's degree program, the submission of an official transcript pertaining to the bachelor's degree and all work completed since receipt of the degree, two letters of recommendation, a resume, a personal statement limited to 1,000 words, the completion of a University of Baltimore application and a planned program of study approved by an academic adviser. For further details regarding application requirements, please refer to the [Application Requirements for Graduate Business Programs](#) section of this catalog.

### **APPLICATION FOR GRADUATION**

Application for graduation must be made prior to completing the last 3 credits of the certificate program. The certificate award will ignore any course waivers or substitutions. All 12 credits must be completed at the University of Baltimore.

### **CERTIFICATE REQUIREMENTS (12 CREDITS)**

The Certificate in Internal Audit Services requires the completion of coursework in each of the following areas:

#### **Financial Auditing (0-3 credits):**

ACCT 512	Auditing/Accounting Information Systems (3)
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If this course is taken as part of a prior undergraduate degree (e.g., ACCT 401), students will substitute an additional graduate elective as discussed below.

**Financial Reporting, Fraud, Internal Audit Technical Topic and Other Related Topics (3):**

ACCT 740      Advanced Topics in Assurance Services (3) or equivalent

If prior coursework is deemed insufficient to meet ACCT 740 course learning objectives, students must complete an independent study (ACCT 799) of internal audit topics.

**Management Accounting (3):**

ACCT 605      Performance Management and Accounting Controls (3) *or* ACCT 720 Design of Managerial Cost and Control Systems (3)

ACCT 605 is a prerequisite of for ACCT 720. Students who do not have a managerial accounting background will take ACCT 605. Students who have already taken ACCT 605 or the undergraduate equivalent as a part of another degree will take ACCT 720.

**Electives from IT or Operations Management (3-6)**

*Select one or more of the following to complete the certificate:*

- OPM 615      Innovation and Project Management (3)
- OPM 625      Operations and Supply Chain Management (3)
- INSS 753      Information Security in Assurance (3)
- INSS 671      Systems Analysis and Design (3)
- INSS 651      Database Management Systems (3)

or related course from ACCT, OPM or INSS with the approval of the program director

**GRADUATE CERTIFICATE IN ORGANIZATIONAL LEADERSHIP**

Justin Daniel, assistant dean, graduate business academic and career services

Ray Frederick, academic program coordinator

The Graduate Certificate in Organizational Leadership is designed to enhance the leadership acumen of business professionals. It is intended to be of value to individuals with formalized business training as well as those with nonbusiness backgrounds. Students will increase their understanding of the concepts and tools needed for effective leadership.

To receive this certificate, a student must complete 12 credit hours of prescribed coursework and maintain a cumulative GPA of not less than 3.0 for courses taken in the certificate program. The coursework must be completed after a student has received a bachelor's degree or equivalent.

**ADMISSION**

Admission to the Graduate Certificate in Organizational Leadership program requires proof of a 3.0 grade-point average in a bachelor's degree program, the submission of two official transcripts pertaining to the bachelor's degree and all work completed since receipt of the degree, two letters of recommendation, a resume, a personal statement limited to 1,000 words, the completion of a University of Baltimore application and a planned program of study approved by an academic adviser.

Application questions should be directed to the Office of Graduate Admission (410.837.6565, [gradadmission@ubalt.edu](mailto:gradadmission@ubalt.edu)).

### **APPLICATION FOR GRADUATION**

Application for graduation must be made prior to completing the last 3 credits of the certificate program. The certificate award will ignore any course waivers or substitutions. All 12 credits must be completed at the University of Baltimore.

### **CERTIFICATE REQUIREMENTS**

The Graduate Certificate in Organizational Leadership requires the completion of two required 1.5-credit courses and three elective courses as noted below:

#### **Required Courses (7.5 credits)**

MGMT 605	Leading with Integrity (1.5)
MGMT 730	Leadership, Learning and Change (3)
MGMT 731	Collaboration, Negotiation and Conflict Management (3)

#### **Electives (4.5 credits)**

MGMT 615	Managing in a Dynamic Environment (3)
MGMT 625	Leadership Seminar (3)
MGMT 732	Leadership: Self-Organization and the Firm (3)
MGMT 760	Organizational Creativity, Change and Entrepreneurship (3)
ENTR 605	Creativity and the Entrepreneurial Mindset (1.5) <i>or</i> another 1.5-credit course with the permission of the department chair

# YALE GORDON COLLEGE OF ARTS AND SCIENCES

Christine Spencer, interim dean

Deborah Kohl, associate dean

Nicole Marano, assistant dean for advising, enrollment and student success

[www.ubalt.edu/cas](http://www.ubalt.edu/cas)

## INNOVATION, DISCOVERY AND ENRICHMENT

The Yale Gordon College of Arts and Sciences awards bachelor's, master's and doctoral degrees, and post-bachelor's and master's certificates that encourage innovation and discovery and enrich the intellectual lives of the college's students and faculty. Through interdisciplinary and discipline-based programs in the arts, humanities, and social and natural sciences, the college offers visionary, integrative learning and teaching environments enhanced with rapidly evolving information and communication technologies. Our graduates learn to be reflective, skilled communicators, adept at addressing contemporary problems within an ethical framework and able to adapt to a changing world. Well-prepared for the world of work, our students become broadly informed and deeply engaged in local, regional and world communities.

The college was founded in 1937 as a junior college emphasizing the liberal arts. In 1961, it became a four-year institution offering day and evening classes; 1974 marked the introduction of its first graduate program. In 1975, it became an upper-division college and graduate school. Now that the University offers four-year programs, the college continues its commitment to offering a variety of unparalleled graduate programs and outstanding undergraduate programs.

In 1982, the College of Liberal Arts was named for Yale Gordon, a University of Baltimore alumnus and businessman who understood the central importance of the humanities in higher education and in the life of a community. With his wife, Peggy, he established the Peggy and Yale Gordon Trust, which supports organizations such as the Yale Gordon College of Arts and Sciences that are dedicated to advancing the humanities. In 2010, the college was renamed the Yale Gordon College of Arts and Sciences to reflect a strengthened, expanded foundation of general education and arts and sciences courses to enhance student success.

Although teaching and learning are of primary focus, the college places considerable importance on research and public service for both faculty and students. Theoretical and applied research among faculty members enhances the quality of the college's academic programs and ensures the competitiveness of its students and graduates in the workplace and beyond.

As a public institution, the college recognizes its responsibility to the state and to the Baltimore metropolitan area. The work of the Ampersand Institute for Words & Images, various specific projects undertaken in conjunction with enterprises like CityLit Project, and programs like legal and ethical studies and integrated arts, and those contributing to game design and counselor education have an impact on the growth and development of the community that reaches far beyond the campus borders.

## DIVISIONS AND SCHOOLS

The college comprises four academic units: three divisions and a school. All units award bachelor's and master's degrees; some offer certificates and doctoral degrees. Each unit includes opportunities for interdisciplinary studies as a platform for cross-divisional innovation.

- **Division of Applied Behavioral Sciences**

Sharon Glazer, division chair

Elaine Johnson, program director, M.S. in Applied Psychology, counseling  
psychology concentration

Thomas Mitchell, program director, M.S. in Applied Psychology, industrial and organizational  
psychology concentration

Courtney Gasser, program director, Certificate in Professional Counseling Studies

Educating students for life and for work, the Division of Applied Behavioral Sciences is committed to developing and offering educational and professional programs of the highest quality to meet the emerging needs of students, the community and the region. This division offers an undergraduate program leading to a degree in psychology; an accelerated B.A./M.S. option in psychology is also offered. The division also offers a graduate program leading to a degree in applied psychology, with tracks in counseling psychology (offering practitioner and science specializations) and industrial/organizational psychology. Additionally, the division offers a certificate program in professional counseling studies, which prepares students for Maryland and national licensure as licensed clinical professional counselors (LCPCs).

- **Division of Legal, Ethical and Historical Studies**

Jeffrey Sawyer, division chair

Michele Cotton, program director, M.A. in Legal and Ethical Studies

Law, ethics and history are woven into our society. The Division of Legal, Ethical and Historical Studies offers undergraduate and graduate degree programs that examine these areas of study from various perspectives. It offers students undergraduate programs leading to degrees in history and jurisprudence, and a graduate program leading to a degree in legal and ethical studies. Special emphasis is given to the study of ideas and ethics, and to regional, economic and cultural studies. The division is closely affiliated with the University's Hoffberger Center for Professional Ethics.

- **Division of Science, Information Arts and Technologies**

Ronald Castanzo, division chair

Greg Walsh, program director, M.S. in Interaction Design and Information Architecture and

certificates in Digital Media Production and User Experience (UX) Design  
Kathryn Summers, program director, D.S. in Information and Interaction Architecture  
Lucy Holman, program director, Certificate in Library Technologies

Focusing on three of the increasingly important STEM disciplines (science, technology and mathematics) and meeting the workforce demand for those who possess the knowledge and skills to practice them, the Division of Science, Information Arts and Technologies offers academic programs designed for students with interests in science and computer-related areas and the mathematics that supports them. These interests include information technology; usability studies; system development; game, simulation and interaction design; environmental studies encompassing science, ethics and politics; and the exploration of humans' interactions with the planet. The division offers undergraduate programs leading to degrees in applied information technology, environmental sustainability and human ecology, and simulation and digital entertainment. It also offers graduate programs leading to a doctoral degree in information and interaction design and a master's degree in interaction design and information architecture. It offers post-bachelor's certificates in digital media production, information design and library technologies.

- **Klein Family School of Communications Design**

Cheryl Wilson, division chair

Kendra Kopelke, program director, M.F.A. in Creative Writing & Publishing Arts

Amy Pointer, program director, M.F.A. in Integrated Design

T.J. O'Donnell, program director, M.A. in Publications Design and Certificate in Digital Communication

Making ideas public—that's how the Klein Family School of Communications Design defines its mission. Its programs blur the boundaries between creativity and practicality, between the humanities and the real world. It promotes learning as both a key to and a function of life, and offers programs that examine the marriage of art and commerce, words and images, and old and new media. The school encompasses the Ampersand Institute for Words & Images, which conducts research and in other ways promotes and supports the mission of the academic division of the school. The division offers undergraduate programs leading to degrees in digital communication, integrated arts and English. It also offers graduate programs leading to degrees in publications design, creative writing and publishing arts, and integrated design, and to a Certificate in Digital Communication.

## **STUDENTS**

The approximately 1,850 men and women enrolled in the Yale Gordon College of Arts and Sciences—about one-third of them in graduate programs—represent about 30 percent of the total University of Baltimore student population.

Nearly 47 percent of graduate students enrolled in the Yale Gordon College of Arts and Sciences are 30 or older, and more than 72 percent are women. While some of the college's graduate students

entered master's degree programs immediately following their undergraduate studies, most are already working in a wide variety of careers. Some students are seeking advancement in their current careers; others are preparing to change careers. This diversity of age and experience is an important and invigorating part of campus life.

## **FACULTY**

Yale Gordon College of Arts and Sciences faculty members are leaders in teaching, research, scholarship and service to the community. Full-time faculty members teach both graduate and undergraduate courses, conduct sponsored research, publish papers and articles, and engage in public service as consultants, board members and volunteers. The college's teaching faculty also includes a cadre of adjunct professors who are leading professionals and practitioners in dozens of fields, including government, the arts, nonprofit organizations and businesses. These adjunct faculty members contribute in significant ways to creating and advancing professional applications of the arts and sciences.

## **FACILITIES**

Classrooms, laboratories and faculty offices for the Yale Gordon College of Arts and Sciences are located in the Learning Commons, in the Academic Center and in the Liberal Arts and Policy Building. The college shares the University of Baltimore's Langsdale Library, Office of Technology Services, and Achievement and Learning Center with other components of the University.

A gift of psychology Professor Emeritus William Wagman and his wife, Althea, the William and Althea Wagman Laboratory on the fourth floor of the Learning Commons includes a sensory deprivation room, an individual testing room, a wet lab and a computer intranet system. Division of Applied Behavioral Sciences students can use the lab for independent and classroom research.

Advanced laboratories in the Klein Family School of Communications Design support student work in graphic design, electronic publishing, motion graphics, digital imaging, and audio/video studio production and post-production editing. Laboratories include high-end Apple computers; an array of quality printers, including those for large-scale posters; a professional mounting and lamination system; and connections for digital cameras, camcorders, high-end, photo-quality scanners and other equipment. The multiroom facility offers easy access to state-of-the-art software for graphic design; image creation, correction and manipulation; digital audio and video mixing and post-production; animation; and web design.

Laboratories in the Division of Science, Information Arts and Technologies support work in biology, earth and environmental science, PC and network administration, information security, hypermedia, game design, application development for mobile technologies and usability research. Facilities include a general science laboratory and an environmental sciences lab with state-of-the-art facilities (a designated Biosafety level 2 research facility) that supports both faculty and student research projects. The information security lab provides students with access to networking hardware, including network switches, firewalls, intrusion detection systems and VPN servers. The UB User Research Lab, a high-tech teaching and research laboratory specializing in human-centered research studies, provides an environment for understanding the user experience in various contexts; provides user research services

to academic researchers, graduate students and businesses; and contributes valuable research findings to the professional user research community. The UB Game Lab and the Digital Whimsy Lab support research in game development and user experience; provide space for collaborative, industry-standard prototyping and group design; and support knowledge-based applied research using immersive, visualization and interactive game technology.

## **GRADUATE PROGRAMS**

### **Doctoral Program**

- Information and Interaction Design (D.S.)

### **Master's Programs**

- Applied Psychology (M.S.)
- Creative Writing & Publishing Arts (M.F.A.)
- Integrated Design (M.F.A.)
- Interaction Design and Information Architecture (M.S.)
- Legal and Ethical Studies (M.A.)
- Publications Design (M.A.)

### **Graduate Certificate Programs**

- Digital Communication
- Digital Media Production
- Library Technologies
- Professional Counseling Studies
- User Experience (UX) Design

The graduate programs in the Yale Gordon College of Arts and Sciences, emphasizing the combination of theory and practice, are designed to advance and forge professional applications of the liberal arts. They are founded on the idea that professional studies at the graduate level must be broad-based and rooted in the liberal arts to prepare students for a constantly changing world. These programs are also skills specific to provide students with the mastery of knowledge necessary for superior professional performance.

The Yale Gordon College of Arts and Sciences also encourages students to develop specializations that combine elements of two or more master's programs. Students in the applied psychology, legal and ethical studies, information and interaction design, interaction design and information architecture, and publications design programs take cross-disciplinary courses in such diverse fields as negotiations and conflict management, government and public administration, criminal justice, and business. Such



combinations offer an exceptionally broad range of opportunities, and the college continues to develop formal specializations that cross and integrate the academic divisions.

## **ADMISSION**

Applicants to all programs must have received a bachelor's degree from a regionally accredited college or university and must satisfy the additional admission requirements of individual programs. Some programs admit degree-seeking students on a conditional basis. For more information, see the [Admission](#) section of this catalog.

Some undergraduate students in the Yale Gordon College of Arts and Sciences may participate in accelerated bachelor's/master's programs or may take graduate courses. See the [University of Baltimore Undergraduate Catalog](#) for more information.

*Note: Applicants to doctoral and combined degree programs are subject to the specific admission requirements of those programs, as noted in their program descriptions.*

## **ACADEMIC POLICIES AND INFORMATION**

### **Transfer Credits**

A maximum of 12 relevant graduate credits may be transferred from another program or regionally accredited college or university toward the graduate or doctoral degree, subject to the approval of the program director. Certain programs permit fewer than 12 credits as noted in their descriptions.

### **Completion Time**

All requirements for the degree must be completed within seven calendar years of enrollment in the program.

### **Scholastic Standards**

Graduate students must maintain an overall grade-point average of 3.0. Students failing to do so may be placed on probation, suspended or dismissed from the degree program.

Students whose cumulative grade-point average (calculated only from courses taken at the University of Baltimore) drops below 3.0 shall be placed on academic probation and must meet with the program director for schedule approval prior to registration for the next semester. Students on academic probation will be suspended from the program if they fail to achieve a minimum grade-point average of 3.0 within their subsequent 6 academic credits attempted.

Certain programs have additional academic standards, as noted in their descriptions. More information about academic policies is available in the [Academic Policies](#) section of this catalog.

## **ADVISEMENT NOTICES**

Students are advised that any deviation from the program of study, as stated in the catalog, must be approved in writing by the graduate program director and by the dean of the Yale Gordon College of Arts and Sciences. When applying for readmission following a period of absence of more than two semesters from the University, a student's program of study must be reviewed by the graduate program director. See also the [Advising](#) section of this catalog.

## **Programs Offered by the Division of Applied Behavioral Sciences**

### **MASTER OF SCIENCE IN APPLIED PSYCHOLOGY**

[www.ubalt.edu/appliedpsychology](http://www.ubalt.edu/appliedpsychology)

Elaine Johnson, program director, counseling psychology

Thomas Mitchell, program director, industrial and organizational psychology

FACULTY: Donahue, Farley, Frederick, Gasser, Glazer, Johnson, Mitchell, Shaffer, Thompson

ADJUNCT FACULTY: Blair, Gogolinski, Harvey, Lacefield, Lasson, Leeds, Passley, Tsuji, Walther

Blending the theoretical and practical implications of psychological methods, the M.S. in Applied Psychology program curriculum explores the ways in which psychological concepts can be employed in any workplace through dynamic, hands-on coursework. It is also a great fit for those who are interested in preparing for a doctoral program. Students select from one of two concentrations—counseling psychology or industrial and organizational (IO) psychology—to develop specialized skills to meet their individual educational and career goals.

The M.S. in Applied Psychology program prepares students for careers in counseling or industrial/organizational psychology, or for doctoral studies in these fields. The state-of-the-art curriculum provides grounding in psychological theory, research knowledge and skills, ethics, multicultural competencies and evidence-based practices. Principles drawn from biological, cognitive and behavioral psychology are learned and applied in seated and hybrid classroom course instruction, independent studies, participation in faculty research, international coursework, theses and supervised, hands-on experience in practica and internships.

### **COUNSELING PSYCHOLOGY**

The 48-credit counseling psychology concentration offers preparation for doctoral study in clinical or counseling psychology, or for licensure and certification as a professional counselor. It includes the eight content areas tested in the National Counselor Exam, required for licensure as a licensed professional counselor in Maryland and many other states. Through UB's participation in a special program, students can take the exam at UB as a master's student after completing as few as 39 to 45 credits (as opposed to the otherwise required 60). While in this program, students also begin accumulating the hours of supervised psychotherapy experience required by Maryland to become licensed clinical professional counselors (LCPCs). This concentration is ideally paired with UB's post-master's Certificate in Professional Counseling Studies, which allows students to complete the 60 credits of graduate study necessary for state licensure. Graduates find employment in hospitals, mental health clinics, substance abuse treatment centers and private practices. Others go on the Ph.D. or Psy.D. programs in counseling or clinical psychology.

The counseling psychology concentration also offers two 48-credit specializations. The practitioner specialization is designed for students aiming for a career as an LCPC. The science specialization is ideal for students who want to continue their education through doctoral study and/or aspire to careers in research.

## **IO PSYCHOLOGY**

The 42-credit industrial and organizational concentration applies psychological principles developed from rigorous scientific research to enable problem resolution in the workplace. The IO psychology curriculum is designed to meet the master's-level competencies in all domains recommended by the Society for Industrial and Organizational Psychology (division 14 of the American Psychological Association). Our students engage in real-world and simulated experiential learning activities, such as conducting job analyses with real clients, preparing personnel assessment reports and developing organizational surveys. The IO psychology concentration also offers students opportunities to prepare for the global workforce through relevant coursework and international collaborative projects (both virtual and in-person), such as the European Erasmus Mundus Winter School program. Students from this track benefit from the high-quality, paid internship opportunities available in Baltimore, Washington, D.C., and Northern Virginia. Students and graduates are employed in both public and private sectors, including the state of Maryland, federal government, private industry and consulting firms. They hold positions as personnel specialists, job analysts, training specialists, human resource managers and consultants.

Classes are offered during the late afternoons and evenings, and some courses are offered in the summer for continuing students.

## **UNCONDITIONAL ADMISSION STANDARDS**

For unconditional acceptance into the M.S. in Applied Psychology program, applicants are expected to have:

- A bachelor's degree in psychology with a minimum cumulative grade-point average of 3.0 from a regionally accredited college or university
- Grades of B or better in statistics and research methods courses
- Graduate Record Exam scores from the verbal, quantitative and analytical tests that are no more than five years old

## **CONDITIONAL ADMISSION STANDARDS**

Applicants not meeting the requirements for unconditional admission—including holding a bachelor's degree in psychology—may, with the approval of the program's admission committee, be accepted on a conditional basis. Conditional admission requires the completion of specified undergraduate psychology courses, at either UB or another university, with grades of B or better. Conditionally admitted students will be notified of the requirements they must meet to achieve unconditional status and continue in the program.

For detailed information about specific admission requirements, visit [www.ubalt.edu/appliedpsychology](http://www.ubalt.edu/appliedpsychology).

## **DEGREE REQUIREMENTS**

No more than 6 credits with passing grades lower than B- can be applied to the degree. To maximize career opportunities, advisement is recommended when selecting electives. Various courses in applied psychology and other disciplines (criminal justice, management, human services administration, legal and ethical studies, negotiations and conflict management, public administration and publications design) are permitted as electives. However, a maximum of 12 credits outside the department are permitted, and such electives are subject to the approval of the program director. See the online course descriptions, found at [www.ubalt.edu/coursedescriptions](http://www.ubalt.edu/coursedescriptions).

### **Core Courses (12 credits)**

The following 12 credits are required for the IO psychology and counseling psychology concentrations (except for the practitioner specialization):

APPL 601	The Biological Basis of Behavior (3)
APPL 603	Learning and Cognition (3)
APPL 631	Intermediate Statistics for the Behavioral Sciences (3) <sup>1</sup>
APPL 632	Research Methods (3) <sup>1</sup>

<sup>1</sup> *These two courses must be taken sequentially in the first two semesters of attendance.*

### **Counseling Psychology Concentration Requirement (36 credits)**

#### **Concentration Core Courses (33 credits)**

APPL 602	Ethics and Legal Issues in the Practice of Psychology (3)
APPL 605	Advanced Theories of Personality and Counseling (3)
APPL 606	Basic Counseling Techniques (3)
APPL 610	Psychopathology and Diagnosis (3)
APPL 613	Human Development (3)
APPL 622	Group Counseling (3)
APPL 623	Career Counseling (3)
APPL 625	Multicultural Counseling (3)
APPL 703	Practicum in Counseling (3) <sup>2</sup>

*and one of the following:*

APPL 608	Applied Assessment Procedures (3)
APPL 617	Personality Assessment (3)
APPL 618	Intellectual Assessment (3)
APPL 619	Psychological Assessment (3)

<sup>2</sup> *Must be taken for two semesters, for a total of 6 credits.*

#### **Elective (3 credits)**

### **Practitioner Specialization (48 credits)**

#### **Core Courses (9 credits)**

- APPL 601 The Biological Basis of Behavior (3)
- APPL 603 Learning and Cognition (3)
- APPL 633 Research and Evaluation (3)

#### **Required Courses (36 credits)**

- APPL 602 Ethics and Legal Issues in the Practice of Psychology (3)
- APPL 605 Advanced Theories of Personality and Counseling (3)
- APPL 606 Basic Counseling Techniques (3)
- APPL 610 Psychopathology and Diagnosis (3)
- APPL 613 Human Development (3)
- APPL 622 Group Counseling (3)
- APPL 623 Career Counseling (3)
- APPL 625 Multicultural Counseling (3)
- APPL 703 Practicum in Counseling Psychology (3)
- APPL 708 Internship in Counseling (3)<sup>3</sup>

*and one of the following:*

- APPL 608 Applied Assessment Procedures (3)
- APPL 617 Personality Assessment (3)
- APPL 618 Intellectual Assessment (3)

<sup>3</sup> *Must be taken for at least two semesters, for a total of 6 credits.*

#### **Elective (3 credits)**

### **Science Specialization (48 credits)**

#### **Core Courses (12 credits)**

- APPL 601 The Biological Basis of Behavior (3)
- APPL 603 Learning and Cognition (3)
- APPL 631 Intermediate Statistics for the Behavioral Sciences (3)<sup>4</sup>
- APPL 632 Research Methods (3)<sup>4</sup>

<sup>4</sup> *These two courses must be taken sequentially in the first two semesters of attendance.*

#### **Required Courses (24 credits)**

- APPL 602 Ethics and Legal Issues in the Practice of Psychology (3)
- APPL 605 Advanced Theories of Personality and Counseling (3)
- APPL 606 Basic Counseling Techniques (3)
- APPL 610 Psychopathology and Diagnosis (3)
- APPL 622 Group Counseling (3)
- APPL 625 Multicultural Counseling (3)

APPL 703      Practicum in Counseling Psychology (3)

*and one of the following:*

APPL 608      Applied Assessment Procedures (3)

APPL 617      Personality Assessment (3)

APPL 618      Intellectual Assessment (3)

### **Electives (12 credits)**

Electives can include courses such as APPL 789 Research Proposal Development and APPL 799 Thesis in Applied Psychology, through which a thesis can be completed.

### **Industrial/Organizational Psychology Concentration Requirements (30 credits)**

#### **Concentration Core Courses (18 credits)**

APPL 641      Organizational Psychology (3)

APPL 642      Motivation, Satisfaction and Leadership (3)

APPL 644      Personnel Psychology (3)

APPL 645      Personnel Assessment (3)

APPL 651      Job Analysis (3)

APPL 655      Practical Applications in I/O Psychology (3)

#### **Electives (12 credits)**

*Choose four of the following:*

APPL 609      Occupational Stress and Health Psychology (3)

APPL 646      Employment Law in Human Resource Management (3)

APPL 647      Training and Organizational Development (3)

APPL 649      Special Topics: Industrial/Organizational Psychology (3)

APPL 650      Work Groups in Organizations (3)

APPL 653      Consulting Skills (3)

APPL 654      Survey Development and Implementation (3)

APPL 657      Personality at Work (3)

APPL 658      Change Management (3)

APPL 659      Cross-Cultural Organizational Psychology (3)

APPL 707      Practicum in Industrial/Organizational Psychology (1–4)

APPL 789      Research Proposal Development (3)

APPL 799      Thesis in Applied Psychology (3–6)

Other electives are also available through the MBA program in UB's Merrick School of Business and through the graduate program in the College of Public Affairs.

#### **Thesis Option**

Highly motivated and qualified students may request permission from the program director to prepare for the thesis option. Upon completion of the required Research Methods course, invited students may enroll in APPL 789 Research Proposal Development. Successful proposals may be used as the basis for

the thesis proposal. Interested students should request faculty sponsorship before the completion of 18 credits in the program and, when necessary, may need to extend completion time for the degree to accommodate data collection and manuscript preparation.

## **Programs Offered by the Division of Legal, Ethical and Historical Studies**

### **MASTER OF ARTS IN LEGAL AND ETHICAL STUDIES**

[www.ubalt.edu/legaethicalstudies](http://www.ubalt.edu/legaethicalstudies)

Michele Cotton, program director

FACULTY: Carney, Cotton, Guy, Kassner, Sawyer, Taggart

ADJUNCT FACULTY: McDermitt, Moran, Trumbour

This 36-credit program leading to a M.A. in legal and ethical studies provides students flexibility in scheduling and in how they approach their studies, leaving room to explore the facets of the law that most interest them.

Students interested in studying law from a broad, humanistic perspective can select the program's Path I. The variety of courses from which they can select allows them to explore the social, historical and philosophical dimensions of law and immerse themselves in a highly academic graduate liberal arts education.

Students interested in eventually applying to law school or in pursuing a future career that requires substantial legal knowledge and skills can select the program's Path II. This path focuses on refining reading, writing and analytical skills, and enhancing substantive knowledge of law to enable students to be better prepared for law school or for jobs that require a strong legal background.

While this degree may improve students' competitiveness for many jobs that require legal knowledge, it does not offer paralegal certification, which some law-related jobs require; if students already have paralegal certification, this program complements their training and expands the breadth of work they can perform.

Classes are offered evenings and online. Some classes are offered in a hybrid format (partly evening and partly online), and a few courses are offered fully online. Summer courses are available for continuing students.

### **ADMISSION TO THE PROGRAM**

To be considered for acceptance into the M.A. in Legal and Ethical Studies program, applicants must:

- Complete each portion of UB's online applications process.
- Possess a bachelor's degree from a regionally accredited college or university or be currently enrolled in coursework for the completion of such a degree.

Admission is selective, and applicants are generally expected to have earned a grade-point average of 3.0 or better in their undergraduate coursework. At the discretion of the program director, applicants not meeting this requirement may be admitted on a conditional basis if their application materials demonstrate the potential to succeed in the program. Additional application materials, such as a writing sample, may be requested to help make this determination. Conditionally admitted students will be notified of the requirements they must meet to continue in the program after their initial semester.

*For detailed information about specific admission requirements, visit [www.ubalt.edu/legaethicalstudies](http://www.ubalt.edu/legaethicalstudies).*

## **TRANSFER CREDITS**

A maximum of 9 relevant graduate credits may be transferred from another program or regionally accredited college or university toward this graduate degree, subject to the approval of the program director. These credits count toward the maximum 9 credits that may be taken outside the program as other discipline electives.

A maximum of 12 credits may be transferred from an accredited law school or from a graduate legal studies program at a regionally accredited college or university toward this graduate degree, subject to the approval of the program director. These credits may count as other discipline electives or substitute for substantially similar M.A. in legal and ethical studies courses, subject to the approval of the program director.

## **DEGREE REQUIREMENTS**

### **Foundation Courses (15 credits)**

LEST 500	Legal Research and Analysis (3)
LEST 501	Legal and Ethical Foundations (3)
LEST 506	Historical Perspectives (3)
LEST 507	Legal and Ethical Arguments (3)
LEST 508	Law and Morality (3)

### **Advanced Courses (21 credits)**

Students must complete a total of seven advanced courses by selecting one of the following paths:

- Path I, recommended for students interested in the study of law in ethical, historical and social contexts: one Principles in Action course; one Problems and Perspectives course; one Applied Ethics course; one more course from among the Principles in Action, Problems and Perspectives and Applied Ethics areas; and three more courses from among the Principles in Action, Problems and Perspectives, Applied Ethics, and Other Discipline Electives areas.
- Path II, recommended for students planning to go to law school or pursuing law-intensive careers: LEST 600 Complex Legal Analysis; two Principles in Action courses; one Applied Ethics course; and three more courses from among the Principles in Action, Problems and Perspectives, Applied Ethics, and Other Discipline Electives areas.



### **Principles in Action**

LEST 603	Law of Contracts (3)
LEST 604	Law of Business Organizations (3)
LEST 605	Areas of Law (3)
LEST 606	Family Law (3)
LEST 607	Property Law (3)
LEST 609	Employment Law (3)
LEST 614	Torts (3)
LEST 615	Criminal Law (3)
LEST 616	Constitutional Law (3)
LEST 617	Administrative Law (3)

### **Problems and Perspectives**

LEST 600	Complex Legal Analysis (3)
LEST 602	Origins of Law (3)
LEST 610	Special Legal Topics (3)
LEST 620	Philosophy of Law (3)
LEST 626	The Trial Process (3)
LEST 630	Law and History Seminar (3)
LEST 696	Legal Studies Internship (3)
LEST 699	Independent Study (1-3)

### **Applied Ethics**

LEST 601	Ethics and Advocacy (3)
LEST 624	Professional Ethics (3)
LEST 625	Topics in Applied Ethics (3)
LEST 629	Biomedical Ethics (3)
LEST 628	Environmental Law and Ethics (3)
LEST 698	Internship in Applied Ethics (3)

### **Other Discipline Electives (9-credit maximum)**

Students may take up to 9 credits in electives in other graduate programs at the University of Baltimore. Students are strongly encouraged to take a coherent series of electives that specifically advance an academic specialization or professional competency.

Preapproved electives follow; students may petition the graduate program director for permission to take other courses outside the M.A. in Legal and Ethical Studies program.

CNCM 506	Understanding Conflict (3)
CNCM 508	Approaches to Managing Conflict/Methods of Dispute Resolution (3)
CNCM 513	Negotiations: Theory and Practice (3)
CNCM 517	Arbitration: Theory and Practice (3)
CRJU 608	Juvenile Justice (3)

CRJU 631	Police and Society (3)
CRJU 635	Youth Problems and Society (3)
CRJU 702	The Victim: Crime Victims and Society (3)
HSMG 630	The Legal Environment of Health Care Management (3)
PUAD 621	Public Personnel and Human Resource Management (3)
PUAD 623	Bureaucracy and the Political Process (3)
PUAD 627	The Legal and Ethical Environment of Public Administration (3)

## **Programs Offered by the Division of Science, Information Arts and Technologies**

### **MASTER OF SCIENCE IN INTERACTION DESIGN AND INFORMATION ARCHITECTURE**

[www.ubalt.edu/interactiondesign](http://www.ubalt.edu/interactiondesign)

Greg Walsh, program director

FACULTY: Blodgett, Holman, Ketel, Kohl, Oldenburg, Shrestha, Summers, Vincenti, Walsh

ADJUNCT FACULTY: Owens

The 36-credit M.S. in Interaction Design and Information Architecture program combines aspects of computer science with liberal arts perspectives, blending theoretical work with practical engagement. Students focus on designing and developing information technologies to satisfy human needs and desires. They acquire skills to develop new applications for information technology and become proficient in understanding how humans interact with technology. The approach is forward-looking, anticipating the technologies of tomorrow and how they will affect our lives.

The program focuses on designing and developing information technologies to realize their potential for satisfying human needs and desires. It teaches students vital skills for developing new applications of information technology through user-centered design practices.

Laboratories offer excellent support for usability research, visual design, prototyping and interactive development. Students have the opportunity to work on high-impact digital technology projects through cutting-edge research with such tools as an industry-standard eye tracker in the University's User Research lab and 3-D printers in the Digital Whimsy Lab.

Classes are offered evenings, and some courses are offered in the summer for continuing students. Additionally, some courses are offered online.

### **ADMISSION STANDARDS**

For acceptance into the M.S. in Interaction Design and Information Architecture program, applicants are expected to have:

- A bachelor's degree with a minimum cumulative grade-point average of 3.0 from a regionally accredited college or university

- Graduate Record Exam scores from the verbal, quantitative and analytical tests that are no more than five years old: If applicants have taken the MAT but not the GRE, those scores (no more than five years old) may be substituted.

For detailed information about specific admission requirements, visit [www.ubalt.edu/interactiondesign](http://www.ubalt.edu/interactiondesign).

## **PREREQUISITE**

Upon admission, if students have not passed the HTML Proficiency Examination, they are expected to complete PBDS 501 Introduction to Web Development with a grade of B or better before undertaking certain coursework; this course does not count toward the completion of the degree program.

## **DEGREE REQUIREMENTS**

Completion of the M.S. may be accomplished by successfully completing 30 credits and a project or thesis for 6 credits, for a total of 36 credits. No more than 6 credits with passing grades lower than B- can be applied to the degree.

### **Core Courses (18 credits)**

IDIA 612	Interaction and Interface Design (3)
IDIA 630	Information Architecture (3)
IDIA 640	Humans, Computers and Cognition (3)
IDIA 642	Research Methods (3)

### **Technical Course (3 credits)**

IDIA 618	Dynamic Websites (3)
IDIA 619	Interactive Multimedia (3)

### **Area Concentration (3 credits)**

IDIA 712	Advanced Interaction Design (3)
IDIA 730	Topics in Advanced Information Architecture (3)
IDIA 742	Topics in Advanced User Research (3)

### **Electives (12 credits)**

With the advice and consent of the program director, students complete four electives from the following focus areas:

- Interaction design
- Information architecture
- User research

### **Thesis/Project (6 credits)**

IDIA 799	Thesis/Project (3–6)
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## **GRADUATE CERTIFICATE IN DIGITAL MEDIA PRODUCTION**

[www.ubalt.edu/digitalmedia](http://www.ubalt.edu/digitalmedia)

Greg Walsh, program director

FACULTY: members of the Division of Science, Information Arts and Technologies

The 12-credit graduate Certificate in Digital Media Production is intended for professionals such as graphic designers, writers, editors and other communication specialists who want to acquire demonstrable competence in the techniques and concepts required for publishing in electronic media. Graduates will be prepared to develop, design, produce and manage a range of online and digital media publications.

Classes are offered evenings and weekends, and some courses are offered online.

### **ADMISSION STANDARDS**

For acceptance into the Certificate in Digital Media Production program, applicants are expected to have a bachelor's degree with a minimum cumulative grade-point average of 3.0 from a regionally accredited college or university.

*For detailed information about specific admission requirements, visit [www.ubalt.edu/digitalmedia](http://www.ubalt.edu/digitalmedia).*

### **PREREQUISITE**

Upon admission, if students have not passed the HTML Proficiency Examination, they are expected to complete PBDS 501 Introduction to Web Development with a grade of B or better before undertaking any other coursework; this course does not count toward the completion of the certificate program.

### **CERTIFICATE REQUIREMENTS**

Students must complete two required courses plus two electives, for a total of 12 credits.

#### **Required Courses (6 credits)**

IDIA 612	Interaction and Interface Design (3)
IDIA 616	Designing for Mobile Web (3)

#### **Electives (6 credits)**

*Students choose two courses from the following:*

IDIA 618	Dynamic Websites (3)
IDIA 619	Interactive Multimedia (3)
IDIA 750	Special Topics (3)
PBDS 639	Video Aesthetics and Technique (3)
PBDS 670	Motion Graphics for Interactive Media (3)

## **GRADUATE CERTIFICATE IN LIBRARY TECHNOLOGIES**

[www.ubalt.edu/librarytechnologies](http://www.ubalt.edu/librarytechnologies)

Lucy Holman, program director

FACULTY: Burclaff, Holman, Summers, Walsh

ADJUNCT FACULTY: Queen, Roberts

The University of Baltimore's 12-credit post-master's Certificate in Library Technologies focuses on the use of emerging technologies and on user-centered design in library settings to provide master's-level librarians with the knowledge and skills necessary to remain current and marketable in their profession. This certificate program is specifically designed for 21st-century librarians who seek interdisciplinary advanced training in such information-oriented disciplines as information architecture, user research and integrated design—allowing them to develop contemporary and intuitive user experiences for library patrons.

Classes are offered evenings and weekends, and some courses are offered online.

### **ADMISSION STANDARDS**

For acceptance into the Certificate in Library Technologies program, applicants are expected to have:

- A master's degree in library science or an equivalent master's degree from an American Library Association-accredited program at a regionally accredited college or university

Applicants who hold a bachelor's degree from a regionally accredited college or university but do not hold an appropriate master's degree may apply to the M.S. in Interaction Design and Information Architecture program or consider the graduate Certificate in Information Design. Applicants are encouraged to contact an adviser concerning the most appropriate path.

*For detailed information about specific admission requirements, visit [www.ubalt.edu/librarytechnologies](http://www.ubalt.edu/librarytechnologies).*

### **PREREQUISITE**

Upon admission, if students have not passed the HTML Proficiency Examination, they are expected to complete PBDS 660 Introduction to Web Development with a grade of B or better before undertaking any other coursework; this course does not count toward the completion of the certificate program.

### **CERTIFICATE REQUIREMENTS**

Students must complete two required courses plus two electives, for a total of 12 credits.

#### **Required Courses (6 credits)**

IDIA 612          Interaction and Interface Design (3)

IDIA 642          Research Methods (3)

#### **Electives (6 credits)**

*Students choose two courses from the following:*

IDIA 616          Designing for Mobile Web (3)

IDIA 619	Interactive Multimedia (3)
IDIA 622	Social Media for Organizations (3)
IDIA 630	Information Architecture (3)
IDIA 750	Special Topics (3)
INSS 784	Project Management (3) or PUAD 733 Managing Public-Sector Projects (3)
MKTG 742	Social, Nonprofit and Public-Sector Marketing (3)

## **GRADUATE CERTIFICATE IN USER EXPERIENCE (UX) DESIGN**

[www.ubalt.edu/userexperience](http://www.ubalt.edu/userexperience)

Greg Walsh, program director

FACULTY: members of the Division of Science, Information Arts and Technologies

This 12-credit graduate Certificate in User Experience (UX) Design is intended for communication or information professionals who want to acquire demonstrable competence in the techniques and concepts required for the emerging field of user experience design.

By including a range of disciplines, such as interaction design, user research, information architecture and related fields, the program prepares students to construct an online information space and to create a user experience that balances business goals, content collection and user needs.

Classes are offered evenings and weekends. The certificate can also be completed exclusively online.

### **ADMISSION STANDARDS**

For acceptance into the Certificate in User Experience (UX) Design program, applicants are expected to have a bachelor's degree with a minimum cumulative grade-point average of 3.0 from a regionally accredited college or university.

*For detailed information about specific admission requirements, visit*

[www.ubalt.edu/userexperience](http://www.ubalt.edu/userexperience).

### **PREREQUISITE**

Upon admission, if students have not passed the HTML Proficiency Examination, they are expected to complete PBDS 501 Introduction to Web Development with a grade of B or better before undertaking any other coursework; this course does not count toward the completion of the certificate program.

### **CERTIFICATE REQUIREMENTS**

Students must complete two required courses plus two electives, for a total of 12 credits.

#### **Required Courses (12 credits)**

IDIA 612	Interaction and Interface Design (3)
IDIA 630	Information Architecture (3)
IDIA 640	Humans, Computers and Cognition (3)
IDIA 642	Research Methods (3)

## **DOCTOR OF SCIENCE IN INFORMATION AND INTERACTION DESIGN**

[www.ubalt.edu/informationandinteraction](http://www.ubalt.edu/informationandinteraction)

Kathryn Summers, program director

FACULTY: Blodgett, Harper, Holman, Kohl, Oldenburg, Shrestha, Summers, Vincenti, Walsh

Drawing on a flexible array of disciplines and perspectives, the 48-credit D.S. in Information and Interaction Design program offers an engaged, critical approach to interactive media and information technology that encourages innovation and discovery. Through interdisciplinary courses in topics like cognitive psychology, library science, computer science, user research and interaction design, students become leaders, innovators and researchers in the fields of user experience design, interaction design and user research. This program is one of very few doctoral degree programs in the country that allows students to approach user experience design from both humanist and human-computer interaction perspectives, and with a strong balance between theory and practice.

Doctoral studies culminate in a major doctoral dissertation project with a significant impact on the field; students submit their projects for evaluation by a committee of faculty members and experts.

Classes are offered evenings and weekends, and some courses are offered in the summer for continuing students. Most courses are also offered online in a synchronous format that allows for live lecture, discussion and collaboration.

When students graduate from this program, they will be able to:

- Conduct well-designed quantitative and qualitative user research.
- Communicate research findings to academic and industry audiences.
- Evaluate the user research methods in studies performed by others.
- Develop information systems that meet the needs of a global and diverse audience, and that can accommodate change and growth.
- Develop new conceptual models and hypotheses of interaction design based on both existing interaction design knowledge and user-centered iterative design.
- Evaluate the social and cultural effects of information systems and their implementations.

### **ADMISSION STANDARDS**

For acceptance into the D.S. in Information and Interaction Design program, applicants are expected to have:

- A bachelor's degree from a regionally accredited college or university
- A master's degree in a related field (information systems, computer science, communication, business, instructional design, professional writing, applied psychology, video production, information design, graphic design, publications design, etc.) with a minimum cumulative grade-point average of 3.2 from a regionally accredited college or university

- Graduate Record Exam scores from the verbal, quantitative and analytical tests that are no more than five years old: If applicants have taken the MAT or the GMAT but not the GRE, those scores (no more than five years old) may be substituted.
- Potential for success in the program, as evidenced by a resume showing work or volunteer experience related to user experience design or user research (sometimes strong interest without experience can be sufficient)
- Evidence of intellectual preparedness to undertake doctoral study, as demonstrated in a sample essay from the applicant's prior academic work
- An annotated reading list of five books related to the fields of user research, user experience design or interaction design: The list should include a paragraph about each text, explaining both its general significance and its bearing on the applicant's plans for further study.

The program admits students once a year in the fall; applications are accepted on a rolling basis. Applications received prior to April 1 will be considered for research assistantships.

*For detailed information about specific admission requirements, visit [www.ubalt.edu/informationandinteraction](http://www.ubalt.edu/informationandinteraction).*

## **PREREQUISITES**

Students entering the D.S. in Information and Interaction Design program are expected to be prepared for advanced work in information or interface design, visual design, professional writing and research. Students with deficiencies in one or more of these areas may be required to take additional coursework beyond the 48 credits required for the degree.

As a prerequisite for the degree, if students have not passed the HTML Proficiency Examination, they are expected to complete PBDS 501 Introduction to Web Development with a grade of B or better; this course does not count toward the completion of the degree program.

## **DEGREE REQUIREMENTS**

As students move through the program, they will specialize in either user research or interaction design using their elective courses.

After completing 24 credits, students must take a qualifying examination containing both written and oral components. The examination is based on questions developed by the candidate in consultation with an examining committee.

Success is judged by three criteria:

- Intellectual fitness: Is the student prepared to undertake dissertation research and/or development?
- Conceptual framework: Is the student conversant with research, theory and commentary in professional or scholarly areas related to the proposed project? Does the project's design reflect an adequate grasp of knowledge in the field?
- Project design: Is the proposed doctoral project well-conceived? Is it practical? Will it make a demonstrable contribution to the student's profession, community or discipline?



In addition to coursework, students must submit a major dissertation project to be evaluated by a committee of faculty members and experts in relevant fields. The dissertation project must demonstrate the student's ability to do independent research and analysis. Although the project may reflect a primary emphasis on applications and problem-solving, it must include a well-developed, reflective written discussion that contains a survey of relevant research and an attempt to situate the work in its larger social or intellectual context.

With the approval of the program director, doctoral students may take up to 12 graduate credits through articulated programs at universities in the University System of Maryland or at other universities. These credits can satisfy particular degree requirements or be taken as electives.

### **Core Courses (24 credits)**

IDIA 612	Interaction and Interface Design (3)
IDIA 640	Humans, Computers and Cognition (3)
IDIA 642	Research Methods for Interaction Design (3)
APPL 631	Intermediate Statistics for the Behavioral Sciences (3)
IDIA 715	Managing UX Projects (3)
IDIA 810	Proseminar (3)
IDIA 842	Methods for User Research (3)

*One of the following four options:*

IDIA 616	Designing for Mobile Web (3)
IDIA 618	Dynamic Websites (3)
IDIA 619	Interactive Multimedia (3)
IDIA 602	Graphic Design Principles (3)

### **Electives (12 credits)**

*Select four courses from the following:*

IDIA 614	Sequential Visualization and Analysis (3)
IDIA 616	Designing for Mobile Web (3)
IDIA 618	Dynamic Websites (3)
IDIA 619	Interactive Multimedia (3)
IDIA 630	Information Architecture (3)
IDIA 712	Topics in Advanced Interaction Design (3)
IDIA 730	Topics in Advanced Information Architecture (3)
IDIA 742	Topics in User Research (3)
IDIA 750	Special Topics (3)
APPL 603	Learning and Cognition (3)

### **Dissertation Work (12 credits)**

IDIA 899	D.S. Project (1–6) (must be taken for a total of 12 credits)
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## Programs Offered by the Klein Family School of Communications Design

### **MASTER OF ARTS IN PUBLICATIONS DESIGN**

[www.ubalt.edu/publicationsdesign](http://www.ubalt.edu/publicationsdesign)

TJ O'Donnell, program director

FACULTY: Fioramonti, Fountain, Friskey, S. Gibson, Kopelke, O'Donnell, Pointer, Shorr, Simon, Weiss, Winik, Yarrison

WRITER IN RESIDENCE: Magida

ADJUNCT FACULTY: Patschke, Rhee

Combining theory and practice, the M.A. in Publications Design program integrates conceptual thinking, writing and design across multiple media. Founded in the late 1970s, the program anticipated the day when digital technologies would necessitate such an integrated approach. The evolving curriculum has consistently prepared students to adapt to rapid changes in the fields of design and communications.

The publications design faculty includes scholars, designers, multimedia specialists, literary and media critics, fiction and nonfiction writers, poets, filmmakers and videographers who, like the program itself, combine the intellectual, the academic and the worldly. In addition, adjunct professors from Baltimore's creative community share their expertise in advanced courses in writing, design and business practices.

Students in the program develop complementary skills in professional writing and design as they prepare to pursue careers in corporate or nonprofit settings, found publications, or establish their own businesses. Students who have not already worked in the field of media creation are encouraged to complete an internship.

Students can enhance their graduate learning experiences by participating in the workshops, short courses, lectures, seminars and other public events offered through the Klein Family School of Communications Design's Ampersand Institute for Words & Images. The institute's mission involves promoting dialogue about the present and future of publishing. These events bring together students, scholars and entrepreneurs from across the United States.

Classes are offered evenings and weekends, and some courses are offered in the summer. The program is also offered weekends at the Universities at Shady Grove in Rockville, Maryland.

### **UNCONDITIONAL ADMISSION STANDARDS**

For unconditional acceptance into the M.A. in Publications Design program, applicants are expected to have:

- A bachelor's degree with a minimum cumulative grade-point average of 3.0 from a regionally accredited college or university or a minimum cumulative grade-point average of 2.8 and a portfolio indicating high potential

- Potential for success in the program documented by a portfolio and evidenced by either a strong undergraduate background in professional writing, graphic design or digital media, or substantial professional experience

### **CONDITIONAL ADMISSION STANDARDS**

Applicants not meeting the requirements for unconditional admission may, with the approval of the program's admission committee, be accepted on a conditional basis.

Applicants lacking sufficient graphic design skills may be required to complete successfully PBDS 502 Introduction to Graphic Design Principles before being permitted to take any other design courses in the master's program.

This course must be completed within the first 6 credits taken. The course does not count toward the 36 credits required for the degree.

*For detailed information about specific admission requirements, visit [www.ubalt.edu/publicationsdesign](http://www.ubalt.edu/publicationsdesign).*

### **TRANSFER CREDITS**

A maximum of 9 relevant graduate credits may be transferred from another program or regionally accredited college or university toward this graduate degree, subject to the approval of the program director.

### **COURSE SEQUENCING**

Although there is considerable flexibility in the order in which students may take the required courses, courses involving graphic design generally have prerequisites.

PBDS 615 Typography I and PBDS 601 Words and Images: Creative Integration are prerequisites for all other design classes and should be taken within the first year in the program. Students must achieve a grade of B (3.0) or better in PBDS 601 to meet degree requirements.

PBDS 660 Introduction to Web Development is a prerequisite for all digital design and development courses in the program. It is also a prerequisite for most courses in the interaction design and information architecture program, in which many publications design students opt to take electives.

### **AWARDS**

Each spring, students enrolled in the capstone Seminar in Publications Design prepare projects that are judged by a jury of publications professionals. Awards are presented for creative excellence in both this course and in Portfolio.

Also, the annual Ampersand Award honors the graduating student who best exemplifies the spirit of the publications design program through exhibiting extraordinary achievement in the integration of words and images. This award is endowed by the Bobbye Gold Memorial Fund, established in memory of the wife of professor Ed Gold, and carries a cash award.

## **DEGREE REQUIREMENTS**

### **Foundation Courses**

One or all of these courses may be required based on an evaluation of the student's academic background and portfolio.

- PBDS 502      Introduction to Graphic Design Principles (3)  
*Cannot be counted toward the 36 credits required for the degree.*
- PBDS 503      Workshop in Written Communication (3)  
*Can count under certain circumstances toward the credits required for the degree.*

### **Required Courses (21 credits)**

- PBDS 601      Words and Images: Creative Integration (6)
- PBDS 610      Visual and Verbal Rhetoric (3)
- PBDS 615      Typography I (3)
- PBDS 660      Introduction to Web Development (3)
- PBDS 735      Portfolio (3)
- PBDS 740      Seminar in Publications Design (3)

### **Advanced Writing Course (3 credits)**

*Choose one course from the following:*

- PBDS 603      Editorial Style (3)
- PBDS 604      Writing for the Marketplace (3)
- PBDS 605      Public and Private Languages (3)
- PBDS 611      The Craft of Popularization (3)
- PBDS 691      Art of the Interview (3)
- PBDS 692      Writing for Digital Environments (3)

### **Electives (12 credits)**

Students may take, in addition to any offerings in the publications design program, any classes in the interaction design and information architecture program, and management courses at UB. They also may take courses in illustration, photography, graphic design or production offered for graduate credit in the day or evening programs of the Maryland Institute College of Art.

For a complete list of electives, visit [www.ubalt.edu/publicationsdesign](http://www.ubalt.edu/publicationsdesign).

## **MASTER OF FINE ARTS IN CREATIVE WRITING & PUBLISHING ARTS**

[www.ubalt.edu/creativewriting](http://www.ubalt.edu/creativewriting)

Kendra Kopelke, program director

FACULTY: Boyd, Delury, Kopelke, Matanle, Winik

ADJUNCT FACULTY: Jericho, Junot, Magruder, Purvis, Tofangchi

The 48-credit M.F.A. in Creative Writing & Publishing Arts program's curriculum emphasizes writing and publishing as part of an integrated process. The program embraces creativity and principles of craft, enabling students not only to create a substantial body of writing but also acquire the skills necessary to edit, design and produce literary publications. Students leave the program with a poetry, fiction or nonfiction manuscript they have written, designed and published. While providing an opportunity to create works of publishable quality, the program also prepares students for positions in the fields of publishing and teaching.

The faculty, including creative and professional writers, editors, designers, multimedia experts and scholars, are accomplished and versatile. Added to the program's core and adjunct faculty are visiting writers, editors and designers who offer readings, seminars, master classes and critiques of student work.

Students can enhance their graduate learning experiences by participating in the workshops, short courses, lectures, seminars and other public events offered through the Klein Family School of Communications Design's Ampersand Institute for Words & Images. The institute's mission involves promoting dialogue about the present and future of publishing. These events bring together students, scholars and entrepreneurs from across the United States.

Classes are offered evenings, and some courses are offered in the summer for continuing students.

### **ADMISSION STANDARDS**

For acceptance into the M.F.A. in Creative Writing & Publishing Arts program, applicants are expected to have:

- A bachelor's degree with a minimum cumulative grade-point average of 3.0 from a regionally accredited college or university
- Potential for success in the program, as evidenced by a submitted portfolio of no more than 10 poems or 15 to 20 pages of prose (fiction or literary nonfiction)

The program admits students once a year in the fall; the application deadline is the preceding Feb. 15. Students may still apply after the deadline as seats are available.

*For detailed information about specific admission requirements, visit [www.ubalt.edu/creativewriting](http://www.ubalt.edu/creativewriting).*

### **DEGREE REQUIREMENTS**

#### **Foundation Course (3 credits)**

CWPA 620 Creativity: Ways of Seeing (3)

### **Writing Workshops (6 credits)**

*Choose two 3-credit writing workshops<sup>1</sup> in the same genre:*

- CWPA 622 Fiction Workshop (3)
- CWPA 623 Poetry Workshop (3)
- CWPA 626 Literary Nonfiction Workshop (3)
- CWPA 627 Memoir Workshop (3)

<sup>1</sup> *Any of these courses may be repeated with a different instructor.*

### **Advanced Writing Workshop (3 credits)**

- CWPA 720 Advanced Writing Workshop (3)

### **Design (3 credits)**

- CWPA 651 Type and Design for Creative Writers (3)

### **Publishing Arts (6 credits)**

*Choose two of the following:*

- CWPA 780 Book Arts (3)
- CWPA 781 Electronic Publishing (3)
- CWPA 782 Creating the Journal (3)
- CWPA 783 Print Publishing (3)
- CWPA 753 Publishing Arts: Special Topics (3) (as appropriate)

### **Writing and Literature (6 credits)**

*Choose two of the following:*

- CWPA 786 Experimental Forms (3)
- CWPA 787 Seminar in Literature and Writing (3)
- CWPA 788 International Writing Workshop (3)
- CWPA 752 Creative Writing: Special Topics (3) (as appropriate)

### **Culminating Courses (9 credits)**

- CWPA 796 M.F.A. Thesis I (3)
- CWPA 797 M.F.A. Thesis II: Writing (3)
- CWPA 798 M.F.A. Thesis III: Design (3)

### **Electives (12 credits)**

Students select four electives (from among many in writing, design, literature, publishing, multimedia and technology).

## **MASTER OF FINE ARTS IN INTEGRATED DESIGN**

[www.ubalt.edu/integrateddesign](http://www.ubalt.edu/integrateddesign)

Amy Pointer, program director

FACULTY: Fioramonti, Fountain, Justice, Magida, O'Donnell, Pointer, Shorr, Simon, Winik

ADJUNCT FACULTY: Patschke, Rhee

The 60-credit M.F.A. in Integrated Design program is built on the premise that 21st-century design practitioners, writers and strategists must be fluent in the language and concepts applied throughout the field of design. This degree addresses a discipline that is continually changing and expanding, and the fluency gained leads to an ability to navigate through situations requiring both big-picture vision and detail-oriented realization.

Faculty members are accomplished and versatile with experience in the industry and education. Added to the program's core, adjunct and visiting professionals offer lectures, seminars, master classes and critiques of student work.

Students can enhance their graduate learning experiences by participating in the workshops, short courses, lectures, seminars and other public events offered through the Klein Family School of Communications Design's Ampersand Institute for Words & Images. The institute's mission involves promoting dialogue about the present and future of publishing. These events bring together students, scholars and entrepreneurs from across the United States.

Classes are offered evenings, and some courses are offered in the summer for continuing students.

### **ADMISSION STANDARDS**

For acceptance into the M.F.A. in Integrated Design program, applicants are expected to have:

- Potential for success in the program, as evidenced by a submitted portfolio that demonstrates skills and knowledge
- A bachelor's degree with a minimum cumulative grade-point average of 3.0 from a regionally accredited college or university
- A grade-point average of 3.25 in any M.F.A.-required courses already completed at UB, if applicable

The program admits students once a year in the fall.

*For detailed information about specific admission requirements, visit*

[www.ubalt.edu/integrateddesign](http://www.ubalt.edu/integrateddesign).

### **PREREQUISITES**

This program may require prerequisites if an admitted student is determined to need further development in a specific area. In addition, all entering students must pass the HTML Proficiency Exam or receive a B or better in PBDS 501 Introduction to Web Development.

## **DEGREE REQUIREMENTS**

### **Integrated Design (12 credits)**

DESN 615	Integrated Design Studio I: Principles (3)
DESN 616	Integrated Design Studio II: Typography (3)
DESN 617	Creative Concepts (3)
DESN 723	Theory of Visual Communication (3)

### **Advanced Writing Course (3 credits)**

*Choose one of the following:*

CWPA 628	Screenwriting (3)
PBDS 603	Editorial Style (3)
PBDS 604	Writing for the Marketplace (3)
PBDS 605	Public and Private Languages (3)
PBDS 610	Visual and Verbal Rhetoric (3)
PBDS 611	The Craft of Popularization (3)

### **Business Practices Course (3 credits)**

*Choose one of the following:*

PBDS 704	Copyright and Publishing (3)
PBDS 705	The Design/Business Link (3)

### **Practicum (3 credits)**

DESN 791	Practicum in Integrated Design (3)
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### **Capstone (9 credits)**

*M.F.A. candidacy is a requirement for these courses.*

DESN 793	Proseminar in Integrated Design (3)
PBDS 797	Integrated Design Thesis (6)

### **Electives (30 credits)**

Students work with an adviser to choose relevant courses to align with their goals.

## **M.F.A. CANDIDACY REQUIREMENTS**

To be candidates for the M.F.A., students must meet the following requirements:

- Competency in print, video and digital design, as demonstrated by portfolio reviews and an oral examination of the portfolios
- Completion of all coursework, except DESN 793 Proseminar in Integrated Design and DESN 797 Integrated Design Thesis
- Successful completion of a written competency examination demonstrating an understanding of the discipline based on a reading list received upon entry into the program
- A minimum 3.0 GPA



## **GRADUATE CERTIFICATE IN DIGITAL COMMUNICATION**

[www.ubalt.edu/digitalcommunication](http://www.ubalt.edu/digitalcommunication)

TJ O'Donnell, program director

FACULTY: Fioramonti, Fountain, Friskey, S. Gibson, O'Donnell, Pointer, Simon

ADJUNCT FACULTY: Patschke, Rhee

The 12-credit graduate Certificate in Digital Communication helps working communications professionals develop strategies to navigate an ongoing era of rapid change and construct effective messages that are appropriate to their chosen medium and audiences. The program helps develop skills in and knowledge of the spectrum of 21st-century communication tools to enhance flexibility and marketability.

Participants have the opportunity to augment their skills and widen their knowledge base, allowing them to negotiate the continuing transition to making full use of digital media. The certificate can be designed to fit each participant's needs. Students select three of the four necessary courses with the help of an adviser, allowing them to study the aspects of digital communication that are most relevant to them and to their careers.

Classes are offered primarily in the evenings.

### **ADMISSION STANDARDS**

For acceptance into the Certificate in Digital Communication program, applicants are expected to have:

- A bachelor's degree with a minimum cumulative grade-point average of 3.0 from a regionally accredited college or university
- Potential for success in the program, as evidenced by a submitted portfolio that demonstrates skills and knowledge, or by a resume that demonstrates evidence of work experience in the digital communication or digital design fields

*For detailed information about specific admission requirements, visit*

[www.ubalt.edu/digitalcommunication](http://www.ubalt.edu/digitalcommunication).

### **CERTIFICATE REQUIREMENTS**

Students must complete one required course plus three electives, for a total of 12 credits.

#### **Foundation Courses and Prerequisites**

Depending on the direction a student wishes to pursue in his or her course of study, the student may be required to take the following course, which will not count toward the certificate:

PBDS 502 Introduction to Graphic Design Principles (3)

Students must complete one required course plus three electives, for a total of 12 credits. Students are responsible for all prerequisites.

**Required Course (3 credits)**

*Choose one of the following:*

- PBDS 719      Design Thinking (3)
- PBDS 720      The Digital Economy (3)

**Electives (9 credits)**

*Choose three of the following:*

- PBDS 602      Introduction to Digital Video (3)
- PBDS 647      Information Design (3)
- PBDS 660      Introduction to Web Development (3)
- PBDS 661      Advanced Web Design (3)
- PBDS 662      Design for Digital Environments (3)
- PBDS 670      Motion Graphics for Interactive Media (3)
- PBDS 671      Motion Graphics for Film and Video (3)
- PBDS 692      Writing for Digital Environments (3)
- PBDS 720      The Digital Economy (3)
- DESN 617      Creative Concepts (3)
- IDIA 612      Interaction and Interface Design (3)
- IDIA 614      Sequential Visualization and Analysis (3)
- IDIA 630      Information Architecture (3)
- IDIA 642      Research Methods (3)

# POLICIES

## UNIVERSITY SYSTEM OF MARYLAND POLICY ON STUDENT CLASSIFICATION FOR ADMISSION AND TUITION PURPOSES

The policy on student residency classification for admission and tuition purposes is approved by the Board of Regents of the University System of Maryland. The current policy can be found at [www.usmd.edu/regents/bylaws/SectionVIII/VIII270.html](http://www.usmd.edu/regents/bylaws/SectionVIII/VIII270.html).

The University of Baltimore's current procedures for a change in residency status can be found at [www.ubalt.edu/residency](http://www.ubalt.edu/residency).

## UNIVERSITY SYSTEM OF MARYLAND POLICY ON GRADUATE STUDENT INTERINSTITUTIONAL REGISTRATION

The policy on graduate student interinstitutional registration is approved by the University System of Maryland Board of Regents. The current policy can be found at [www.usmd.edu/regents/bylaws/SectionIII/III241.html](http://www.usmd.edu/regents/bylaws/SectionIII/III241.html).

## UNIVERSITY OF BALTIMORE POLICIES

### Privacy

The University complies with the requirements of the Family Educational Rights and Privacy Act (FERPA), 34CFR Part 99, and of the Maryland Public Information Act, State Government Article 10-162. In compliance with these acts, the University will only release without a student's signature that information that is so designated as directory information. Directory information is defined as the student's name, hometown, major field of study, participation in officially recognized activities and sports, dates of attendance, degrees and awards received, and the most recent previous educational institution attended.

The Maryland Public Information Act requires the University to provide directories of its students upon request. Students who do not wish to have directory information released are required to submit that request by filing a Request to Withhold Directory Information form in the Office of Records and Registration prior to the start of each semester.

FERPA provides students with the opportunity to review information contained in their educational records. Offices where students' educational records are kept include the Office of Records and Registration and, in some cases as applicable, the Office of Financial Aid (including veterans' affairs), the Offices of Admission, the Office of Law Admissions and the offices of the academic deans. Students who wish to review their records may do so by making an appointment with the appropriate head of the office housing that record.

For additional information about student privacy, visit [www.ubalt.edu/ferpa](http://www.ubalt.edu/ferpa).

## **Nondiscrimination and Sexual Misconduct**

### Nondiscrimination Policy

The University of Baltimore (“UB” or “University”) does not discriminate on the basis of and prohibits discrimination against any member of the University community due to sex, gender, race, religion, age, disability, national origin, ethnicity, sexual orientation, gender identity or other legally protected characteristics in its policies, programs, activities or employment practices; this includes inquiries regarding Title IX of the Education Amendments of 1972 as amended (“Title IX”), Title VII of the Civil Rights Act of 1964 and Section 504 of the Rehabilitation Act of 1973. Inquiries or complaints regarding sexual misconduct and other gender-based discrimination, including pregnancy, sexual orientation and gender identity, should be directed immediately to the Title IX coordinator, Anita Harewood, vice president, Office of Government and Community Relations, Academic Center, room 336, phone: 410.837.4533, [T9@ubalt.edu](mailto:T9@ubalt.edu); to the dean of students, Office of Community Life, Academic Center, room 112, phone: 410.837.4755, [communitylife@ubalt.edu](mailto:communitylife@ubalt.edu); or to the assistant vice president, Office of Human Resources, Charles Royal Building, third floor, 410.837.5410, [mmaher@ubalt.edu](mailto:mmaher@ubalt.edu). Sexual misconduct and other gender-based discrimination reports will be handled under the following policy and procedures: <http://www.ubalt.edu/policies/administrative/II-7.1.pdf>.

Inquiries or complaints regarding other forms of discrimination such as complaints of discrimination on the basis of race, religion, age, disability, national origin, ethnicity, or other legally protected characteristics, should be directed immediately to the following offices: For inquires or complaints against students, contact the Office of Community Life, Academic Center, Room 112, 1420 N. Charles St., 410.837.4755, [communitylife@ubalt.edu](mailto:communitylife@ubalt.edu); for inquires or complaints against faculty or staff, contact the Office of Human Resources, 1319 N. Charles Street, Charles Royal Building, 3rd Floor, 410.837.5410.

### **Sexual Misconduct**

In accordance with Title IX, the University of Baltimore is committed to creating a university setting that is safe from sexual misconduct, including sexual and gender-based harassment, sexual violence, dating violence, domestic violence, sexual exploitation and sexual intimidation. The University actively seeks to prevent issues of sexual misconduct by educating and providing resources to raise awareness of these issues, and recognize, respond and provide support to those who have experienced sexual harassment and/or been the victim of a sexual offense. For complete information, please visit <http://www.ubalt.edu/about-ub/offices-and-services/government-and-community-relations/titleix.cfm>.

### **Accessibility to Students with Disabilities Policy**

It is the policy of the University of Baltimore to provide reasonable accommodations for students with disabilities. To provide academic adjustments, proper documentation is required and must be presented to the Center for Educational Access. This documentation is required whether the condition is permanent or temporary (broken leg, etc.).

A student’s documentation must be current and include a diagnosis, recommendations for reasonable and appropriate accommodations, and information regarding how the disability impacts the student in an educational setting. This documentation will be reviewed by Center for Educational Access staff for all students seeking accommodations. This includes undergraduate, graduate and law students. This documentation will be retained by the Center for Educational Access and is not part of the student’s

permanent academic record. These records will remain in the center's suite for the duration of the student's academic career and are kept confidential. After a period of seven inactive years, the documentation will be destroyed unless the student requests that it be returned.

### **Immunization and Health Record Policy**

The University of Baltimore does not have mandatory immunization requirements nor requires students to submit health records. However, the University strongly encourages all students and other members of the University community to work with their health care provider to be sure they are up to date on all appropriate immunizations, specifically:

- Measles-mumps-rubella
- Tetanus-diphtheria-pertussis
- Meningococcal (meningitis)

### **Drug and Alcohol Policy**

As a member of the University System of Maryland, the University of Baltimore complies fully with the Maryland Drug and Alcohol Abuse Control Plan.

Except where permitted by law, the use, possession, sale, distribution and condition of being under the influence of controlled or illegal substances while on University premises is strictly prohibited.

The use of alcoholic beverages is permitted only in designated areas on campus, provided that such use is in conformity with all applicable alcoholic beverage laws and with the specific University regulations as set forth in the University's Student Handbook, found online at [www.ubalt.edu/studenthandbook](http://www.ubalt.edu/studenthandbook).

Violations of laws and University regulations regarding the use of controlled/illegal substances and alcohol will be subject to prosecution through both civil authorities and the campus judicial system.

### **No-Smoking Policy**

Smoking can be hazardous to health for smokers and nonsmokers alike. It can contribute to heart attack, stroke, high blood pressure, emphysema and several forms of cancer. The University of Baltimore has taken positive steps toward providing for all employees and students a smoke-free environment in which smoking is prohibited within all University buildings. This no-smoking policy stresses compliance on the part of employees and students. While it is best to rely on common courtesy for colleagues and classmates to ensure the success of this policy, the University is prepared to enforce it with formal sanctions. Visitors who refuse to comply with this policy will be required to leave University premises.

### **Clery Policy**

The University of Baltimore, in compliance with the [Clery Act](#), requires all students applying for admission to the institution to answer a series of "yes/no" questions that help identify students who may pose a potential threat to the campus and its students if allowed to enroll. If students answer "yes" to any of these questions, they must provide further explanation regarding the situation. The dean of students is responsible for making all decisions related to these applications and to the procedures for

reviewing these applications. Providing false information on any of these questions may result in a student's expulsion from the University.

The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act requires that colleges and universities publish and distribute an annual security report. This report includes campus crime statistics for the previous three years, policy statements concerning crime reporting, access to campus facilities, enforcement and arrest authority of campus police, crime prevention, and procedures to be followed in sexual assault offenses. The act also provides for timely notice to the campus of crimes considered serious and continuous threats to safety, as well as emergency response procedures. Also, the act requires the maintenance of a public crime log of all reported crimes. You may view and download this document by visiting [www.ubalt.edu/ubpolice](http://www.ubalt.edu/ubpolice). You may also obtain a paper copy of the report at the UB Police Department, located in the Charles Royal Building, room 200.

### **Waiver of Tuition for Senior Citizens of the State of Maryland**

It is the policy of the University System of Maryland to extend special privileges, where practicable, to senior citizens who are residents of the state of Maryland and are enrolled in one of its institutions. The term "senior citizen" includes any individual who is 60 or older, who is retired, whose chief income is derived from retirement benefits and who is not employed full time.

Seniors receive, on a space-available basis, waivers of tuition for not more than three undergraduate or graduate (not law) courses per semester or term. These students are afforded all services available to regularly enrolled students, as they pay all other fees. Subject to certain conditions, privileges extended to seniors from other USM institutions include waiver of tuition for undergraduate and graduate courses, use of the libraries, and other privileges as determined by individual institutions.

Seniors at other USM institutions are afforded the following privileges at the University of Baltimore:

- The use of the libraries (subject to restrictions during examination periods)
- Admission to all nonticketed public lectures and performances
- Discount tickets (subject to restrictions) for events sponsored by the Center for Student Involvement
- Eligibility to join, for a fee, Campus Recreation and Wellness

### **Catalog Use and Information**

This 2016–17 University of Baltimore Graduate Catalog outlines the University's graduate policies and procedures that were in effect as of June 30, 2016. Subsequent changes to courses, programs, policies, procedures, faculty, staff and facilities policies and procedures may cause certain information in this catalog to become outdated. Hence, this catalog is not to be construed by the student as a contract, except in terms of the policy titled Catalog Under Which Students Graduate (as detailed in the [Academic Policies](#) section) and in terms of the student's compliance with all current policies and procedures of the University.

UB students are informed of changes or additions to academic and financial policies that may affect them through announcements by email or on appropriate University websites and, in some cases,

through mail correspondence or separately printed posters, bulletins, notices or other communication vehicles.

The University of Baltimore reserves the right to make policy and program changes as necessary. Students are urged to review all University-produced correspondence, class schedules, mailings, posters and other literature to keep fully informed.

# FACULTY AND ADMINISTRATION

Faculty member profiles, which include degrees earned and teaching and research interests, can be found in alphabetical order linked from the following websites:

- [Yale Gordon College of Arts and Sciences](#)
- [Merrick School of Business](#)
- [College of Public Affairs](#)
- [School of Law](#)

## University System of Maryland Board of Regents

The University of Baltimore is a constituent university of the University System of Maryland. The USM is governed by a Board of Regents, whose 17 members are appointed by the governor (<http://www.usmd.edu/regents/members/>). The chancellor of USM is Robert Caret.

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Ph.D., University of Georgia  
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B.S., Indiana University Bloomington

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