

# THE UNIVERSITY OF BALTIMORE

## Graduate Catalog

### 2022-2023



# TABLE OF CONTENTS

<a href="#"><u>Academic Calendars</u></a>	3
<a href="#"><u>About the University</u></a>	8
<a href="#"><u>Tuition and Fees</u></a>	19
<a href="#"><u>Admission</u></a>	20
<a href="#"><u>Academic Advising, Registration and Academic Policies</u></a>	31
<a href="#"><u>Academic Advising</u></a>	31
<a href="#"><u>Registration</u></a>	34
<a href="#"><u>Academic Policies</u></a>	36
<a href="#"><u>College of Public Affairs</u></a>	53
<a href="#"><u>Merrick School of Business</u></a>	96
<a href="#"><u>Yale Gordon College of Arts and Sciences</u></a>	125
<a href="#"><u>Additional State and UBalt Policies</u></a>	157
<a href="#"><u>Faculty and Administration</u></a>	165
<a href="#"><u>Course Descriptions</u></a>	167

**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 CALENDARS

## Fall 2022 Undergraduate and Graduate Academic Calendar

<b>Online Registration Begins via MyUBalt</b>		
<b>Date</b>	<b>Undergraduate</b>	<b>Graduate</b>
April 4	Fully online programs, international students and veterans	
April 5	100+ credits	24+ credits
April 6	75+ credits	15+ credits
April 7	60+ credits	6+ credits
April 8	All students	

<b>Academic Calendar</b>				
	<b>15-Week Term</b>	<b>10-Week Term</b>	<b>1<sup>st</sup> 7-Week Term</b>	<b>2<sup>nd</sup> 7-Week Term</b>
Session Dates	Aug. 29-Dec. 18	Sept 10-Nov. 18	Aug. 29-Oct. 17	Oct. 26-Dec. 16
Online registration open	April 4-Sept.6	April 4-Sept.19	April 4-Sept.6	April 4-Nov.2
Tuition due	July 20	July 20	July 20	July 20
Last day to drop with 100% refund	Aug. 28	Sept. 9	Aug. 28	Oct. 25
<i>If you do not pay or drop by this date you will be considered registered and held responsible for any charges (whether or not you attend classes).</i>				
Classes begin	Aug. 29	Sept. 10	Aug. 29	Oct. 26
<b>September 3-5: Labor Day Holiday</b>				
Late Add/Drop period	Aug. 29-Sept.6	Sept. 10-19	Aug. 29-Sept. 6	Oct. 26-Nov.2
Last day to drop without a "W"	Sept. 6	Sept. 19	Sept. 6	Nov. 2
<b>Sept. 6 Last day to apply for Fall 2022 graduation</b>				
Midterm grade rosters open	Oct. 6	N/A	N/A	N/A
Midterm grades due	Oct. 14	N/A	N/A	N/A
Last day to drop with a "W"	Nov. 4	Oct. 31	Sept. 27	Nov. 23
<b>Nov. 23: UBalt School of Law day classes only; no Undergraduate or Graduate classes meet Nov. 24-27; Closed for Thanksgiving Break</b>				
Last day of classes	Dec. 11	Nov. 18	Oct. 17	Dec. 16
Exams	Dec. 12-18	<i>Exams are given the last day of class.</i>		
Semester ends	Dec. 18	Nov. 18	Oct. 17	Dec. 16
Grade rosters open to faculty	Dec. 19	Nov. 19	Oct. 18	Dec. 17
Grades due	Jan. 4	Nov. 23	Oct. 22	Jan. 4

## Winter 2023 Undergraduate and Graduate Academic Calendar

Online Registration Begins via MyUBalt		
Date	Undergraduate	Graduate
Oct. 31	Fully online programs, international students and veterans	
Nov. 1	100+credits	24+ credits
Nov. 2	75 + credits	15+ credits
Nov. 3	60+ credits	6+ credits
Nov. 4	All Students	

Academic Calendar	
Session Dates	Jan. 3-20
Tuition Due	Nov. 22
Last day to drop and receive 100% refund	Jan. 2
<i>If you registered before this day and do not pay or drop by this date, you will be considered registered and held responsible for any charges for tuition and fees whether or not you attend classes.</i>	
Classes begin	Jan. 3
Late add and drop period	Jan. 3-4
Last day to drop without a "W" grade	Jan. 4
Last day to drop with a "W"	Jan. 13
<b>Jan. 16: University closed for Martin Luther King, Jr. Day; no classes meet.</b>	
Last day of classes	Jan. 20
Grade Rosters open to Faculty	Jan. 21
Grades due	Jan. 24

## Spring 2023 Undergraduate and Graduate Academic Calendar

<b>Online Registration Begins via MyUBalt</b>				
<b>Date</b>	<b>Undergraduate</b>	<b>Graduate</b>		
Oct. 31	Priority registration date for fully online programs, veterans and international students			
Nov. 1	100+ credits	24+ credits		
Nov. 2	75+ credits	15+ credits		
Nov. 3	60+ credits	6 + credits		
Nov. 4	All students			
<b>Academic Calendar</b>				
	<b>15-week term</b>	<b>10-week term</b>	<b>1<sup>st</sup> 7-week term</b>	<b>2<sup>nd</sup> 7-week term</b>
Session Dates	Jan. 30-May 21	Feb. 4-April 21	Jan. 30-March 17	March 27-May 12
Registration open via MyUBalt	Oct. 31- Feb. 6	Oct. 31-Feb. 10	Oct. 31-Feb. 6	Oct. 31-April 3
Tuition Due	Dec. 21	Dec. 21	Dec. 21	Dec. 21
Last day to drop for 100% refund	Jan. 29	Feb. 3	Jan. 29	March 26
<i>If you do not pay or drop by this date you will be considered registered and held responsible for any charges (whether or not you attend classes).</i>				
Classes begin	Jan. 30	Feb. 4	Jan. 30	March 27
Late add and drop	Jan. 30-Feb. 6	Feb. 4-10	Jan. 30-Feb. 6	March 27-April 3
<b>Feb. 1: Last day to apply for graduation.</b>				
Last day to drop without a "W"	Feb. 6	Feb. 10	Feb. 6	April 3
Midterm grade rosters open	March 8	N/A	N/A	N/A
Midterm grades due	March 15	N/A	N/A	N/A
<b>March 20-26: Spring Break no Undergraduate or Graduate classes.</b>				
Last day to drop with a "W"	April 10	March 19	Feb. 28	April 25
Last day of classes	May 11	April 21	March 17	May 12
Final Exams	May 15-21	<i>Exams are given the last day of class.</i>		
Session ends	May 21	April 21	March 17	May 12
Grade rosters open to faculty	May 20	April 22	March 18	May 13
Grades due	May 25	April 26	March 21	May 25
<b>Commencement Ceremony: TBD</b>				

## Summer 2023 Undergraduate and Graduate Academic Calendar

	First 5 Weeks	Second 5 Weeks	8-Week Session	10-Week Session
Session Dates	June 5-July 7	July 10-Aug. 11	June 5-July 30	June 3-Aug. 12
<b>Registration Begins:</b> <b>March 6: Fully online programs, veterans and international students.</b> <b>March 7: All other Undergraduate and Graduate Students.</b>				
Tuition Due	April 24	April 24	April 24	April 24
Last day to drop and receive 100% refund	June 4	July 9	June 4	June 2
<i>If you do not pay or drop by this date you will be considered registered and held responsible for any charges (whether or not you attend classes).</i>				
<b>May 29: University Closed for Memorial Day. June 19: University Closed for Juneteenth.</b>				
Classes begin	June 5	July 10	June 5	June 3
Late Add/Drop period	June 5-12	July 10-17	June 5-12	June 3-12
Last day to drop without a "W"	June 12	July 17	June 12	June 12
<b>June 12: Last day to apply for summer graduation.</b>				
Last day to drop with a "W"	June 26	July 31	July 12	July 17
<b>July 4: Independence Holiday: No Undergraduate or Graduate Classes.</b>				
Last day of classes	July 7	Aug. 11	July 30	Aug. 12
<b>Exams given the last day of class for all summer term classes.</b>				
Grade rosters open	July 8	Aug. 12	July 31	Aug. 13
Grades due	July 11	Aug. 15	Aug. 5	Aug. 19

**Additional Calendars:**

- [Refund and Reduction Calendar](#)
- [The University of Baltimore School of Law Academic Calendars](#)
- [The University of Baltimore Graduate and Undergraduate Calendar](#)

Dates are subject to change; please refer to the online Academic Calendar for current information.

\* Registration for currently serving members of any branch of the armed forces of the United States (including the National Guard and the military Reserves), veterans of any branch of the armed forces of the United States (including the National Guard and the military Reserves), online-only students, students attending the University on F-1 visas, undergraduates with 100+ credits and graduate students with 24+ credits opens three days prior to general online registration. Registration for undergraduates with 75+ credits and graduate students with 15+ credits opens two days prior to general online registration. Registration for undergraduates with 60+ credits and graduate students with 6+ credits opens the day before general online registration.

# 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 UBalt's 50th anniversary. UBalt 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. UBalt students graduate with a broad foundation of knowledge and are prepared to meet the rapidly changing conditions of today's work environment.

Nearly 50,000 alumni serve as testimony to the University's success in its educational endeavors. UBalt graduates are highly visible throughout the legal, industrial, corporate and civic communities, and their achievements have helped to 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 11-to-1 and a personalized system of student advising, UBalt programs emphasize one-on-one interaction and individual attention for both graduate and undergraduate students. Approximately 90 percent of the full-time core faculty hold terminal degrees (e.g., Ph.D., J.D., D.B.A., D.P.A., Sc.D., Ed.D.), and most full-time and adjunct faculty members are actively engaged in research and 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.

UBalt's Robert L. Bogomolny Library 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 to 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. UBalt is surrounded by a variety of noteworthy neighbors, including the Patricia and Arthur Modell Performing Arts Center at the Lyric and Joseph Meyerhoff Symphony Hall. Also convenient to the University are the Walters Art Museum, the Washington Monument, the France-Merrick Performing Arts Center, the Baltimore Museum of Art, several theaters, and an array of other cultural and historical attractions. 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 the midtown neighborhood of 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.



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, UBalt 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 UBalt 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

UBalt is also recognized by the Maryland Higher Education Commission (MHEC).

The Merrick School of Business is accredited by AACSB International—the Association to Advance Collegiate Schools of Business.

The Master of Public Administration degree is accredited by the Network of Schools of Public Policy, Affairs and Administration. The undergraduate B.S. in 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.

## **INFORMATION SECURITY**

The University takes the security of your information seriously and has resources dedicated for the protection of your data. These include technological controls and staff that are trained in information confidentiality, integrity and availability of electronic data, resources and communications. The University will keep your data for as long as it is necessary to fulfill the purpose for which it was collected. The University may also keep data if it is necessary to fulfilling a legal obligation or demonstrating compliance with an applicable statute or regulation. Some data are considered part of a student's permanent University and academic record, and as such, they will be securely maintained in perpetuity.

Access to the University's enterprise information and learning management systems are restricted to authorized users and approved purposes as limited by [The University of Baltimore Acceptable Use of Information Technology Resources](#). Violation of the policy will result in account deactivation.

Unauthorized access to this computer is in violation of Maryland Annotated Code, Criminal Law Article §§ 8-606 and 7-302, and the Computer Fraud and Abuse Act, 18 U.S.C. §§ 1030 et seq., and could result in criminal and civil penalties. Users of these systems expressly agree to the monitoring and recording of all

of their activities by The University of Baltimore. If such monitoring reveals possible evidence of criminal activity, system personnel may provide the evidence of such monitoring and recording to law enforcement officials. Users of these systems further acknowledge that all records, reports, email, software and other data generated by or residing upon this system are the property of The University of Baltimore (which is a constituent institution of the University System of Maryland and the entity of the state of Maryland) and may be used by The University of Baltimore for any purpose.

## **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 information about programs' facilities can be found on the UBalt website or by contacting the programs.

Additional University buildings and facilities include:

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

21 W. Mt. Royal Ave.

Web: [ubalt.edu/studentcenter](http://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, panoramic city views, The Hive campus store, student organization offices, and areas for group study, recreation and quiet contemplation. The University of Baltimore Student Center serves as a hub for the UBalt community and its guests to engage in social, cultural and educational pursuits.

### **Robert L. Bogomolny Library**

1420 Maryland Ave.

Tel: 410.837.4260

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

Web: [library.ubalt.edu](http://library.ubalt.edu)

The library serves the UBalt community through a variety of services and programs, including personalized reference consultations, tutoring, writing consultations, peer coaching and instruction in research strategies. UBalt students have access to more than 10 million books and government documents through the University System of Maryland, more than 40,000 e-journals and 20,000 e-books, and reciprocal borrowing privileges with other Baltimore-area libraries. The library also maintains archival collections, including print, audio and video primary resources; current DVDs; leisure reading materials; and a gaming collection.

The Bogomolny Library's website is the portal granting access of its numerous e-resources anytime, anywhere. 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 workstations, presentation practice rooms, game design and graphics lab space, and leisure reading areas.

## **DIRECTIONS, PARKING AND TRANSPORTATION**

### **Directions**

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

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

### **Parking**

Academic Center, Room 105  
1420 N. Charles St.  
Baltimore, MD 21201  
Tel: 410.837.5673  
Email: [parking@ubalt.edu](mailto:parking@ubalt.edu)  
Web: [ubalt.edu/parking](http://ubalt.edu/parking), [ubalt.edu/shuttle](http://ubalt.edu/shuttle)  
Hours: Monday-Thursday, 10 a.m.-5:30 p.m., Friday, 10 a.m.-2 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 of the transit options listed above for directions and for more information on parking (including maps) and mass transportation in the Baltimore area.

## **DIRECTORIES**

Information for contacting offices, staff and faculty can be found via the search tool at the top of the [UBalt home page](#).

## **ACADEMIC SUCCESS**

Robert L. Bogomolny Library  
Tel: 410.837.4260  
Email: [library@ubalt.edu](mailto:library@ubalt.edu)  
Web: [ubalt.edu/success](http://ubalt.edu/success)

Academic Success programs at the Bogomolny Library support students' goals by clarifying and reinforcing what students learn in the classroom, as well as enhancing specific skills (math, writing, study skills, etc.). Services include tutoring, academic coaching, writing consultations and workshops.

## **ADMISSION**

Office of Admission  
Academic Center, Room 117  
Tel: 410.837.4777, 1.877.APPLYUB (toll free)  
Fax: 410.837.4793  
Email: [gradadmission@ubalt.edu](mailto:gradadmission@ubalt.edu)  
Web: [ubalt.edu/admission](http://ubalt.edu/admission)

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

## **ALUMNI ASSOCIATION**

UBalt Foundation Building  
1130 N. Charles St.  
Tel: 410.837.6131  
Email: [alumni@ubalt.edu](mailto:alumni@ubalt.edu)  
Web: [ubalt.edu/alumni](http://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 not a dues-based organization, and every student receives a lifetime membership upon graduation.

## **CAMPUS CARD**

Office of Campus Card Operations  
Academic Center, Room 105  
Tel: 410.837.6573  
Email: [beecard@ubalt.edu](mailto:beecard@ubalt.edu)  
Web: [ubalt.edu/beecard](http://ubalt.edu/beecard)

The University of Baltimore Bee Card is a vital part of UBalt 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 UBalt campus.

## **CAREER AND INTERNSHIP CENTER**

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

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

## **CENTERS AND INSTITUTES**

Web: [ubalt.edu/about-ub/ub-centers.cfm](http://ubalt.edu/about-ub/ub-centers.cfm)

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, visit the [UBalt centers website](#).

## **COMPUTER LABS AND WIRELESS ACCESS**

Web: [ubalt.edu/ots](http://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 audiovisual support for campus events, smart classrooms, call center services, and administrative and academic applications.

For more information, including computer lab hours, visit the [UBalt Office of Technology Services website](#). A University of Baltimore network account is required to access lab computers and the wireless network, both of which are available throughout the campus.

## **OFFICE OF DISABILITY AND ACCESS SERVICES**

Academic Center, Room 111

Tel: 410.837.4755

Fax: 410.837.4932

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

Web: [ubalt.edu/das](http://ubalt.edu/das)

The Office of Disability and Access Services at The University of Baltimore works with students with various disabilities and some temporary impairments that substantially limit one or more major life activities. Office staff are 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 the office for a consultation.

### **Recording Accommodations for Students with Disabilities**

Under the American with Disabilities Act, The University of Baltimore is required to provide reasonable and appropriate accommodations for students who are determined to be eligible for them. The Office of

Disability and Access Services registers students for eligibility and can help students and faculty members ensure that appropriate accommodations are provided. Accommodations support students with disabilities both permanent and temporary.

With the approval of the Office of Disability and Access Services, faculty may be required, or students may opt, to record classes for the purposes of accommodating a disability. Faculty may opt to record classes for students who cannot attend or so that students who wish to review may have access to the full class content. All class recordings, audio or video, are for the sole use of that specific class instruction and study and may not be used or reproduced by students for any other purpose. Similarly, students may not capture images or chat text from a class without permission from the instructor for use specific to that class instruction and study, and such images may not be used or reproduced by students for any other purpose. Violating these directions is a conduct violation. All class recordings prepared by faculty for instructional use are protected by a UBalt login process based on where they are posted, and they are configured not to be downloaded. If a class is being recorded, students may mute their microphone if they do not consent to be audio recorded, but this may mean they need to find additional ways to participate in class discussion.

## **DIVERSITY AND INTERNATIONAL SERVICES**

UBalt Student Center, Room 302

Tel: 410.837.5744

Fax: 410.837.5039

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

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

The mission of the Office of Diversity and International Services (DIS) is to support students and celebrate diversity, internationalization and promotion of cross-cultural learning and meaningful experiences that recognize the diverse backgrounds of the UBalt community. DIS's programs and services empower all students to engage in dialogue, challenge prejudice and participate in educational activities that facilitate intercultural and cross-cultural learning and competences.

The office also provides advising and support to international students on F1 and other non-immigrant visas and to academic departments and administrative offices that wish to host J1 visiting scholars. The office provides study abroad advising, supports UBalt's international affiliations and partnerships, and conducts seminars on several international and global engagement topics. The office manages the University's non-immigrant student-visa and visiting scholar services and ensures institutional compliance with Federal regulations.

## **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: [ubalt.edu/financialaid](http://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. 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.

## **HENRY AND RUTH BLAUSTEIN ROSENBERG CENTER FOR STUDENT ENGAGEMENT AND INCLUSION**

UBalt Student Center, Room 002

Tel: 410.837.5417

Fax: 410.837.5431

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

Web: <https://www.ubalt.edu/campus-life/engagement/>

The Henry and Ruth Blaustein Rosenberg Center for Student Engagement and Inclusion offers a range of experiences for every UBalt student through student activities, student organizations, inclusion programs, and community engagement opportunities. The center supports a variety of student organizations, including the Student Government Association, the Student Events Board, and cultural, religious, academic and social organizations that each contribute to the UBalt community.

Through strategic partnerships, the center offers students intentional, community-based service opportunities to complement their academic experiences. The center also offers a number of inclusion programs to ensure all students feel valued and supported and are able to engage in active dialogue through conscious questioning and active listening. The center also oversees new student orientation and undergraduate and graduate commencement exercises. Through these offerings, students can get involved at UBalt, make new friends, gain valuable leadership skills and ensure a smooth college journey (all while having fun!).

## **HOUSING**

Web: <https://housing.ubalt.edu/>

While the University does not offer on-campus housing, there are many great housing options all around UBalt midtown. If you live near campus, you will not only be steps from classes but also close to your friends and all the conveniences and luxuries city life provides.

Buildings near campus that are home to large numbers of UBalt students include the Varsity, Fitzgerald at UBalt Midtown, Sutton Place, Queen Anne Belvedere and the Professional Arts Building. For more information, visit the [UBalt Housing website](#).

## **STUDENT ASSISTANCE PROGRAM**

Office of Student Support

Academic Center, Room 111 and 112

Tel: 410.837.4755

The University of Baltimore provides a Student Assistance Program (SAP). The program provides registered UBalt students with confidential access to professional counselors 24 hours a day, 365 days per year via phone, internet or in person. This means that all UBalt students—full time, part time, online, evening and weekend—can access support when needed.

In addition to personal counseling, licensed professionals are available to provide referrals, information and resources for a wide spectrum of matters, including family concerns, substance problems, legal and financial consultations, child care and elder care, among others. Students also have access to a variety of online resources, including helpful articles, online training programs and self-assessments on stress and health. In fact, these added benefits and services are available to registered UBalt students and their family members at no charge.

Students may access the SAP site directly through their [MyUB portal](#) page or by phone at 1.800.327.2251.

The Office of Student Support is also a good resource for information about self-care and wellness. Office staff are available to help students better navigate the SAP site, answer questions and take care of any concerns.

## **OFFICE OF STUDENT SUPPORT**

Academic Center, Room 111 and 112

Tel: 410.837.4755

Fax: 410.837.4169

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

Web: [ubalt.edu/studentsupport](http://ubalt.edu/studentsupport)

The Office of Student Support is committed to supporting UBalt students in the development of high standards of personal conduct, exploring positive decision-making strategies, practicing skills to constructively embrace challenges and overcome obstacles, and providing connections that influence success. The office is responsible for the student conduct process, disability and access services, mentorship, providing support to students facing difficult circumstances and helping students navigate University policy.

### **Student Code of Conduct**

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 conduct themselves in a manner consistent with the University's expectations as outlined in the [Student Rights and Responsibilities Guide](#). The University has established policies and procedures that apply to all undergraduate, graduate, professional and visiting students, as well as those who are not enrolled for a current term but have been a student with the University.

Alleged incidents that violate the Student Code of Conduct or other University policies will be taken seriously and addressed in accordance with the established procedures identified in the Student Code of Conduct. Students who are found to have violated these policies are subject to University sanctions. Review the [University's Student Code of Conduct](#) and other behavior policies online.



Students will be held accountable for their conduct at all times, including with regard to actions that may have occurred before or after classes began, between academic terms, during periods of suspension or dismissal, and during their entire enrollment period, even if actions are discovered after the student graduates. The University reserves the right to discipline students 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 Student Support and adjudicated in accordance with University procedures. The Office of Student Support is responsible for the oversight and facilitation of the adjudication process.

### **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, actively discouraging academic dishonesty and engaging in ongoing discussion 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 Academic Integrity Policy. Those who are found to have violated this policy are subject to University sanctions. Review the University's Academic Integrity Policy in the [UBalt Student Handbook](#).

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

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

The University of Baltimore offers 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 UBalt's programs at Shady Grove are taught by the same recognized UBalt faculty members who teach at the Baltimore campus, and students earn degrees granted by The University of Baltimore.

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

## **THE BOB PARSONS VETERANS CENTER**

UBalt Student Center, Room 303

Tel: 410.837.5909

Fax: 410.837.4313

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

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

The Bob Parsons Veterans Center is UBalt's hub for activities and services for military and veteran students and their families, offering programming that is targeted to military-affiliated students to enhance their academic and social experiences. The center offers a welcoming space including a computer lab, lounge, conference room and kitchenette for military-affiliated students to use for studying and socializing outside of class. A professional staff is on hand to answer questions related to students' military benefits or status, be an advocate for veteran students, and support the integration of the military-affiliated student into The University of Baltimore culture.

## THE UNIVERSITY OF BALTIMORE POLICE DEPARTMENT

Tel: 410.837.4444 - Non-Emergencies  
911                      Emergencies  
410.837.4444 - Lost and Found

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

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

Policing on the campus of The University of Baltimore is managed by the University of Maryland, Baltimore (UMB). UBalt maintains responsibility for campus security performed by unarmed, civilian security personnel known as the UBalt Safety and Security team. Uniformed officers from UMB—sworn, armed, and professionally trained and certified—are assigned to patrol the UBalt campus. At the same time, our Safety and Security staff provides building access and control, including office lockouts, welcome desk staffing, interior/exterior patrols, etc. UMB police and UBalt security staff are in regular and constant contact.

In the event of any emergency requiring police, fire or medical personnel on the UBalt campus, dial 911. You have two options for calling 911 when you are on campus: Dial 9-1-1 from any cellular device, or from your computer via Microsoft Teams. Your call will be routed simultaneously to both Baltimore's 911 operations and the UMB police. A dispatcher will respond and UMB officers, stationed at UBalt, will be on scene immediately.

Call 410.837.4444 for non-emergency service requests on the UBalt campus. You will reach the UBalt Safety and Security department. A UBalt Safety and Security team member will respond to your call and provide fast and appropriate assistance.

Day or night, through the week and the weekend, UMB officers assigned to the UBalt campus are patrolling our streets, buildings and gathering places. If you need assistance and an officer or security team member is nearby, ask for their help. If no uniformed officer or security staff member is nearby, call one of the numbers above, depending on the nature of your issue.

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 the department's [website](#).

# TUITION AND FEES

Office of the Bursar

Tel: 410.837.4848

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

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

## **Note for Students Receiving Veterans' Benefits**

The University of Baltimore is in full compliance with the Veterans Benefits and Transition Act of 2018. For students using either the Post-9/11 G.I. Bill (Chapter 33) or the Vocational Rehabilitation and Employment benefits (Chapter 31), as long as a certification is submitted through the school certifying official (SCO) for the appropriate academic term and the Department of Veterans Affairs (VA) is delayed in making tuition payment, these students will be exempt from the following:

1. Late fees relating to unpaid tuition covered by the VA
2. Holds that prevent enrollment in classes in subsequent academic terms
3. Denial of any school resources
4. Being required to secure additional funding to pay tuition (loans, financial aid)

Failure to properly certify through the SCO may result in the denial of any of the above exemptions. The SCO can be contacted at [veterans@ubalt.edu](mailto:veterans@ubalt.edu).

# ADMISSION

Office of Admission  
Academic Center, Room 117  
Tel: 410.837.4777, 1.877.APPLYUB (toll free)  
Fax: 410.837.4793  
Email: [gradadmission@ubalt.edu](mailto:gradadmission@ubalt.edu)  
Web: [ubalt.edu/admission](http://ubalt.edu/admission)

## 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 non-regionally accredited rabbinical colleges for which UBalt has 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 Office of Admission at The University of Baltimore adheres to the Statement of Principles of Good Practice: National Association for College Admission Counseling's code of ethics and professional practices. Specifically, to avoid conflicts of interest and the appearance of unethical behavior, admission staff are not compensated through commissions, bonuses or other incentive payments based on the number of students referred, recruited, admitted or enrolled, nor are they offered any reward or remuneration to influence admission, housing, scholarship, financial aid or enrollment decisions.

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

## MAILING ADDRESS

Please refer to the [UBalt Admission website](#) for the current address to use to mail all application supporting materials.

## 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 UBalt graduate online application with accompanying \$50 application fee. [Apply online](#).
- A Maryland in-state residency status form to be considered for in-state rates or a regional residency form to be considered for regional rates.
- An official transcript sent directly from all colleges or universities attended in the United States: The transcripts are required for all undergraduate and graduate work attempted. For students who attended The University of Baltimore, admission personnel will obtain the UBalt 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 one or more colleges or universities 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 current member of the National Association of Credential Evaluation Services (NACES). 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 any student for whom English is not their first language: Refer to the [English-language proficiency policy](#) below. Test of English as a Foreign Language 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 the [UBalt Admission website](#) 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 UBalt's online application, found at [ubalt.edu/admission/forms](http://ubalt.edu/admission/forms)
- a statement of interest/personal statement (may be required for some programs)
- interview (may be required for some programs)
- portfolio/writing sample (may be required for some programs)
- standardized test scores.

Official Graduate Record Examination (GRE) general test scores must be submitted by applicants to the master's program in applied psychology and the doctoral programs in public administration and in information and interaction design. GRE information may be obtained online from the [Educational Testing Service](#). 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., the Miller Analogies Test) may be done with the approval of the admission committee for the program.

GRE, GMAT and Law School Admission Test (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 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 Office of 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 or professional degree program at a time. The exception to this is students accepted to dual-degree programs (e.g., MBA/J.D., J.D./M.S. in Criminal Justice, J.D./Master of Public Administration [M.P.A.] and 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 [law.ubalt.edu](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. This remains true when a student is enrolled within a post-baccalaureate certificate that is contained entirely within a master's degree. The student must have been accepted to the master's program to take credits beyond those in the certificate, unless the dean or the dean's designee allows an exception while an application is being processed. Only courses that count toward a credential in which a student is currently enrolled are eligible for financial aid.

Students already admitted to a master's degree program may apply to complete a certificate within that degree; the application should be submitted as soon as possible and prior to completion of the courses in the certificate. Students in a master's program may not enroll in certificate courses that are not part of that master's program.

Students enrolled in a degree program in the Yale Gordon College of Arts and Sciences, the College of Public Affairs, or the Merrick School of Business may not apply to a certificate outside their degree program without the written approval of the appropriate deans and program directors (email may be used), and such exceptions would be allowed only if the certificate credits may also be applied to the degree program in which the student is enrolled.

International students seeking to study in the U.S. on an F-1 student visa are not eligible for admission to graduate certificate programs, unless the certificate is completed as part of a master's degree.

A certificate program may allow up to 3 credits to transfer to a certificate from another institution with a dean's approval, but certificates typically are expected to be completed entirely at the University. A student who is accepted in an accelerated bachelor's to master's program may transfer up to 9 graduate credits taken while an undergraduate into a post-baccalaureate certificate program.

## **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 applicants are admitted and then permitted to register before the receipt of the final official transcript from a prior institution, they must submit a final official transcript no later than 30 days after the beginning of their first semester as UBalt graduate students.

**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 UBalt, 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.

Students enrolled in accelerated bachelor's-master's programs must submit an application for the master's degree to make known their intent to complete the degree, but not all components of the application may be required; consult with the program director.

## **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.

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

- Doctor of Science in Information and Interaction Design (DSc): May 1
- Doctor of Public Administration (D.P.A.): April 1
- Master of Fine Arts in Integrated Design: Feb. 15
- Master of Fine Arts in Creative Writing & Publishing Arts: Feb. 15

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 Career and Internship Center (410.837.5440) 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 admission requirements and having strong credentials indicative of success in graduate study.

### **Conditional Admission**

A student who does not meet the minimum requirements for a program may be granted conditional admission. Conditions can range from the University's receipt of a transcript verifying a baccalaureate degree, to completing a specific set of courses, to achieving a certain GPA required by the end of the first semester. Individual conditions will be provided to each student, and unconditional admission may be granted upon satisfactory completion of all stated conditions. Students admitted conditionally who wish to receive federal financial aid should be aware that only credits that are part of the credential sought are eligible for aid; any courses that are required under a conditional admission but are not part of the credential are not eligible for federal aid. If the conditions are not met, the student is not thereafter eligible for federal aid.

An F-1 conditionally admitted student who would have to obtain certain grades in bachelor's-level prerequisites would not be eligible for a master's-level I-20 form and would first have to be admitted as an undergraduate student, then process a change of I-20 form once fully admitted into the master's program and able to enroll in master's-level courses full time.

## **APPEALS**

Appeals regarding an admission decision will be coordinated by the Office of 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 [online](#). To apply, students must submit a completed application, a \$35 nonrefundable application fee and their college transcript(s) to the Office of Records and Registration.

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* that 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 UBalt graduate program may not necessarily be accepted by another UBalt program. If a nondegree student wishes to be granted admission to a degree program, the student must meet the requirements for the program and submit a new application and application fee. Admission is not guaranteed, and all required materials must be submitted by the stated deadline. Coursework completed at UBalt 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.

F-1 international students are eligible for student assistant and graduate assistant contracts only. All off-campus employment is prohibited unless authorized through Diversity and International Services. Proof of financial support for obtaining a Form I-20 or DS-2019 cannot be contingent on or include funding from potential student employment.

## **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](#) and submit it to the Office of Records and Registration with a \$35 nonrefundable application fee.

## FOREIGN TRANSCRIPTS

The University of Baltimore does not evaluate foreign transcripts. Applicants who attended one or more colleges or universities 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 current 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 Admission.

- **Test of English as a Foreign Language (TOEFL):** A score of 550 or higher on the paper-based test or 79 or higher on the internet-based test is required for graduate admission. TOEFL information is available at [toefl.org](http://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 [ielts.org](http://ielts.org). An institutional school code is not required.
- **Duolingo:** A Duolingo score of 100 is accepted for undergraduate and graduate programs. An institutional reporting code is not required. More information is available at [englishtest.duolingo.com](http://englishtest.duolingo.com).

The English language test score may be waived if:

- first-time undergraduate applicants have completed three or more years of study at a U.S. high school
- transfer applicants have completed 56 or more transferable credits, including a grade of 'C' or higher in English composition, at an accredited college or university in the United States
- the student has been awarded a degree from the United States, United Kingdom, Anglophone Africa, Anglophone Canada, Ireland, Australia, New Zealand or the British Commonwealth Caribbean prior to enrolling.

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 courses.

## INTERNATIONAL STUDENTS

The University of Baltimore welcomes applications from qualified international students. The Office of Admission provides visa assistance to prospective, admitted and enrolled international students. The Form I-20 (Certificate of Eligibility for Nonimmigrant F-1 Student Visa Status) is issued to those applicants who meet all academic, financial support requirements for admission to a full-time degree program. Students holding F-1 status must maintain a full-time course of study each term during the fall and spring semesters.

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.

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:

- a graduate application form
- an application fee (nonrefundable)
- official transcripts sent directly by each college or university previously attended in the United States
- an independent, course-by-course evaluation report of all foreign transcripts by a U.S. credential evaluation service, if applicable (see [Foreign Transcripts](#) section): The transcripts must be evaluated by a current 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 Nonimmigrant 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 application documents may be submitted via mail to:

The Office of Admission  
1420 N. Charles St.  
Baltimore, MD 21201-5779  
Tel: 410.837.4777 (or toll-free in the United States at 1.877.APPLYUB)  
Tax: 410.837.4793  
Email: [admission@ubalt.edu](mailto:admission@ubalt.edu)  
Web: [ubalt.edu/admission](http://ubalt.edu/admission)

The Office of Admission provides visa assistance to prospective, admitted and enrolled international students. The I-20 Request Form (Certificate of Eligibility for Nonimmigrant 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 and financial support requirements for admission to a full-time degree program. Students holding F-1 and J-1 enrolled in master's or certificate programs must maintain a full course of study with a minimum of 9 credit hours each term during the fall and spring semesters. Students holding F-1 and J-1 enrolled in doctoral programs must maintain a full course of study with a minimum of 6 credit hours each term during the fall and spring semesters.

For more information and to obtain the appropriate forms, contact the Office of Admission at 410.837.4777 (or toll-free in the United States at 1.877.APPLYUB) or [admission@ubalt.edu](mailto:admission@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 consecutive fall or spring semester. A request for deferment must be made in writing to the Office of Admission. (An email to [admission@ubalt.edu](mailto:admission@ubalt.edu) is acceptable.) This office will provide confirmation when the deferment has been processed.

F-1 international students who are transferring an active Student and Exchange Visitor Information System record to UBalt from another Student and Exchange Visitor Program-approved school in the U.S. cannot defer admission due to visa constraints. Students should consult with Diversity and International Services about any plans to defer enrollment outside of five months from their previous I-20 program end date.

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 a 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 during the application process. 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 application to the second program selected.

## **READMISSION**

Students who have not enrolled for more than two consecutive semesters, excluding summer and winter sessions, 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 UBalt. 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 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 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 will be chosen based on GPA, and they do not have to submit an application for the merit-based scholarships. All other scholarships and deadlines will be posted on the [Office of Financial Aid website](#). This office can also provide information on other financial aid sources for graduate students.

F-1 international students are eligible for student assistant and graduate assistant contracts only. All off-campus employment is prohibited unless authorized through Diversity and International Services. Proof of financial support for obtaining a Form I-20 or DS-2019 cannot be contingent on or include funding from potential student employment.

### **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 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 the [UBalt Student Employment Program website](#).

## 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 academic program. Students should check the program description on the college's website and with their program director, as the program may have different requirements.
- 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.
- Students must include with the transfer credit request a copy of the course catalog 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 to be transferred. Generally, approval will be given for courses that are not offered by The University of Baltimore during the period of the student's attendance. 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.
- 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.
- For information about transferring credit from one UBalt graduate program to another, please refer to the section on [Change of Graduate Program](#) in the [Academic Policies](#) section of this catalog.
- For information about taking a course outside the degree program, see the [Academic Policies](#) section of this catalog. Courses that do not count toward a degree are not eligible for federal financial aid.

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.

## CREDIT FOR PRIOR LEARNING

The University of Baltimore's College of Public Affairs, Merrick School of Business, and Yale Gordon College of Arts and Sciences will consider awarding credit for prior learning through demonstrated completion of an approved industry credential or certification. Academic programs determine which courses, if any, may be eligible for prior learning credit. Students should consult with the academic program director, department chair or associate dean if any credits are allowed. No more than 6 credits

may be awarded for all forms of prior learning, and prior learning credits may not be applied to the last 12 credits of the degree. Post-baccalaureate and post-master's certificate programs will not accept prior learning credit.

## **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 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 online at [usmd.edu/regents/bylaws/SectionVIII/VIII270.html](http://usmd.edu/regents/bylaws/SectionVIII/VIII270.html).

The University of Baltimore's current policies for non-Maryland students who qualify for in-state tuition and for procedures for a change in residency status can be found at [ubalt.edu/residency](http://ubalt.edu/residency).

Immigrant and nonimmigrant students residing in the U.S. who wish to be considered for in-state residency 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. Immigration status is not a factor in evaluating an applicant's eligibility for admission.

## **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. International students are required to make an appointment with Diversity and International Services before withdrawing from any course during the regular semester as it may affect their F-1/J-1 visa status.

A criminal conviction may prevent employment and/or licensure in certain professions. Students who have criminal convictions are responsible for understanding the requirements of their chosen major, graduate course of study, occupation for which their education program is intended and/or any certificate programs they begin. Catalogs and the UBalt website provide information on program requirements, and students may speak with advisers and program directors for clarification. Further, state licensing board websites may post criteria for licensing eligibility and may provide further details about career requirements.

## 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 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 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 College of Public Affairs Advising Center, 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
- certificate students
- 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 academic advisers will assist students 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 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 are responsible for reviewing carefully the requirements for their chosen degree program and seeking clarification from a program director or adviser if necessary.

## REGISTRATION

Office of Records and Registration

Tel: 410.837.4825

Fax: 410.837.4820

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

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

## SCHEDULE OF CLASSES

The schedule of classes, posted in the MyUB portal at [ubalt.edu/records](http://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. Registration throughout the registration period can be accomplished using MyUB, the University's online information and registration system.

Students should be aware that they must withdraw from class(es) they do not wish to attend. 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 [ubalt.edu/bursar](http://ubalt.edu/bursar).

## REGISTRATION

MyUB-only registration allows students the opportunity to register for the next semester when the largest array of course sections is open. This option gives students the greatest flexibility in scheduling their classes. During MyUB-only registration, students are restricted to registering online using the MyUB portal. The MyUB-only registration period usually extends for one week. After that, students may register using the MyUB portal or in person.

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.

During registration, students submit class schedules and have the course selection confirmed. The student will receive a class schedule and a statement of fees at the end of the registration period. The registration will be completed if payment is made in full, payment arrangements have been made, the student has enough financial aid to cover the full balance, the student has enough financial aid to cover half of the full balance, and has on file in the Office of the Bursar a signed and approved deferred payment form, or the student has submitted an approved third-party contract by the specified payment deadline.

Students who register and do not withdraw may be held responsible for tuition and fees even if they never attend class.

In the event of a canceled class, students will be notified at the time of the cancellation via their The University of Baltimore student email addresses. Canceled classes are automatically dropped from

student schedules and may affect full-time/part-time classification, which in turn may affect financial aid awards.

## **LATE REGISTRATION, ADD/DROP**

Late registration and final schedule adjustments are allowed during the first week of the 15-week 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 seven days of the semester. A student dropping a course after the seven-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. Notably, a student will be dropped from a class roster if the student does not participate in the class by the drop/add deadline. Participation is defined by the faculty member for the class delivery mode. If there is an emergency that prevents a student from participating in an online class or in a face-to-face class during the first week of class, the student should contact the professor and the Office of Records and Registration before the schedule adjustment period ends to discuss whether the student may be retained in the course or added after the class has started. Once the schedule adjustment period ends, however, the student remains on the course roll unless the student takes action to withdraw.

Students should be aware that they must withdraw from class(es) they do not wish to attend. 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 [ubalt.edu/bursar](http://ubalt.edu/bursar).

## **TRANSCRIPTS**

The transcript is the official record of a student's academic program. It is released only upon written authorization of the student or by an authorized directive from the judicial system. Students who have unpaid balances may have holds placed on their records, which prevent the release of transcripts and/or diplomas. More information on transcript requests can be found [here](#).

# ACADEMIC POLICIES

Office of Records and Registration

Tel: 410.837.4825

Fax: 410.837.4820

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

Web: [ubalt.edu/records](http://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. Additionally, F-1 international students who deviate from program requirements may not be eligible for any program extensions (time added to I-20) in the event that they are unable to graduate by the program end date listed on their I-20.

## 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, a student withdraws officially from a course during the first week of classes (or a different schedule adjustment period for short terms), the student's name will not appear on the grade roster, nor will the transcript show the course.

All grades for students who have actively participated in classes are given solely on the basis of an instructor's judgment of a student's scholarly attainment.

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

*During spring 2020 semester in response to the Covid-19 emergency, students were given the opportunity to select alternate grading for some classes. Alternate grading included grades of CR, CRD (undergraduate only), and NC.*

### 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 fails a credit-by-examination challenge course; or when the student fails a course taken at The University of Baltimore as pass/fail.

**\*\*FA:** Failure due to absences—given if the instructor determines the student was verified as enrolled in the course but has insufficient attendance to pass the course. Insufficient attendance means the student stops attending/participating and misses 20 percent or more of a course (unexcused) or fails to meet a more restrictive policy set forth by the instructor in the course syllabus. Students are expected to participate in every class meeting and regularly participate, regardless of delivery method (online, face-to-face, hybrid).

**\*\*\*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
NR	0	No Grade Recorded
CRD	0	Credit Earned with a Grade of D

**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. For an I to be given, a petition form, signed by the student, the instructor and the appropriate dean, must be filed with the registrar before term grades are due. When the student completes the assignment, the faculty member assesses the work and submits a change of grade form 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 have an I grade removed within 60 calendar days after the last day of the student's last semester; otherwise, the student's graduation application will be withdrawn, 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—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 or 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. *CR/NC grades were also made available for students during the spring 2020 semester in response to the Covid-19 emergency.*

**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.

**NR:** No grade recorded—a temporary grade assigned by an administrator when a final grade has not or cannot be posted by the faculty member.

**CRD:** Credit earned with a grade of D (undergraduate only)—set up during the COVID-19 emergency; credit earned with this grade will calculate into the total credit needed for a credential, but it may not satisfy some programs/majors, General Education and graduation requirements.

## 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 [UBalt Student Handbook](#).

## SATISFACTORY AND UNSATISFACTORY PROGRESS

*These policies are used for determining satisfactory academic progress. Review the [Financial Assistance](#) section of this catalog to determine the standards of 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. Students are making satisfactory academic progress toward completion of their 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 UBalt. 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 six 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 student who has been conditionally admitted to a program and fails to achieve satisfactory academic progress after the first semester is completed and/or after at least 3 credits are attempted will be suspended, unless the program requires dismissal.
- 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 UBalt.

- 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, in either order), 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.
- If a student is suspended for a second time for a deficient GPA, the student is academically dismissed. Academic dismissal is from the program. (The student may not reapply for admission.)
- Individual programs, divisions, schools or colleges may have more restrictive policies regarding probation, suspension and dismissal. It is the students' responsibility to be aware of the policies of the program in which they are enrolled.
- A dean may elect to grant clemency one time to a student who has been academically dismissed. Clemency is granted only when a student demonstrates that extraordinary circumstances interfered with the student's ability to achieve satisfactory academic programs. If a student is granted clemency, the dean may request that the Office of Records not include the grades of up to 9 credits in the student's GPA. If the student has already used the repeat/replace the one time that it is allowed, then only a maximum of 6 credits may be removed from the GPA and become eligible for repeating. Relevant readmission and reinstatement policies apply.
- F-1 international students who have been suspended from a degree program should make an appointment with Diversity and International Services to discuss how suspension affects their visa status in the U.S.

## **DROP FOR NONATTENDANCE BY DROP/ADD DATE**

Students are expected to participate in a class by the drop/add deadline. If they do not, the faculty member has the ability to indicate in the electronic class roster that the student never attended.

Participation is defined by the faculty member for the class delivery mode. If there is an emergency that prevents a student from participating in an online or face-to-face class during the first week of class, the student should contact the professor and the Office of Records and Registration before the schedule adjustment period ends to discuss whether the student may be retained in the course or added after the class has started.



Being dropped below full-time for nonattendance will significantly affect an F-1 international student's visa status and ability to remain in the U.S. In addition to contacting the professor of the course and the Office of Records and Registration, an F-1 international student who has been dropped due to nonattendance should contact Diversity and International Services to discuss next steps for visa status.

Being dropped for nonattendance may also impact financial aid eligibility.

## **WITHDRAWAL POLICIES AND PROCEDURES**

A student wishing to withdraw from a course must do so online using MyUB. Students should always confirm the completion of their withdrawal by reviewing their schedule after submitting the withdrawal or by contacting the Office of Records and Registration. 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. No credit or tuition refund will be made unless such an official notice is submitted. The computation of any credit or refund is made from the date the formal notice of withdrawal is submitted to the Office of Records and Registration, not from the date the student stopped attending any class(es).

Students receiving any form of financial aid 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 **current and future** semesters.

Except students studying in either an F-1 or J-1 visa category, any student may withdraw from a course through the withdrawal deadline published in the academic calendar for that 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. 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.

In cases where a student seeks withdrawal from one or more courses due to extenuating circumstances, academic deans are strongly encouraged to connect the student with the Clinical Case Manager in the Office of Student Support. The Clinical Case Manager will collaborate with the student to identify resources, make referrals to other university services, and develop an appropriate plan for future success. If a student has circumstances that prompt the student to withdraw from all courses in a given term, the student should not only communicate with the Office of Financial Aid, but also meet with an academic advisor and the Office of Student Support to develop a plan for future reentry and success. Tuition Appeals are for students who are requesting a refund, credit, or balance waiver of their tuition charges due to extenuating circumstances that occurred during a given term. All grades received and recorded on the student's transcript will not be affected by this process and will remain as part of the student's academic record. For more information about tuition appeals, students should contact the Office of the Bursar.

The University does not cancel a student's registration for nonpayment. If a student decides not to attend, the student must withdraw online using the MyUB portal. Students should be sure to check their schedule

after withdrawing to determine if the withdrawal was processed as requested. 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 a makeup examination is given is up to the discretion of the individual faculty member.

## **ATTENDANCE**

Students are expected to attend classes regularly and to participate regularly, regardless of delivery method (online, face-to-face, hybrid). 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 failing grade.

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 FA. A student who stops attending/participating and misses 20 percent or more of a course (unexcused) or who fails to meet more a restrictive policy set forth by the instructor in the course syllabus will receive an 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 UBalt 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 had 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 their professor(s) and/or the Office of Student Support 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 number 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. Students are responsible for working with their professor(s) 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. 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 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 a death certificate
- a program from funeral/services
- a 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 is working with an external partner to provide a complete SAP to assist students and provide counseling services if so desired by the student. For more information about SAP counseling and mental health services, please visit [ubalt.edu/studentassistance](http://ubalt.edu/studentassistance).

## **SECOND MASTER'S DEGREE**

A student may pursue a second master's degree at the University after having earned the first. Students who are [continuously enrolled](#) may transfer up to 12 credit hours from the first degree to the second degree under the following conditions:

- Courses transferred must have been successfully completed with a grade of B (3.0) or better.
- Students may not transfer credits that have previously been applied to an accelerated bachelor's-master's degree program or that have been applied to both a postbaccalaureate certificate and a master's degree.
- Two versions of the same degree may not be earned (for example, two MBAs with different concentrations or an M.A. and M.F.A. in integrated design).
- The dean's office of the college/school offering the second master's must approve which, if any, credits may be used for the second master's.

Continuous enrollment is defined here by the University policy in the graduate catalog. In addition, the dean of the college/school offering the second master's degree may choose to allow a student who has been on military deployment or on a formal leave of absence (for medical reasons or other reasons) to transfer up to 12 credits.

In all cases, student should consult the catalog for program-specific requirements and constraints. Students who are not continuously enrolled may transfer up to 9 credits into a second master's under the same constraints, and these credits must all be approved by the program director/chair and dean. Provisions of this policy do not apply to the transfer of credits to doctoral programs.

## **CHANGE OF GRADUATE PROGRAM**

Students in one UBalt graduate program may apply, through the Office of Admission, to enter another UBalt graduate program. The admission fee will be waived. If the student is unconditionally accepted, the

program director and dean (or dean's designee) 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 program, the program director or adviser may accept a maximum of 24 credits only if transferred from The University of Baltimore's M.A. in Integrated Design program. For graduate programs in the Merrick School of Business, the chair or dean may accept a maximum of 24 credits only if transferred from another graduate program within the Merrick School of Business.

In all cases of students moving from one graduate program to another, 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.

Students in good academic standing (see the [Satisfactory and Unsatisfactory Progress](#) section of this catalog) 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 Merrick School of Business program to another Merrick School of Business program must complete a change of program/specialization form, available in the Office of Records and Registration. The student presents that form to the graduate program adviser in the Merrick School of Business, who will review the student's qualifications and, when appropriate, approve the change and sign that form. 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 that are not already in the student's official file.

**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.

## **ENROLLMENT IN COURSES OUTSIDE THE DEGREE**

Students who wish to take courses not designated as part of the degree to which they have been admitted must have the written permission of the adviser, program director or dean's designee to enroll in such courses for degree credit. (Email may be used.) Financial aid may not be applied to courses outside the degree program in which a student is enrolled.

## **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 and fails to complete a repeat course form, the grade achieved in the original course and 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.) Students should consult with financial aid to determine if repeating a course that was already passed satisfactorily is eligible for aid.

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 processed as a second attempt will be counted one time only at The University of Baltimore to satisfy UBalt 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 and winter) 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 a period of time without jeopardizing continuous enrollment status. If the student has not enrolled in two major semesters (fall-spring or spring-fall) and then fails to register for at least one course in the next full semester, then the student is no longer continuously enrolled. After the

schedule adjustment period for the last session of the semester, the student's enrollment will be discontinued.

If a student feels that it is necessary to be absent for more than this allowed amount of time, 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's enrollment has been discontinued for failure to maintain continuous enrollment, 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 the [Catalog Under Which Students Graduate](#) 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.

### **International Students**

Students studying on an F-1 or J-1 visa should consult with the Diversity and International Services before taking a leave of absence. Visa requirements stipulate that a student engage in continuous study while in the U.S unless eligible for a reduced course load, which must be authorized by a designated school official and printed on the student's I-20 document before withdrawing from courses.

## **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 degree or certificate program 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 more than two consecutive semesters (excluding summer and winter sessions) 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 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.
- If a student’s program of study is suspended by the University (beginning a review of up to three years before it is discontinued), currently enrolled students must be given the opportunity to satisfy degree requirements of the original, unexpired catalog as mandated by Code of Maryland Regulations [13B.02.03.03](#).

## **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 graduation 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.

## **REUSE OF CREDITS**

Up to 12 semester credit hours earned by a student at UBalt may be applied for up to three distinct UBalt credentials. Permission of a program director and/or a dean may be required, and continuous enrollment may also be required. For example, a student takes three graduate courses as part of an accelerated bachelor's to master's program and then also seeks to earn a postbaccalaureate certificate that consists of courses contained within the master's degree being pursued. That student, with approvals, may be able to use those 9 credit hours for a B.S., M.S. and a postbaccalaureate certificate.

## **COURSE LOAD**

### **Full-Time Status**

A full-time student is a master's or certificate candidate who is carrying a minimum of 9 credit hours per semester. A student wishing to carry a credit load of more than 9 credit hours may do so with the written permission of the dean. Full-time doctoral students must carry a minimum of 6 credit hours per semester.

### **Half-Time Status**

A half-time student is a master's or certificate candidate who is carrying between 6 and 8 credit hours per semester. Half-time doctoral students must carry a minimum of 3 credit hours per semester.

### **Less Than Half-Time Status**

A less than half-time student is a master's or certificate candidate who is carrying fewer than 6 credit hours per semester. Doctoral students are classified as less than half-time if they carry fewer than three credit hours per semester.

## **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 the Robert L. Bogomolny (RLB) 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 library. The library requires one bound copy of the text of any dissertation and pays for binding this volume; the student is required to pay for binding one copy for the academic program and may purchase additional copies for personal use. In addition to submitting a print copy to RLB Library, electronic copies 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, and also on the [library's webpage for thesis/dissertation submissions](#).

In addition to the submission to the library as 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. 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 library has an account with ProQuest/UMI that allows students to submit their dissertation or thesis for free. Further instructions for submission may be found at [proquest.com/products-services/dissertations/submitting-dissertation-proquest.html](http://proquest.com/products-services/dissertations/submitting-dissertation-proquest.html) or <http://library.ubalt.edu/services/thesis-submission.cfm>. Students may also opt to copyright their work—in which case, they will pay a fee to ProQuest/UMI directly.

The submissions to RLB 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 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 the RLB 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 the RLB 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. The library requires one bound copy of the text of any thesis or final project and pays for binding this volume; the student is required to pay for binding one copy for the academic program and may purchase additional copies for personal use. In addition to submitting a print copy to the RLB Library, electronic copies in an appropriate format must be submitted to the library and the program. For some theses or final projects, external storage media (such as DVDs, USB flash drives, etc.) containing electronic records or actual creative products can also be submitted to the library and the program. Details of these required submissions may be obtained from the appropriate program director, and also on the [library's webpage for thesis/dissertation submissions](#).

Master's students may opt to submit an electronic copy of their thesis to ProQuest/UMI Dissertation Publishing. 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. For more information, visit <http://library.ubalt.edu/services/thesis-submission.cfm>. The library has an account with ProQuest/UMI that allows students to submit their thesis for free. Students may also opt to copyright their work—in which case, they will pay a fee to ProQuest/UMI directly.

## **ACCELERATED BACHELOR'S-MASTER'S PROGRAMS**

Some graduate programs at the University provide accelerated pathways for exceptional undergraduate students of recognized academic ability and educational maturity. To qualify for an accelerated pathway at UBalt, students must have an undergraduate grade point average of at least 3.5, with at least 15 credits earned at UBalt, and be admissible to the graduate program to which they are applying for the accelerated option. The undergraduate GPA is calculated using all graded collegiate credits attempted at UBalt and other institutions over the past five years. At least 15 credits must be upper-division credits (300-level or above). Individual programs may require a certain number of credits to be upper-division credits in the major and for those credits to achieve a certain grade point average. Students should apply for the accelerated option prior to beginning the last 30 credits of their bachelor's degree so that if accepted, they may attempt the graduate credits during the last 30 credits of that degree. Students may not apply before they have successfully completed at least 75 credits, and the grade point average for

acceptance will not be calculated until at least 87 credits have been completed. Students interested in an accelerated option should consult with an adviser as soon as possible.

Students admitted to the accelerated option may earn up to 9 graduate credits within the last 30 credits of the bachelor's degree that may be applied to both the student's bachelor's and master's degrees if the student remains continuously enrolled. The program generally requires or advises that specific courses be taken for the 9 credits. The student must maintain a 3.5 grade point average in undergraduate courses and earn at least a 3.0 in the graduate courses to remain in the pathway. Programs may opt not to accept course credits toward the graduate degree if the student did not earn at least a 3.0 in the course.

University of Baltimore students in an accelerated pathway pay undergraduate tuition rates for the graduate courses that are completed prior to completion of the bachelor's degree. (Students from other institutions who participate in an articulated bachelor's/master's accelerated program will pay the tuition rate identified in the articulation agreement.) Permission of the undergraduate and graduate program directors and of the assistant dean of the college where the program is located will be required as part of admission to the accelerated pathway.

Students should be aware that graduate courses applied to both undergraduate and graduate degrees at the University may not transfer as graduate credits to another institution.

Unless otherwise indicated, students in accelerated tracks still apply to the graduate program prior to graduation; programs might waive some requirements (e.g., GMAT).

## **ELECTIVE GRADUATE CREDITS**

In certain programs, and only on a case-by-case basis, the undergraduate and graduate program directors may allow students with at least a 3.2 grade point average to take up to 6 graduate credits as elective undergraduate credits. These special permissions are not part of accelerated programs, and the credits may count only for undergraduate credit. Undergraduate tuition is charged.

## **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.

# COLLEGE OF PUBLIC AFFAIRS

Roger E. Hartley, dean

Laura Wilson-Gentry, associate dean

Megan Manley, assistant dean for advising, enrollment and student success  
vacant, academic program coordinator

Racquel Barnes, academic program coordinator

Tylis Cooper, academic program coordinator

Francisco Ruiz, coordinator of operations and academic student services, Universities at Shady Grove  
[ubalt.edu/cpa](http://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 by helping public, nonprofit, health care and third-sector organizations, and by 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 UBalt'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 35 years, the center has provided opportunities for faculty members and students to engage in applied learning and research, positively impacting Maryland's public sector.

In addition to the Schaefer Center for Public Policy, the college also houses The Center for Drug Policy and Prevention (CDPP). The CDPP brings together policy experts, advocates and scholars dedicated to scientific research and best practices for stopping the proliferation of drugs and violence in our communities. The center focuses on applied research initiatives to reduce drug trafficking, money laundering, firearms trafficking, drug-related violence, and gang activity, and pursues strategies to advance a public-health approach to resolving the core problem of addiction.

## **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 public and nonprofit organizations.

### **School of Criminal Justice**

Debra Stanley, executive director and program director, post-baccalaureate certificate  
in Trauma-Informed

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

Ioan Marginean, program director, B.S. in Forensic Studies, Certificate in Forensic  
Document Analysis and Certificate in Crime Scene Investigation

Melvin de la Cruz, program director, B.S. in Cyber Forensics

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

Frank Xu, program director, M.S. in Forensic Science—Cyber Investigations (Baltimore campus)

Nima Zahadat, program director, M.S. in Forensic Science—Cyber Investigations  
(Universities at Shady Grove)

Patrick Hughes, program director, Public Safety Leadership Certificate

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 criminal justice and forensic studies, certificates in crime scene investigation and forensic document analysis, and public safety leadership and graduate programs leading to degrees in criminal justice, and forensic science—cyber investigations. The School of Criminal Justice also offers a graduate Trauma-Informed Certificate. In collaboration with the UBalt School of Law, the school offers a dual-degree J.D./M.S. in Criminal Justice. 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, M.S. in Health Administration

Alan Weisman, program director, B.S. in Health 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—into managing health care and human services in the public, private and nonprofit sectors. The school offers undergraduate programs in health management and human

services administration. An accelerated bachelor's/master's option is also offered in both fields. The school offers graduate programs in health administration and human services administration, as well as a postbaccalaureate Certificate in Health Systems Management.

### **School of Public and International Affairs**

Ivan Sascha Sheehan, executive director

Lorenda Naylor, program director, B.A. in Policy, Politics and International Affairs

Joseph Adler, program director, M.P.A.

Al Gourrier, program director, M.S. in Nonprofit Management and Social Entrepreneurship

Rae Tan, program director, M.S. in Negotiations and Conflict Management

Jennica Larrison, M.A. in Global Affairs and Human Security

Aaron Wachhaus, program director, 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 an undergraduate program leading to a degree in policy, politics, and international affairs. It also offers graduate programs leading to master's degrees 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, as well as a doctoral degree in public administration and both an M.P.A./J.D. or M.S. in Negotiations and Conflict Management/J.D. offered in collaboration with the UBalt School of Law.

### **SCHAEFER CENTER FOR PUBLIC POLICY**

Ann Cotten, director

As the preeminent 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 work force 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 the [Schaefer Center website](#).

### **CENTER FOR DRUG POLICY AND PREVENTION**

Thomas H. Carr, executive director

Jeff Beeson, first deputy director and chief of staff

Funded entirely through external grants, the CDDP focuses its efforts on Maryland, the District of Columbia, Virginia, and West Virginia, and includes the Washington/Baltimore High Intensity Drug Trafficking Areas (HIDTA) program. The HIDTA program—which is strongly aligned with the mission of the College of Public Affairs—is a federal grant program administered by the White House Office of National Drug Control Policy that provides resources to assist federal, state, local, and tribal agencies in coordinating activities that address drug trafficking in specifically designated areas of the United States.

## **STUDENTS**

The approximately 1000 students enrolled in the College of Public Affairs represent about 38 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 UBalt's 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 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, the Academic Center, and the Learning Commons. The college shares The University of Baltimore's Robert L. Bogomolny Library and the Office of Technology Services 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—Cyber Investigations (M.S.)
- Global Affairs and Human Security (M.A.)
- Health Systems Administration
- Human Services Administration (M.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./M.P.A.
- J.D./M.S. in Negotiations and Conflict Management

#### **Graduate Certificate Programs**

- Certificate in Health Systems Management
- Trauma-Informed Certificate
- Public Safety Leadership 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 administration, and public administration, while D.P.A. students can select specializations focusing on criminal justice, global affairs and human security, 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 UBalt 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.

## **ACCELERATED BACHELOR'S/MASTER'S OPTION**

Undergraduate students of recognized academic ability and educational maturity may fulfill the combined requirements of the college's bachelor's and master's degrees via a variety of accelerated bachelor's/master's options. This is different from applying to enroll in graduate courses as part of the undergraduate degree, as described above.

This accelerated option requires a minimum of 141 credits to complete both degrees, depending on the requirements of individual programs. A maximum of 9 graduate credits, completed at the undergraduate level, may be applied simultaneously to the requirements for the bachelor's and master's degrees. In some cases, students may cross disciplines. Those interested should discuss their proposals with the appropriate program directors.

To qualify for an accelerated pathway at UBalt, students must have an undergraduate grade point average of at least 3.5, with at least 15 credits earned at UBalt, and be admissible to the graduate program to which they are applying for the accelerated option. The undergraduate GPA is calculated using all graded collegiate credits attempted at UBalt and other institutions over the past five years. At least 15 credits must be upper-division credits (300-level or above). Individual programs may require a certain number of credits to be upper-division credits in the major and for those credits to achieve a certain grade point average. Students should apply for the accelerated option prior to beginning the last 30 credits of their bachelor's degree so that if accepted, they may attempt the graduate credits during the last 30 credits of that degree. Students may not apply before they have successfully completed at least 75 credits, and the grade point average for acceptance will not be calculated until at least 87 credits have been completed. Students interested in an accelerated option should consult with an adviser as soon as possible.

To take advantage of the option, students need to submit an application, available on the UBalt website, for an accelerated bachelor's/master's program. The application has signature areas for the approval of the appropriate dean and the graduate and undergraduate program directors. Students must elect to take advantage of the option prior to beginning the last 30 credits of their undergraduate degree.

Students taking advantage of this accelerated option may register for up to 9 credits of graduate coursework during the last 30 hours of their undergraduate degree. The undergraduate and graduate program directors will select the appropriate graduate courses for each student upon election of the option. These courses may not include independent study or research, individual research, directed study, thesis, internship or practicum courses. Changes in the program of study require approval of both the undergraduate and graduate program directors.

Students must be in continuous enrollment at The University of Baltimore for this agreement to remain in effect. They must also maintain a 3.5 undergraduate GPA and at least a 3.0 graduate GPA. 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 may not transfer as graduate credits to another institution.

In addition to electing the accelerated bachelor's/master's option, a separate application for admission to the graduate program (including payment of applicable fees) must be completed during the final semester of the bachelor's degree program. Admission to the graduate program must be effective the first regular semester after completing the credits required for the bachelor's degree so that there is no break in studies.

## **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. (Courses not approved to count for degree credit are not eligible for federal financial aid. Prerequisites at the undergraduate level are not eligible for federal financial aid for a graduate program.) 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**

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

Heather L. Pfeifer, program director

FACULTY: Cantora, Hughes, Pfeifer, Ross, Seabrook, Stanley, Wasileski, Wright

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 UBalt 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 33-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 [ubalt.edu/criminaljustice](http://ubalt.edu/criminaljustice).

## **DEGREE REQUIREMENTS**

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

- **Plan I:** Successful completion of 27 credits and a 6-credit thesis, for a total of 33 credits.

- **Plan II:** Successful completion of 30 credits and a 3-credit capstone experience, for a total of 33 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, justice leadership, and victimology and victim services. No more than 6 credits with passing grades lower than B- can be applied to the degree.

**Core Courses (18 credits)**

CRJU 600	Ethics in Criminal Justice (3)
CRJU 601	Crime and Policy Development (3)
CRJU 604	Research Analysis for Criminal Justice (3)
CRJU 620	Management and Supervision in Criminal Justice (3)
CRJU 708	Leadership Development in Criminal Justice (3)
CRJU 710	Advanced Criminology (3)

**Specialization Requirements (9 credits)**

*Choose one from the following:*

CRJU 606	Contemporary Court Issues (3)
CRJU 611	Contemporary Issues in Corrections (3)
CRJU 631	Contemporary Issues in Policing (3)
CRJU 635	Contemporary Issues in Juvenile Justice (3)
CRJU 702	Contemporary Issues for Victims of Crime (3)
CRJU 718	Leadership in Public Safety Organizations (3)

*Choose two more courses related to your specialization.*

**Internship (3 credits)**

CRJU 605	Graduate Internship (to be completed in agency/organization related to specialization)
----------	--

**Note:** 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)
<i>or</i>	
CRJU 799	Thesis (6)

**Note:** If students opt to complete thesis, they are exempt from internship.

**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 CRJU 604 and CRJU 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.

## **PUBLIC SAFETY LEADERSHIP CERTIFICATE**

Patrick Hughes, program director

This certificate program is intended for professionals in public safety and criminal justice organizations and agencies, and for those employed or seeking employment in the field. People from federal, state and local governmental public safety agencies who desire to advance their competencies in leadership and management are ideal candidates for this program. Successful completion of this program will provide foundations for students interested in leadership roles in:

- law enforcement
- corrections
- parole and/or probation
- victim services
- emergency and disaster recovery
- fire and emergency services
- homeland security
- military
- private and corporate security
- other related agencies.

Leadership is not simply the actions of a person; effective leadership begins with an understanding of where and how change has an impact. The program examines the process of leadership systemically, organizationally and individually. Designed to model the process of leadership, the Public Safety Leadership Certificate program develops students' organizational leadership knowledge and skills. It is delivered in an online format available 24/7 that is flexible for the nontraditional academic schedules and needs of working professionals in this field.

## PROGRAM REQUIREMENTS

The Public Safety Leadership Certificate requires the successful completion of four required 3-credit graduate courses:

CRJU 676	Systems and Applications in Criminal Justice (3)
CJRU 708	Leadership Development in Criminal Justice (3)
CRJU 718	Leadership in Public Safety Organizations (3)
CRJU 722	Strategic and Crisis Management (3)

**Note:** The four courses (12 credits) in this certificate would count toward and accelerate completion of the 33-credit M.S. in criminal justice (leadership track).

## ADMISSION STANDARDS

The admission standards will be consistent with other UBalt graduate-level programs in requiring a minimum undergraduate GPA of 3.0. Students with a GPA of less than 3.0 may be granted conditional admission and may be required to complete undergraduate coursework that is necessary to be successful in this program.

## JURIS DOCTOR/MASTER OF SCIENCE IN CRIMINAL JUSTICE

Heather L. Pfeifer, program director

Dionne Koller, 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 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 [law.ubalt.edu/apply](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 Admission (410.837.4777, [admission@ubalt.edu](mailto:admission@ubalt.edu)). For a list of other required materials, visit [ubalt.edu/criminaljustice](http://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. (Undergraduate credits or other credits that are not part of the degree requirements are not eligible for federal financial aid.) 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 [ubalt.edu/criminaljustice](http://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 course.

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)
<i>or</i>	
LAW 612	Introduction to Lawyering Skills/Civil Procedure I (6) <sup>1</sup>
LAW 601	Civil Procedure II (3)
LAW 602	Contracts I (3)
<i>or</i>	
LAW 611	Introduction to Lawyering Skills/Contracts I (6) <sup>1</sup>
LAW 603	Contracts II (3)
LAW 604	Criminal Law (3)
<i>or</i>	
LAW 614	Introduction to Lawyering Skills/Criminal Law (6) <sup>1</sup>
LAW 607	Property (4)
LAW 608	Torts (4)
<i>or</i>	
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 600	Ethics in Criminal Justice (3)
CRJU 601	Crime and Policy Analysis (3)
CRJU 604	Research Analysis for Criminal Justice (3)
CRJU 620	Management and Supervision in Criminal Justice (3)
CRJU 708	Leadership Development in Criminal Justice (3)
CRJU 710	Advanced Criminology (3)

**Internship (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)
<b>or</b>	
CRJU 799	Thesis (6)

**Note:** If students opt for thesis, they are exempt from internship.

### **Electives (3)**

The number of electives will vary from one to three depending on whether the student is waived from fieldwork.

Total Credits: 108

LAW Credits: 78

CRJU Credits: 30

## **MASTER OF SCIENCE IN FORENSIC SCIENCE– CYBER INVESTIGATIONS**

[ubalt.edu/cyberinvestigations](http://ubalt.edu/cyberinvestigations)

Frank Xu, program director (Baltimore campus)

Nima Zahadat, program director (Universities at Shady Grove)

FACULTY: De la Cruz, Tumosa, Xu, Yuan, Zahadat

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–Cyber Investigations 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–Cyber Investigations 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–Cyber Investigations 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 [ubalt.edu/cyberinvestigations](http://ubalt.edu/cyberinvestigations).

## **DEGREE REQUIREMENTS**

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

CYFI 601	Legal Issues in High-Technology Crime (3)
CYFI 605	Information Retrieval: Paper and Electronic (3)
CYFI 610	Identifying Organizational Liabilities and Crime (3)
CYFI 620	Forensic Investigative Techniques I (3)
CYFI 625	Information Systems, Threats, Attacks and Defense Strategies (3)
CYFI 630	Security Analysis and Introduction to Cryptography (3)
CYFI 700	Mobile Forensics (3)
CYFI 720	Forensic Investigative Techniques II (3)
CYFI 725	Computer and Digital Forensics (3)
CYFI 7500	Capstone Course (3)

## **TRAUMA-INFORMED CERTIFICATE**

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

Debra Stanley, program director

FACULTY: Pfeifer, Stanley, Wasileski

ADJUNCT FACULTY: Chase, McGregor, Witman

The postbaccalaureate Trauma-Informed Certificate is designed specifically for professionals who are or plan to be working in the criminal justice field. The certificate is intended to provide students with the fundamental understanding of trauma and the tools for making appropriate referrals for treatment of people 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 postbaccalaureate 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.

## **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

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

Bridal Pearson, program director, University of Baltimore

John Hudgins, program director, Coppin State University

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

ADJUNCT: Walker (UBalt)

The M.S. in Human Services Administration program is a collaborative effort between UBalt and Coppin State University (CSU), 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, family counseling, 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 [ubalt.edu/humanservices](http://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—UBalt or CSU—as indicated.

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

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

#### **Planning and Evaluation**

- HSAD 610 Strategies for Human Services Program Planning (3) (UBalt)
- 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) (UBalt)

### **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—UBalt 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 (UBalt)**

HSMG 630 The Legal Environment of Health Care Management (3)  
HSMG 766 Human Resources Management and Organizational Behavior for Health Administrators (3)  
MGMT 765 Management of Health Care Organizations and Professionals (3)  
HSMG 750 Healthcare Delivery Systems (3)  
HSMG 753 Policy Issues in Health Care (3)  
HSMG 755 Quality Management and Performance Improvement for Health Administrators (3)  
HSMG 757 Capstone: Strategic Management and Operations for Health Administrators (3)

### **Negotiations and Conflict Management (UBalt)**

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—UBalt or CSU—as indicated:

### **Internship Option**

HSAD 695 Field Practicum I: Human Services Administration (3) (UBalt)

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) (UBalt)

## **MASTER OF SCIENCE IN HEALTH ADMINISTRATION**

[ubalt.edu/healthadministration](http://ubalt.edu/healthadministration)

Tina Di Franco, program director

FACULTY: Di Franco, Kang, Lyles, Molinari, Shenoy, Weisman

The M.S. in Health Administration 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 36- to 39-credit curriculum addresses the various content areas recommended by the Association of University Programs in Health Administration.

Classes are offered Saturdays during the day at both the main campus location and at the Universities at Shady Grove 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. Health 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
- 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 [ubalt.edu/healthadministration](http://ubalt.edu/healthadministration).

### **DEGREE REQUIREMENTS**



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 750	Healthcare Delivery Systems (3)
HSMG 753	Policy Issues in Health Care (3)
HSMG 755	Quality Management and Performance Improvement for Health Administrators (3)
HSMG 757	Capstone: Strategic Management and Operations for Health Administrators (3)
HSMG 766	Human Resources Management and Organizational Behavior for Health Administrators (3)

### **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)

*Choose 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 (9 credits)**

HSMG 695	Health Care Management Information Systems (3)
HSMG 697	Health Insurance and Prepaid Health Care (3)
HSMG 699	Health Finance and Economics (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**

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

Tina DiFranco, program director

FACULTY: DiFranco, Kang, Lyles, Molinari, Shenoy

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.

Health services managers plan, organize, direct and coordinate medical and health services in a variety of settings in the public and private sectors. The Certificate in Health Systems Management seeks to address the need for new health services managers and professionals in the work force 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 and Economics (3)

HSMG 750      Healthcare Delivery Systems

Additional 3-credit HSMG course approved by program director

# **PROGRAMS OFFERED BY THE SCHOOL OF PUBLIC AND INTERNATIONAL AFFAIRS**

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

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

Jennica Larrison, program director

FACULTY:., Havewala, Haynes, Larrison, Lyles, Molinari, Ross, Sheehan, Stanley, Tan, Wyatt-Nichol

The 36-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 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 [ubalt.edu/globalaffairs](http://ubalt.edu/globalaffairs).

## **DEGREE REQUIREMENTS**

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

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

### **Core Courses (18 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>

<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 510      International Migration and Human Security (3)  
GAHS 605      International Political Economy and Development

HSMG 766 Human Resources Management and Organizational Behavior for Health Administrators (3)  
PUAD 709 Individual Research (3)  
Other courses as approved by the program director

**Culminating Courses (6 credits)**

GAHS 740 Global Affairs and Human Security Capstone (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**

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

Rae Tan, program director

FACULTY:, Sheehan, Tan

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

The 36-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:** Composed of a series of advanced perspective courses and electives that deepen students' appreciation of the impact of the contextual setting on the nature, 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:** 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 online with some courses 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 [ubalt.edu/negotiations](http://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 (6 credits)

Students complete two elective courses consistent with academic and professional goals within the CNCM program or allied disciplines (as approved by CNCM program director or program adviser).

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

CNCM 790	Internship (3)
----------	----------------

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**

[ubalt.edu/conflictmanagementjointdegree](http://ubalt.edu/conflictmanagementjointdegree)

Rae Tan, program director

Dionne Koller, associate dean, School of Law

The University of Baltimore School of Law offers students the opportunity to earn a J.D. and M.S. in Negotiations and Conflict Management 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 [law.ubalt.edu/apply](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 Admission (410.837.4777, [admission@ubalt.edu](mailto:admission@ubalt.edu)). For a list of required materials, visit [ubalt.edu/negotiations](http://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 [ubalt.edu/negotiations](http://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)
<i>or</i>	
LAW 612	Introduction to Lawyering Skills/Civil Procedure I (6) <sup>1</sup>
LAW 601	Civil Procedure II (3)
LAW 602	Contracts I (3)
<i>or</i>	
LAW 611	Introduction to Lawyering Skills/Contracts I (6) <sup>1</sup>
LAW 603	Contracts II (3)
LAW 604	Criminal Law (3)
<i>or</i>	
LAW 614	Introduction to Lawyering Skills/Criminal Law (6) <sup>1</sup>
LAW 607	Property (4)
LAW 608	Torts (4)
<i>or</i>	
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**

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

Al Gourrier, program director

FACULTY: Gibson, Pearson, Stickney, Weiss, Wyatt-Nichol

ADJUNCT FACULTY: Cotten, Hickey, Kessler

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 [ubalt.edu/nonprofit](http://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)
HSMG 755	Quality Management and Performance Improvement for Health Administrators (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**

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

Joseph Adler, program director

FACULTY: Adler, Darling, E. Gibson, Gourrier, Havewala, , Naylor, Thomas, Uzochukwu, Wachhaus, Wilson-Gentry, Wyatt-Nichol

AFFILIATED FACULTY: Cotten,

ADJUNCT FACULTY: Brown, Henderson, Hickey, Juppe', Kelley, Kessler

The M.P.A. is a 36- to 39-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 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 [ubalt.edu/publicadministration](http://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 39 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.

### **Core Courses (27 credits)**

#### **Public Administration Fundamentals** (choose 3 of 4)

- PUAD 619 Public Management (3)
- PUAD 620 Public Policy (3)
- PUAD 623 Bureaucracy and the Political Process (3)
- PUAD 627 Legal and Ethical Environment of Public Administration (3)

#### **Management Skills** (choose 2)

- PUAD 621 Public Personnel and Human Resource Management (3)
- PUAD 622 Public Budgeting and Fiscal Administration (3)
- PUAD 626 Information Resource Management (3)

#### **Analytical Skills**

- 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>

#### **Capstone Experience**

- 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 all core courses, except PUAD 626, with a grade of B- or better 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 public administration and 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 postgraduate 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 725	Fundamentals of Geographic Information Science and Systems (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 752	Special Topics in Public Health Administration (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	Governance, Nonprofit Boards and Executive Leadership (3)
PUAD 787	Nonprofit Financial Management (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	Human Security and Social Change (3)
GAHS 508	International Organization (3)
GAHS 510	International Migration and Human Security (3)
GAHS 740	Global Affairs and Human Security Capstone (3)
HSMG 660	Comparative Global Health and Human Security (3)
HSMG 750	Healthcare Delivery Systems (3)
HSMG 753	Policy Issues in Health Care (3)
HSMG 755	Quality Management and Performance Improvement for Health Administrators (3)
HSMG 757	Capstone: Strategic Management and Operations for Health Administrators (3)

HSMG 766 Human Resources Management and Organizational Behavior for Health Administrators  
(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**

[ubalt.edu/publicadministrationjointdegree](http://ubalt.edu/publicadministrationjointdegree)

Joseph Adler, program director

Dionne Kohler, 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, and 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 [law.ubalt.edu/apply](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 Admission (410.837.4777, [admission@ubalt.edu](mailto:admission@ubalt.edu)). For a list of required materials, visit [ubalt.edu/publicadministration](http://ubalt.edu/publicadministration). Although candidates are required to file applications for both programs, admission to the dual J.D./M.P.A. 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 [ubalt.edu/publicadministration](http://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 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)
<i>or</i>	
LAW 612	Introduction to Lawyering Skills/Civil Procedure I (6) <sup>1</sup>
LAW 601	Civil Procedure II (3)
LAW 602	Contracts I (3)
<i>or</i>	
LAW 611	Introduction to Lawyering Skills/Contracts I (6) <sup>1</sup>
LAW 603	Contracts II (3)
LAW 604	Criminal Law (3)
<i>or</i>	
LAW 614	Introduction to Lawyering Skills/Criminal Law (6) <sup>1</sup>
LAW 607	Property (4)
LAW 608	Torts (4)
<i>or</i>	
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**

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

Aaron Wachhaus, program director

FACULTY: Darling, E. Gibson, Henderson, Lyles, Naylor, Thomas, Uzochukwu, Wachhaus, Wilson-Gentry, Wyatt-Nichol  
ADJUNCT FACULTY: Cotten

The 48-credit D.P.A. program is geared toward working public administration professionals and 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 research assistants on various center projects.

Core classes are offered weekends on the Baltimore campus and at the Universities at Shady Grove. Electives are offered online and on the Baltimore campus in the 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.
- GRE 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. Admission 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. Admission 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. 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 the 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 [ubalt.edu/publicadministrationdoctorate](http://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. 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 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)

*Choose 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:

- HSMG 750 Healthcare Delivery Systems (3)

*Then, students complete the following courses:*

- HSMG 697 Health Insurance and Prepaid Health Care (3)
- HSMG 699 Health Finance and Economics (3)
- HSMG 753 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)

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

- CNCM 506 Understanding and Assessing Conflict (3)
- CNCM 710 Terrorism and Counterterrorism (3)
- CNCM 740 Ethnic and Cultural Factors in Conflict (3)

GAHS 610 International Development (3)  
GAHS 600 Managing NGOs (3)  
GAHS 605 International Political Economy and Development (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

M. Kathryn Demarest, associate dean

Kathea Smith, assistant dean, enrollment, academic affairs and student services

Mikhail Pevzner, graduate program director

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

## MISSION

The Merrick School of Business' mission is to use its urban education hub to offer practical, career-minded and globally engaged business education that inspires professional and entrepreneurial growth. Its students learn to make a positive impact from faculty members who develop compelling knowledge that influences communities, businesses, professions and scholars. Its 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 was 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 its 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, maintaining relationships with the business community, and 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 accrediting body for schools of business. 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 1,000 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 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. Faculty members adhere to the high-quality standards of teaching mandated by AACSB International accreditation, and 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 discussions, 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:

- the Center for Entrepreneurship and Innovation
- the 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 a flexible MBA and an online MBA program. The program requirements are the same whether all courses are taken on campus or online. The flexible MBA offers 10 areas of specialization that allow students to take classes on campus, online or both. The online MBA offers four areas of specialization. Students in the flexible and online MBA can also customize their elective coursework based on available offerings and career objectives. Students may also choose from one of our five discipline-focused M.S. programs: Accounting and Business Advisory Services (joint program with Towson University), Cybersecurity Management, 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). The M.S. in accounting and business advisory services is also available fully online. In addition, certificate programs are available in accounting fundamentals, business fundamentals, business valuation, government financial management, internal audit services and organizational leadership.

### **Master's Programs**

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

### **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/Pharm.D. (with the University of Maryland School of Pharmacy)

### **Graduate Certificate Programs**

- Accounting Fundamentals
- Business Fundamentals
- Business Valuation
- Government Financial Management
- Internal Audit Services
- Organizational Leadership

## **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 Admission (410.837.4777, [admission@ubalt.edu](mailto:admission@ubalt.edu)) with the appropriate application fee; apply online at [ubalt.edu/apply](http://ubalt.edu/apply)
- an official copy of transcripts from all institutions attended
- a letter 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 admission committee. Please limit statement to 1,000 words.
- a resume.

**Note:** A GMAT score is not required for graduate programs, but scores may be submitted as additional information.

## ADMISSION CRITERIA

Admission to the Merrick School of Business is competitive. The Graduate Admission Committee considers such variables as the applicant's undergraduate GPA, the applicant's undergraduate program, professional and work experience, career goals and objectives, leadership and community service, and if applicable, the total score and percentile ranking on the GMAT. An applicant eligible for consideration is not guaranteed an offer of admission. GMAT scores, if presented, are used only in the consideration of scholarship awards.

## CHANGE OF GRADUATE PROGRAMS

Students in good academic standing (see the [Satisfactory and Unsatisfactory Progress](#) section of this catalog) who also meet the current admissions requirements for the Merrick School of Business master's program they are interested in pursuing may seek an administrative change from their current Merrick School of Business master's program to another Merrick School of Business master's program without having to apply for admission. Students seeking such an administrative change must complete a change of program/specialization form, available in the Office of Records and Registration. The student presents that form to the graduate program adviser in the Merrick School of Business. The adviser will review the student's qualifications and in consultation with the program director approve the change and the courses to be transferred and sign the form.

Students who are not in good standing or do not fully meet the current admissions requirements for the program they seek may apply (through the Office of Admission) to enter a different Merrick School of Business master's program. The admission fee will be waived.

**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.

If the student is unconditionally accepted, credits will be transferred from one Merrick School of Business master's program to another Merrick School of Business master's program\* as follows:

- A maximum of 24 credits may be transferred with approval of program director/dean's office.
- Courses transferred must have a grade of C or better and cumulative GPA of 3.0 or higher.
- Courses may be transferred if taken within the last 7 years as long as continuously enrolled or approval of the dean if beyond 7 years.

*\*This policy only applies to students changing from one Merrick School of Business master's program to another Merrick School of Business master's program. It is not applicable to Merrick School of Business graduate certificate programs, students moving from one MBA program to another MBA program, such as the online MBA to J.D./MBA, or students interested in pursuing a second master's degree (see section on Second Master's Degree).*

## 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 may pursue a second master's degree within the Merrick School of Business. Credits will be transferred from the first degree to the second degree with approval of program director/dean's office as follows:

- Transferred courses must be B or better.
- A maximum of 12 credits may be transferred if a student is continuously enrolled.
- A maximum of 9 credits may be transferred if a student is not continuously enrolled.
- Only courses that have not been applied previously to both the first master's and a postbaccalaureate certificate within a master's or as part of the accelerated bachelor's/master's may be transferred to the second master's.

A second MBA may not be obtained.

## **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.

## **WAIVER POLICY AND TRANSFER OPTIONS:**

### **M.S. IN ACCOUNTING AND BUSINESS ADVISORY SERVICES**

The following qualifications govern the waiver of foundation/prerequisite courses and the transfer of required and elective courses for the M.S. in Accounting and Business Advisory Services:

- Both business and accounting foundation courses are waived if the applicant has earned a bachelor's degree in business or accounting from a U.S. 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 a U.S. AACSB International-accredited institution, the applicant will also be required to take any missing Merrick School of Business foundation courses that may be needed as prerequisites for electives in the M.S. in Accounting and Business Advisory Services program or associated postbaccalaureate certificates.
- If the applicant did not attend a U.S. AACSB International-accredited school or has lower than a 3.0 cumulative GPA, the M.S. in Accounting and Business Advisory Services program director will evaluate each undergraduate accounting course equivalent and determine course waivers. For a course to be considered for a waiver, it must have been completed with a grade of C or better and 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.
- The M.S. in Accounting and Business Advisory Services program director 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 UBalt'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).

## MERRICK SCHOOL OF BUSINESS ACADEMIC ADVISING

### Merrick School of Business

Tel: 410.837.4944

Michael Swaby-Rowe-Manager, Merrick Advising Center

Matthew Mazick, Academic Advisor

Dawn Taylor, Academic Advisor

Shawnte Ware, Academic Advisor

All new candidates will receive a program checklist and must meet with an adviser prior to registering for their first semester. Academic advisement is available in the Merrick Advising Center within the William H. Thumel Sr. Business Center, Room 142. The center offers day and evening hours. Scheduled appointments are recommended. To make an appointment, call 410.837.4944 or email [merrickadvising@ubalt.edu](mailto:merrickadvising@ubalt.edu). Advisers provide information on Merrick School of Business programs, policies and procedures. Students who do not have access to the campus will be advised electronically. 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 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
- certificate students
- 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. Subsequent to admission, students are assigned an academic adviser for consultation throughout the program.

## **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 a student's 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 and Internship Center's e-Recruiting website](#). Opportunities for graduate assistantship positions are based on particular needs of the faculty and administration. Students interested in positions must visit the Career and Internship 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 degrees. Those interested should discuss their options with their academic adviser.

To be eligible for the accelerated B.S./MBA/M.S., students must have an undergraduate grade point average of at least 3.5, with at least 15 credits earned at UBalt, and be admissible to the graduate program to which they are applying for the accelerated option. The undergraduate GPA is calculated using all graded collegiate credits attempted at UBalt and other institutions over the past five years. At least 15 credits must be upper-division credits (300-level or above). Individual programs may require a certain number of credits to be upper-division credits in the major and for those credits to achieve a certain grade point average. Students should apply for the accelerated option prior to beginning the last 30 credits of their bachelor's degree so that if accepted, they may attempt the graduate credits during the last 30 credits of that degree. Students may not apply before they have successfully completed at least 75 credits, and the grade point average for acceptance will not be calculated until at least 87 credits have been completed. Students interested in an accelerated option should consult with an adviser as soon as possible.

To remain in the program once accepted, students must maintain a 3.5 GPA in their undergraduate coursework and a 3.0 GPA in their graduate coursework.

In applying for the program, students must secure the approval of the dean's representative and the undergraduate and graduate chairs involved, and develop an approved course plan prior to beginning the last 30 credits of their undergraduate degree. The application is on the UBalt website.

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 The 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.

## **MBA AND ONLINE MBA**

[ubalt.edu/mba](http://ubalt.edu/mba)

Kathea Smith, assistant dean, enrollment, academic affairs and student services

The Merrick School of Business offers a flexible MBA and an online MBA program. The MBA program requirements are the same, no matter if students take all of their 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 ten areas of specialization. The online MBA offers four areas of specialization. Students in the flexible and online MBA can also customize their elective coursework based on available offerings and career objectives. 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.

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.

Students who wish to study in the U.S. on an F-1 student visa are not eligible for the online MBA program. If you wish to enroll in the online MBA program and remain in your home country or another country outside of the U.S., that is an option you may wish to pursue; please consult with the Office of International Admission and Services about the online programs offered at UBalt.

## **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, 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) <i>or</i> 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)

### 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)

## 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. Online MBA students customize their coursework based on online

course availability or choose the data analytics, finance, leadership and management development or marketing online specializations. All MBA students should work with their academic adviser to determine what coursework works best for them to satisfy their 9 credits of MBA electives.

### **Customized (Available on Campus or Online)**

Ideal for students whose career ambitions go beyond a defined specialization, the customized option allows students to choose most 600-level or any 700-level MBA course as part of their elective requirements. For example, if a student is a marketing manager but want to transition to the technology industry, that student may decide to take a combination of marketing and information systems electives. Someone starting a new business may want to take entrepreneurship, finance and human resource management electives.

### **Specialization in Entrepreneurship and Innovation**

The entrepreneurship and innovation 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 (Available Online)**

The MBA's managing financial performance 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 that enable 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**

Baltimore is one of the hotbeds in the U.S. for health care with large research and community hospitals, biotechnology firms, and insurance providers in the region. The specialization in health care management helps professionals 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 leadership skills.

This specialization utilizes the faculty expertise found in The University of Baltimore College of Public Affairs' [School of Health and Human Services](#).

### **Specialization in Global Management**

The MBA specialization in global management develops managers and business leaders for rewarding careers in international businesses, government agencies and multicultural organizations. Students will gain a theoretical basis for understanding the core concepts of global business. These include but are not limited to global finance, global marketing management, cross-cultural leadership and business strategy in an international business environment.

### **Specialization in Leadership and Management Development (Available Online)**

The MBA specialization in leadership and management development is focused on core concepts of leadership and management, including but not limited to leadership, global leadership, human resource management and organizational behavior topics.

### **Specialization in Digital Business**

Digital transformation and innovation are forcing business to rapidly adapt. The specialization in digital business will provide students with an understanding of the key effects of technological change on business.

### **Specialization in Data Analytics (Available Online)**

With data and analytical methods increasingly in demand, managers continuously synthesize and utilize everything from supply chains to social networks to customer engagement to revenue modeling. The MBA specialization in data analytics allows students to build upon the predictive analytics knowledge acquired in the MBA core courses and homes in on the big data principles that aid in business strategies. It allows students to go back to their workplace with knowledge in hand to make an impact.

### **Specialization in Cybersecurity and Organizational Resilience**

No business, government entity or nonprofit wants the fallout of a cybersecurity breach. Managing the cybersecurity function within an organization has become increasingly strategically important, as organizations seek to maintain information security in an increasingly hostile threat environment while still allowing for digital innovation and transformation. The UBalt MBA specialization in cybersecurity and organizational resilience prepares professionals to plan for, mitigate and respond to the risks and threats associated with the use of digital technologies, focusing on governance, risk and compliance initiatives.

### **Specialization in Marketing (Available Online)**

The marketing expertise and skills students will acquire in this specialization are designed for lifelong value domestically and globally. The MBA marketing specialization prepares students to better understand the strategies associated with creating customer value. Students will broaden their marketing entrepreneurial skills and strengthen their analytical skills. They will be introduced to the fast-changing world of marketing communications and digital media that is transforming how customers engage with brands.

### **Specialization in Public-Sector Management**

The UBalt MBA specialization in public-sector management is offered in partnership with [The University of Baltimore College of Public Affairs](#). It focuses on managing public-sector agencies effectively and efficiently using knowledge of public policy and business to make better decisions. This perspective prepares graduates for careers as managers and policymakers in governmental agencies, nonprofits and NGOs.

## **MASTER OF SCIENCE IN ACCOUNTING AND BUSINESS ADVISORY SERVICES**

[ubalt.edu/gradaccounting](http://ubalt.edu/gradaccounting)

Mikhail Pevzner, faculty adviser

The Merrick School of Business offers the M.S. in Accounting and Business Advisory Services program in partnership with Towson University. In addition, the Merrick School of Business offers the M.S. in Accounting and Business Advisory Services program online with a specialization in data analytics. The program requirements are the same whether 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. Students can work with the faculty adviser to customize their elective coursework based on available offerings and career objectives.

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 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 data analytics, 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 changes 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:

ACCT 505	Accounting Essentials (1.5)
ACCT 510	Intermediate Accounting I (3)
ACCT 511	Intermediate Accounting II (3)
ACCT 512	Auditing/Accounting Information Systems (3)
FIN 505	Essentials of Finance (1.5)

## DEGREE REQUIREMENTS

Thirty credits are required to complete the program as follows:

### Required Courses (9 credits)

ACCT 740	Advanced Topics in Assurance Services (3) <sup>1</sup>
ACCT 752	Topics in Accounting Systems (3) <sup>1</sup>
FIN 605	Financial Management (1.5)
FIN 625	Corporate Finance (1.5)

*Three courses from the following (9 credits):*

ACCT 513	Intermediate Accounting III/Advanced Accounting (3) <sup>2, 3</sup>
ACCT 514	Fundamentals of Income Taxation (3) <sup>2, 3</sup>
ACCT 601	Forensic Accounting Principles (3) <sup>3</sup>
ACCT 604	Litigation Support (3)
ACCT 605	Performance Management and Accounting Controls (3) <sup>2, 3</sup>
ACCT 624	Finance and Accounting Analytics (3)
ACCT 635	Financial Statement Analysis (3) <sup>3</sup>
ACCT 650	Law, Regulation and Professional Responsibility (3) <sup>3</sup>
ACCT 655	Tax Policy (3) <i>Offered by law school for LL.M./M.S. in Tax programs</i>
ACCT 680	Taxation of Entities (3) <sup>3</sup>
ACCT 701	Accounting Ethics (3) <sup>3</sup>
ACCT 702	Federal and State Government Accounting (3) <sup>3</sup>
ACCT 720	Strategic Profitability Analysis (3)
ACCT 755	Advanced Accounting Reporting Issues (3) <sup>3</sup>
ACCT 770	Seminar in Current Topics in Accounting (3) <sup>3</sup>
ACCT 795	Graduate Accounting Internship (3)
ACCT 792	Special Topics in Accounting (1.5)
ACCT 797	Special Topics in Accounting (3)

<sup>1</sup> *If this course was taken as part of a prior undergraduate degree, it must be substituted with an additional accounting course below.*

<sup>2</sup> *Required elective if no equivalent course at the undergraduate level.*

<sup>3</sup> *Available as an elective only to students who have not taken equivalent courses in their undergraduate program.*

### **Electives (12 credits)**

Students should work with the program director to determine what coursework works best for them to satisfy their 12 credit hours of electives for 600- or 700-level ACCT, INSS or FIN courses, as well as PUAD 622, based on their prior undergraduate business and accounting coursework, professional experience, and career goals. Electives from other areas can be taken with the approval of the faculty adviser. Students may not take both versions of the following cross-listed courses: ACCT 624/FIN 624 and ACCT 635/FIN 700.

Students may choose to use 9 of their 12 credits of electives to obtain specialized skills in data analytics (available online). The requirements for the specialization are as follows:

### **Data Analytics Specialization (9 credits)**

#### **Required (6 credits)**

INSS 651	Database Management Systems (3)
INSS 611	Data Science Toolkit I (1.5)
INSS 612	Data Science Toolkit II (1.5)

#### **Data Analytics Elective (3 credits)**

ACCT 624	Finance and Accounting Analytics (3) <sup>1</sup>
INSS 722	Visual Business Intelligence (3)

<sup>1</sup> If ACCT 624 is used data as part of the data analytics specialization, it may not be used as part of required 9 credits of accounting. Course is cross-listed with FIN 624.

#### **Open Elective (3 credits)**

Students work with the faculty adviser to determine the coursework that works best for them to satisfy their open 3 credits of program electives.

### **Non-Profit Financial Management Specialization (9 credits)**

#### **Required (3 credits)**

*Choose one course from below:*

ACCT 605	Performance Management and Accounting Controls (3)
ACCT 702	Federal & State Government Accounting (3)
ACCT 720	Strategic Profitability Analysis (3)
ACCT 755	Advanced Financial Reporting Issues (3)

#### **Required (3 credits)**

PUAD 700	Concepts and Practices of Non-Profits
----------	---------------------------------------

#### **Elective (3 credits)**

*Choose one course from below:*

PUAD 785	Public Sector Performance (3)
ENTR 760	Social Enterprise and Entrepreneurship (3)
ACCT 701	Accounting Ethics (3)
ECON 710	Economics of Sustainability and Social Responsibility (3)

### **Open Elective (3 credits)**

Students work with the faculty adviser to determine the coursework that works best for them to satisfy their open 3 credits of program electives.

## **MASTER OF SCIENCE IN BUSINESS–FINANCE**

[ubalt.edu/gradfinance](http://ubalt.edu/gradfinance)

C. Jerry Yu, faculty adviser

The M.S. in Business–Finance program, with its emphasis on corporate finance, provides motivated and talented students an opportunity to dive deeper into what it takes to maximize value and mitigate risks for organizations. Students will learn how to apply the latest tools and technologies of financial analysis and information systems to solve the challenging problems that they will confront in a global business environment.

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 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 in the Merrick School of Business is to enable 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**

Consistent with its mission, upon graduating from the programs students will be able to demonstrate the following competencies, knowledge and skills:

#### **Goal 1: Managing Performance and Risk**

- **Learning Objective 1.1:** Students will use accounting-based and operational information to assess performance.
- **Learning Objective 1.2:** Students will use financial analysis to solve business problems and recommend actions that maximize shareholder value.
- **Learning Objective 1.3:** Students are able to evaluate the sustainability of a business operating model by conducting an analysis of financial statements and ratios.

#### **Goal 2: Value Business Entities**

- **Learning Objective 2.1:** Students are able to use financial concepts, tools, and models to estimate a firm's cost of capital and value.

#### **Goal 3: Leveraging Technology and Business Intelligence**



- **Learning Objective 3.1:** Students will recommend information technology to support and advance business strategy and operations.
- **Learning Objective 3.2:** Students will evaluate and apply selected analytics techniques to help enhance organizational competitiveness.

**Goal 4: Manage Foreign Exchange Risk and Interest Rate Risk**

- **Learning Objective 4.1:** Students are able to identify and measure the source of exchange rate risk and interest rate risk and use derivative securities to manage and hedge those risks.

**FOUNDATION COURSES (9 CREDITS)**

ACCT 505	Accounting Essentials (1.5)
ECON 505	Microeconomics (1.5)
ECON 506	Macroeconomics (1.5)
FIN 505	Essentials of Finance (1.5)
OPRE 505	Fundamentals of Statistics (1.5)
OPRE 506	Managerial Statistics (1.5)

**DEGREE REQUIREMENTS**

Thirty credits are required to complete the program as follows:

**Required Courses (18 credits)**

ACCT 605	Performance Management and Accounting Controls (3)
FIN 605	Financial Management (1.5)
FIN 615	Entrepreneurial Finance (1.5)
FIN 625	Corporate Finance (1.5)
FIN 700	Financial Reporting (3) <sup>1</sup>
INSS 605	IT for Business Transformation (3)
INSS 703	Principles of Information Security Management (3)
OPRE 605	Business Analytics (1.5)

**Finance Electives (9-12 credits)**

ENTR 760	Social Enterprise and Entrepreneurship (3)
FIN 624	Finance and Accounting Analytics* (3)
FIN 700	Financial Reporting (3)
FIN 704	Financial Markets and Institutions (3)
FIN 705	Advanced Financial Analysis (3)
FIN 715	Investment Analysis (3)
FIN 720	Global Finance (3)
FIN 725	Risk Management (3)
FIN 750	Real Estate Investment (3)
FIN 770	New Venture Financing (3)
FIN 780	Business Valuation (3)
FIN 792	Special Topics in Financial Management (1.5)
FIN 795	Graduate Finance Internship (3)



FIN 797 Special Topics in Financial Management (3)

<sup>1</sup> Students may not take both versions of cross-listed courses FIN 624/ACCT 624 and FIN 700/ACCT 635.

**Optional Nonfinance Electives (0-3 credits):**

Students should work with the program director to determine what coursework works best for them to satisfy their 12 credits of electives based on their prior undergraduate coursework, professional experience and career goals. Students may take no more than the 3 credits outside of FIN, ACCT or INSS as a portion of the 12-credit total elective requirement. Electives from other areas can be taken with the approval of the faculty adviser.

## MASTER OF SCIENCE IN CYBERSECURITY MANAGEMENT

[Ubaltd.edu/gradcybersecurity](http://Ubaltd.edu/gradcybersecurity)

Danielle Fowler, program director

### FOUNDATION COURSES

**Program Prerequisites (3 credits)**

OPRE 505 Fundamentals of Statistics (1.5)  
OPRE 506 Managerial Statistics (1.5)

### DEGREE REQUIREMENTS

**Required Core Courses (22.5 credits)**

ACCT 505 Accounting Essentials (1.5)<sup>1</sup>  
APPL 603 Learning and Cognition (3)  
FSCS 601 Legal Issues in High-Technology Crime (3)  
INSS 605 IT for Business Transformation (3)  
INSS 703 Principles of Information Security Management (3)  
MGMT 605 Leading with Integrity (1.5)  
OPM 615 Innovation and Project Management (3)  
*Prerequisite: Will be waived for M.S. in Cybersecurity Management students*  
OPRE 605 Business Analytics (1.5)  
*Prerequisites: OPRE 505 and OPRE 506*  
INSS 753 Information Security and Business Continuity Capstone (3)  
*Prerequisite: INSS 605*

**Electives (7.5 credits)**

ACCT 601 Forensic Accounting Principles (3)  
*Prerequisite: ACCT 505*  
ACCT 604 Litigation Support (3)  
*Prerequisite: ACCT 505*  
ACCT 701 Accounting Ethics (3)  
APPL 641 Organizational Psychology (3)  
*Prerequisite: departmental permission*  
APPL 642 Motivation, Satisfaction and Leadership (3)  
*Prerequisite: departmental permission*

INSS 611	Data Science Toolkit I (1.5)
INSS 612	Data Science Toolkit II (1.5) <i>Prerequisite: INSS 611</i>
INSS 621	Digital Transformation (1.5)
INSS 622	Digital Innovation (1.5) <i>Prerequisite: FIN 605</i>
INSS 722	Visual Business Intelligence (3) <i>Prerequisite: INSS 605</i>
MGMT 615	Managing in a Dynamic Environment (3) <i>Prerequisite: MGMT 605</i>
MGMT 730	Leadership, Learning and Change (3)

<sup>1</sup>*If this course was taken as part of prior undergraduate degree, it must be substituted with an additional accounting course.*

## MASTER OF SCIENCE IN TAXATION

[ubalt.edu/taxation](http://ubalt.edu/taxation)

Fred Brown, director (The University of Baltimore School of Law)

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 objectives of the program are to prepare students for careers as professional tax advisers for these organizations and to 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 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 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 Exam 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 complete 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 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.

### **Accounting Foundation Courses (10.5 credits)**

ACCT 505	Accounting Essentials (1.5) <b>or</b> ACCT 201 and ACCT 202
ACCT 510	Intermediate Accounting I (3) <b>or</b> ACCT 301
ACCT 511	Intermediate Accounting II (3) <b>or</b> ACCT 302
ACCT 514	Fundamentals of Income Taxation (3)

## **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 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. Please review course descriptions for additional prerequisites.*

### **Electives (9 credits)**

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.

TAXA 656	Maryland Taxes (3)
TAXA 658	Investigation, Prosecution and Defense of Tax Crimes (3)
TAXA 660	Estate and Gift Taxation (3)
TAXA 662	Foreign Taxation (3)
TAXA 663	Qualified Pension and Profit-Sharing Plans (3)

TAXA 664	Executive Compensation (2)
TAXA 665	Tax Exempt Organizations (2)
TAXA 667	Estate Planning (3)
TAXA 668	Business Planning (3)
TAXA 670	Income Taxation of Estates and Trusts (3)
TAXA 684S	Corporations (1)
TAXA 671	Corporate Reorganizations (3)
TAXA 672	State and Local Taxation (3)
TAXA 674	Consolidated Corporations (2)
TAXA 675	Advanced Real Estate Taxation (2)
TAXA 679	Welfare Benefit Plans (2)
TAXA 680	Advanced Qualified Pension and Profit-Sharing Plans (3)
TAXA 682	Bankruptcy Taxation (2)
TAXA 683	Basics in Financial Planning (3)
TAXA 685	Accounting for Income Taxes (2)
TAXA 799	Independent Study (1-2)

## MASTER OF SCIENCE IN NONPROFIT MANAGEMENT AND SOCIAL ENTREPRENEURSHIP

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

Al Gourrier, program director, College of Public Affairs

Tylis Cooper, adviser, College of Public Affairs

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 students with a comprehensive education that addresses not just effective nonprofit management but also 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, work force 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)

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

Students choose a 9-credit specialization in one of three areas:

#### **Global Affairs**

Focus on the role of NGOs 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 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 BUSINESS CERTIFICATES**

[ubalt.edu/businesscert](http://ubalt.edu/businesscert)

Kathea Smith, assistant dean, enrollment, academic affairs and student services

The Merrick School of Business offers six graduate business certificates. The certificates are 12-credit stackable credentials that provide an opportunity for career changers to prepare for an MBA or an M.S. in accounting and business advisory services, or alternatively to provide a credential with specialized coursework to complement and enhance the MBA, the M.S. in accounting and business advisory services, or the M.S. in business–finance. Certificate coursework is completed after a bachelor's degree has been completed.

The certificates in Business Fundamentals and Accounting Fundamentals are designed for career changers seeking to gain knowledge of the essentials of business and accounting. The Graduate Certificate in Organizational Leadership is designed to enhance the leadership acumen of professionals in organizations large and small, whether business, government, community development or nonprofits. The graduate certificates in Business Valuation, Government Financial Management and Internal Audit Services provide credentials for career enhancement of accounting and finance professionals.

### **APPLICATION**

An application for a graduate business certificate requires completion of a The University of Baltimore application, submission of official transcripts from all institutions attended, one letter of recommendation addressing the ability of the candidate to successfully complete and benefit from the certificate, a resume, and a personal statement limited to 1,000 words. For further details regarding application requirements, please refer to the [Application Requirements for Graduate Business Programs](#) section of this catalog.

## ADMISSION CRITERIA

Admission to the Merrick School of Business is competitive. The Graduate Admission Committee considers such variables as the applicant's undergraduate GPA, the applicant's undergraduate program, professional and work experience, career goals and objectives, leadership and community service. The minimum expectation for admission is a 3.0 grade point average in a bachelor's degree program. An applicant eligible for consideration is not guaranteed an offer of admission.

## APPLICATION FOR GRADUATION

Application for graduation must be made prior to completing the last 3 credits of the certificate program. Certificate credits must be completed at The University of Baltimore with cumulative GPA no less than 3.0.

## GRADUATE CERTIFICATE IN BUSINESS FUNDAMENTALS

The Graduate Certificate in Business Fundamentals is designed primarily for those 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 Graduate 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.

## CERTIFICATE REQUIREMENTS

The certificate requires the completion of 12 credits. All 12 credits must be completed at The University of Baltimore. A maximum of 3 credit hours of 600-level MBA courses may replace waived 500-level coursework. 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 ACCOUNTING FUNDAMENTALS

[ubalt.edu/accountingcert](http://ubalt.edu/accountingcert)

Mikhail Pevzner, faculty adviser

The Graduate Certificate in Accounting Fundamentals is designed primarily for career changers who want to strengthen their understanding of accounting or people seeking to fulfill some requirements to sit for the CPA examination but do not wish to earn a graduate degree. The certificate courses all may be used to satisfy foundation or program requirements for the M.S. in accounting and business advisory services. Certificate courses will also may satisfy six elective credits in the MBA.

## **CERTIFICATE REQUIREMENTS**

Subject to individual students' approved plans, the Graduate Certificate in Accounting Fundamentals requires the completion of the following:

### **Foundation Course (1.5)**

ACCT 505      Accounting Essentials (1.5) *waivable with previous undergraduate course equivalent*

### **Required Courses (9)**

ACCT 510      Intermediate Accounting I (3)  
ACCT 511      Intermediate Accounting II (3)  
ACCT 512      Auditing (3)

### **Elective Courses (3)**

*Choose One*

ACCT 513      Intermediate Accounting III (3)  
ACCT 514      Fundamentals of Income Taxation (3)  
ACCT 605      Performance Management and Accounting Controls (3)  
ACCT 701      Accounting Ethics (3)

## **GRADUATE CERTIFICATE IN INTERNAL AUDIT SERVICES**

[ubalt.edu/internalauditcert](http://ubalt.edu/internalauditcert)

Mikhail Pevzner, faculty adviser

The Graduate 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, Under Armour, 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.

## **CERTIFICATE REQUIREMENTS**

The Graduate Certificate in Internal Audit Services requires the completion of 12 credits:

### **Foundation Course (1.5 credits)**

ACCT 505      Accounting Essentials (1.5) *waivable with previous undergraduate course equivalent*

### **Required Courses (6-9 credits)**



ACCT 512	Auditing (3) <i>Students who have taken undergraduate equivalent course substitute an additional elective from among the elective options.</i>
ACCT 605	Performance Management and Accounting Controls (3)
<b>or</b>	
ACCT 720	Design of Managerial Cost and Control Systems (3) <i>Students who do not have a managerial accounting background will take ACCT 605. Students who have already taken ACCT 605 or the undergraduate equivalent will take ACCT 720.</i>
ACCT 740	Advanced Topics in Assurance Services (3)

### **Electives from IT or Operations Management (3-6 credits)**

*Select one or more of the following to complete the certificate:*

ACCT 752	Topics in Accounting Systems (3)
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)

## **GRADUATE CERTIFICATE IN BUSINESS VALUATION**

[ubalt.edu/valuationcert](http://ubalt.edu/valuationcert)

Mikhail Pevzner, faculty adviser

This certificate will allow students to learn material necessary to become a certified valuator. Increasingly, jobs in public and private accounting and corporate finance require a strong combination of advanced business valuation skills. It is common for public accounting firms to provide some sort of valuation services as part of their practices. In addition, valuation services are routinely required as part of accounting and audit exams. Likewise, in the field of finance, there is often the expectation of advanced valuation skills, especially in practices dealing with mergers and acquisitions.

The certificate allows students to develop focused expertise in business valuation while also providing students in accounting an opportunity to complete the 150 credit hours necessary for CPA licensure but do not necessarily seek a full master's degree.

This certificate will provide partial preparation for the following professional certifications:

- Accredited in Business Valuation
- Certified Valuation Analyst
- Accredited Valuation Analyst
- Certified Business Appraiser
- Accredited Senior Appraiser
- Certified in Entity and Intangible Valuations.

### **CERTIFICATE REQUIREMENTS**

The Graduate Certificate in Business Valuation requires the completion of the following courses:

### **Foundation Courses (3 credits)**

ACCT 505	Accounting Essentials (1.5)
FIN 505	Essential of Finance (1.5)

### **Required Courses (9 credits)**

FIN 605/625	Financial Management (1.5)/Corporate Finance (1.5) <sup>1</sup>
<i>or</i>	
FIN 715	Investment Analysis (3) <sup>1</sup>
ACCT 635	Financial Statement Analysis (3)
<i>or</i>	
FIN 700	Financial Reporting (3)
FIN 780	Business Valuation (3)

<sup>1</sup> Students without substantial undergraduate background in finance (defined as at least 6 undergraduate credits in finance from an AACSB International-accredited business school) are required to take FIN 605/625. FIN 505 can be waived if at least 3 undergraduate credits in introductory finance were taken in an AACSB International-accredited business school. Students with at least 6 undergraduate credits in finance from an AACSB International-accredited business school are required to take FIN 715.

### **Once course from the following (3 credits)<sup>2,3</sup>**

FIN 715	Investment Analysis (3) <sup>2</sup>
ACCT 601	Forensic Accounting Principles (3)
ACCT 604	Litigation Support (3)
ACCT 680	Taxation of Entities (3)
FIN 705	Advanced Financial Analysis (3)
ACCT 755	Advanced Financial Reporting Issues (3)

<sup>2</sup> FIN 715 is required to be taken as an elective if not taken as a required course.

<sup>3</sup> Or another ACCT or FIN course with the approval of the M.S. in Accounting and Business Advisory Services program faculty adviser.

The certificate courses may all be used to satisfy foundation or program requirements for the M.S. in Accounting and Business Advisory Services program. Certificate courses may also satisfy six elective credits in the MBA. Students in the M.S. in Business–Finance program could also apply certificate coursework to develop advanced business valuation skills. Use of electives in the MBA would also permit MBA students to earn the certificate while earning an MBA.

## **GRADUATE CERTIFICATE IN GOVERNMENT FINANCIAL MANAGEMENT**

[ubalt.edu/gfm](http://ubalt.edu/gfm)

Mikhail Pevzner, faculty adviser

The Graduate Certificate in Government Financial Management provides training in federal and state government accounting, auditing, budgeting and finance. The certificate offers training for growing

demand in careers in government accounting, auditing and financial management for students interested in being employed by accounting firms and by federal and state government agencies in Maryland and Washington, D.C.

## **CERTIFICATE REQUIREMENTS**

The Graduate Certificate in Government Financial Management requires the completion of the following courses:

### **Required Courses (6 credits)**

ACCT 702      Federal and State Government Accounting (3)  
PUAD 622      Public Budgeting and Fiscal Administration (3)

### **Elective Course (6 credits)**

*Choose two of the following:*

ACCT 512      Auditing (3)

*or*

ACCT 740      Advanced Auditing (3)

ACCT 605      Performance Management and Accounting Controls (3)

*or*

ACCT 720      Strategic Profitability Analysis (3)

FIN 605/625      Financial Management (1.5)/Corporate Finance (1.5)

FIN 715      Investment Analysis (3)

## **GRADUATE CERTIFICATE IN ORGANIZATIONAL LEADERSHIP**

[ubalt.edu/leadershipcert](http://ubalt.edu/leadershipcert)

Lisa Stickney, faculty adviser

The Graduate Certificate in Organizational Leadership is designed to enhance the leadership acumen of business professionals. It is intended to be of value to people with formalized business training and 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.

## **CERTIFICATE REQUIREMENTS**

The Graduate Certificate in Organizational Leadership requires the completion of three required 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 Leadership Seminar (3)

**Electives (4.5 credits)**

ENTR 605 Creativity and the Entrepreneurial Mindset (1.5) **or** another 1.5-credit course with the permission of the department chair

MGMT 615 Managing in a Dynamic Environment (3)

MGMT 625 Collaboration, Negotiation and Conflict Management (3)

ENTR 750 Leading and Managing Innovation (3)

# YALE GORDON COLLEGE OF ARTS AND SCIENCES

Christine Spencer, dean

Ronald Castanzo, associate dean

[ubalt.edu/cas](http://ubalt.edu/cas)

## INNOVATION, DISCOVERY AND ENRICHMENT

The Yale Gordon College of Arts and Sciences awards bachelor's, master's and doctoral degrees, and postbaccalaureate 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 are 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 The 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 members 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 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

Courtney Gasser, program director, M.S. in Applied Psychology, counseling psychology concentration

Thomas Mitchell, program director, M.S. in Applied Psychology, industrial and organizational psychology concentration

John Donahue, program director, Certificate in Professional Counseling Studies

Sharon Glazer, program director, Certificate in Global Industrial and Organizational Psychology

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 concentrations in counseling psychology (offering practitioner and science specializations) and industrial/organizational psychology. The practitioner specialization within the counseling psychology concentration is accredited by the Masters in Psychology and Counseling Accreditation Council (MPCAC) for the period of February 2022 through February 2030. 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), as well as a post-master's certificate in global industrial and organizational psychology.

### **Division of Legal, Ethical and Historical Studies**

Justin Hollimon, program director, M.A. in Legal 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; philosophy, law and ethics; and legal studies, and a graduate program leading to a degree in legal 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**

Bridget Blodgett, program director, M.S. in Interaction Design and Information Architecture and certificate in User Experience (UX) Design

Kathryn Summers, program director, D.S. in Information and Interaction Design

Focusing on three of the increasingly important science, technology and mathematics disciplines and meeting the work force 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 game design. 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 a post-bachelor's certificate in user experience design.

### **Klein Family School of Communications Design**

Betsy Boyd, program director, M.F.A. in Creative Writing & Publishing Arts

Megan Rhee, program director, M.F.A. in Integrated Design, M.A. in Integrated Design and Certificate in Digital Communication

Making ideas public—that is how the Klein Family School of Communications Design defines its mission. Its programs start conversations: between creativity and pragmatism, between traditional humanities and our technology-focused world, between the practical and the ideal. The school promotes learning as both a key to and a function of life, with programs that explore the connection between art and commerce, words and images, and old and new media. The division offers undergraduate degrees in digital communication, integrated arts, English and interdisciplinary studies. Graduate degrees include an M.A. in Integrated Design, an M.F.A. in Creative Writing & Publishing Arts, an M.F.A. in Integrated Design and a Certificate in Digital Communication.

## **STUDENTS**

The approximately 1,000 students enrolled in the Yale Gordon College of Arts and Sciences—about one-half of them in graduate programs—represent about one-quarter of the total The 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, Academic Center, and Liberal Arts and Policy Building. The college shares

The University of Baltimore's Robert L. Bogomolny Library and the Office of Technology Services with other components of the University.

A gift of William Wagman, psychology professor emeritus, 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 postproduction editing. Laboratories include high-end Mac 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 postproduction; 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 faculty and student research projects. The information security lab provides students with access to networking hardware, including network switches, firewalls, intrusion detection systems and virtual private network (VPN) servers. The UBalt 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 UBalt 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. with concentrations in counseling psychology and in industrial and organizational psychology)
- Creative Writing & Publishing Arts (M.F.A.)
- Integrated Design (M.A.)
- Integrated Design (M.F.A.)
- Interaction Design and Information Architecture (M.S.)
- Legal Studies (M.A.)

### **Graduate Certificate Programs**

- Digital Communication



- Global Industrial and Organizational Psychology
- 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 Integrated 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 take graduate courses. See The [University of Baltimore Undergraduate Catalog](#) for more information.

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

## **ACCELERATED BACHELOR'S/MASTER'S OPTION**

Undergraduate students of recognized academic ability and educational maturity may fulfill the combined requirements of the college's bachelor's and master's degrees via a variety of accelerated bachelor's/master's options. This is different from applying to enroll in graduate courses as part of the undergraduate degree, as described above.

This accelerated option requires a minimum of 141 credits to complete both degrees, depending on the requirements of individual programs. A maximum of 9 graduate credits, completed at the undergraduate level, may be applied simultaneously to the requirements for the bachelor's and master's degrees. In some cases, students may cross disciplines. Those interested should discuss their proposals with the appropriate program directors and their adviser.

To qualify for an accelerated pathway at UBalt, students must have an undergraduate grade point average of at least 3.5, with at least 15 credits earned at UBalt, and be admissible to the graduate program to which they are applying for the accelerated option. The undergraduate GPA is calculated using all graded collegiate credits attempted at UBalt and other institutions over the past five years. At least 15 credits must be upper-division credits (300-level or above). Individual programs may require a certain number of credits to be upper-division credits in the major and for those credits to achieve a certain grade point average. Students should apply for the accelerated option prior to beginning the last 30 credits of their bachelor's degree so that if accepted, they may attempt the graduate credits during the last 30 credits of that degree. Students may not apply before they have successfully completed at least 75 credits, and the grade point average for acceptance will not be calculated until at least 87 credits have been completed. Students interested in an accelerated option should consult with an adviser as soon as possible. Permission of the undergraduate and graduate program directors and of the dean of the college (or designee) will be required as part of admission application to the accelerated pathway (the application is on the UBalt website).

Students admitted to the accelerated option may earn up to 9 graduate credits within the last 30 credits of the bachelor's degree that may be applied to both the student's bachelor's and master's degrees if the student remains [continuously](#) enrolled. Students taking advantage of this accelerated option may register for up to 9 credits of graduate coursework during the last 30 hours of their undergraduate degree. The undergraduate and graduate program directors will select the appropriate graduate courses for each student upon election of the option. These courses may not include independent study or research, individual research, directed study, thesis, internship or practicum courses. Changes in the program of study require approval of both the undergraduate and graduate program directors. The student must maintain a 3.5 grade point average in undergraduate courses and earn at least a 3.0 in the graduate courses to remain in the pathway. Programs may opt not to accept course credits toward the graduate degree if the student did not earn at least a 3.0 in the course.

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 may not transfer as graduate credits to another institution.

In addition to electing the accelerated bachelor's/master's option, a separate application for admission to the graduate program (including payment of applicable fees) must be completed during the final semester of the bachelor's program. Admission to the graduate program must be effective the first regular semester after completing the credits required for the bachelor's degree so that there is no break in studies.

## **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 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**

[ubalt.edu/appliedpsychology](http://ubalt.edu/appliedpsychology)

Courtney Gasser, program director, counseling psychology

Thomas Mitchell, program director, industrial and organizational psychology

FACULTY: Donahue, Frederick, Gasser, Glazer, Mitchell, Richardson, Shaffer, Soheilian, Tedone

ADJUNCT FACULTY: Caraballo, Lason, Leeds, Nastasi, Pandit, Passley, , Whitten

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 interested in preparing for a doctoral program. Students select from one of two concentrations—counseling psychology or industrial and organizational 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 in-class and hybrid 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 licensure and certification as a professional counselor or for doctoral study in counseling or clinical psychology. It includes the eight content areas tested in the National Counselor Exam, which is required for licensure as a licensed professional counselor in Maryland and many other states. Through UBalt's participation in a special program, students can take the exam at UBalt as a master's student after completing as few as 39 to 45 credits (as opposed to the otherwise required 60). While in the program, students also begin accumulating the hours of supervised psychotherapy experience required by Maryland to become LCPCs. This concentration is ideally paired with UBalt'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 to 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 practitioner specialization within the counseling psychology concentration is accredited by the Masters in Psychology and Counseling Accreditation Council (MPCAC) for the period of February 2022 through February 2030. The science specialization is ideal for students who want to continue their education through doctoral study and/or aspire to careers in research.

The faculty is committed to student training and regularly review students' performance in the program. For full policy, please see the [Standards and Expectations for Graduate Counseling Psychology Students](#).

## **INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY**

The 42-credit industrial and organizational psychology concentration applies psychological principles developed from rigorous scientific research to enable problem resolution in the workplace. The 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. Preparing students for careers in the global work force community, the concentration offers relevant coursework and international collaborative projects (both virtual and in-person), such as the European Erasmus Plus Winter School program. Students 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.

## **UNCONDITIONAL ADMISSION STANDARDS**

For unconditional acceptance into the M.S. in Applied Psychology program, applicants are required 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 psychology statistics and research methods courses
- GRE scores from the verbal, quantitative and analytical tests that are no more than five years old; the GRE psychology test is not required.

## **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 may require the completion of specified undergraduate psychology courses, at either UBalt 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. (Undergraduate or other courses that are not part of the degree requirements are not eligible for federal financial aid.)

For detailed information about specific admission requirements, visit [ubalt.edu/appliedpsychology](http://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 integrated design) are permitted as electives, though may not count toward fulfilling LCPC licensure requirements. 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 at [ubalt.edu/coursedescriptions](http://ubalt.edu/coursedescriptions).

### **Core Courses (12 credits)**

The following 12 credits are required for the industrial and organizational psychology and the 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>

*Choose 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>

*Choose 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 as approved by advisor)**

**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)

*Choose 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 652	Organizational Theory and Development (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 UBalt's Merrick School of Business and in 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.

## CERTIFICATE IN PROFESSIONAL COUNSELING STUDIES

[ubalt.edu/professionalcounseling](http://ubalt.edu/professionalcounseling)

John Donahue, program director

FACULTY: Donahue, Gasser, Richardson, Shaffer, Soheilian

The **18-credit** Certificate in Professional Counseling Studies program is a post-master's certificate designed for those who have earned or are earning their master's degree in counseling or psychology. The program assists students with a qualifying master's degree in obtaining the **60 graduate credits** and **125 hours of field experience** required to sit for the National Counselor Examination. Passing the National Counselor Examination allows you to practice for two years as a licensed graduate professional counselor while you complete the 3,000 total hours of professional experience required to become an LCPC in Maryland and throughout the country.

In this program, you will **work closely with an adviser** to tailor your studies to best prepare you to sit for the exam and to meet other criteria established by the Maryland Board of Professional Counselors and Therapists, all required to become an LCPC. This program is an ideal progression for you if you have earned or are in the late stages of completing your master's degree in counseling, psychology or a related field; it can easily be paired with UBalt's M.S. in applied psychology with a counseling psychology concentration.

Classes tend to be offered during the late afternoons and evenings, and some courses are offered in the summer.

## UNCONDITIONAL ADMISSION STANDARDS



For unconditional acceptance into the Certificate in Professional Counseling Studies 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
- a master's or doctoral degree, **with a minimum cumulative grade point average of 3.0**, from a regionally accredited college or university, in counseling or psychology, needing no more than 18 credits of additional graduate coursework to qualify for licensure
  - Alternatively, a master's or doctoral degree, **with a minimum 3.0 GPA**, from a regionally accredited college or university, in an area closely related to counseling, and written confirmation, through a credential's evaluation by the Maryland Board of Professional Counselors and Therapists, of needing no more than 18 credits of additional graduate coursework to qualify for licensure
- successful completion of all undergraduate prerequisites for remaining graduate course requirements
- GRE scores from the verbal, quantitative and analytical tests that are no more than five years old (Note: As a result of the ongoing COVID-19 pandemic, the GRE admissions requirement is waived for the 2022-2023 year)
- a professional or academic letter of recommendation submitted on your behalf
- a statement of personal interest
- an interview with the program director following application review and determination of eligibility.

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

## CERTIFICATE REQUIREMENTS

The Certificate in Professional Counseling Studies program consists of 18 credits of coursework. No more than 6 credits with passing grades lower than B- can be applied to the degree. As the curriculum of the program is uniquely tailored to meet student needs based on previously completed academic coursework and the criteria established by the Maryland Board of Professional Counselors and Therapists, advisement is required when selecting courses.

Faculty members are committed to student training and regularly review students' performance in the program. For full policy, please see the [Standards and Expectations for Graduate Counseling Psychology Students](#). The table below describes the academic requirements to become an LCPC in the state of Maryland and the corresponding coursework offered in the program. See the [online course descriptions](#).

Required Core Content Area (3 graduate credits each)	Corresponding Courses at The University of Baltimore (each course is 3 graduate credits)*
(a) Human Growth and Development	APPL 613: Human Development
(b) Social and Cultural Foundation of Counseling	APPL 625: Multicultural Counseling
(c) Counseling Theory	APPL 605: Advanced Theories of Personality and Counseling
(d) Counseling Techniques	APPL 606: Basic Counseling Techniques
(e) Group Dynamics, Processing and Counseling	APPL 622: Group Counseling
(f) Lifestyle and Career Development	APPL 623: Career Counseling

(g) Appraisal and Diagnosis of Individual	APPL 608: Applied Assessment Procedures APPL 617: Personality Assessment APPL 618: Intellectual Assessment
(h) Research and Evaluation	APPL 632: Research Methods APPL 633: Research and Evaluation
(i) Professional, Legal and Ethical Responsibilities	APPL 602: Ethics and Legal Issues in the Practice of Psychology
(j) Marriage and Family Therapy	APPL 626: Family Therapy
(k) Alcohol and Drug Counseling	APPL 621: Substance Abuse Counseling
(l) Supervised Field Experience	APPL 703: Practicum in Counseling Psychology** APPL 708: Internship in Counseling Psychology**
(m) Diagnosis and Psychopathology	APPL 610: Psychopathology and Diagnosis
(n) Psychotherapy and Treatment of Mental and Emotional Disorders	APPL 662: Treatment of Trauma APPL 663: Treatment of Depressive Disorders APPL 666: Treatment of Anxiety Disorders
Six electives	<i>Various courses including:</i> APPL 601: The Biological Basis of Behavior APPL 603: Learning and Cognition APPL 614: Community Psychology APPL 627: Child and Adolescent Therapy APPL 629: Special Topics: Topics in Counseling Psychology APPL 631: Intermediate Statistics for the Behavioral Sciences APPL 643: Advanced Social Psychology APPL 665: Clinical Supervision

\*A faculty adviser may provide advice concerning degrees and coursework that will be acceptable to the Maryland Board of Professional Counselors and Therapists; however, final authority to accept or reject a particular degree or any individual course as applicable to licensure rests with the board.

\*\*If a practicum or internship is needed, the student must take a minimum of one course at UBalt in the Counseling Psychology program prior to the semester in which the practicum is taken. UBalt faculty cannot endorse a student for practicum until that course has been successfully completed and the student has demonstrated ongoing fulfillment of the program's standards for graduate students in counseling psychology.

## CERTIFICATE IN GLOBAL INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

[ubalt.edu/globaliop](http://ubalt.edu/globaliop)

Sharon Glazer, program director

FACULTY: Glazer, Mitchell, Tedone

The **12-credit** Certificate in Global Industrial and Organizational Psychology program is a postbaccalaureate certificate that is composed of courses within the M.S. in Applied Psychology program and specifically within the industrial and organizational (IO) psychology (IOP) area of concentration. The program serves graduate students of IOP who wish to earn a credential that highlights their experience with international or global IOP.

Today's companies that employ IO psychologists typically have international linkages, whether the company is itself multinational or the company has international partners, vendors or consumers. These companies would benefit from having IOP professionals who are prepared to consult to these organizations that transcend national boundaries.

Classes tend to be offered during the late afternoons and evenings, and some courses may be offered during the winterim and summer.

## ADMISSION STANDARDS

For unconditional acceptance into the Certificate in Global IOP program, applicants are expected to:

- be current students in the IOP program at The University of Baltimore and declare their intent to earn the certificate prior to graduation
- *or*
- have a bachelor's degree in psychology with a minimum cumulative grade point average of 3.0 from a regionally accredited college or university
- have a master's or doctoral degree, **with a minimum cumulative grade point average of 3.0**, from a regionally accredited college or university
- be in a master's or doctoral degree program in IOP or related field, **with a minimum cumulative grade point average of 3.0 (after completing at least three graduate courses)**, from a regionally accredited college or university
- submit GRE scores from the verbal, quantitative and analytical tests that are no more than five years old or an earned master's degree in IOP or related field
- **have a professional or academic letter of recommendation submitted on your behalf** (if not already a graduate student at The University of Baltimore)
- submit a statement of personal interest (if not already a graduate student at The University of Baltimore).

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

## CERTIFICATE REQUIREMENTS

The Certificate in Global IOP consists of 12 credits of coursework. No more than 6 credits with passing grades at or below a B- can be applied to the degree from prior completion of the master's in applied psychology at The University of Baltimore or other master's degree programs in psychology or related fields. Students in the global IOP specialization will be required to take the following course for 3 credits:

APPL 659 Cross-Cultural Organizational Psychology

*Under special circumstances, the following MGMT courses may be substituted (e.g., if no APPL course instructor is available to teach APPL 659 during a student's course of studies):*

MGMT 780            Leading across Cultures (this course has a prerequisite, MGMT 605, that must be met before it counts toward the specialization)

MGMT 796            Global Business Practicum

Nine additional credits toward the certificate could include the following courses, as long as there is a clearly articulated global, study abroad or cross-cultural psychology component:

APPL 652	Organization Theory and Development (3)
APPL 655	Practical Applications in IO Psychology (capstone) (3)
APPL 707	Practicum in IO Psychology (1-4)
APPL 779	Directed Study in Applied Psychology (1-3)
APPL 789	Research Proposal Development (3)
APPL 799	Thesis in Applied Psychology (3 or 6)

Three of the total 12 credits may come from the following courses (exceptions to this limit may be made if above options are not possible within two semesters of graduation at program director's discretion):

GAHS 504	Seminar in Globalization and Social Change (3)
GAHS 508	International Organization (3)
CNCM 620	Special Topics (3; must be discussed in consultation with IOP program director)
CNCM 710	Terrorism and Counterterrorism (3)
CNCM 740	Ethnic and Cultural Factors in Conflict (3)
MGMT 780	Leading across Cultures (3; prerequisite, MGMT 605, must be met before course counts toward the specialization)
MGMT 796	Global Business Practicum (3)
MGMT 798	Global Field Study (3)
MKTG 760	Global Marketing Management (3; this course has prerequisites that must be met before it counts toward the specialization)

## **PROGRAMS OFFERED BY THE DIVISION OF LEGAL, ETHICAL AND HISTORICAL STUDIES**

### **MASTER OF ARTS IN LEGAL STUDIES**

<https://www.ubalt.edu/legalstudies>

Michele Cotton, program director

FACULTY: Cotton, Kassner

ADJUNCT FACULTY: McDermitt, Moran, Trumpbour, Hollimon

This 36-credit program leading to an M.A. in legal studies provides students flexibility in scheduling and in how they approach their studies. The degree helps to make students competitive for a wide range of law-related jobs and prepares students for law school or further graduate study.

This degree does not lead to a paralegal certification but to a master's degree. It provides more advanced instruction in legal skills and knowledge.

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 may be available as well for continuing students.

## ADMISSION TO THE PROGRAM

To be considered for acceptance into the M.A. in Legal Studies program, applicants must:

- Complete each portion of UBalt's online application process.
- Possess a bachelor's degree from a regionally accredited college or university, or be currently enrolled in coursework leading to the completion of such a degree by the time of enrolment in the program.

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 expectation may be admitted 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. In some cases, the program director may admit such students subject to certain conditions, which must be met to continue in the program after the initial semester.

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

## TRANSFER CREDITS

A maximum of 9 relevant graduate credits may be transferred from another program at a 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 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 studies courses, subject to the approval of the program director.

## DEGREE REQUIREMENTS

### Required Courses (12 credits)

LEST 500	Legal Research and Analysis (3)
LEST 501	Legal and Ethical Foundations (3)
LEST 502	Law and Society (3)

### **Capstone Experience**

*Choose one of the following:*

LEST 696	Internships (3)
LEST 697	Applied Projects (3)
LEST 699	Independent Study (3)

### Elective Courses (21 credits)

Students must complete upper-level elective courses as follows:

Areas of Law (at least 6 credits)

Legal Topics (at least 6 credits)

The remaining 9 credits of electives may be distributed at student's discretion among any of the following options:

Areas of Law courses

Legal Topics courses

Other discipline courses

#### **Areas of Law**

LEST 603	Law of Contracts (3)
LEST 604	Law of Business Organizations (3)
LEST 605	Areas of Law (3) [for cross-listed LAW courses or other special offerings]
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)

#### **Legal Topics**

LEST 600	Complex Legal Analysis (3)
LEST 601	Ethics and Advocacy (3)
LEST 610	Special Legal Topics (3) [for cross-listed LAW courses or other special offerings]
LEST 624	Professional Ethics (3)
LEST 625	Topics in Applied Ethics (3)
LEST 626	The Trial Process (3)
LEST 628	Environmental Law and Ethics (3)
LEST 629	Biomedical Ethics (3)
LEST 696	Internships (3)
LEST 697	Applied Projects (3)
LEST 699	Independent Study (1-3)

#### **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.

## **PROGRAMS OFFERED BY THE DIVISION OF SCIENCE, INFORMATION ARTS AND TECHNOLOGIES**

### **MASTER OF SCIENCE IN INTERACTION DESIGN AND INFORMATION ARCHITECTURE**

[ubalt.edu/interactiondesign](http://ubalt.edu/interactiondesign)

Bridget Blodgett, program director

FACULTY: Blodgett, T. Harper, Ketel, Kohl, Oldenburg, Shrestha, Summers, Vincenti, Walsh  
ADJUNCT FACULTY: Feist, L. Harper, Lazier

The 36-credit M.S. in Interaction Design and Information Architecture program teaches students to combine computer science, cognitive psychology, user research, library science, and visual design in ways that successfully meet human needs. The program balances theoretical work with practical engagement, as students develop information systems and technologies to satisfy the needs of diverse audiences. They acquire skills to develop creative new applications for information technology and become proficient in understanding how humans interact with information and technology. The approach is forward-looking, anticipating the technologies of tomorrow and how they will affect our lives.

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 high- and low-tech prototyping tools in the Digital Whimsy Lab.

Classes are offered evenings, and some courses are offered in the summer for continuing students. The degree can be pursued part-time and can also be completed entirely online (most online courses are synchronous).

## 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
- two letters of recommendation
- a personal statement explaining why they are choosing interaction design and information architecture as their area of study.

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

## PREREQUISITE

For some courses, students are expected to complete the prerequisite course PBDS 501: Introduction to Web Development with a grade of PASS; this course does not count toward the completion of the degree program. Students may also meet this requirement using Code Academy courses as specified by the program director.

## DEGREE REQUIREMENTS

Completion of the M.S. may be accomplished by successfully completing 30 credits and a thesis/project 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)**

*Students choose one course from the following:*

IDIA 618 Dynamic Websites (3)  
IDIA 619 Interactive Multimedia (3)

### **Area Concentration (3 credits)**

*Students choose one course from the following:*

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)

## **THESIS REQUIREMENTS**

All core courses must be completed before thesis work begins. Thesis work should be spread over two semesters (3 credits each semester). Thesis projects must be approved by a thesis adviser before registering for any thesis credits. All thesis projects must incorporate significant elements of user research; thesis topics may have either a research or project focus.

## **GRADUATE CERTIFICATE IN USER EXPERIENCE (UX) DESIGN**

[ubalt.edu/userexperience](http://ubalt.edu/userexperience)

Bridget Blodgett , 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, including interaction design, user research, information architecture and human/computer interaction, the program prepares students to build online information spaces and create user experiences that balance business goals and user needs.



Classes are offered evenings and weekends. The certificate can also be completed exclusively online (most online courses are synchronous).

## ADMISSION STANDARDS

For acceptance into the Graduate 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 [ubalt.edu/userexperience](http://ubalt.edu/userexperience).

## PREREQUISITE

Students are expected to complete PBDS 501: Introduction to Web Development with a grade of PASS prior to registering for some certificate courses; this introductory course does not count toward the completion of the degree program. Students may also satisfy this requirement using Code Academy courses specified by the program director.

## CERTIFICATE REQUIREMENTS

Students must complete four required courses, 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

[ubalt.edu/informationandinteraction](http://ubalt.edu/informationandinteraction)

Kathryn Summers, program director

FACULTY: Blodgett, Kohl, Summers, 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 information and interaction design for humans. Through interdisciplinary courses in topics like cognitive psychology, library science, computer science, user research and interaction design, students become leading researchers and designers who can create innovative design solutions based on a solid understanding of human behavior.

This program is unique in its careful balance between theory and practice, and in its focus on the challenges of designing for special populations, such as children, older adults, people with low literacy skills or people who need assistive technology.

Doctoral studies culminate in a 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. All courses, but one, are also offered online in a synchronous format that allows for live lecture, discussion and collaboration. One course in methods for user research is offered in a hybrid format that includes a short residential experience (three days). Students may pursue the degree part time.

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 can accommodate change and growth.
- Develop new conceptual models and hypotheses of interaction design based on 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, information design, graphic design, etc.) with a minimum cumulative grade point average of 3.2 from a regionally accredited college or university
- GRE 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, those scores (no more than five years old) may be substituted for the GRE.
- potential for success in the program, as evidenced by a resume showing work or volunteer experience related to user experience design or user research
- evidence of intellectual preparedness to undertake doctoral study, as demonstrated in a sample essay from the applicant's prior academic work.

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 [ubalt.edu/informationandinteraction](http://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.

## DEGREE REQUIREMENTS

As students move through the program, they will specialize in either user research or interaction design using their elective courses.

After completing IDIA 810: Proseminar, students must take a qualifying examination containing written and oral components. The examination is based on questions developed by the candidate and finalized by 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 methodology 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? Are the proposed methods appropriate? Is it practical? Will it make a demonstrable contribution to the student's profession, community or discipline?

Students have two opportunities to pass the qualifying exam. After the second attempt, students who do not pass the qualifying exam are no longer eligible to pursue the doctoral degree at The University of Baltimore.

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 742	Topics in User Research (3)
IDIA 810	Proseminar (3)
IDIA 842	Methods for User Research (3)

### **Electives (12 credits)**

*Select four courses from the following:*

IDIA 602	Graphic Design Principles (3)
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)
IDIA 790	Independent Study
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)

## **PROGRAMS OFFERED BY THE KLEIN FAMILY SCHOOL OF COMMUNICATIONS DESIGN**

### **MASTER OF ARTS IN INTEGRATED DESIGN**

[ubalt.edu/integrateddesignma](http://ubalt.edu/integrateddesignma)

Megan Rhee, program director

FACULTY: Boyd, DeGeal, Meikle, Rhee, Simon, Smedley, Summers, Walsh, Winik, Yarrison

ADJUNCT FACULTY: Munchel, Patschke

Combining theory and practice, the M.A. in Integrated Design program integrates conceptual thinking, design, writing and research across multiple forms of media. Founded in the late 1970s, the program and its evolving curriculum have consistently prepared students to adapt to rapid changes in the fields of design and communications.

The integrated design faculty includes scholars, graphic and interaction designers, media critics, writers, filmmakers and videographers who, like the program itself, combine the intellectual, academic and professional. In addition, adjunct professors from the Washington metro region's creative community share their expertise in writing, graphic design and business practices.

Students in the program develop skills in design across multiple platforms as they prepare to pursue careers in corporate or nonprofit settings. Courses help students build a foundation in research, the creative process, professional writing, and design principles and strategies.

During the final semester, a two-course capstone experience enables students to practice what they have learned. PBDS 740: Seminar in Publications Design asks students to work in teams to address a multifaceted challenge. Using the problem-solving skills they have developed during their time in the program, they produce a complete solution and present it to judges drawn from the professional community. Simultaneously, in PBDS 735: Portfolio, students develop and refine their online personal and professional portfolios.

Classes are offered evenings and weekends, and some courses are offered in the summer. The program is also offered at the Universities at Shady Grove. Students entering the program are expected to be proficient in the Adobe Creative Suite and the latest versions of HTML and CSS.

## **UNCONDITIONAL ADMISSION STANDARDS**

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

- a bachelor's degree in design, communications or related field with a minimum cumulative grade point average of 3.0 from a regionally accredited college or university
- a portfolio of academic and/or professional work showing potential for success in the 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.

Applicants lacking sufficient graphic design skills may be required to successfully complete 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 [ubalt.edu/integrateddesignma](http://ubalt.edu/integrateddesignma).

## **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 612: Creative Methodologies and PBDS 615: Typography I are prerequisites for all other design classes and should be taken within the first year in the program.

All entering students must demonstrate proficiency in HTML and CSS either by receiving a B or better in PBDS 501: Introduction to Web Development or presenting evidence of certification via another preapproved educational resource. PBDS 501 credits do not count toward the degree, but the course or approved equivalency is required before registering for PBDS 660: Web Development and/or PBDS 661: Advanced Web Development. Such proficiency is also a prerequisite for most courses in the M.S. in Interaction Design and Information Architecture program, in which many integrated design students opt to take electives.

## **AWARDS**

Each spring, students enrolled in the capstone PBDS: 740 Seminar in Publications Design prepare projects that are judged by a jury of professionals in the field. Awards are presented for creative excellence in both this course and PBDS 735: Portfolio.

The annual Ampersand Award honors the graduating student who best exemplifies the integrative spirit of the Integrated Design program.

## **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 501 Introduction to Web Development (3)  
*Cannot be counted toward the 36 credits required for the degree*
- 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 (18 credits)**

- PBDS 610 Visual & Verbal Rhetoric (3)
- PBDS 612 Creative Methodologies (3)
- PBDS 615 Typography I (3)
- PBDS 660 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 & Private Languages (3)
- PBDS 611 The Craft of Popularization (3)
- PBDS 613 Design Writing (3)
- PBDS 691 Art of the Interview (3)
- PBDS 692 Writing for Digital Environments (3)

### **Electives (15 credits)**

Students may take, in addition to any offerings in the Integrated Design program, any classes in the M.S. in Interaction Design and Information Architecture program and select courses in the Merrick School of Business (must be preapproved by the program director) at The University of Baltimore. They may also take courses in illustration, photography, graphic design or production offered for graduate credit at the Maryland Institute College of Art.

For a complete list of electives, visit [www.ubalt.edu/integrateddesignma](http://www.ubalt.edu/integrateddesignma).

# MASTER OF FINE ARTS IN INTEGRATED DESIGN

[ubalt.edu/integrateddesignmfa](http://ubalt.edu/integrateddesignmfa)

Megan Rhee, program director

FACULTY: Boyd, DeGeal, Meikle, Rhee, Simon, Smedley, Summers, Walsh, Winik, Yarrison

ADJUNCT FACULTY: Patschke, Munchel

The 60-credit M.F.A. in Integrated Design program is built on the premise that 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 prepares graduates to navigate through situations requiring both big-picture vision and detail-oriented realization.

Faculty members are professionals with experience in the industry and academics. Graphic and interactive designers, filmmakers and videographers, usability experts, and information architects all combining theory, strategy and practice are part of the degree faculty. In addition, professionals from the region's creative community share their insight and expertise as adjuncts, guest speakers and critics.

Students in the program study concepts central to human-centered design. Over the course of their degree, students develop a wide-ranging portfolio containing interactive and narrative motion, digital strategy and design, and print work. Ultimately, students pursue either applied or theoretical thesis work that can carry them into further professional pursuits. Thesis work has included documentaries, language research, interactive experiences, design education research, animation and geolocation applications. Classes are offered on evenings and weekends, and some courses are offered in the summer for continuing students. Students may attend full or part-time.

## ADMISSION STANDARDS

For acceptance into the M.F.A. in Integrated Design program, applicants are expected to have:

- a portfolio of academic and/or professional work showing potential for success in the program
- 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 UBalt, if applicable.

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

When admitted, all students must schedule an appointment with the program director prior to registration.

## 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 demonstrate proficiency in HTML and CSS either by receiving a B or better in PBDS 501: Introduction to Web Development or presenting evidence of certification via another preapproved educational resource. Such proficiency is a prerequisite for most

courses in the M.S. in Interaction Design and Information Architecture program in which many integrated design students opt to take electives.

## **TRANSFER CREDITS**

A maximum of 12 relevant graduate credits may be transferred from another regionally accredited college or university toward this graduate degree, subject to approval of the program director.

## **DEGREE REQUIREMENTS**

### **Integrated Design (18 credits)**

DESN 615	Integrated Design Studio I: Principles (3)
DESN 616	Integrated Design Studio II: Typography (3)
DESN 617	Creative Concepts (3)
DESN 715	Integrated Design Studio III: Readings & Research (3)
PBDS 610	Visual & Verbal Rhetoric (3)
PBDS 612	Creative Methodologies (3)

### **Practicum (3 credits)**

DESN 791	Practicum in Integrated Design (3)
----------	------------------------------------

### **Capstone (9 credits)**

*M.F.A. candidacy is a requirement for these courses.*

DESN 793	Proseminar in Integrated Design (3)
PBDS 799	Integrated Design Thesis (3-6)

### **Electives (30 credits)**

Students work with an adviser to choose relevant courses to align with their goals. Students take a wide range of courses in several different programs, including Integrated Design as well as Interaction Design and Information Architecture. Students may also take select courses offered for graduate credit at the Maryland Institute College of Art (must be preapproved by the program director).

## **M.F.A. CANDIDACY REQUIREMENTS**

To be candidates for the M.F.A., students must meet the following requirements:

- competency in print, motion and digital strategy, as demonstrated by a portfolio evaluation and an oral examination of the portfolios
- successful completion of a written competency examination demonstrating an understanding of the discipline based on a reading list received upon entry into the program
- completion of all coursework, except DESN 793: Proseminar in Integrated Design and DESN 799: Integrated Design Thesis
- a minimum 3.0 GPA.

## **MASTER OF FINE ARTS IN CREATIVE WRITING & PUBLISHING ARTS**

[ubalt.edu/creativewriting](http://ubalt.edu/creativewriting)

Betsy Boyd, program director



FACULTY: Boyd, Delury, Leyva, Watkins, Winik

ADJUNCT FACULTY: Frye, McCormick, Wilson

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 to not only 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 members, 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.

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 [ubalt.edu/creativewriting](http://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 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)

### **Advanced Writing Workshop (3 credits)**

CWPA 720      Advanced Writing Workshop (3)

### **Design (3 credits)**

CWPA 651     Type & Design for Creative Writers (3)

### **Publishing Arts (6 credits)**

*Choose two of the following:*

CWPA 753     Publishing Arts: Special Topics (3; as appropriate)

CWPA 780     Book Arts (3)

CWPA 781     Electronic Publishing (3)

CWPA 782     Creating the Journal (3)

CWPA 783     Print Publishing (3)

### **Writing and Literature (6 credits)**

*Choose two of the following:*

CWPA 752     Creative Writing: Special Topics (3; as appropriate)

CWPA 786     Experimental Forms (3)

CWPA 787     Seminar in Literature & Writing (3)

CWPA 788     International Writing Workshop (3)

### **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).

## **MA GRADUATE CERTIFICATE IN DIGITAL COMMUNICATION**

[ubalt.edu/digitalcommunication](http://ubalt.edu/digitalcommunication)

Megan Rhee, program director

FACULTY: Boyd, DeGeal, Rhee, Simon, Smedley, Summers, Walsh, Winik, Yarrison

ADJUNCT FACULTY: Patschke, Munchel

The 12-credit Graduate Certificate in Digital Communication helps working communications professionals develop strategies to navigate an ongoing era of rapid change and to 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 their careers.

Classes are offered primarily in the evenings.

## ADMISSION STANDARDS

For acceptance into the Graduate 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 [ubalt.edu/digitalcommunication](http://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)**

*Students choose one course from the following:*

PBDS 719 Design Thinking (3)  
PBDS 720 The Digital Economy (3)

### **Electives (9 credits)**

*With the help of an adviser, students choose three courses from 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 & 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)

# ADDITIONAL 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 [usmd.edu/regents/bylaws/SectionVIII/VIII270.html](http://usmd.edu/regents/bylaws/SectionVIII/VIII270.html).

The University of Baltimore's current procedures for a change in residency status can be found at [ubalt.edu/residency](http://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 [usmd.edu/regents/bylaws/SectionIII/III241.html](http://usmd.edu/regents/bylaws/SectionIII/III241.html).

## MARYLAND HIGHER EDUCATION COMMISSION GENERAL POLICIES

These policies apply to higher education in the state of Maryland and can be found online at [dsd.state.md.us/COMAR/subtitle\\_chapters/13B\\_Chapters.aspx](http://dsd.state.md.us/COMAR/subtitle_chapters/13B_Chapters.aspx).

## THE UNIVERSITY OF BALTIMORE POLICIES

### UBalt Policy Guide

A variety of policies pertaining to the University and not exclusively to students can be found in the online Policy Guide at [ubalt.edu/policies/](http://ubalt.edu/policies/).

### PRIVACY

The University complies with the requirements of the Family Educational Rights and Privacy Act (FERPA), 34CFR Part 99, and 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, address, campus email, major, and, if applicable, minor field of study, level (first-year, sophomore, etc.), enrollment status, participation in officially recognized activities and sports, dates of attendance, degrees and awards sought and/or 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, veterans' affairs, the Office 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 [ubalt.edu/ferpa](http://ubalt.edu/ferpa).

**Please note:** The University of Baltimore has the right to the use and reproduction of photographs taken of students while they are enrolled for present and future use in University publications and marketing efforts, without compensation to the student. A student who does not wish to have a photo used must submit a signed statement to the registrar's office before the first Friday of each semester.

## EMERGENCY CLOSING POLICY

- A. Consistent with USM 170.0 VI-12.00-Policy on Emergency Conditions: Cancellation of Classes and Release of Employees, the University president has the authority to cancel or otherwise modify class and work schedules because of emergency conditions that may arise due to inclement weather, fire, power failure, civil disorder or other unusual circumstances that may endanger students or employees.
- B. Safety is always the No. 1 priority relative to opening or closing announcements, and the UBalt administration endeavors to make those announcements in a timely fashion. Decisions to open or close during emergency conditions are taken seriously and made after appropriate consultations with administrative units, governmental agencies or other experts pertaining to the emergency at hand.

For example, weather in the mid-Atlantic region is unpredictable and variable across the area. Snow totals can range from 1 inch in the west to 11 inches in the south and east. The decision to close or delay during periods of inclement weather is not taken lightly; local and regional forecasts are consulted, and the condition of state roads, as reported by the Maryland Department of Transportation, the Maryland Transportation Authority, the Maryland State Police and the Baltimore City Office of Emergency Management, are evaluated prior to making a decision about modifying class and work schedules. Moreover, announcements of other area colleges and universities about their own plans are also reviewed and discussed by administrators. In addition, conditions involving the safety and availability of University parking facilities and the condition of the streets adjacent to the University are assessed. Administrators recognize that weather conditions 20 miles west of UBalt could be quite different than conditions at the campus. Nevertheless, the final decision rests with the University's goal of accommodating as many of its campus members as possible on a given day.

Our hope is that all of our students, faculty members and staff members will use their own best judgment about the relative safety of their commute during inclement weather and other emergencies. That is UBalt's primary concern. When there is a weather emergency or other crisis, faculty members will discuss with their students ways to make up for missed classes or assignments.

- C. This policy applies seven days per week.
- D. Decisions to cancel or otherwise modify class and work schedules because of emergency conditions will be made by the University president after consulting with the provost, the senior vice president for administration and finance, and the chief of police.
- E. University administrators understand the importance of making every effort to decide, in a timely fashion, whether to cancel or otherwise modify class and work schedules as the result of weather or other emergency events.
- F. Official University closing announcements can only be found via the University's:
  - text messaging system
  - email system
  - webpage
  - emergency notification line, at 410.837.4201.
- G. When the main campus of UBalt is closed, online classes will proceed as scheduled unless otherwise indicated by the instructor. Students are expected to communicate with their instructors if a campus closing prevents them from meeting a deadline or participating in class activities.
- H. Instructors should indicate on their course syllabus any special instructions for emergencies.
- I. Instructors are responsible for making up work as needed to assure the integrity of the credit hours associated with the course. A range of options are available for doing so, including using online tools, such as a University learning management system.
- J. Closing notifications shall also be posted to the following organizations. Campus members are reminded that announcements in the media are NOT official notifications. See F above for official list of notification sources. Notifications include but are not limited to:
  - Baltimore-area radio and TV stations: WBAL Radio 11 (1090 AM/97.9 FM), WCAO/WXYV (600 AM/103 FM), WLIF (101.9 FM), WCBM (680 AM), WMIX (106.5 FM), WQSR (102.7 FM), WFSI (107.9 FM-Annapolis), WBAL-TV (11), WJZ-TV (13), WMAR-TV (2) and WBFF-FOX TV (45)
  - Washington-area radio and TV stations: WTOP (1500 AM/103.5 FM), WGMS (104.1 FM) and WTTG-FOX TV (5).
- K. Essential personnel are expected to report when the University is closed due to emergencies. Be guided by the directions of your supervisors.
- L. Staff and faculty members with questions about this protocol should request clarification from their immediate supervisors or the Office of Human Resources.
- M. The Universities at Shady Grove (USG) facility is not included in this closing policy, as USG has its own emergency closing policy. USG follows the closing decision of the University of Maryland, College Park.
- N. The University does not make announcements about individual department or program activities.
  - Departments wishing to communicate cancellation information about specific activities are encouraged to set up their own notification systems, such as recorded telephone messages or telephone trees.
  - Off-campus groups having business or events on campus should be informed by their on-campus contacts how cancellation information will be disseminated and develop their own notification system.

## **NONDISCRIMINATION AND SEXUAL MISCONDUCT**

### **Nondiscrimination Policy**

The University of Baltimore does not discriminate in its employment practices or in its educational programs or activities on the basis of sex/gender. The University of Baltimore also prohibits retaliation against any person opposing discrimination or participating in any discrimination investigation or complaint process internally or externally. Reports of misconduct, questions regarding Title IX, and concerns about noncompliance should be directed to the Title IX Coordinator at T9@ubalt.edu and you visit [ubalt.edu/titleix](http://ubalt.edu/titleix). For a complete copy of the policy or for more information, please contact the Title IX Coordinator or the Assistant Secretary of Education within the Office for Civil Rights (OCR).

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 Student Support, Academic Center, Room 112, 1420 N. Charles St., 410.837.4755, [studentsupport@ubalt.edu](mailto:studentsupport@ubalt.edu)
- for inquires or complaints against faculty or staff members, contact the Office of Human Resources, 1319 N. Charles St., Charles Royal Building, Third 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. 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 misconduct. For complete information, please visit [ubalt.edu/titleix](http://ubalt.edu/titleix).

## **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 Office of Disability and Access Services. This documentation is required whether the condition is permanent or temporary (broken leg, etc.).

A student's documentation should 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 the Office of Disability and Access Services staff for all students seeking accommodations. This includes undergraduate, graduate and law students. This documentation will be retained by the Office of Disability and Access Services and is not part of the student's permanent academic record. These records will remain in the office 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.

## **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 The 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 the Office of Student Support 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 number 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 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 a death certificate
- a program from funeral/services
- a 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 is working with an external partner to provide an SAP that provides comprehensive mental health and wellness services to students.

For more information about the SAP, please visit [ubalt.edu/studentassistance](http://ubalt.edu/studentassistance).

## **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 and rubella
- tetanus, diphtheria and pertussis
- meningococcal meningitis
- COVID-19.

## **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 [UBalt Student Handbook](#).

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 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 [ubalt.edu/ubpolice](http://ubalt.edu/ubpolice). You may also obtain a paper copy of the report at the UBalt 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.

Senior citizens 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 Engagement and Inclusion

## **CATALOG USE AND INFORMATION**

This 2020-21 The University of Baltimore Graduate Catalog outlines the University's graduate policies and procedures that were in effect as of June 30, 2020. 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.

UBalt 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](#)
- [UBalt School of Law](#).

## University System of Maryland Board of Regents

The University of Baltimore is a constituent university of the USM. The USM is governed by a Board of Regents, whose 17 members are appointed by the governor ([usmd.edu/regents/members/](http://usmd.edu/regents/members/)). The chancellor of USM is Dr. Jay Perman.

## UBalt Administration

Kurt L. Schmoke, President  
J.D., Harvard University  
Diploma (Rhodes Scholar), Oxford University  
B.A., Yale University

Catherine Andersen, Interim Provost  
Ph.D., Indiana University  
M.S., Hofstra University  
B.S., Ohio University

Roxie M. Shabazz, Vice President for Enrollment Management  
M.S.S., Bryn Mawr College  
B.A., Villanova University

Barbara Aughenbaugh, CFO and VP for Business Affairs  
BS, University of Maryland, University College

David F. Bobart, Vice President for Technology and Chief Information Officer  
B.A., The Johns Hopkins University

Theresa Silanskis, Vice President for Institutional Advancement  
M.P.A., The University of Baltimore  
B.A., Saint Mary's College of Maryland

Christine Spencer, Dean, Yale Gordon College of Arts and Sciences  
Sc.D., Harvard University School of Public Health  
S.M., Harvard University School of Public Health  
B.A., Bard College

Murray M. Dalziel, Dean, Merrick School of Business  
Ph.D., Harvard University  
M.A., University of Edinburgh

Ronald Weich, Dean, School of Law  
J.D., Harvard University  
B.A., Columbia University

Roger Hartley, Dean, College of Public Affairs  
Ph.D., University of Georgia  
M.A., University of Georgia  
B.S., Indiana University Bloomington

Nicole Marano, Associate Vice President for Student Success and Support Services  
M.S., Loyola University Maryland  
B.S., Washington College

# UNDERGRADUATE AND GRADUATE COURSE DESCRIPTIONS FOR THE 2022-23 ACADEMIC YEAR

## ACCT - Accounting

ACCT 201 INTRO TO FINANCIAL ACCOUNTING (3.00): A comprehensive study of basic financial accounting processes applicable to a service, merchandising, and manufacturing business. An analysis of transactions, journalizing, posting, preparation of working papers and -financial statements.

ACCT 202 INTRO TO MANAGERIAL ACCT (3.00): An introductory study of managerial accounting processes including job order costing, process costing, cost-volume-profit analysis, standard costs, activity-based costing, cost analysis, budgeting, and managerial decision making. Prerequisite: ACCT 201 or equivalent with a minimum grade of C.

ACCT 301 INTERMEDIATE ACCOUNTING I (3.00): A study of financial accounting -standard setting, the conceptual framework underlying financial accounting, balance sheet and income statement -presentations, revenue and expense -recognition, and accounting for current assets, and current liabilities. Prerequisite: ACCT 202 with a minimum grade of C.

ACCT 302 INTERMEDIATE ACCOUNTING II (3.00): This class is the second course of the three-semester sequence of intermediate financial accounting. This course focuses on issues related to the reporting and analysis of financial accounting information. The objective in this course is to examine in detail (with an emphasis on both the "what" and the "why") the following financial topics: 1) Operational Assets 2) Time value of money 3) Bonds and long term notes 4) Leases 5) Employee benefits and pensions. Prerequisite: ACCT301 or equivalent with a minimum grade of C.

ACCT 306 COST ACCOUNTING (3.00): A study of cost behavior, overhead cost -allocations, cost systems design, and an introduction to activity-based costing and control systems. Emphasis is on case studies and other practical applications. Prerequisite: ACCT 202 with minimum grade of C.

ACCT 310 INTERMED ACCOUNTING III (3.00): The third course in a three-course sequence for accounting majors. A comprehensive view of financial accounting concepts and principles, an intensive look at the nature and determination of the major financial statements, and an examination of current accounting practice, theory, and literature. Topics include shareholders' equity, investments, income taxes, earnings per share, accounting changes, error analysis, and statement of cash flows. Prerequisite: ACCT 302 or equivalent with a minimum grade of C. [CAP]

ACCT 317 ACCOUNTING INFO SYSTEMS (3.00): A study of fundamental accounting system concepts, the utilization of accounting system technology to establish security and controls, accounting system development, documentation and data base implementation and the internal controls of

accounting information. Projects use AIS applications on the revenue, expense, production and payroll cycles. Prerequisite: ACCT 202.

**ACCT 401 AUDITING (3.00):** A study of Generally Accepted Auditing Standards and other standards. Topics covered include professional standards, professional ethics, audit planning, internal control, audit evidence, completing the audit, audit reports and standards for different assurance and non-assurance services. Prerequisites: Acct 302 with a minimum grade of C / Merrick School of Business student or by permission of the instructor.

**ACCT 402 SEMINAR IN ASSURANCE SERVICES (3.00):** A study of auditing and other assurance services with an emphasis on the world of auditing that exists outside of the college textbook. Special emphasis is given to legal liability, statistical sampling, audits of SEC registrants, research using the AICPA auditing database, and other assurance services. A case study approach is used to attempt to create a realistic view of how an auditor organizes and carries out an audit examination. Prerequisite: OPRE 202 and ACCT 401 or equivalent with a minimum grade of C.

**ACCT 403 ADVANCED FINANCIAL REPORTING (3.00):** A study of business combinations and the preparation of consolidated financial statements for consolidated enterprises, fund-type accounting for governmental units and not-for-profit entities, accounting for partnerships, and accounting for multi-national enterprises. Prerequisite: ACCT 302 or equivalent with a minimum grade of C.

**ACCT 404 ADVANCED ACCT II (3.00):** An advanced study of the concepts of process cost accounting, cost behavior, overhead cost allocations, cost system design, activity-based costing and control systems. Emphasis is on case study analysis and other practical applications of cost accounting practices to various business enterprises. Prerequisite: ACCT 306 or equivalent

**ACCT 405 INCOME TAXATION (3.00):** A study and analysis of the federal income tax structure with emphasis upon the taxation of individuals. Topics include income determination, deductions, property transactions, credits, procedures, and an introduction to corporation and partnership taxation, tax planning and ethical issues. Prerequisite: ACCT 202 or equivalent with a minimum grade of C.

**ACCT 406 ADVANCED TAXATION (3.00):** A continuation of the study of the federal income tax structure with emphasis on the taxation of business entities, including corporations, partnerships and entities taxed as partnerships and S corporations. Also introduces gift and estate taxes and income taxation of estates and trusts. Prerequisite: ACCT 405 or equivalent.

**ACCT 411 SEMINAR IN ACCOUNTING (3.00):** A detailed study of current problems and contemporary developments in accounting literature, reports, and bulletins and a review of financial accounting theory as it relates to current accounting practices. Prerequisite: ACCT 302 or equivalent with a minimum grade of B-. Merrick School of Business student, or by permission of the instructor.

**ACCT 412 INTRODUCTION TO FORENSIC ACCOU (3.00):** Provides an overview of the field of forensic accounting, focusing on the roles, responsibilities and requirements of a forensic accountant in both litigation and fraud engagements. Examines basic litigation and fraud examination theory, identifies financial fraud schemes, explores the legal framework for damages and fraud and damage assessments



and methodologies, and reviews earning management and financial reporting fraud. Other topics include computer forensics and corporate governance and ethics. Actual litigation and fraud cases are used to highlight the evolving roles of forensic accounting. Prerequisite: ACCT 202 with a minimum grade of C.

ACCT 413 ETHICAL ISSUES IN ACCOUNTING (3.00): Considers business ethics issues within an accounting context from a multiple stakeholder perspective. Ethical theories, codes of ethics relevant to accountants, corporate governance and professional and corporate social responsibility are covered. The course emphasizes the application of concepts such as professionalism, integrity, independence and objectivity to individual decision-making. Prerequisite: ACCT 202 with a minimum grade of C.

ACCT 414 FEDERAL AND STATE GOVERNMENT A (3.00): The course covers the basics of federal, state and local (municipal) accounting with particular focus on fund accounting and issues specific to the accounting by the US Federal Government. The course coverage will roughly approximate the curriculum of Part II and III of Exam II of Certified Government Financial Manager examination. Prerequisite: ACCT 202 with a minimum grade of C.

ACCT 420 LAW, REGULATION AND PROFESSION (3.00): The course provides rigorous overview of theoretical and practical aspects of Law, Regulation, and Professional Responsibilities for Certified Public Accountants. The course covers legal issues pertaining to agency, contracts, debtor-creditor relationships, securities and employment law. The course also covers ethical and professional standards for certified public accountants. Prerequisite: ACCT 202 with a minimum grade of C.

ACCT 435 FINANCIAL STATEMENT ANALYSIS (3.00): Explores theoretical and conceptual foundations of generally accepted accounting principles. Integrates U.S. generally accepted accounting principles to develop students' understanding of financial statement analysis. Case materials and financial statements of U.S. and international companies are incorporated. Topics include standard setting, financial statement presentation issues, measurement issues (including fair-value accounting) and classification and recognition issues. Prerequisite: ACCT 201 or equivalent with a minimum grade of C.

ACCT 493 HONORS SEMINAR (3.00): An advanced interdisciplinary seminar that focuses on important books and issues and encourages independent thinking, clear presentation and an understanding of the concerns and methods of various disciplines. The course may be team taught; topic and instructor(s) may change from semester to semester. Course may be repeated for credit when topic changes. prerequisites: 3.3 GPA and permission of the Denit Honors Program director

ACCT 494 HONORS PROJ/THESIS (3.00 - 6.00): Directed individual instruction in an advanced project of the student's choice; the project must be academically related to this discipline. Each student works closely with a faculty director who guides his/her progress. The project must be of honors quality and must be finally approved by both the faculty director and a second faculty member. Course is eligible for a continuing studies grade. prerequisite: 3.3 GPA and permission of both the Denit Honors Program director and the faculty director

ACCT 495 ACCOUNTING INTERNSHIP (3.00): Provides students with real-world accounting experience. The course requires approximately 175 hours of practical work with a qualified firm based on explicit statements of student responsibilities and faculty/firm monitoring mechanisms. Students will work

closely with both the firm and a faculty member. It is recommended that students complete an internship in their junior year. prerequisites: Completion of nine semester hours of accounting with a minimum GPA of 3.0. Completion of MGMT 330 or permission of the instructor. Permission of the instructor is required.

ACCT 497 SPECIAL TOPIC: (3.00): The accounting faculty, from time to time, offer an opportunity to integrate new material into the undergraduate program reflecting changes in the field and in the educational needs of students. Prerequisites: ACCT 202 or equivalent with a grade of C or better or instructor permission.

ACCT 499 INDEP STUDY: ACCOUNTING (1.00 - 3.00): An in-depth study of a specific accounting topic performed on an independent basis by the student under the direction of a faculty member. Completion of a major paper as part of the independent study is required. For eligibility and -procedures, refer to the Merrick School of Business Independent Study Policy. Prerequisite: Merrick School of Business student or permission of the instructor.

ACCT 505 ACCOUNTING ESSENTIALS (1.50): Introduces students to the basics of corporate financial reporting and financial statement analysis from the manager's perspective. Emphasizes the analysis of financial statements and provides an overview of U.S. Generally Accepted Accounting Principles (GAAP) and International Financial Reporting Standards (IFRS) rules for most critical accounting items. prerequisite: graduate standing

ACCT 510 INTERMEDIATE ACCOUNTING I (3.00): A study of financial accounting standard-setting, the conceptual framework underlying financial accounting, balance sheet and income statement presentations, revenue and expense recognition, and accounting for current assets and current liabilities. Prerequisites: ACCT 504 or ACCT 505.

ACCT 511 INTERMEDIATE ACCOUNTING II (3.00): This course focuses on issues related to the reporting and analysis of financial accounting information. The objective in this course is to examine in detail (with an emphasis on both the "what" and the "why") the following financial topics: 1) Operational Assets 2) Time value of money 3) Bonds and long term notes 4) Leases 5) Employee benefits and pensions. Prerequisite: ACCT 510 or equivalent

ACCT 512 AUDITING (3.00): A study of generally accepted auditing standards with emphasis on professional standards, planning, internal control, audit evidence, audit sampling and standard reports for the various attestation functions. Prerequisite: ACCT 505 or equivalent

ACCT 513 INTERMEDIATE ACCOUNTING III (3.00): A comprehensive view of financial accounting concepts and principles, an intensive look at the nature and determination of the major financial statements, and an examination of current accounting practice, theory, and literature. Topics include shareholders' equity, investments, income taxes, earnings per share, accounting changes, error analysis, and statement of cash flows. Prerequisite: Completed or concurrent enrollment in ACCT 511.

ACCT 514 FUNDAMENTALS OF INCOME TAXATIO (3.00): A study and analysis of the federal income tax structure with emphasis on the taxation of individuals. Topics include income determination,

deductions, property transactions, credits and procedures, and an introduction to corporation and partnership taxation, tax planning and ethical issues. Prerequisite: ACCT 505 or equivalent.

**ACCT 601 FORENSIC ACCOUNTING PRINCIPLES (3.00):** Provides an overview of the field of forensic accounting, focusing on the roles, responsibilities and requirements of a forensic accountant in both litigation and fraud engagements. Examines basic litigation and fraud examination theory, identifies financial fraud schemes, explores the legal framework for damages and fraud and damage assessments and methodologies, and reviews earning management and financial reporting fraud. Other topics include computer forensics and corporate governance and ethics. Actual litigation and fraud cases are used to highlight the evolving roles of forensic accounting. Prerequisites: ACCT 504 or ACCT 505.

**ACCT 602 DISSECTING FINANCIAL STATEMENT (3.00):** Students learn how to review, detect and investigate possible financial statement concerns of publicly and privately held businesses, as well as those of nonprofit organizations and family businesses. Topics include legal elements of financial statement fraud, management's and auditors' responsibilities, improper revenue/sales recognition, inadequate disclosure of related-party transactions, improper asset valuation, improper deferral of costs and expenses, financial statement red flags and inadequacies in management's discussion and analysis. Students learn how to detect and investigate possible financial statement problems by addressing such factors as off-balance sheet activity, liquidity, financial performance indicators, unreported intangibles and lease auditing. Prerequisites: ACCT 504 or ACCT 505.

**ACCT 603 INVESTIGATIVE ACCT & FRAUD EXAM (3.00):** Topics include the in-depth review of sophisticated fraud schemes, how fraudulent conduct can be deterred, how allegations of fraud should be investigated and resolved, the recovery of assets, methods of writing effective reports and complying with SAS 82 and other fraud standards. Fraud and investigation topics cover acts of skimming, cash larceny, check tampering, register disbursement schemes, billing schemes, payroll and expense reimbursement schemes, improper accounting of inventory and other assets, corruption, bribery, conflicts of interest, security fraud, insurance fraud, anti-terrorist financing and money laundering. Prerequisites: ACCT 504 or ACCT 505.

**ACCT 604 LITIGATION SUPPORT (3.00):** Addresses the relationship between the forensic accounting professional and the litigation process in which he or she may play a role. Specifically, this course covers the litigation process, the legal framework for damages and fraud, damage assessment methodologies, issues related to the presentation of evidence through expert testimony, practices used in supporting divorce cases and basic rules of evidence as they apply to forensic accountants. Prerequisites: ACCT 504 or ACCT 505.

**ACCT 605 PERFORMANCE MGMT AND ACCT CONT (3.00):** Focuses on how managers can use accounting information in the budgeting process to assist them in planning, controlling and making decisions. Introduces students to internal controls, corporate governance and enterprise risk management. Prerequisites: ACCT 504 or ACCT 505.

**ACCT 624 FINANCE AND ACCOUNTING ANALYTICS (3.00):** This course focuses on applying cutting-edge analytics techniques to examine "big data" in finance, accounting, and auditing. Students will acquire working knowledge of common financial data analytics software packages (e.g. SAS, Tableau,

and IDEA). The course will heavily emphasize using data analytics techniques in solving common finance, accounting and auditing problems through using data preparation, data visualization and analysis techniques. Prerequisite: ACCT 512 or equivalent or permission of program director.

ACCT 635 FINANCIAL STATEMENT ANALYSIS (3.00): Explores theoretical and conceptual foundations of generally accepted accounting principles. Integrates U.S. generally accepted accounting principles to develop students' understanding of financial statement analysis. Case materials and financial statements of U.S. and international companies are incorporated. Topics include standard setting, financial statement presentation issues, measurement issues (including fair-value accounting) and classification and recognition issues. Prerequisite: ACCT 505 or equivalent

ACCT 650 LAW, REGULATION AND PROFESSION (3.00): The course provides rigorous overview of theoretical and practical aspects of Law, Regulation, and Professional Responsibilities for Certified Public Accountants. The course covers legal issues pertaining to agency, contracts, debtor-creditor relationships, securities and employment law. The course also covers ethical and professional standards for certified public accountants. Prerequisite: ACCT 505 or equivalent.

ACCT 655 TAX POLICY (3.00): Explores the evolution and structure of the federal income tax system from a public policy perspective. Focus is placed on legal, economic, social and practical considerations. Alternatives, including current legislative proposals, are considered. Students prepare a research paper on a topic related to tax policy.

ACCT 680 TAXATION OF ENTITIES (3.00): Covers federal income taxation of corporations, partnerships, estates and trusts as well as the taxation of gifts and estates. Analysis includes consideration of the sources of tax law, weight or authority, ethical issues, planning and administrative procedures. prerequisite: ACCT 405 or equivalent

ACCT 701 ACCOUNTING ETHICS (3.00): ACCT 701: Accounting Ethics - Considers business ethics issues within an accounting context from a multiple stakeholder perspective. Ethical theories, codes of ethics relevant to accountants, corporate governance and professional and corporate social responsibility are covered. The course emphasizes the application of concepts such as professionalism, integrity, independence and objectivity to individual decision-making. Prerequisites: ACCT 505 or permission of department.

ACCT 702 FEDERAL AND STATE GOVERNMENT A (3.00): This course covers the basic of federal, state and local (municipal) accounting with particular focus on fund accounting and issues specific to the accounting by the US Federal Government. The course coverage will roughly approximate the curriculum of Parts II and III of Exam II of Certified Government Financial Manager examination. Prerequisites: ACCT 505 or permission of department.

ACCT 720 STRATEGIC PROFITABILITY ANALYS (3.00): Applies current business tools and techniques to the understanding of what factors drive profitability, including financial as well as risk, quality, and social responsibility factors. Prerequisites: ACCT 306 or ACCT 605.

ACCT 740 ADV TOPICS IN ASSUR SERVICES (3.00): A study of the application of generally accepted auditing standards to auditing practice issues, of academic and practitioner research, of internal auditing, of EDP auditing and of governmental auditing issues. prerequisite: ACCT 512 or equivalent

ACCT 752 TOPICS IN ACCOUNTING SYSTEMS (3.00): A study of fundamental accounting system concepts, the utilization of accounting system technology to establish security and controls, accounting system development, documentation and data base implementation and the internal controls of accounting information. Projects use AIS applications on the revenue, expense, production and payroll cycles. Prerequisite: ACCT 505 or equivalent

ACCT 755 ADVANCED FINANCIAL REPORTING I (3.00): A study of business combinations and the preparation of consolidated financial statements for consolidated enterprises, fund-type accounting for governmental units and not-for-profit entities, accounting for partnerships and accounting for multinational enterprises. Graduate equivalent of ACCT 403. prerequisite: ACCT 511 or equivalent.

ACCT 761 ACCT FOR HEALTH CARE ORG (3.00): Covers financial reporting, analysis and strategy principles applied to for-profit and not-for-profit health-care organizations. Financial and managerial accounting issues related to strategic decision-making are emphasized. Review of the authoritative health-care accounting literature, overview of the health-care accounting environment, issues in revenue and expense recognition, balance sheet valuations, budgetary control systems, cost accounting, performance measurement, and the financial implications of third-party payment systems and managed-care arrangements. Prerequisites: ACCT 504 or ACCT 505.

ACCT 762 MEDICARE REGULATION (3.00): Focuses on principles and applications of Medicare payment systems and rate regulation for health-care providers, emphasizing understanding the Medicare system, developing the technical skills required to identify and research problems in Medicare payments, isolating relevant regulatory issues and developing documentary support and arguments for proposed solutions to problems in health-care payment claims. Topics include Medicare and the American health-care system, Part A hospital insurance benefits, Part B supplementary medical insurance benefits, exclusions from coverage, fraud and abuse, physician self-referral, payments rules, cost reports, claims and appeals, and managed care plans. prerequisites: ACCT 504 or ACCT 505.

ACCT 770 SEM: CUR TOPICS-ACCT (3.00): A study of current developments and contemporary problems in accounting. Topics vary from year to year. A significant writing and research experience is provided. prerequisite: ACCT 511 or equivalent

ACCT 780 SUSTAINABILITY ACCOUNTING (3.00): Sustainability accounting concerns the process of identifying, measuring and reporting the entities' impact on the planet with a focus mainly on the environmental impact. Determining how different entities affect the environment, measuring that impact and deciding what, how and to whom to report this impact are all part of this course. The course will cover topics dealing with greenhouse gas emission, trading and sustainability investing. Prerequisites: ACCT 605 or ACCT 640.

ACCT 795 GRADUATE ACCT INTERNSHIP (3.00): Students will attain professional accounting experience and work on assigned projects within a workplace accounting environment. Requirements

include a work supervisor evaluation, a journal detailing the work experience, and a self-assessment of the student's internship experience. Prerequisite: Admission to the MS in Accounting and Business Advisory Services Program and permission of the graduate director of the accounting program.

ACCT 797 SPECIAL TOPICS IN ACCT (3.00): Specialized topics in accounting, allowing flexibility for both the changing developments in accounting and the educational needs of students. Exact topics and prerequisite structure appear in the schedule of classes. prerequisite: ACCT 505 or permission of instructor.

ACCT 799 INDIVIDUAL RESEARCH (3.00): prerequisites: approval of accounting instructor, department chair and academic adviser

### **AITC - Computer Science**

AITC 151 COMPUTER PROGRAMMING I (3.00): A fundamental programming course focused on developing computational skills in problem-solving, algorithm development and program design, and principles of good programming. Topics include program flowcharting, pseudo-coding, input / output techniques, control structures, data types, modularization, procedures and file handling. A high-level programming language will be introduced and used throughout the course to supplement the theoretical foundations. prerequisite: none [TF]

AITC 210 COMPUTER HARDWARE/SOFTWARE (3.00): Introduces students to the architecture and hardware components of modern computing systems such as PCs, servers and portable/mobile devices. Topics include hardware components and peripherals, installation, configuration and upgrading, diagnosing and troubleshooting, safety and preventive maintenance, portable systems, installation and optimization of system software, and basic networking. Course materials also prepare students for the vendor-neutral CompTIA A+ industry certification exam. Lab fee required. Prerequisite: None

AITC 212 INTRODUCTION TO LINUX (3.00): Provides the conceptual knowledge and hands-on skills necessary to work with the current distributions of the Linux operating system. Topics include open source software, Linux installation and system software, common commands, tools and utilities, file systems management, basic administration, process management, network and service configurations, application installation and writing of simple shell scripts. Course materials prepare students for the vendor-neutral CompTIA Linux + industry certification exam. Lab fee required. Prerequisite: None

AITC 251 COMPUTER PROGRAMMING II (3.00): Introduces the syntax of an object-oriented language and teaches object-oriented programming concepts and design. To teach these concepts, the course presents an object-oriented programming language such as Java, C#, or C++, while developing problem-solving and algorithm design skills. Lab fee required. prerequisite: AITC 151 or equivalent

AITC 253 CLIENT-SIDE WEB PROGRAMMING (3.00): Introduces students to the basics of client-side web programming by looking at the Document Objects Model's structure and adding dynamic properties. Topics include HTML, CSS and JavaScript, with an introduction to frameworks such as JQuery and React. Lab fee required. Prerequisite: AITC 151

AITC 310 FUNDAMENTALS OF COMPUTER NETWO (3.00): An introduction to computer networks, including network operating system concepts. Topics include network components, layered network architectures, topologies, network protocols, Ethernet, wireless transmission, local area networks, wide area networks, switching and routing, network configuration and troubleshooting. Course also prepares students for CompTIA's Network+ certification exam. Lab Fee required. Prerequisite : AITC 210 or equivalent

AITC 312 SYSTEM ADMINISTRATION (3.00): Prepares students to install, configure, administer and troubleshoot a server operating system. Topics include setting up user and group accounts; securing network resources; auditing resources and events; monitoring network resources; backing up and restoring data; managing system policies, file systems and fault tolerance; interoperating between network operating systems; implementing network clients and directory replication; managing/implementing disaster recovery; and troubleshooting. Lab fee required. Prerequisite: COSC 310

AITC 317 VIRTUALIZATION AND CLOUD COMPU (3.00): This course exposes students to current topics and technologies in virtualization and cloud computing. Students become familiar with the various aspects of cloud computing systems and analyze new approaches. Topics include the concepts and principles of virtualization; the mechanisms and techniques of building virtualized systems; cloud architectures and service models, the economics and benefits of cloud computing, public cloud infrastructures such as Amazon Web Services, Google Cloud Platform and Microsoft Azure; free cloud services and open source software; and security in cloud computing. Prerequisite: AITC 310

AITC 332 FUNDAMENTALS OF COMPUTER SECUR (3.00): Introduces students to core principles and practices in computer and network security. Covers the fundamentals of computer/network security including general security concepts; threats and vulnerabilities; application, data and host security; access control and identity management; basics of cryptography; and compliance and operational/organizational security. Current topics in computer security such as cloud computing security and application programming development security also are discussed. Course materials prepare students for the vendor-neutral CompTIA Security+ industry certification exam. Lab fee required. Prerequisite: AITC 210 or equivalent. [GD]

AITC 350 FUNDAMENTALS OF COMPUTER PROGR (3.00): Provides an introduction to internet technologies that generate dynamic web pages, such as HTML, CSS, and JavaScript. Teaches fundamental concepts and design strategies of object-oriented programming using a language such as Java, C++, or C#. Serves as a foundational course for the Upper-Division Certificate in Computer Programming. Lab fee required. Prerequisite: admission to the Upper-Division Certificate in Computer Programming or permission of the Applied Information Technology program director

AITC 351 OBJECT ORIENTED PROGRAMMING (3.00): Introduces abstract data types, as well as generic classes and methods, complexity and algorithms. It also focuses on the design and implementation of object-oriented data structures. The course is based on an object-oriented programming language such as Java, C#, or C++. Proficiency in an object-oriented programming language is required. Lab fee required. prerequisite: AITC 251 or equivalent . [TF]

AITC 352 ADVANCED SCRIPTING AND TASK AU (3.00): Focuses on the automation of tasks typically associated with system administration and security by using a scripting language. Applies concepts of computer programming to repetitive tasks, such as log analysis, times execution of actions, local and remote file operations. The course utilizes a scripting language that is widely used and applicable, such as Python or bash. Lab fee required. Prerequisite: AITC 251 [TF]

AITC 356 DATABASE SYSTEMS (3.00): Introductory course to database design and implementation. Topics include modeling using Entity-Relationship (E-R) diagrams, query formulation with Structured Query Language (SQL), database planning and design, normalization, creating and maintaining a database administration. Basic concepts of the relational data model and SQL are discussed in detail. Students plan, design and test a relational database and associated application components. They also obtain hands-on experience using a current version of Microsoft SQL Server Database Management System or another system. Lab fee required.. Prerequisite: AITC 251.

AITC 401 THE TCP/IP PROTOCOL SUITE (3.00): Introduces students to the TCP/IP suite of communication protocols. Topics include fundamentals, basic and advanced IP addressing, TCP/IP routing, TCP/IP name resolution, TCP/IP tools, dynamic P/IP configuration tools, WINS, NetBIOS, Internet/intranet services, printing and RAS, network management, and monitoring and troubleshooting. Laboratory fee required. prerequisite: AITC 310

AITC 412 UNIX / LINUX ADMINISTRATION (3.00): Students develop skills required to administer the Unix /Linux operating systems. Topics include installing and configuring a popular distribution, common tools and utilities, file system administration, user and group management, network / Internet service configuration, user and system security, shell scripting, kernel configurations, interoperability with Windows, back-up and storage, and troubleshooting. Lab fee required. prerequisites: AITC 151 and AITC 212 or their equivalents.

AITC 416 WIRELESS NETWORKING: APPLICATI (3.00): This course provides an introduction to the fundamental principles, protocols, architectures, and current applications of wireless technologies. Examines the methods and techniques to secure these wireless technologies against threats and attacks. this course also explores emerging wireless technologies and Internet of Things (IoT) systems and their related security issues. Prerequisite: AITC 310

AITC 431 APPLIED CRYPTOGRAPHY (3.00): This course introduces the principles and practices of cryptography. The course consists of three parts: mathematical background, cryptographic concepts and algorithms, and technologies to secure data and networks. Emphasizes the application and uses of these algorithms. The course also exposes students to the basic steganography techniques and their applications. Topics include symmetric and public key encryption, key establishment and management, hash functions, digital signatures, public key infrastructures, and efficient implementation. Prerequisites: AITC 310, AITC 332, and MATH 321

AITC 432 INFORMATION ASSURANCE (3.00): Provides an introduction to the various technical and administrative aspects of information security and assurance. Discusses the foundation for understanding the key issues associated with protecting information assets, determining the levels of protection and response to security incidents, and designing a consistent, reasonable information security system with



appropriate intrusion detection and reporting features. Ethical, legal and professional issues in information security are also discussed. Students develop familiarity with research and information resources to forecast emerging problems and strategies in this area. Laboratory fee required. prerequisite: AITC 310 and AITC 332

**AITC 433 NETWORK SECURITY (3.00):** Deals with the conceptual and technological aspects of network security. The course begins with a review of various forms of network attacks, including scanning, exploits and denial-of-service attacks. It discusses the role of major networking devices, including routers, firewall technology and servers, in establishing a secure network. It provides a comprehensive overview of building and maintaining firewalls in a business environment. It discusses how to make an intelligent choice of firewall technology and firewall planning/design and presents basic firewall troubleshooting. It also covers security policy development, authentication, encryption, VPNs and IDSs. Laboratory fee required. prerequisite: AITC 310 and AITC 332

**AITC 434 WEB AND DATABASE SECURITY (3.00):** Introduces the security challenges and threats in database/Web-based systems. Students learn how to describe and apply security principles and technologies and how to implement them across various database/Web systems. In addition, advanced topics related to database/ Web systems such as e-commerce security, security problems in data warehousing and data mining are introduced. Lab fee required. Pre-requisite: COSC 155, AITC 332, and AITC 356.

**AITC 435 DIGITAL FORENSICS FOR INFORMAT (3.00):** Introduces students to computer forensics and investigation and examines the digital footprints left behind by the use or misuse of computer systems and networks. Exposes students to current techniques, tools and best practice in securing, collecting, processing, examining and presenting digital evidence. Lab fee required. prerequisite: AITC 310 and AITC 332.

**AITC 451 OBJECT-ORIENTED ANALYSIS AND (3.00):** Presents concepts and techniques in the development of robust design models and of applications of the United Modeling Language to fundamental object-oriented analysis and design concepts, including architecture, objects, classes, components, relationships, and supporting diagrams. Lab fee required. Prerequisite: AITC 351

**AITC 453 SERVER-SIDE WEB PROGRAMMING (3.00):** Focuses on the development of applications that reside on the server, powering the logic layer of modern software solutions based on three-tier and multi-tier architectures. Students learn server-side programming languages and frameworks, while balancing performance, security, and maintainability. Technologies include PHP, JSON, Node.JS, and various database query languages. Requires students to implement web applications in phases. Lab fee required. Prerequisite: AITC 251 and AITC 253.

**AITC 456 ADVANCED DATABASE SYSTEMS (3.00):** Covers advanced topics in database systems, intended to help students understand storage and indexes, query processing and optimization, transaction management, concurrency control, database administration and security, data warehousing concepts, OLAP and data mining, and distributed database and replication. Lab fee required. prerequisite: AITC 356

AITC 457 MOBILE APPLICATIONS PROGRAMMIN (3.00): Introduces students to mobile application programming and provides an understanding of the underlying wireless architecture and infrastructure in native environments. Discusses various aspects of mobile applications and design patterns, and students gain hands-on development experience with at least one mobile platform. Lab fee required. prerequisite: AITC 351 or equivalent.

AITC 458 SOFTWARE SECURITY (3.00): Reinforces concepts of secure programming introduced in earlier courses. Students focus on injecting security-based techniques and algorithms into new or already existing applications through concepts of application design and code refactoring. Topics include SQL injections, Web application vulnerabilities, data type overflows and race conditions. Lab fee required. Prerequisites: AITC 351 and AITC 356

AITC 459 OPEN SOURCE SOFTWARE DEVELOPME (3.00): Allows students to learn about and practice the development of open source application, including the contribution to well-known systems as well as starting brand new projects. Introduces students to tools and practices typically utilized in the development and dissemination of open source software. Topics include licensing, versioning systems, testing, and source code documentation. Lab fee required. Prerequisite: AITC 351 and AITC 356.

AITC 461 IT PROJECT MANAGEMENT (3.00): Introduces the concepts and practices associated with IT project management and helps students understand how successful IT projects are effectively managed so that projects are completed on time, within budget and meeting customer's needs. Teaches students the key processes, from project initiation to project closure. Students gain working experience with the latest versions of the most popular project management software and tools available to project managers. Lab fee required. prerequisite: WRIT 300

AITC 480 INTERNSHIP IN APPLIED INFORMAT (3.00 - 4.00): Provides students with hands-on work experience in Applied Information Technology. Students may arrange placement with an external organization, subject to written approval by the instructor and an official of the organization. Prerequisites: five courses (15 credits) within the AIT major at any level and approval of the instructor.

AITC 481 UNDERGRADUATE RESEARCH EXPERIE (1.00 - 4.00): Preparation of a work of original research or a substantial IT project displaying practical knowledge of relevant research. Each student develops a substantial thesis project that incorporates innovative approaches to technology based problems. Eligible for continuing studies (CS) grade. Lab fee required. Prerequisites: five courses (15 credits) within the AIT major at any level and approval of the instructor.

AITC 490 PRACTICUM IN INFO TECHNOLOGY (3.00): Provides students with hands-on work experience in applied information technology. Students may arrange placement with an external organization, subject to written approval by the instructor and an official of the organization. Alternatively, students may participate in an in-house project managed by the instructor. In the latter case, students attend regular class meetings as part of their project work. Laboratory fee required. prerequisites: AITC 461 and at least 4 courses in the student's chosen concentration or AITC 461 and at least 4 elective courses in the general track. [OC] [CAP]

AITC 499 INDEPENDENT STUDY (1.00 - 3.00): The pursuit of independent study under the supervision of a full-time faculty member. The number of credits to be earned is determined by the supervising faculty member before the study begins. Students may earn up to 3 credits for this independent study. Laboratory fee required. Prerequisite: varies; see class schedule or instructor.

## **ANTH - Anthropology**

ANTH 110 CULTURAL ANTHROPOLOGY (3.00): Provides an introduction to the field of cultural anthropology, the study of human cultural variation throughout the world, both past and present. This course focuses on the general concepts of anthropology as a discipline, the evolution and structure of human social groups, and in-depth culture description and cross-cultural comparison involving both past and extant societies. [SOSC] [QQT] [GIK] [SBS] [GD]

ANTH 115 HUMAN ORIGINS (3.00): An introduction to physical anthropology and archaeology, two subdisciplines within the field of anthropology. Physical anthropology has two major objectives: the reconstruction of the evolutionary history of Homo sapiens and the study of human genetic, anatomical and physiological diversity. Archaeology is devoted to the study of the life ways of past peoples through the examination of cultural remains. [SOSC] [QQT] [GIK] [SBS]

ANTH 201 INTRODUCTION TO ARCHAEOLOGY (3.00): Introduction to the basic theories, methods and kinds of data that archaeologists use to study the lives of people who lived in the past, including their natural environments, material cultures, foodways and socioeconomic systems. Students are introduced to the use of anthropological archaeology in the investigation of ancient peoples of the Old and New Worlds, as well as people of the recent past and how their lives were affected by European imperialism, institutionalized racism and the global capitalist system. [SOSC]

ANTH 202 INTRO TO ARCHAEOLOGY LAB (1.00): Emphasis is placed on hands-on experience in archaeology through the study of artifacts in the laboratory, the application of archaeological methods in the field and the analysis of archaeological data using computer statistics packages and geographic information systems software. Students take the important concepts and theories of archaeology and learn how to apply them in academic research. This course has ANTH 201 as a co-requisite. \$65 LAB FEE REQUIRED

ANTH 222 HUMAN ENVIRONMENTAL ADAPTATION (3.00): Examines the various ways humans adapt culturally to their physical and biological environments. Societies of a variety of time periods and levels of complexity are studied. Many different types of habitat and settlement are considered, from tropical rain forests to arctic zones, small villages to cities. The impact human societies have on their environments is an important theme in class lectures and discussions.

ANTH 252 ARCHAEOLOGICAL RES METHODS (4.00): Provides in-depth exposure to the methods used by anthropological archaeologists as they learn about past cultures and disseminate the knowledge they obtain, including field survey, excavation, artifact analysis, quantitative techniques, reporting, and literature review. Subject matter is conveyed to students in the form of lectures, discussion of case studies, and hands-on laboratory exercises. Lab fees required. Prerequisites :None

ANTH 295 HISTORICAL ARCHAEOLOGY (3.00): Deals broadly with anthropological archaeology as it applies to cultures with written records. Students receive an introduction to the methods and analytical techniques that historical archaeologists use to learn about past literate societies. Issues related to the European colonization of the New World, gender, ethnicity, slavery, and the development of the capitalist system figure prominently in course material. Prerequisites: None. [SOSC] [QQT] [GIK] [SBS]

ANTH 320 FORENSIC ANTHROPOLOGY (4.00): Explores the methods and concepts of the fields of physical anthropology and human osteology as they relate to the criminal justice system. Formal lectures and the discussion of case studies provide a terminological, conceptual, and theoretical foundation. Through laboratory exercises, students gain a general understanding of the identification of human remains and causes of death, including the determination of sex, age, evidence of trauma, and time of death. Lab fee required. Prerequisite: None [IL]

ANTH 365 HUMAN POPULATION DYNAMICS (3.00): Examines the effects of fertility, mortality, and migration on the size and structure of human populations. An anthropological focus is used to link: demography to cultural attributes, such as economy, religious practices, education, marriage, gender, and class. Environmental issues as they relate to the growth of human populations are important themes. [OC]

ANTH 410 CULTURAL RESOURCE MGMT (3.00): Involves the broad study of cultural resources, which include both material aspects of culture, such as historical structures and artifacts, and nonmaterial cultural manifestations, such as music, dance, and folklore. Students are introduced to the issues surrounding the preservation of cultural heritage. The legal and business management aspects of CRM as it relates to archaeology form an important component of coursework. Prerequisite: None

ANTH 440 ANTHROPOLOGICAL THEORY (3.00): This course deals broadly with the evolution of anthropological thought from the 19th century to today, including the areas of cultural evolution, gender, Marxism, political economy, ethnicity, agency, social justice, social structure, symbolism, and cultural materialism. Coursework combines formal lectures with group discussions of assigned readings. Prerequisites: None

ANTH 488 SPECIAL TOPICS IN ANTHROPOLOGY (3.00): An intensive study of an issue or set of related issues in the discipline of anthropology. Content varies depending upon the interests of faculty and students. Course may be repeated for credit when the topic changes. Prerequisite: None

ANTH 490 INTERNSHIP IN CULTURAL RES MGT (3.00 - 4.00): Provides students majoring in Applied Anthropology the opportunity to gain hands-on experience working with nonprofit institutions, government agencies, or private firms associated with cultural resource management. Course is eligible for continuing studies grade. Pre-requisite: None

ANTH 499 SPEC PROJECTS IN ANTHROPOLOGY (3.00): This capstone experience for Applied Anthropology majors involves the implementation of a research project under the supervision of a faculty member. The work may include primary research, a review paper, or another type of scholarly research product. This course is eligible for a continuing studies grade. Prerequisite: Permission of Program Chair.

## **APPL - Applied Psychology**

**APPL 601 THE BIOL BASIS OF BEHAVIOR (3.00):** Surveys the current knowledge of the structure and function of the nervous system, with an emphasis on how this information contributes to understanding behavior and mental processes. Introduces neuroscience and demonstrates how different types of information are integrated in this interdisciplinary field. Students gain insight into how biochemical, anatomical, and physiological approaches contribute to the understanding of behavior and clinical phenomena. Addresses multicultural and social justice advocacy considerations. Lab fee required. Prerequisite: only open to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

**APPL 602 PROFESSIONAL IDENTITY, ETHICS, (3.00):** Focuses on the development of professional identity, pathways to credentialing and licensure and legal and ethical issues in professional counseling and psychology. Students examine professional organizations, credentialing bodies and the ethical codes relevant to the practice of counseling and psychology. Emphasis on ethical standards of the American Counseling Association and resolution of ethical dilemmas through the application of an ethical decision-making model. Addresses multicultural and social justice advocacy considerations. Prerequisite: only open to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

**APPL 603 LEARNING AND COGNITION (3.00):** Emphasizes the study of the major theories and models of human learning from the perspectives of both behaviorism and cognitive science. Includes an experiential overview of how people acquire, store and use information. Theoretical and empirical information is applied to the understanding of human behavior in a wide variety of settings. Address multicultural and social justice advocacy consideration as they relate to issues in human learning. Prerequisite: only open to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

**APPL 604 INTERVIEWING (3.00):** The interview as an informational, research and clinical tool. Interview formats and their construction, as well as the skills required for their utilization, are reviewed. The relationship of the interview to other information-gathering procedures is considered. Lab fee required. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

**APPL 605 ADV THEORIES OF PERSONALITY & (3.00):** An advanced exploration of theories regarding personality and counseling. Includes discussion of treatment implications and research related to each theory or therapy. Addresses multicultural and social justice advocacy considerations. Prerequisite: only open to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

**APPL 606 BASIC COUNSELING TECHNIQUES (3.00):** An overview of the basic skills and techniques required for conducting counseling sessions, including multicultural and social justice considerations. Explores listening skills, relationship-building, intake and ongoing assessment, etc. Basically experiential in nature, with students engaging in self-reflective activities, practicing and evaluating counseling styles

and abilities and participating in varied classroom activities such as mock counseling role plays and/or interviews. Lab fee required. Prerequisite: APPL 605 or permission of instructor; only open to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

APPL 607 INTELLIGENCE/APTITUD (3.00): Examination of theory and practice in the field of behavioral medicine, emphasizing the role of mind-body interaction in physical health and illness as well as approaches to prevention, diagnosis and treatment of physical disease and psychophysiological dysfunction. Topics include doctor-patient communication, specific physical conditions, modification of health behavior and coping strategies. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 608 APPL ASSESSMENT PROCEDE (3.00): An exploration of current procedures employed in the evaluation of behavior within the context of multicultural and social justice factors. Focuses on the observation and interpretation of behavioral information and its relationship to choice of assessment procedures. Reviews representative measures of intellectual ability, achievement, aptitude, personality and psychological motor functioning. Lab fee required. Prerequisite: only open to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

APPL 609 OCCUPATIONAL STRESS & HEALTH (3.00): Survey of the organizational environment that affects cognitive processes and subsequent physiological, psychological and behavioral responses affecting individual and organizational performance. Topics include the role of the person, such as biology and personality; the role of the organization, such as workplace climate and work roles; and different types of individual and organizational stress management interventions that contribute to individuals' health and well-being. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 610 PSYCHOPATHOLOGY AND DIAGNOSIS (3.00): Examines issues in the epidemiology, diagnosis, and treatment of psychiatric disorders. Major attention is given to changing applied and theoretical perspectives in the light of contemporary research methodologies and findings. Addresses ethical, multicultural and social justice advocacy considerations in relation to psychiatric classification and diagnosis. Prerequisite: only open to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

APPL 612 HUMAN RELATIONS (3.00): Examination of human interactions in work settings that impact individual mental health and organizational health and productivity. Emphasis on preventing and intervening to reduce stress, frustration, conflict and violence, sexual harassment and other social problems in the workplace by applying research in emotional intelligence, personality, social perception, communication, persuasion and teamwork. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 613 HUMAN DEVELOPMENT (3.00): Survey of the biological, psychological and social changes that accompany the developmental process. Includes a study of the physical, intellectual, emotional and social development of the individual from conception to death. Addresses multicultural and social justice advocacy considerations. Prerequisite: only open to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

APPL 614 COMMUNITY PSYCHOLOGY (3.00): Provides an introduction to the central concepts, strategies, findings and values of community psychology to help students develop broader perspectives on individual and community functioning and well-being. Explores the interdependence of individuals and their communities and environments, with foci on social issues and policies, underserved and marginalized groups, social justice and social change, and prevention of social and mental health problems. Emphasizes research and interventions at the level of small groups, organizations, institutions and communities to reduce stress, enhance quality of life, prevent emotional and behavioral disorders, and empower individuals and their communities. Prerequisite: only open to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

APPL 615 COGNITIVE AND PSYC FOUND (3.00): Covers material for three competency areas within the basic fields of psychology that are considered essential at the master's level. Topics include biological bases of behavior, learning theories and cognition. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 616 ADVANCED TREATMENT TECHNIQUES (3.00): Examines the application of theoretically and empirically based change strategies in mental health counseling. Surveys several theoretical approaches to a variety of clinical problems, with an emphasis on empirically supported principles of change. Multicultural and social justice advocacy considerations in the application of behavioral change strategies are addressed. Includes applications to both children and adults. Prerequisites: APPL 605 and APPL 606. This course is open only to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

APPL 617 PERSONALITY ASSESSMENT (3.00): Examines the rationale, psychometric properties and utility of some of the major personality assessments in use today within the context of multicultural and social justice considerations. Focuses primarily on objective measures of personality, but projective measures are introduced. Emphasis is given to the professional, ethical and cultural competency responsibilities associated with the assessment process and to administration and interpretation procedures. Lab fee required. Prerequisites: APPL 610 and APPL 608 or satisfactory completion of undergraduate Tests and Measurements course; only open to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

APPL 618 INTELLECTUAL ASSESMENT (3.00): Examines the theoretical background, rationale and validity of the major assessments of intellectual abilities currently in use. Emphasizes the professional, ethical, multicultural and social justice responsibilities associated with the assessment process, and to administration and interpretation procedures. Lab fee required. Prerequisites: APPL 610 and APPL 608 or

satisfactory completion of undergraduate Tests and Measurements course; open only to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

**APPL 619 PSYCHOLOGICAL ASSESSMENT (3.00):** Examines the rationale and validity of the more predominant intelligence tests, projective measures, interest inventories and personality measures currently in use. Focus also includes professional and ethical responsibilities associated with the assessment process and provides familiarity with administration and interpretation procedures. Lab fee required. Prerequisites: APPL 610 and either APPL 608 or undergraduate Tests and Measurements course. This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

**APPL 620 NEUROPSYCHOLOGY (3.00):** Survey of basic clinical neuropsychology, focusing on the psychometric foundations of different diagnoses based on the clinical presentation of human brain dysfunction. Discusses cognitive, behavioral, emotional and social symptoms of the major neuropsychological disorders. Issues of assessment in impaired populations are addressed, including the provision of effective psychological services to the neuropsychologically impaired individual. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

**APPL 621 SUBSTANCE ABUSE COUNS (3.00):** Provides a review of current literature regarding the etiology, psychology, risk factors and social phenomena associated with substance (including alcohol) use and related disorders. Emphasizes evidence-based contemporary and traditional treatment methods employed by outpatients clinics and inpatient units. Addresses issues related to ethical, multicultural and social justice advocacy considerations in the treatment of substance use disorders. Lab fee required. Prerequisite: APPL 606; only open to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

**APPL 622 GROUP COUNSELING (3.00):** An introduction to the theory and practice of group psychotherapy, including consideration of history and theory as well as practical considerations and clinical techniques. Explores ethical considerations for therapists who lead groups. Addresses multicultural and social justice advocacy considerations. Incorporates an experiential component into the class periods. Lab fee required. Prerequisite: APPL 606; only open to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

**APPL 623 CAREER COUNSELING (3.00):** Introduces the primary theories that explain how individuals make career choices and the specific strategies the counselor can use to help the client make informed career choices. Students gain exposure to specific instruments designed to assist in career decisions. Addresses multicultural and social justice considerations in career counseling. Lab fee required. Prerequisite: APPL 606; only open to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

**APPL 624 PSYCHOLOGY & THE LAW (3.00):** Application of the fundamental principles of psychology to facets of the legal system, including an overview of the field as well as specialized topics such as



competency, commitment, psychology of juries and the psychology of evidence. Emphasis on current newsworthy topics as well as on rapidly changing controversial issues and ethical considerations. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 625 MULTICULTURAL COUNSELING (3.00): Explores the impact of social phenomena, such as privilege and oppression, on cultural group membership and human development. Topics include race, ethnicity, gender, gender identity, sexual orientation, ability status, age, national origin, religion, socioeconomic status and language. Examines multicultural counseling relationships and research, as well as social justice advocacy considerations for the practicing therapist. Self-reflection and experiential exercises raise awareness of self as a cultural being. Course knowledge is applied to out-of-class experiences as well as to psychological assessment, case conceptualization and treatment planning. Lab fee required. Prerequisites: APPL 605 and APPL 606; only open to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

APPL 626 FAMILY THERAPY (3.00): Presents an overview of various family therapy theories and techniques, including systems theory and family life-cycle development. Explores the integration of these techniques into the therapy process with couples and families. Special attention is given to specific issues such as the impact of race, culture and gender on a family therapeutic intervention. Prerequisite: APPL 606; only open to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

APPL 627 CHILD AND ADOLESCENT THERAPY (3.00): Provides an understanding of the psychological disorders of childhood and adolescence. Covers the assessment, diagnosis and treatment of a broad range of disorders that typically arise in childhood or adolescence and examines the factors that contribute to their development. Addresses multicultural and social justice advocacy considerations in working with children and adolescents. Prerequisite: APPL 606; only open to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

APPL 628 COLLEGE COUNSELING (3.00): Provides an understanding of the issues and psychological problems of college students and how those issues and problems are treated in the college setting. Covers the assessment and treatment of disorders that characterize young adulthood and the core knowledge and skills of college counselors, and provides an orientation to college and university counseling centers. Addresses multicultural and social justice advocacy considerations for working with college students in a university setting. Prerequisites: APPL 602, APPL 606 and APPL 610; only open to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

APPL 629 SPEC. TOPIC IN COUNSELING (3.00): Theoretical assumptions, techniques and effectiveness of interventions associated with behavioral and psychological problems of the aged, alcoholics, sexual deviants, criminal offenders and/or problems encountered in marriage and family situations. Specific topic may vary from semester to semester. May be repeated for credit as course topic

changes. Lab fee may be required. prerequisites: to be determined by instructor Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 631 INTERMED STAT:BEHAV SCI (3.00): The logic of hypothesis testing and assumptions underlying its use are the framework for studying analysis of variance and covariance and multiple regression. These tools are learned in the context of application to psychological research. Students learn to complete statistical analyses using a microcomputer statistical package and to interpret the results. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 632 RESEARCH METHODS (3.00): Builds on the fundamentals of research design and on knowledge of basic statistical techniques to provide a broad overview of the major research methods of applied psychological research. Students learn to frame inquiries and problems as research questions. The relative merits and drawbacks of the major research methods are explored. Students develop a research proposal to investigate an applied research question. Prerequisite: APPL 631. This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only

APPL 633 RESEARCH AND EVALUATION (3.00): Surveys methods used to investigate questions and acquire knowledge in counseling and psychology, and provides students with the skills necessary to critically evaluate counseling and clinical research literature. Topics include principles and techniques of qualitative and quantitative models; needs assessment; program evaluation; ethical, multicultural and social justice considerations in the research process; and the role of the mental health counselor as a knowledgeable research consumer. Prerequisite: only open to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

APPL 635 PROGRAM EVALUATION (3.00): Study of the theories, constructs and analytical skills needed to develop, implement and evaluate organizational programs and policies. Emphasis is on the research methods used to measure and track programs and their outcomes over time. prerequisites: APPL 631 and 632 or permission of program director. Applied Psychology or Certificate in Professional Counseling Studies.

APPL 639 SPEC. TOPICS : APPL STATISTICS (3.00): Study of one major statistical topic, such as multivariate statistics, structural equation modeling, meta-analysis, analysis of ordinal and categorical variables or nonparametric statistical techniques. Offered when student demand is sufficient and matches instructor interests. Topic may vary from semester to semester. May be repeated for credit as course topic changes. Prerequisites: APPL 631, APPL 632 and permission of instructor. Applied Psychology or Certificate in Professional Counseling Studies.

APPL 641 ORGANIZATIONAL PSYCHOLOGY (3.00): Studies how principal theories and empirical findings from research in organizational psychology are used to improve employee performance and satisfaction. Emphasizes the interactive effects of situational and individual difference variables as they influence organizational behavior. Overview includes motivation, leadership, employee morale, group dynamics and interpersonal communication. Students apply theoretical and empirical findings to solutions

of work-related problems in case studies. Lab fee may be required. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 642 MOTIVATION, SATISFAC, LEADERSHIP (3.00): Critical and in-depth examination of the research evidence for theories of leadership and job satisfaction. Using motivation as a central concept, students gain an understanding of how group dynamics and personal, environmental and cultural factors influence organizational behaviors. Students work in teams to solve performance-related problems presented in case studies. Lab fee may be required. Prerequisite: APPL 641 or approval of program director. This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 643 ADVANCED SOCIAL PSYC (3.00): Survey of the theoretical positions, research methodology and current findings seeking to explain how interpersonal interactions affect individual and group behavior. Consideration is given to such constructs as attitudes, attributions and cooperation. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 644 PERSONNEL PSYCHOLOGY (3.00): Overview of the area of personnel psychology. Topics include job analysis, personnel selection and placement, training and development and performance appraisal. Special attention to measurement procedures involved in personnel selection and performance appraisal. Equal employment opportunity laws and their effect on personnel practices are discussed. Lab fee may be required. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 645 PERSONNEL ASSESSMENT (3.00): Application of the technical material learned in Personnel Psychology related to assessment techniques used to select, promote and evaluate personnel. Hands-on experience with these methods, including development of the most common ones. Assessment techniques discussed may include ability tests, personality and honesty tests, drug testing, work samples, interviews, training and evaluation forms and performance appraisals. Students go through the process of developing surveys for attitude assessment. Lab fee required. Prerequisite: APPL 644 or permission of instructor. This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 646 EMPLOYMENT LAW (3.00): Review and analysis of federal laws and their application to human resource management (including employee selection, promotion, performance appraisals, discipline, termination, compensation, benefits and safety). Covers EEO, Affirmative Action, Civil Rights Acts, Americans with Disabilities Act and other antidiscriminatory legislation, as well as FLSA and OSHA. Examines legal issues such as privacy, sexual harassment, drug testing and employees' rights versus employers' rights. Addresses strategies for creating policy and legal concerns in a context of organizational behavior and motivation theories. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 647 TRAINING & ORGANIZ. DEVELOP (3.00): Theory, findings and methods relating to how an organization ensures that its employees are equipped to accomplish its mission. Students learn about techniques to assess and implement organizational change. Through hands-on activities, they learn to develop and implement programs such as skills training, team building and management development. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 648 EMPLOYEE SELECTION (3.00): Examines testing and decision theory, legality and societal issues involved in matching individual knowledge, skills, abilities and other characteristics with organizational needs. Discussions include employment interviews, cognitive abilities testing, integrity and substance abuse testing, personality measures, biographical data and other procedures. Lab fee may be required. prerequisite: APPL 644. This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 649 SPEC. TOPICS INDUST/ORGA PSYCH (3.00): Studies a topic of industrial/organizational psychology of mutual interest to students and faculty that is not currently part of course offerings. Topic may vary. May be repeated for credit as course topic changes. Lab fee may be required. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 650 WORK GROUPS IN ORGANIZAT (3.00): Study of group dynamics in the context of organizations, focusing on the predominant psychological theories and research findings that explain the formation and development of work groups. Emphasis on learning how effective strategies and techniques can be used to enhance teamwork in organizations. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 651 JOB ANALYSIS (3.00): Survey of job analysis methodology and issues using experiential projects. Includes tools used in conducting a job analysis: data gathering techniques, legal and technical standards and the Occupational Information Network. Emphasis is on variation in approach dependent on subsequent application of the results. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 652 ORGANIZATIONAL THEORY AND DEVE (3.00): Survey of organizational theory and techniques used in organizational development. Topics include organizational structure and communication, sources of power, organizational culture, Lewin's Change Model, Action Research and Schein's Process Change. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 653 CONSULTING SKILLS (3.00): Focuses on the essential skills and abilities needed for successful consulting to organizations. Topics include business development, project management, cost estimation and report writing. Emphasizes learning techniques used for successful group presentations

and developing skills for effective oral and written communication. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

**APPL 654 SURVEY DEVELOPMENT & IMPLEMENT (3.00):** How to plan, design and implement surveys to assess organizational characteristics. Emphasizes how to collect and analyze survey data and present findings to the organization.

Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

**APPL 655 PRACTICAL APPL. IN I/O PSYCHOL (3.00):** An opportunity to practice real-world application of the competencies acquired in the degree program. Students propose solutions to simulated or actual challenges faced by organizations and demonstrate their ability to integrate and apply broad knowledge of personnel and organizational psychology. Prerequisites: APPL 632, 642, 645 and 651. This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

**APPL 657 PERSONALITY AT WORK (3.00):** A study of the role that personality plays in an organizational setting. Examines the construct of personality as it relates to job performance and to interpersonal relations at work. Focuses primarily on recent theory, research and findings on the effectiveness of personality in selection with an emphasis on response distortion issues. Students complete several self-report inventories to gain a personal view of how someone with his or her profile would be expected to behave in various work environments. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

**APPL 658 CHANGE MANAGEMENT (3.00):** Theory, findings and methods relating to how organizations manage and mismanage change. Students learn about techniques to assess and implement organizational change. Through hands-on activities, they learn to develop and implement change management programs, including skills training and team building. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

**APPL 659 CROSS-CULTURAL ORGANIZATIONAL (3.00):** Examines topics in organizational psychology from a cross-cultural lens, focusing on portability of Western-based theories and practices to other cultures. Topics include cultural values, methodological equivalences, intercultural training, group processes, organizational justice, work-family issues, leadership, negotiations, acculturation and expatriation/repatriation. Prerequisite: APPL 641 or permission from instructor. This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

**APPL 661 DEATH, DYING, LOSS AND GRIEF (3.00):** Models of adjustment to loss and their application to counseling individuals and groups who have experienced significant loss through death, illness and injury, divorce and major life transitions. Emphasis on issues related to death and dying (including social, psychological and cultural factors that influence grieving). Also explores significant loss areas to which

grief intervention perspectives and techniques can be applied. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 662 TREATMENT OF TRAUMA (3.00): Exposes students to the current approaches to treatment of trauma being used by clinicians. Emphasizes the development and application of skills in conducting empirically-supported therapy for trauma-related conditions. Addresses issues in the ethical assessment and treatment of trauma-related conditions, including multicultural and social justice advocacy considerations. Lab fee required. Prerequisites: APPL 605, APPL 606 and APPL 610; only open to the following majors; M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

APPL 663 TREATMENT OF DEPRESSIVE DISORD (3.00): Provides students with knowledge and skills in current evidence-based approaches to treatment of depressive disorders, as well as disorders that frequently co-occur with depression (e.g., anxiety, substance use, personality disorders). Emphasizes cognitive and cognitive-behavioral treatments, though other theoretical approaches are noted. Addresses ethical, multicultural and social justice advocacy considerations in the assessment and treatment of depression. Lab fee may be required. Prerequisites: APPL 605, APPL 606 and APPL 610; only open to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

APPL 664 GEROPSYCHOLOGY: PSYCHO (3.00): Survey of the empirical data and theoretical formulations relating to the psychosocial concomitants of aging. Consideration of the interactional effects of individual, familial, social and cultural variables as they influence successful adaptation to later life. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 665 CLINICAL SUPERVISION (3.00): Provides didactic preparation in clinical supervision knowledge and skills. Emphasizes ethics, multiculturalism, social justice advocacy, supervisory relationship dynamics, models of supervision, modes of evaluation, supervision research and tools to conduct effective clinical supervision with counselor trainees. Lab fee required. Prerequisite: two semesters of APPL 703 or APPL 708 and permission of the instructor; only open to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

APPL 666 TREATMENT OF ANXIETY DISORDERS (3.00): Provides students with a theoretical and empirical understanding of the development, maintenance and current evidence-based treatment of anxiety and related disorders, including cultural and social justice considerations. Emphasizes behavioral and cognitive-behavioral treatments, although other theoretical approaches are discussed as well. Lab fee required. Prerequisites: APPL 605, APPL 606, and APPL 610; only open to the following majors; M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

APPL 700 SPECIAL TOPICS: (3.00): Readings and discussions of topics in applied psychology. Topic may vary. May be repeated for credit as course topic changes. Lab fee may be required. prerequisites:

determined by instructor. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 701 PRACTICUM IN I/O (3.00): Readings and discussions of research studies and theoretical papers in areas of special interest to seminar participants. prerequisite: completion of 15 hours of Applied Psychology core courses : This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only

APPL 702 FIELD STUDY (1.00 - 3.00): Supervised prior-to-practicum experience at a setting that supports preparation for a career in counseling or industrial/organizational psychology. Not a clinical experience. To earn 1 credit, a student spends approximately 60 hours at the site and provides a journal of the experience for the supervising faculty member. The requirements are agreed to in writing prior to registration by the student, supervising faculty member and on-site supervisor. A maximum of 3 credits may be applied to the degree. Course is NOT eligible for a continuing studies grade and does NOT count as part of the 60 credits required to qualify for certification by the State Board of Professional Counselors. Pass/fail grading. prerequisite: prior approval (See above.) Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 703 PRACTICUM IN COUNSELING (3.00): Experience in the application of: behavioral change methods and skills, ethical and legal requirements, and multicultural competence and social justice advocacy in a clinical or counseling setting. The student 1) functions as a professional under the supervision and guidance of an on-site counselor, and 2) attends scheduled group supervision meetings on campus several times during the course of the semester. Students must complete arrangements for the experience with the practicum coordinator in the semester preceding enrollment. Lab fee required. A maximum of 6 credits may be applied toward the degree. Eligible for continuing studies grade. Prerequisites: permission of instructor prior to registration and APPL 602, 605, 606 and 610; only open to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

APPL 704 PRACTICUM IN RESEARCH (3.00): Supervised participation in experimental studies designed by either the student or an individual approved by the instructor. A maximum of 6 credits may be applied toward the degree. Eligible for continuing studies grade. prerequisites: APPL 631 and APPL 632 or equivalent and approval of instructor. This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 705 PRACTICUM IN ASSESSMENT (3.00): Supervised experience in the use of assessment procedures in situations relevant to student interest and vocational goals. Students spend the equivalent of one day per week at an approved training site. A maximum of 6 credits may be applied toward the degree. prerequisites: APPL 606 and APPL 619 or APPL 645 or other appropriate coursework in assessment and approval of instructor. Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 706 PRACTICUM IN APPLIED PSYCH (3.00): An opportunity to gain practical experience in the application of psychology at various work settings. The work and/or field research is designed and mutually agreed upon by the student, the practicum coordinator and the workplace supervisor. Includes regular on-campus meetings. Enrollment may be limited by availability of settings. Student must complete arrangements for the experience with the practicum coordinator in the semester preceding enrollment. A maximum of 6 credits may be applied to the degree. Eligible for continuing studies grade. prerequisites: permission of instructor (prior to registration) and coursework deemed pertinent to project by practicum coordinator. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 707 PRACTICUM IN I/O PSYCH (1.00 - 4.00): Supervised participation in field research in applied job settings. Hands-on experience with I/O work assignments is performed and evaluated. The work and/or field research is designed by the student or senior personnel and should enhance a student's vita/resume. Government, industry, public/community service or other settings may be generated by the instructor or the student. Setting and research/job duties must be proposed and agreed upon in writing by the student, the instructor and an authorized representative from the organization. To the extent that settings/positions must be generated by the instructor, enrollment is limited according to availability. A maximum of 6 credits may be applied toward the degree. Eligible for continuing studies grade. prerequisite: permission of instructor. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 708 INTERNSHIP IN COUNSELING (1.00 - 3.00): Builds upon APPL 703 Practicum in Counseling, allowing students to practice and further integrate counseling skills, ethical and legal requirements, and multicultural competence and social justice advocacy in clinical or counseling settings. Students accrue at least 100 hours of supervised clinical experience for each credits taken. Students must complete arrangements for the experience with the practicum coordinator in the semester preceding enrollment. Lab fee required. Prerequisites: APPL 703 and permission of program director; only open to the following majors: M.S. in Applied Psychology or Certificate in Professional Counseling Studies; other majors may take this course with departmental permission only.

APPL 779 DIR STUDY IN APPL PSYC (1.00 - 3.00): The pursuit of independent work under the supervision of a faculty member. This work should relate to a topic not covered by the regular department offerings and may provide a basis for entrance into courses with special prerequisites. The student writes a proposal that is approved by the supervising faculty member and the graduate program director prior to registration. Prerequisites: completion of required core and approval prior to registration. Pass/fail grading. Eligible for continuing studies (CS) grade. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 789 RESEARCH PROPOSAL DEV (3.00): Independent study in which the student develops a proposal for research founded in the literature and practice of applied psychology. The student must have the requisite skills for bringing the proposal to completion. The end product of the course is a research proposal that may be presented to the division as a thesis proposal. Course is NOT eligible for continuing



studies grade. Pass/fail grading. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 798 CONTINUOUS ENROLLMENT (1.00): Provides continuing faculty direction, academic support services and enrollment services for students who have completed all course requirements for the degree but have not completed a thesis or final project. Students continue the independent work leading to finishing the thesis or final project that is significantly under way. Course may be repeated for credit as needed. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only. Prerequisite: completion of all course requirements for degree program.

APPL 799 THESIS IN APPLIED PSYCH (3.00 - 6.00): An independent and original research effort, supervised closely by full-time faculty. It should be founded in the literature of applied psychology. The student is expected to demonstrate an ability to formulate research questions as testable hypotheses, to analyze data using appropriate research methods and design and statistical tools, and to present the entire work in a well-written document using APA style. The number of credits is determined when the proposal is approved. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 801 STATS FOR ASSESS & EVAL (3.00): An advanced course covering statistics common to field research, including partial and semi-partial correlation, ANCOVA, and multiple regression, and statistics used with dichotomous dependent variables, including logistic regression and nonparametric procedures (e.g., Chi-square, Cohen's Kappa, Fisher Exact test, Wilcoxon's Matched-Pairs Signed-Rank Test). Exams and projects involve examples of field assessment with an emphasis on interpreting results calculated using SPSS. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 802 STATS FOR ASSESSMENT II (3.00): An advanced course covering multivariate statistical procedures, including factor analysis, MANOVA and MANCOVA, discriminant analysis, confirmatory factor analysis and causal modeling. Exams and projects involve examples of field assessment with an emphasis on interpreting results calculated via SPSS. Prerequisite: APPL 801.

APPL 803 MEASUREMENT THEORY (3.00): An advanced course in psychometrics that focuses on understanding the internal structure of scales used primarily for measuring abilities, personality traits, interests, values, and attitudes. Emphasis is on scale construction based on True Score Theory, Generalizability Theory, and Item Response Theory. This course assumes the understanding of reliability, validity, and scaling models. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 804 ORG THEORY & DEVELOPMENT (3.00): Survey of organizational theory and techniques used in Organizational Development. Topics include organizational structure and communication, sources of power, organizational culture, Lewin's Change Model, Action Research, and Schein's Process Change. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

APPL 805 CONSULTING SKILLS (3.00): Focuses on the essential skills and abilities needed for successful consulting to organizations. Topics include business development, project management, cost estimation, and report writing. Emphasizes learning techniques used for successful group presentation andPrerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only. developing skills for effective oral and written communications.

APPL 806 SURVEY DEV & IMPLEMENT (3.00): Students learn how \_to plan, design, and implement surveys to assess organizational characteristics. Emphasis placed on how to collect, analyze survey data, and present findings to the organization. Prerequisite: This course is open only to the following majors: Applied Psychology or Certificate in Professional Counseling Studies. Other majors may take this course with departmental permission only.

## **ARTS - Arts**

ARTS 101 MUSIC AND ARTS AS CRAFT (3.00): Examines the creative connections among individual imagination, artistic creation, audience reception and financial considerations, looking at the creative processes of artists such as Michelangelo, Mozart and Jackson Pollock as examples of the complex, often laborious and always evolving efforts that result in great works of art. Students talk with working artists, composers, conductors and collectors in the Baltimore area. [ART] [HAT] [AH]

ARTS 121 WORLD MUSIC (3.00): Equips students to understand diverse world cultures through the lens of those cultures' musical lives. Students develop skills in listening perception and cultural analysis while focusing on musical traditions from Africa, Central Europe, Native American communities, Latin America, India, Indonesia and Japan. The course also presents music's basic structural elements and descriptive terminology. [ART] [HAT] [AH] [GD]

ARTS 201 THE ARTS IN SOCIETY (3.00): An overview of the role that individual artistic expression and group artistic movements have played throughout history, with a focus on the individual and the arts, economics and the arts, and politics and the arts. [ART] [AH] [IL]

ARTS 202 TECHNOLOGY IN THE ARTS (3.00): An exploration of ways that technology has shaped the arts throughout history, that artists have appropriated and responded to technology, that technology facilitates management of the arts and that emerging technologies continue to influence the arts. [TF]

ARTS 230 THE ART OF FILM (3.00): A study of film as an art form. Course considers film as an artifact, made in particular ways and having a certain style and structure. Emphasis is placed on the ways film represents space and time. Laboratory fee required. [AH]

ARTS 240 THE BALTIMORE ART WORLD (3.00): Meet the personalities and enter the spaces that make art in Baltimore. Taught by established faculty who are artists in Baltimore themselves, this class will be a bird's eye view of the landscape of who is making music, visual art, theater, poetry, literature, and film and TV in Charm City. Featuring local and national artists as guests, and the occasional field trip to Baltimore arts events, museums, venues, public art spaces, and more.

ARTS 297 TOPICS IN THE ARTS I (3.00): Intensive exploration of topics in the arts of mutual interest to students and faculty. The topic of study appears under that name in the class schedule. Course may be repeated for credit when topic changes. Laboratory fee may be required. [ART] [HAT] [AH]

ARTS 304 ARTS AND IDEAS (3.00): An interdisciplinary study of enduring works of imagination and intellect that have contributed to the making of contemporary civilization. Examples of art, architecture and music are used to illuminate central themes in literature, philosophy and history. The cultural resources of the Baltimore area are used wherever appropriate. [ART] [CTE] [GIK] [HAT] [AH]

ARTS 351 THE BUSINESS OF BEING AN ARTIST (3.00): A hands-on examination of the practical skills that are required to make a living as a professional creative artist in context of the 21st-century U.S. workforce. Topics include intellectual property, artists' agents and managers, entrepreneurial uses of the Web, leveraging social and new media, fundamentals of self-employment, grant-writing basics and complementary career tracks.

ARTS 352 ESSENTIALS OF ARTS MANAGEMENT (3.00): Provides a broad-based view of the business of running a nonprofit arts organization in the context of the current economic environment, including grant writing, bookkeeping, marketing and management issues, event promotion and board development. prerequisite: ARTS 201 or INTA Program Director Permission

ARTS 397 TOPICS IN INTEGRATED ARTS (3.00): Intensive exploration of arts-related topics. Content varies according to the concurrent interests of faculty and students. Specific topic is listed in the schedule of classes. Course may be repeated for credit when topic changes. prerequisite: none unless listed in the class schedule

ARTS 475 INTERNSHIP IN INTEGRATED ARTS (3.00): Students apply skills and knowledge from coursework to jobs in the field of arts management or performance. Interns will meet periodically as a group to share experiences and discuss problems and successes. Eligible for continuing studies grade; otherwise, grading: pass/fail. prerequisites: senior status and permission of the program director.

ARTS 476 SEMINAR IN INTEGRATED ARTS (3.00): Senior-level capstone seminar required of all Integrated Arts majors. Through completion of a major project, a final paper and class discussion, students will demonstrate their knowledge and skills related to the role of the arts in society; the interaction of technology and the arts; and the integration of arts production, analysis and management. prerequisite: ARTS 475 [CAP]

ARTS 489 INDEPENDENT STUDY IN ARTS MGMT (3.00): Consideration and completion of a special project in the area of arts management. Each student works closely with a faculty member who helps to

set goals, develop a course plan and guide progress. Projects vary with individual student interests.  
prerequisite: permission of the program director

## **BIOL - Biology**

BIOL 101 HUMANKIND AND THE BIOLOGICAL W (3.00): Deals in a broad sense with how humans interact with, affect and are affected by other organisms. Presents an overview of the history of scientific thought, including important persons, shifts in philosophy and technological innovations. Pathogenic organisms, genetic predisposition and natural immunity to disease, as well as disease treatments and cures are discussed. Addresses the ways that human activities such as hunting, commercial fishing and deforestation have had an impact on other life on Earth. [GSCI] [QQT] [BPS]

BIOL 111 HUMAN BIOLOGY WITH LAB (4.00): Provides an overview of the structure and essential processes of the human body, including digestion, blood circulation, and the brain and senses. Human evolution, reproduction, early development and aging, and immunity to disease are discussed. The laboratory component of the course focuses on the design, practice and reporting of science. It includes exercises and experiments dealing with light microscopy, cell biology, genetics, and human anatomy and physiology. Laboratory fee required. [GSCI] [QQT] [BPSL]

BIOL 121 FUND OF BIOLOGY WITH LAB (4.00): Introduction to the diversity of life on Earth. Cell structure, reproduction and chemistry are discussed. Provides an overview of the evolution, physiology and ecology of animals, plants and microbial life, including the impact of human behavior on ecosystems. The laboratory component of the course focuses on the design, practice and reporting of science. Laboratory exercises and experiments include an introduction to light microscopy; cell division; genetics; cellular respiration; photosynthesis; environmental science; and the examination of bacterial, botanical and zoological specimens. Laboratory fee required. [GSCI] [QQT] [BPSL]

BIOL 122 HUMAN BIOLOGY (1.00): THIS COURSE, WITH ITS CO-REQUISITE BIOL 121, SATISFIES THE LABORATORY SCIENCE GENERAL EDUCATION REQUIREMENT.  
Focuses on the design, practice, and reporting of science. Laboratory exercises include an introduction to light microscopy, cell division, genetics, and the examination of bacterial, fungal, botanical, zoological specimens. Experiments expose students to physiological processes, such as cellular respiration and photosynthesis. Introduces students to ecology and environmental science and the implementation of field research Lab Fee

## **BULA - Business Law**

BULA 151 BUSINESS LAW I (3.00): A basic study of the judicial system, contracts, agency, fraud, sale of personal property, warranties, transfer of title, and legal remedies.

BULA 251 BUSINESS LAW II (3.00): A detailed study of the law of bailments, public carriers, negotiable instruments, secured transactions, real property, personal property, landlord and tenant rights and obligations, real estate mortgages, wills and estate of descendants, trusts, insurance, suretyship, guaranty, bankruptcy and labor law. Representative CPA law questions are reviewed and discussed.

Note: Business Law II cannot be substituted for a 300- or 400-level business or management elective.  
prerequisite: BULA 151

## **CHEM - Chemistry**

CHEM 101 CHEMISTRY AND THE MODERN WORLD (3.00): Focuses on the relationship between people and chemistry. Introduction to the fundamentals of chemistry, including the nature of matter and energy, atomic structure and chemical bonds. Addresses such subjects as the characteristics and makeup of the compounds that power automobiles and heat homes, the drugs that alleviate pain or ease depression, and the foods eaten to provide the components of the life-sustaining processes of the human body. [GSCI] [QQT] [BPS]

## **CMAT - Communications**

CMAT 130 BALTIMORE IN THE MEDIA (3.00): A study of the image of Baltimore through the lens of the media. Students analyze narrative and non-narrative films, television programs, books, short stories, websites, newspapers, magazines and blogs to gain a greater understanding of where they live and the city's evolution from the eyes of those who record and promote its happenings. Laboratory fee may be required. [ART] [GIK] [AH]

CMAT 201 COMMUNICATING EFFECTIVELY (3.00): Introduction to oral communication: interpersonal, small group and public speaking. Emphasis on accurately transmitting information, using effective strategies for informing and persuading, using effective communication techniques to work with others, and feeling at ease in front of an audience. Laboratory fee required. [CMAT] [COM] [ELEGCE] [OC]

CMAT 207 PRACTICUM IN COMMUNICATION (3.00): Applied learning experience tailored to each student's academic and career interests. Students gain applied work experience in a communication-related field. Grading: pass/fail. Note: This course does not satisfy the corporate communication internship requirement. prerequisite: permission of the program director

CMAT 211 COMPUTER GRAPHICS: PUBLISHING (3.00): Introduction to page layout/design, illustration and presentation software. Students learn layout and design graphics for print publication and screen presentation. Laboratory fee required. prerequisite: working knowledge of MacOS

CMAT 212 COMPUTER GRAPHICS: IMAGING (3.00): Introduction to photographic and vector based software. Students process photographs and create vector graphics for web and print distribution. Laboratory fee required. prerequisite: working knowledge of MacOS

CMAT 215 INTRODUCTION TO DESIGN (3.00): Introduces the basic principles of design—contrast, repetition, alignment and proximity—and applies them through a series of assignments. Students examine the work of famous designers, along with important design styles of the 19th and 20th centuries. Other topics include color theory, grids and the design process. [ART] [HAT] [AH]

CMAT 216 HISTORY OF GRAPHIC DESIGN (3.00): Introduction to the history of graphic design. Addresses the difference between art and design and the roles both play in design's evolution. Areas of

emphasis include historical periods, key movements, typography, significant events and pre-eminent designers [ART] [HAT] [AH]

CMAT 231 DECODING MEDIA (3.00): Helps students develop a vocabulary and techniques for analyzing images and sounds: movies, ads, photographs, websites and more. Examines composition, color, sequencing, animation and sound and specifically how those elements alter meaning. [ART] [CTE] [HAT] [AH]

CMAT 271 INTERPRETING POP CULTURE (3.00): Interpreting Pop Culture (3) Examines various elements that define popular culture, among them the mass media, sports, fashion, restaurants and food, architecture, amusement parks and religion. Students look at ways that pop culture institutions and products both shape and reflect the larger culture. [ART] [HAT] [AH]

CMAT 296 TOPICS IN SPEECH COMMUNICATION (3.00): Intensive exploration of topics in speech communication. The topic for study appears in the class schedule. Course may be repeated for credit when topic changes. Laboratory fee required. [CMAT] [ELECGE]

CMAT 297 TOPICS IN DIGITAL COMMUNICATION (3.00): Intensive exploration of a specific topic related to digital communication or media studies. The topic studied appears under that name in the course registration schedule. Lab fee may be required. [AH]

CMAT 300 PUBLIC SPEAKING (3.00): A performance-oriented examination of the principles of public communication, emphasizing theory and rhetorical structure as well as presentation. Includes critiqued in-class practice of a variety of speech forms and strategies. Laboratory fee required.

CMAT 303 ORAL COMMUNICATION IN BUSINESS (3.00): Extensive practice in presentational speaking, briefing techniques, the mechanics and dynamics of group meetings and the development of interviewing, critical listening and interpersonal communication skills. Laboratory fee required. [CMAT] [COM] [ELECGE]

CMAT 320 ARGUMENTATION, DEBATE & SOCIETY (3.00): Issue analysis, evidence evaluation, critical reasoning and counter advocacy. The principles of argumentation and debate are applied through student presentations and critical observation of contemporary debate in legal and legislative bodies. Laboratory fee required.

CMAT 333 MEDIA GENRES (3.00): Analysis of the patterns and conventions of a specific type of media program (e.g., Western, science fiction, situation comedy), media artist (e.g., Hitchcock, Allen, Capra) or style (e.g., film noir). Course may be repeated for credit when topic changes. Laboratory fee required. [AH]

CMAT 334 ORAL INTERP OF LIT (3.00): Creative reading: the transformation of the writer's word through the reader's voice in expository, poetic, narrative and dramatic forms. A progression from reading to analysis to interpretation to presentation. Laboratory fee required.

CMAT 340 SURVEY OF DIGITAL COMMUNICATIO (3.00): Organizations, consumers, and private individuals are flocking to digital communication, leaving traditional media behind. Through case studies, investigation, and projects, this course will examine the strengths and weaknesses of, differences between, and societal consequences of old and new media. Prerequisite: None

CMAT 342 THE RHETORIC OF DIGITAL COMMUN (3.00): Overview of principles, strategies, and techniques for intentional communication that occurs within particular contexts and that influence communication choices. These include audience analysis, information transfer, persuasion, and associated ethical considerations. Special attention to changes from traditional to electronic to digital media. Prerequisite: None

CMAT 350 INTEGRATED COMPUTER GRAPHICS (3.00): Introduction to a variety of desktop publishing, graphics manipulation and presentation software and digitizing and printing hardware. Students learn to create and manipulate images and integrate graphics with text. Laboratory fee required. Students who have completed CMAT 211 and CMAT 212 may not take this course for credit.

CMAT 352 MEDIA LITERACY (3.00): An upper-level theory course that introduces students to a variety of ways of understanding the interactions between media and culture. The course examines media content and effects, media industries, cultural perceptions and notions about how meaning is constructed in these environments.

CMAT 353 RESEARCH METHODS IN DIGITAL (3.00): Introduction to strategies, techniques, and tools useful in communication research. Students will gain experience finding and evaluating sources, identifying theoretical frameworks, and understanding the strengths, weaknesses, and applications of various research methodologies. Pre or co-requisite: WRIT 300. [IL]

CMAT 355 COMM THEORY & LEARNING (3.00): Investigation and survey of contemporary communication theories and their application to learning through current research and literature in the field. Application to designing media programs and packages to meet specific instructional needs.

CMAT 357 PRINCIPLES OF DESIGN (3.00): An introduction to the principles of design. The course will focus on the organization of visual space, typography, paper and color choices, visual strategies, and appropriate visual design choices for a variety of audiences. Prerequisite: Digital Communication computer graphic competency requirement. Laboratory Fee Required.

CMAT 358 DIGITAL DESIGN (3.00): Introduction to interactive design principles, fundamental Web development concepts, and standards-based design practices that underlie digital design production for websites. Emphasis will be on how to create, manipulate, and prepare HTML and CSS-based web pages, designing effective site interfaces, appropriate typography and image use for the web, structural and content planning, the website development process and workflow, and increasing usability and functionality for enhanced user experience on the Web. Prerequisite : Digital Communication computer graphics competency requirement. Laboratory Fee

CMAT 359 PRINT PRODUCTION (3.00): Processes and strategies for moving work from the designer's screen to the printer and finally to the audience. The course will examine the business relationship

between designers and print vendors, the various stages of the printing process as it relates to digital design, and budget considerations that affect design. Students will learn to write print specifications and weigh the strengths and weaknesses of different printers and printing process. Laboratory Fee. Prerequisite : None

CMAT 364 DIGITAL PHOTOGRAPHY (3.00): Explores creation and manipulation of both still and video images in the digital environment. Through lectures, critiques, demonstrations, picture taking and digital manipulation exercises, students learn to shoot, edit and use a variety of digital techniques to produce material for print and Web distribution. Emphasis is placed on the development of portfolio-quality pieces. Laboratory fee required. Prerequisite: CMAT 212 or equivalent.

CMAT 366 PRODUCING SOUND PORTRAITS (3.00): Introduction to the art and craft of audio production. Students will listen to and produce a series of short audio programs, learning the tools, techniques, and aesthetics of the craft along the way.

CMAT 368 PHOTOJOURNALISM (3.00): Problems of producing and selecting photos for print and for other visual media. The relationship between text, photographs and design. Experience in preparing photo essays that incorporate both photographs and copy. Laboratory fee required.

CMAT 369 DIGITAL VIDEO (3.00): The use of portable video equipment for producing location and small-studio nonbroadcast presentations and the planning and management of industrial video facilities. The production context is emphasized with special attention given to public-access cable, corporate and institutional uses of video. Laboratory fee required.

CMAT 371 MASS MEDIA AND SOCIETY (3.00): Mass media as a vital force in contemporary society. The impact of television, film, music, advertising and other media on our economic, political and social systems. Evaluation of means to effect creative solutions to social problems via media use. A study of current controversies and research. Laboratory fee may be required.

CMAT 381 REPRESENT REALITY: NEWS & DOC (3.00): Examination of the process, problems and techniques of gathering and presenting information. Moving from a historical context, the course looks at the lines between news, documentary and propaganda; the forces that shape and influence the presentation of information; difficulties in determining objectivity; and contemporary issues relating to reality programming. Balancing theory and analysis are hands-on newsgathering and production activities. Laboratory fee may be required.

CMAT 391 PUBLIC RELATIONS STRATEGIES (3.00): Students will learn the strategies and tactics ( traditional and digital) that public relations specialists use to build relationships, manage brand reputations, and tell brand stories. These include situation and audience analysis, as well as media mix and dealing with clients. Special attentions will be given to maximizing visibility via social media. Prerequisite: None

CMAT 392 MEDIA BRANDING (3.00): In depth exploration of marketing and brand identity. Students explore successful historic and current campaigns, scrutinize media outlets for best brand penetration,



and create and present their own brand identity campaign. Special emphasis is on digital and global marketing through social media. Prerequisites: CMAT 211 and CMAT 212.

CMAT 407 INTERN IN COMMUNICATION (3.00): Students apply skills and knowledge from coursework to jobs in the field of corporate communication. Grading: pass/fail. Course is eligible for a continuing studies grade. prerequisites: senior status and permission of the program director

CMAT 451 COMMUNICATION TECHNOLOGIES (3.00): Development of communication technologies, from mechanical, electrical, and wired to digital, wireless, and interactive. The course will keep students abreast of current practices, evolution and changes in interpersonal, mass and social media, focusing on technical development, economic and political factors, potential applications and societal impact. [TF]

CMAT 453 MEDIA AND COMMUNITY (3.00): An introduction to the ways that communications media shape people's perceptions of communities, ways that citizens can use various media to change those perceptions and ways to strengthen communities through increased and broader-based communication. Students examine case studies, learn basic techniques of producing messages in a variety of media and propose solutions to problems in their own communities by utilizing those media.

CMAT 454 MAGAZINE DESIGN (3.00): A study of design strategies, techniques, and decisions for company, trade, mass-market (consumer), print and digital magazines. The course also examines the contributions of each department and relationships among major staff positions. Students will conceive of, and design, a new print or digital magazine. Prerequisite: CMAT 357 Principles of Design. Laboratory fee required.

CMAT 455 HYPERMEDIA (3.00): An introductory survey of the many types of hypermedia, multimedia and other means of nonlinear writing now available in fiction, education and business. Combines theory and hands-on experience in the reading and composition of hypermedia and Web sites. Students explore the position of this new technology/language in contemporary culture.

CMAT 456 MOTION GRAPHICS (3.00): The conceptualization and production of time-based graphic design. After studying the fundamentals of interactivity, students learn to integrate graphic design, sound, and animation, develop prototypes and examine various interactive software tools. Application of problem-solving techniques to the corporate environment and media presentations. Laboratory fee required. Prerequisites: CMAT 211, 212 or Computer Graphics Equivalency.

CMAT 457 ADVANCED PRINT DESIGN (3.00): An advanced design course emphasizing the integration of typography and images in a series of projects of moderate and increasing complexity. Building on the foundation learned in CMAT 357, this course will focus on critical thinking and execution of ideas for a variety of audiences. Prerequisite: CMAT 357. Laboratory Fee.

CMAT 458 PROJECT MANAGEMENT (3.00): An upper-level introduction to the skills and concepts necessary for the administration of a communications department or creating a freelance business. Topics include creation of a business identity, production planning and control, market and cost analysis, project proposals, estimating and billing forms and procedures, managing a real-world project, client presentations, organizational theory, legal and tax issues, and wiring a business plan.

CMAT 459 ADVANCED DIGITAL DESIGN (3.00): This course builds upon the skills and fundamental Web design concepts introduced in CMAT 358 Digital Design. Students will learn advanced standards techniques and design skills and strategies for building complex websites and mobile applications. prerequisite : CMAT 358 Digital Design. Laboratory Fee.

CMAT 469 ADVANCED AUDIO VIDEO PRODUCTION (3.00): Advanced techniques and experience in planning, producing, and editing audio and video presentations. Prerequisite: CMAT 369 or the equivalent; or permission of the instructor Laboratory fee.

CMAT 475 MEDIA CRITICISM (3.00): Examination and application of the criteria for critically analyzing film, video and audio. Evaluation of the role of the critic and critical publications. Students compose and present critical reviews.

CMAT 480 PORTFOLIO DEVELOPMENT (3.00): After articulating their professional goals—for example, as writers, designers, videographers or public relations specialists—students determine which of the materials they have created in the past will contribute positively to their portfolios and revise and improve those pieces. They determine what additional items their portfolios need and create them from scratch. Finally, they develop strategies for applying and interviewing for professional positions. Laboratory fee required. Note: Students entering this class must have a pre-existing body of work from which to draw. prerequisite: permission of the program director

CMAT 485 SEMINAR IN DIGITAL COMMUNICATION (3.00): Capstone experience for digital communication majors. Students will complete a theoretical or applied project in their declared area of specialization and will include the product itself, appropriate documentation, and a reflective essay. Students will present the work to the faculty and other students in the major. They will also develop portfolios of their work and professional resumes. Prerequisite: Completion of the Digital Communications core ( or to be simultaneously enrolled in final core classes), senior status and permission from program director . Laboratory fee may apply. [CAP]

CMAT 489 DIRECTED INDEPENDENT STUDY (3.00): Consideration and completion in depth of a special topic or project in communication. Each student works closely with a faculty member who helps set goals, develop a course plan and guide progress. The project must be carefully planned and have approval of the instructor involved and the program director. prerequisite: permission of both the instructor and the program director

CMAT 493 HONORS SEMINAR: (3.00): An advanced interdisciplinary seminar that focuses on important books and issues, encourages independent thinking, clear presentation, and an understanding of the concerns and methods of various disciplines. The course may be team taught; topic and instructor(s) may change from semester to semester. Course may be repeated for credit when topic changes. Prerequisites: 3.5 GPA and permission of the Honors Director.

CMAT 494 HONORS PROJECT (3.00 - 6.00): Directed individual instruction in an advanced project of the student's choice; the project must be academically related to this discipline. Each student works closely with a faculty director who guides his/her progress. The project must be of honors quality and

must be finally approved by both the faculty director and a second faculty member. Course is eligible for a continuing studies grade. prerequisites: 3.5 GPA and permission of both the Denit Honors Program director and the faculty director

CMAT 497 SPECIAL TOPICS IN COMMUNICATIO (3.00): Intensive exploration of communication-related topics that are of mutual interest to faculty and students. Content varies according to the concurrent interests of faculty and students. The topic for study appears in the class schedule. Course may be repeated for credit when topic changes. Laboratory fee required. prerequisite: determined by topic

### **CNCM - Negotiations/Conflict Mgmt**

CNCM 102 GLOBAL CONFLICT (3.00): Students explore the causes, costs, dynamics, and potential remedies to violent and structural conflict in the international system. The course addresses these issues from a broad range of social science vantage points, including the fields of international relations, sociology, anthropology, economics, law, and conflict management. Experiential learning will include student simulations of international conflict negotiations. Prerequisite: None. [SOSC] [GIK] [QQT] [SBS]

CNCM 340 COMM CONFLICT: CAUSES, SOURCES (3.00): Understanding and addressing conflict is critical to community success. This course will study the nature of social conflict, from interpersonal to community-wide. Students will consider sources of conflict; ways in which conflicts develop, escalate, and deescalate: conflict styles, strategies, and tactics; and options for managing conflict. This course will also have an experiential component which will allow students to develop their own conflict management skills. Prerequisite: None

CNCM 497 SPECIAL TOPICS IN CONFLIC MGMT (3.00): Topics cover a broad overview of the conflict management field. Their primary emphasis is the study conflict and its management - from conflict behaviors to conflict intervention techniques. Students read about and discuss social conflict in a number of settings, ranging from interpersonal to international conflict.

CNCM 504 THE CONFLICT MANAGEMENT PROF (3.00): Explores the diverse activities, roles and tasks of those who work in the conflict management profession. Introduces reflective practice to assist individuals, families, neighborhoods, organizations, regulatory bodies, and social and ethnic groups to take constructive steps toward managing, resolving or transforming conflict situations. Students start understanding and exploring where and how they would like to connect with conflict management as a profession.

CNCM 506 UNDERSTAND/ ASSESS CONFLICT (3.00): Introduces theories of conflict and different perspectives used to understand and assess conflict. Various views of conflict, conflict escalation and resolution are studied, utilizing insights from a range of disciplines including psychology, sociology, communications, cultural studies and law.

CNCM 508 APPROACH TO MANAGNG CONF (3.00): Introduces various approaches to managing conflict and explores the differences among approaches based on domination, compromise and

integration. Covers various methods of dispute resolution, including litigation, negotiation, mediation and arbitration.

CNCM 510 RESEARCH METHODS (3.00): Introduces various methods of research in the social sciences, law and the humanities that students will encounter in the field of conflict studies. Also enables students to utilize a variety of systems of citation and reference.

CNCM 513 NEGOTIATIONS:THEORY/PRAC (3.00): Introduces the theory and practice of negotiations and explores various models of negotiation and bargaining, highlighting similarities and differences in the models and methods of negotiation. Covers various stages of negotiation, from pre-negotiation to negotiation proper to post-settlement negotiation, and emphasizes the development of skills through the use of role plays to enable the student to apply theory to cases.

CNCM 515 MEDIATION:THEORY/PRACT (3.00): Introduces the theory and practice of mediation and explores various models of the mediation process as well as diverging views concerning the role of the mediator. Key issues include neutrality and bias on the part of the mediator, confidentiality, codes of ethics for mediators and the current status of legislation concerning the qualifications and licensing of mediators. Students develop and practice mediation skills by acting as mediators in various scenarios that illustrate the process of mediation.

CNCM 519 ADVANCED MEDIATION SKILLS (3.00): Provides students with the opportunity to develop the advanced skills necessary to function as a mediator in the context of a particular model of mediation. prerequisite: CNCM 515 highly recommended

CNCM 620 SPECIAL TOPICS: (3.00): Explores topics in the field of negotiations and conflict management. Topics vary according to student interest and faculty member specialization. Course may be repeated for credit when topic differs. prerequisites (if any): to be determined by instructor

CNCM 710 TERRORISM & COUNTERTERRORISM (3.00): Provides an introduction to current scholarship on terrorism and counterterrorism. Students explore cutting-edge debates that highlight the need for sophisticated conflict analysis in the post-Sept. 11 world. Readings, research, reports, films, discussion and debate, case studies, simulations and other class exercises are used to help students better understand the concept and origins of terrorism, explore similarities and differences in the way terrorists and counterterrorists organize and strategize, approach the problem of securing support, address conflict and, in some cases, resolve their conflicts. prerequisite:none

CNCM 730 ORGANIZATIONAL CONFLICT (3.00): Examines the nature of conflict as it occurs in organizations, how conflict can function both destructively and constructively in that context, and the history of how conflict has traditionally been viewed and managed in organizational contexts. Also considers the theory underlying the creation of integrated conflict management systems in organizations, the nature of such systems and how they are developed, designed and evaluated.

CNCM 740 ETHNIC & CULTURAL FACTORS (3.00): Explores the roles played by ethnicity, race, religion and culture in the generation, resolution and conduct of conflicts within and between groups.

Examines physical and symbolic markers of difference to understand both why groups differentiate themselves from one another and how mechanisms such as skin color, religious affiliation, ethnic background or cultural traditions can provide the grist for conflict or the grease that promotes resolution. Primary analysis is based on the examination of cases relevant to the different issues underlying these conflicts. prerequisite: CNCM 506 or permission of instructor

CNCM 790 INTERNSHIP (3.00): Gives students a clinical, hands-on experience to support both their classroom learning and their career goals. Provides the opportunity to use and further develop applied conflict management skills, apply theory and research skills to the practice environment and network with conflict management professionals. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. prerequisite: completion of a minimum of 30 credits required for degree program

CNCM 798 CAPSTONE SEMINAR (3.00): A highly interactive seminar that guides students in completing their capstone research projects and presenting their research to the broader university community. Students will prepare an analytical research paper that integrates learning from the program courses, internship experiences, and other activities pertinent to their chosen research focus and unique interests in the program. Prerequisites: CNCM 510 and approval of program director.

## **COSC - Computer Science**

COSC 100 INTRODUCTION TO COMPUTER TECHN (3.00): An introduction to computer hardware and software and their uses. Introduces students to how computers, networks and the Internet work, how they impact our lives and the ethical implications of information technologies. Hands-on experience with a variety of computer applications, including spreadsheet, presentation, database application and Internet tools. Laboratory fee required. [COSC] [ELECGE] [TF]

COSC 101 BASIC CONCEPTS OF COMPUTER PRO (3.00): Provides an overview of fundamental concepts related to computer programming. Introduces students to programming terminology, computational thinking, flowcharting, and working with computer languages. Hands-on experience with the creation of small programs and web pages. Laboratory fee required.

COSC 102 BASIC CONCEPTS OF CYBERSECURIT (3.00): Provides an overview of fundamental concepts related to cybersecurity. Introduces students to cybersecurity terminology, concepts, and technology. Provides the foundation for understanding computer security, mobile device security, and web security; the key issues associated with protecting information assets, and the latest computer/cyber-attacks and counter measures. Explores the basics of social, ethical, and legal issues associated with cybersecurity. Laboratory fee required. [TF]

COSC 155 INTERNET: MASTERING THE BASICS (3.00): Provides an introduction to the Internet, as well as technologies used to generate and maintain Web pages, such as FTP, HTML, CSS, JavaScript and XML. Note: Additional lab time outside of class may be required to complete course projects. Laboratory fee required. [TF]

COSC 297 TOPICS IN COMPUTER SCIENCE (3.00): Explores issues, concepts and methods in computer science. Content varies depending upon the interest of faculty and students Course may be repeated when topic changes.

COSC 430 LEGAL ISSUES IN HIGH TECH CRIM (3.00): Examines the general regulations, general and computer-related law, and ethics and business policies, associated with high technology crime. Areas of major focus include description of legal issues facing management and administration, traditional search and seizure as well as privacy issues, manager and supervisor responsibilities, criminal issues and definitions, chain of custody and ethical considerations. Problem-oriented course that focuses on applying the holdings of cases and analyses of statutes to different criminal fact patterns. prerequisite : none

COSC 494 HONORS PROJECT (3.00 - 6.00): Directed individual instruction in an advanced project of the student's choice; the project must be academically related to this discipline. Each student works closely with a faculty director who guides his/her progress. The project must be of honors quality and must be finally approved by both the faculty director and a second faculty member. Course is eligible for a continuing studies grade. Laboratory fee may be required. prerequisites: 3.5 GPA and permission of both the Denit Honors Program director and the faculty director

COSC 497 TOPICS IN COMPUTER SCIENCE (3.00): Intensive exploration of topics in computer science of mutual interest to faculty and students. Content varies according to the current interests of faculty and students. The topic for study appears under that name in the class schedule. Course may be repeated for credit when topic changes. Laboratory fee required.

COSC 789 SP TOP: WINDOWS PROGRAM (3.00): One or more specific topics in computer science or its applications may be studied by advanced students. Topics arise from mutual interests of faculty and students. May be repeated if topic differs. Lab fee required.

COSC 790 INDEPENDENT STUDY (1.00 - 3.00): Problem-solving project, programming project and/or independent research in some aspect of computer science. The topic and number of credits vary with individual student interest and the extent of study. Prior to registration, students submit a written proposal with the consent and advice of a full-time faculty member, who approves it and agrees to supervise the study. Lab fee required.

## **CRJU - Criminal Justice**

CRJU 200 CRIMINAL JUSTICE (3.00): Examines the fundamental concepts of the criminal justice field; the history, philosophy, social development and operations of police, courts, and corrections in a democratic society; and criminal justice careers. Prerequisite: None. [SOSC] [QQT] [GIK] [SBS]

CRJU 220 POLICE AND SOCIETY (3.00): This course is an overview, designed to examine law enforcement service delivery at the local, state and federal levels of government. Special emphasis will be placed upon the historical development of the law enforcement role in contemporary society and how it shapes the type of law enforcement service that can be expected in the future. Prerequisite: Not Applicable

CRJU 270 HOW TO BREAK OUT OF PRISON (3.00): Focuses on issues, barriers and challenges to the successful reintegration of individuals transitioning from prison to society. Provides an examination of historical and emerging developments in the field of re-entry with special emphasis on evidence-based practices.

CRJU 275 URBAN STREET CRIME (3.00): Street crime may be defined as the most public and violent form of crime in the United States. Because of its visibility, street crime often generates the greatest fear of becoming a victim. This course critically analyzes the complexity, pervasiveness and multiplicity of urban street crime. Political, economic and societal contexts provide the framework for an examination of the commission and reactions to street crime. The focus is proportionately on the relationship between street crime and street culture, and the driving forces behind street offenders.

CRJU 300 CRIMINAL JUSTICE ETHICS (3.00): Examines ethical and moral values and professional responsibilities and decision-making as they pertain to the criminal justice system. Recognize characteristics of an ethical system and ethical frameworks for various criminal justice organizations. Explores ethical implications of discretionary power and various policy issues. Analyzes ethical dilemmas and ethical conduct versus misconduct. Course is not considered a substitute for IDIS 302.[IL]

CRJU 301 THE CONTEMPORARY CRIMINAL JUS (3.00): A critical analysis of the contemporary criminal justice system. Political, economic, and societal contexts provide the framework for an examination of system-wide issues, current problems, and challenges facing the criminal justice system. [SBS]

CRJU 302 CRIMINAL JUSTICE RES METHODS (3.00): A survey of the research methods and techniques utilized within the field of criminal justice and criminology. Topics discussed include research designs, sampling, data collection, -quantitative versus qualitative methods, and applications to criminal justice planning and administration. Pre-requisite: CRJU 301 [IL]

CRJU 306 CRIMINOLOGICAL PERSPECTIVES (3.00): The major paradigms, models, and theories that form the foundation of criminal justice and criminology are examined. Using current texts, journals, and reports, the course examines the range of explanations of criminal -behavior, focusing on attempts to -integrate -perspectives and theories. Pre-requisites: CRJU 301 AND WRIT 300.

CRJU 320 POLICE ADMINISTRATION (3.00): Study of line and staff functions in police organizations. Examination of organization principles, management functions, and organizational behavior as they relate to police agencies. Emphasis upon the behavioral science approach to supervising and managing police personnel.

CRJU 330 CRIMINAL LAW (3.00): An examination of the general and specific parts of the substantive criminal law in the United States, its development within historical an societal contexts, and its representation in statutory and case law. Consideration is given to problems of application and interpretation of the written law.

CRJU 334 CRIMINAL PROCEDURES (3.00): This course is designed to present the principles and applications of procedural criminal law in the United States. Such procedural laws are supplemented by rules of evidence and decisions of the U.S. Supreme Court on key constitutional questions. Prerequisite: CRJU 200 Criminal Justice or equivalent.

CRJU 341 CORRECTIONAL PERSPECTIVES (3.00): Introduces students to the history, role, functions, problems, and contemporary practices of correctional facilities, including prisons, jails, and community corrections, e.g., probation and parole, and the role and difficulties of inmates and correctional officers.

CRJU 350 CRIME, FILM, AND REALITY (3.00): This course focuses on how cinema and literature depict images and concepts of justice. Films and stories about crime and the criminal justice system will be analyzed to see how these depictions of justice relate to gender, race, sexuality and social class. Empirical research will be contrasted with depictions of justice issues in film and literature.

CRJU 375 WOMEN AND CRIME (3.00): A study of the nature and extent of women's crime, theories of female criminality, processing of women offenders through the criminal justice system. Additionally, the course provides examination of changing social values about gender and of the response of law enforcement agencies and society as whole to women as victims of crime.

CRJU 380 POLICE REFORMS (3.00): Almost all policing is done at the local and state level, not federal; while there are over 18,000 law enforcement agencies in the United States, only a dozen or so are federal. It's at the local and state level, then, where reform can and should happen. This course explores the various models of police reform that have been effectively implemented in recent years and the option of defunding police versus rebuilding police.

CRJU 390 VICTIMOLOGY (3.00): An introduction to the study of crime victims. Examines the victim's role in crime, the criminal justice system's handling of victims, and victim services.

CRJU 392 THE TRAUMA OF VICTIMIZATION (3.00): Provides the foundation for understanding the trauma of victimization; examines the impact of trauma and describes the short and long term effects of trauma; and explains how past trauma can lead to ongoing problem behaviors. Develops skills and increases awareness of the necessary core competencies in trauma-informed services and administration. prerequisite: none

CRJU 394 MULTI-DISCIPLINARY PERSPECTIVE (3.00): Examines the complicated nature and dynamics of interpersonal violence. Presents a general overview of interpersonal violence, such as definitions, characteristics, and theoretical models; and various sources of data on interpersonal violence and measurement issues. Provides the historical development and evolution of the multidisciplinary response to interpersonal violence including law enforcement response, specialized courts, and treatment programs; civil actions; and the role of community and human service agencies. Current issues and innovations related to interpersonal violence are integrates throughout the course. prerequisite: none

CRJU 396 CONTEMPORARY ISSUES FOR VICTI (3.00): Analysis of crime and social reaction from the point of view of those who are offended, the crime victims. The course focuses on the relatively recent emphasis on how crime creates problems for those victimized by criminals and analysis of whole



populations victimized by persons known to them. Analysis of contemporary issues relating to crime victimization as they have evolved based on legal, political, and social changes. prerequisite: none [GD]

CRJU 398 BEST PRACTICES FOR VICTIM SVCS (3.00): Introduces the emerging field of victim services in context with the underlying legal structure of victims' rights. The system of victim services both within the criminal justice system and through other allied professions are examined. Best practices in victim assistance programs -from law enforcement through the courts and corrections systems to financial remedies, community-based advocacy, and treatment and support services -are also reviewed. prerequisite: none

CRJU 400 A DIALOGUE WITH A VICTIM (3.00): Provides a critical and in-depth review of some of the communication barriers criminal justice personnel will encounter when interacting with victims and witnesses in the course of an investigation. Particular attention is spent critically examining the competing narratives (e.g., individual, professional, personal, cultural) that often present when interviewing a victim/ witness, and how those narratives can impede the flow of communication and the investigative process. Strategies to reduce these obstacles are explored. Prerequisite: None

CRJU 404 COMPARATIVE CRIMINAL JUSTICE (3.00): Examines comparative criminal justice: how different societies around the world practice criminal justice relative to practices in the United States. Multi-disciplinary approach considers the economic, governmental, geographical, and social situations in the selected countries. [GD]

CRJU 406 POLITICAL TERRORISM (3.00): An overview of the definitional and conceptual issues, types, history, causes and effects of oppositional political terrorism. The events of Sept. 11, including its major actors such as Osama bin Laden, al-Qaeda and the Taliban, are explored, including the reaction to this event by the United States and its allies over the past decade. The course then looks at the changes that have occurred since.

CRJU 408 CRIME/ DELINQUENCY PREVENTION (3.00): A review of major crime and delinquency prevention strategies, including punitive, mechanical, and corrective prevention policies and programs. Selected prevention programs and policies are highlighted for in-depth evaluation.

CRJU 420 SPEC PROBS IN POLICING (3.00): Issues and problems in policing a free society. The role and -function of the police, the effects of -contemporary police practices, the -exercise and control of police power. Examination of current problems and proposals for reform Prerequisite: CRJU 301

CRJU 430 JUVENILE JUSTICE (3.00): An examination of youthful law violation and the juvenile justice system. The -history, law, operations and agencies of juvenile justice are analyzed as are alternative approaches to defining, preventing and responding to youthful law violation.

CRJU 432 CRIMINAL COURTS (3.00): An exploration of the multidisciplinary -literature on the criminal courts in the United States, focusing on the social, political, and organizational contexts of the court, the court's case flow, and the various actors in the court's process. Contemporary issues are highlighted.

CRJU 441 SPECIAL PROB IN CORRECTIONS (3.00): In-depth analysis of the issues, problems, and suggested reforms facing the contemporary role and practices of correctional facilities, including prisons, jails, and community corrections, e.g., probation and parole, and the role, functions, and difficulties of inmates and correctional officers. Prerequisite: CRJU 301

CRJU 442 COMMUNITY CORRECTIONS (3.00): An examination of practices and -problems of community corrections, including but not limited to probation, parole, halfway houses, and fines. Prerequisite: CRJU 301 or CRJU 341

CRJU 445 THE INSIDE-OUT PRISON EXCHANGE (3.00): Inside-Out brings "outside" students -college undergraduates and graduates, particularly those pursuing careers in criminal justice and related fields together with "inside" students -incarcerated men and women -to study as peers behind prison walls. The semester-long course provides a trans formative experience that allows the outside students to contextualize and rethink what they have learned in the classroom, gaining insights that will help them pursue the work of creating an effective, humane, restorative criminal justice system. prerequisites: none

CRJU 451 MINORITIES, CRIME AND JUSTICE (3.00): An analysis of race, ethnicity and gender issues and how they impact the criminal justice system. An examination of how race, ethnicity, and gender issues revolve around questions associated with evidence of disparity, disproportionality and discrimination within the criminal justice system.

CRJU 454 CRIMINAL BEHAVIOR (3.00): An examination of selected types of crime or criminal behavior patterns, such as white collar crime, violent crime, organized crime, drugs and crime, or age and crime. The topic studied appears in the Class Schedule. CRJU 454 may be repeated for credit when the topic changes. Prerequisite: CRJU 301

CRJU 456 DRUGS AND CRIME (3.00): An examination of various topics and issues relating drugs and crime in the United States. This course explores social, legal, medical, and political factors, as well as changes in attitudes that contribute to drug use and policy. Prominent drugs-crime issues and projections for the future are included. Prerequisite: CRJU 301 Social Justice in the Urban Community

CRJU 464 CRIMINAL JUSTICE ISSUES (3.00): An examination of a selected topic or issue, such as women and criminal justice, private security, criminal justice legislation, or ethical issues. The topic studied will appear in the Schedule of Classes. CRJU 464 may be repeated for credit when the topic changes. Prerequisite: CRJU 301 Social Justice in the Urban Community

CRJU 485 ADVANCED CRIM JUST STUDIES (3.00): The senior level -capstone experience. The focus is multi-disciplinary, and the emphasis is on the -integration and application of theory, research methods, and statistics. The problems of data gathering and reporting, and relationships of theory, research, and practice in the field are addressed. [CAP]

CRJU 490 CRIMINAL JUSTICE INTERNSHIP (3.00): A practicum designed to broaden the educational experience of students through appropriate observational and work assignments with criminal justice agencies. Correlation of theoretical knowledge with practice emphasized. Prerequisites: CRJU 300, CRJU 301, CRJU 302, CRJU 306, and consent of instructor.

CRJU 493 HONOR SEMINAR (3.00): An advanced interdisciplinary seminar that focuses on important books and issues, encourages independent thinking, clear presentation, and an understanding of the concerns and methods of various disciplines. The course may be team taught; topic and instructor(s) may change from semester to semester. Course may be repeated for credit when topic changes. Prerequisites: 3.3 GPA and permission of the Honors Director.

CRJU 494 HONORS PROJECT (3.00 - 6.00): Directed individual instruction in an advanced project of the student's choice; the project must be academically related to this discipline. Each student works closely with a faculty director who guides his/her progress. The project must be of honors quality and must be finally approved by both the faculty director and a second faculty member. Course is eligible for a CS grade. Prerequisite: Honors standing, a 3.3 gpa. and permission of both the Honors Program Director and the faculty director.

CRJU 498 DIRECTED IND STUDIES (1.00 - 3.00): Designed to provide credit for a student who wants to pursue independent work under the supervision of a staff member. Prerequisite: Consent of the instructor. Eligible for Continuing Studies (CS) grade.

CRJU 501 PROF SKILLS IN CRIMINAL JUSTI (3.00): Focuses on professional skills that will prepare students for graduate-level coursework and for future employment. Includes navigating criminal justice databases, interpreting empirical research, writing in a technical style, creating an effective PowerPoint document and strengthening oral presentation skills. Relies on a combination of group and individual exercises in both traditional lecture format and hands-on workshops to address each skill set. Pass/fail grading; to earn a passing grade, students must earn a B or better in this course.

CRJU 600 ETHICAL ISSUE IN CRIMINAL JUST (3.00): Examines ethical and moral values and professional responsibilities and decision-making as they pertain to the criminal justice system. Recognize characteristics of an ethical system and ethical frameworks for various criminal justice organizations. Explores ethical implications of discretionary power and various policy issues. Analyzes ethical dilemmas and ethical conduct versus misconduct.

CRJU 601 CRIME AND POLICY DEVELOPMENT (3.00): Addresses the issue of how crime is measured in the United States and discusses why certain crimes capture the attention of lawmakers and the public more than do others. Examines why lawmakers have adopted certain responses to address crime and critically evaluates whether such strategies are effective in reducing crimes. Students research best practices within the field and are introduced to different analytical techniques to evaluate quantitative crime data. Prerequisites: None

CRJU 602 RESEARCH TECH IN CRIM JUSTICE (3.00): Provides knowledge of and experience with the methods used in studying social science problems. Emphasis is on research, designs and instruments and policy implications. Critical and analytical skills are developed for use in future research and proposal writing. This course is a prerequisite for CRJU 603.

CRJU 603 CRIMINAL JUSTICE STATISTICS (3.00): Introduces students to the relevance and importance of statistics in studying criminal justice problems. Explores different types of data,

data-management techniques and different statistical methods to aid in the preparation of agency and formal research reports. Required for all criminal justice students.

CRJU 604 RESEARCH ANALYSIS FOR CRIMINAL (3.00): Methods and techniques of research and research design, conducting and assessing research in criminal justice agency management environment; translation of research findings to policy; informational resources readily available to the agency manager. Designed to prepare students to gather decision-relevant information.

CRJU 605 GRADUATE INTERNSHIP (3.00): Students will work 120 hours in a selected agency, institution or office within the criminal justice field, and will complete classroom work that focuses on career development and management skills. Required of all students. ( Note: Students who are currently working in the criminal justice field may be waived from this course at the discretion of the program director. Students who are waived must then complete an extra elective.) Prerequisite: Permission of program director.

CRJU 606 CONTEMPORARY CRIMINAL CRT. ISS (3.00): In-depth analysis of selected current issues pertaining to criminal court systems. Focuses on the current research literature and considers the operational consequences of alternative responses to the issues discussed.

CRJU 610 ADMINISTRATION OF JUSTICE (3.00): Analysis of the major conceptions of justice and the ways these conceptions affect the manner in which social and legal systems are constituted. Examines theoretical perspectives with a view to understanding the relationships between various institutions and the administration of justice. Presents a comparative and historical focus on local, national and international systems of justice.

CRJU 611 COMPTEMPORARY ISS IN CORRECTI (3.00): In-depth analysis of the contemporary structure of the correctional system in the United States. Evaluates the system's issues in managing and supervising a growing offender population. Explorers the latest research on best practice for institutional and community correctional programming.

CRJU 615 INSIDE-OUT PRISON EXCHANGE PRG (3.00): Inside-Out brings "outside" students college undergraduates and graduates. particularly those pursuing careers in criminal justice and related fields -together with "inside" students -incarcerated men and women -to study as peers behind prison walls. The semester-long course provides a transformative experience that allows the outside students to contextualize and rethink what they have learned in the classroom, gaining insights that will help them pursue the work ofcreating an effective, humane, restorative criminal justice system.

CRJU 620 MANAGEMENT AND SUPER CRIM JUST (3.00): Examines the foundational concepts of management and supervision as applied in criminal justice organizations. Explores organization and policy planning, budgeting, forecasting, human resources, and policy implementation. Emphasis is placed on issues relating to effective management and supervision in criminal justice. Topics covered include managing budgets and strategies on project management, supervising and managing personnel and staff development, setting clear performance goals, and building internal and external partnerships and community relationships to support the mission of an organization.

CRJU 626 PROF COMMUNICATION IN CJ (3.00): Examines strategies and techniques used to obtain information in a variety of situations, to differentiate between interview and interrogation, to interact with diverse populations, to communicate with the media and to analyze information for consideration as evidence. Explores how the use of appropriate communications techniques and procedures leads to effective leadership, management and supervision within the criminal justice system. prerequisite: none

CRJU 631 CONTEMPORARY ISS IN POLICING (3.00): Examines the social and political contexts of policing in contemporary society and evaluates current issues law enforcement faces when dealing with crime control, prevention, and maintenance of order. Explores the latest research on the effect of police policies, programs and practices.

CRJU 632 POLICING SPECIAL POPULATIONS (3.00): Examines the research literature related to the special populations and groups of people that the police organization is mandated to manage based on statutory law, operating policies and procedures, and tradition and custom. Helps students understand how and why police intervene in the way that they do with some subgroups within the broader population.

CRJU 633 RACE/ETHNICITY & GENDER ISSUES (3.00): Examines the research literature related to the impact of race/ethnicity and gender issues on the delivery of services within the Criminal Justice system. Analyzes how an offender or victim's race/ethnicity or gender may directly or indirectly influence decision-making at every point of the justice process, and explores the specific challenges the system faces in effectively addressing the needs of diverse populations.

CRJU 635 CONTEMPORARY ISSUES IN JUVENIL (3.00): Discusses the role of demographics, developmental issues, family, school, peers and individual roles in youth behavior. Analyzes the major studies and theoretical foundations of juvenile delinquency and identifies and analyzes the current solutions implemented at both system and community levels. Reviews best practices in the control and prevention of juvenile delinquency.

CRJU 636 INFORMATION AND TECHNOLOGY (3.00): Explores how information is developed and processed into data informed decision making and policy. Analyze how to translate data information into knowledge. Presents a variety of criminal justice data information sources to provide an understanding of how data outcomes drive decision-making in the criminal justice system. Engage in more informed strategic and tactical planning and decision making using data systems, data management and data analysis techniques. prerequisite: none

CRJU 640 MANAGING POLICE ORGANIZATIONS (3.00): Application of managerial and administrative practices to police agencies. Emphasis on executive processes, including planning, decision-making, implementation and evaluation, structuring discretion, providing leadership and dealing with corruption and other abuses. An examination of the role of the police administrator in the community and the governmental structure.

CRJU 642 MANAGING CORR ORGS (3.00): Application of managerial and administrative practices to correctional agencies, focusing on the particular problems encountered in managing such agencies. Emphasis is on executive processes, including planning, decision-making, implementation and

evaluation. Problems specific to secure facilities, probation, parole and community corrections are considered.

CRJU 676 SYSTEMS AND APPLICATIONS IN CJ (3.00): Students diagnose and analyze real-world crime-related issues and problems in the criminal justice system. Examines decision-making techniques used in time-sensitive situations and crisis management. Offers a problem-oriented approach to effective leadership and management within the criminal justice system. prerequisite: none.

CRJU 680 FOUNDATIONS & IMPACT OF TRAUMA (3.00): Provides the foundation for understanding trauma and post-traumatic stress disorder in adults and children; examines the impact of trauma as well as describing the short and long term effects of trauma; and explains how past trauma can lead to ongoing problem behaviors. Develops skills and increases awareness of the necessary core competencies in trauma-informed services and administration. Also, provides an understanding of the impact and manifestation of vicarious traumatization and compassion fatigue on professionals. prerequisite: none

CRJU 682 TRAUMA INFORMED ORGANIZATIONS (3.00): Provides an understanding of how the impact of trauma can manifest behaviorally and may be elicited by normal interactions found within criminal justice system settings, and describes how to use trauma informed responses to reduce the intensity of difficult or dangerous situations. Explains how trauma informed criminal justice system responses can help to avoid re-traumatizing individuals, increase safety, and reduce future involvement in the system. Explains the benefits of capacity building among partners cross systems to link individuals to trauma-informed services and treatment as a means to increase an individual's ability to recover. prerequisite: none

CRJU 684 RESPONDING TO TRAUMA (3.00): Provides an understanding of trauma symptoms and the needs of trauma survivors; describes approaches for engaging individuals with histories of trauma; describes client-centered communication and interviewing skills for working with trauma; examines tools to identify and screen for trauma and mental health disorders to facilitate early intervention and treatment referrals. Increases knowledge of trauma-specific services, community resources, and self-care methods for reducing symptoms of vicarious trauma and burn-out. prerequisite: none

CRJU 686 TRAUMA INTERVENTIONS & (3.00): Examines evidence-based trauma interventions and emerging areas of best practices; describes the different models and techniques currently used with different populations and discusses their effectiveness. Examines how culture and ethnicity influence the experience and effects the treatment of trauma. prerequisite: none

CRJU 688 SUBSTANCE ABUSE, MENTAL HEALTH (3.00): The course focuses on how and why individuals with mental health (MH) and/or substance abuse (SA) problems become involved in the criminal justice system, and on how the criminal justice and public health systems respond to that involvement. Topics include law enforcement responses, court-based strategies, mental health/substance abuse problems and corrections, community supervision of individuals with mental illness/substance abuse problems, and unique challenges associated with veteran, female, and juvenile populations.

CRJU 702 CONTEMPORARY ISS FOR VICTIMS (3.00): Analysis of crime and social reaction from the point of view of the offended. Focuses on the relatively recent emphasis on how crime creates problems for those victimized by criminals and analysis of whole populations victimized by persons known to them. Includes an analysis of the idea of restitution.

CRJU 703 SEMINAR IN CRIMINAL JUSTICE (3.00): Seminar devoted to a particular topic related to research, theory and/or applications in criminal justice. Sample topics include qualitative research in criminal justice, community crime prevention and juvenile justice history. May be repeated for credit when the topic changes. no prerequisite unless listed in schedule of classes

CRJU 704 BEST PRACTICES IN VICTIM SERV (3.00): Introduces the emerging field of victim services in context with the underlying legal structure of crime victims' rights. The impact of the legal structure of crime victims' rights has influenced both formal and informal responses to crime victims needs. A thorough analysis of the system of services, both with the criminal justice system and through other allied professions, is examined. Best practices in victim assistance programs-- from law enforcement through the courts and corrections systems to financial remedies, community- based advocacy, and treatment and support services- are also examined. Prerequisite: None

CRJU 705 A DIALOGUE WITH A VICTIM (3.00): Provides a critical and in-depth review of some of the communication barriers criminal justice personnel encounter when interacting with victims and witnesses in the course of an investigation. Critically examines competing narratives (e.g., individual, professional, personal, cultural) often present when interviewing a victim/witness and how these narratives can impede communication flow and the investigative process. Explore strategies to reduce these obstacles. Prerequisite: None.

CRJU 707 COMMUNITY CORRECTIONS (3.00): Analysis of the types, procedures, problems, theories and evaluation of supervision of adults and juveniles in the various forms of community-based corrections. Students will be responsible for understanding classic and contemporary research on this subject matter.

CRJU 708 LEADERSHIP DEV IN CRIMINAL JUS (3.00): Integrates evolving perspectives in leadership, principles of criminal justice administration, and relevant technological innovations and applications. Studies the influence of leadership as it relates to criminal justice organizational culture, governing bodies, strategic planning, succession planning, diversity and globalization. Prerequisite: None.

CRJU 710 ADVANCED CRIMINOLOGY: THEORY (3.00): Discusses classical and contemporary theories of criminal behavior and investigates how political, economic and social factors can cause paradigmatic shifts in how theory is both developed and applied in the real world. Students explore how theories are evaluated empirically and learn to develop and critique contemporary crime prevention and control policies by applying different theoretical models.

CRJU 713 SEMINAR IN JUDICIAL ADMIN (3.00): Evaluation of management problems relating to courts and the role of court functions and personnel.

CRJU 715 STUDIES/READING IN CRIMINAL JU (1.00 - 3.00): Designed to give the graduate student academic flexibility. Eligible for continuing studies grades. prerequisite: permission of program director

CRJU 718 LEADERSHIP IN PUBLIC SAFETY OR (3.00): As the issues facing today's public safety organizations become more diverse, so too does complexity of their missions. Leadership in an organizational context requires knowledge of the organization's functioning, its culture, and the situations in which decisions are shaped and made individually or collectively. This course provides a historical and contemporary overview of the relationship of leadership and organizations relevant to public safety. Students examine the process of organizational leadership through the lens of complexity leadership theory, and identify components of that process within public safety organizations that can develop them into more adaptive systems. Students will examine real public safety leadership and organizational issues and problems from a bureaucratic organizational perspective, and discover way to resolve them while applying theory to practical situations. This course allows students to identify and evaluate contemporary leadership issues in today's complex public safety system.

CRJU 722 STRATEGIC & CRISIS MGMT (3.00): Examines strategic and crisis management methodologies and tactics employed in criminal justice organizations. Provides foundational skills and financial literacy for managing resources and personnel while managing competing priorities. Identifies conflict management and resolution strategies in justice leadership. Explores the cultural, ethical, social and political effects on organizational management. Discusses the nature and impact of external forces on criminal justice management and leadership and an understanding of the need for organizational change. Prerequisites: none

CRJU 725 FUNDAMENTALS OF GEOGRAPHIC (3.00): Provides students with foundational knowledge in both geographic information science and Systems that will allow them to better understand and think critically about the role of "place and space" and to engage in the routine use of basic GIS technology in their studies and workplace. Students will learn to use ESRI's ArcGIS to create maps and analyze geo-data and relationships, and to present their results to others. prerequisites: none.

CRJU 730 CONTEMPORARY ISSUES IN C.J. (3.00): Examines contemporary issues pertaining to the criminal justice system. Explores the newest research and its impact on laws, policy, and practices. Evaluates the current issues in leading and managing the various complex agencies within the criminal justice system. Prerequisites: none

CRJU 777 CAPSTONE IN CRIMINAL JUSTICE (3.00): Capstone course offers students an opportunity to demonstrate their mastery of knowledge in the fields of criminology and criminal justice, gained while working toward completion of the graduate degree. Course is designed to be an integrative experience in which students combine their knowledge of criminological theory and of justice policy with practical skills to develop a comprehensive approach to planned change. Prerequisite: CRJU 601, 602, 603, 610, 708 and 710.

CRJU 798 CONTINUOUS ENROLLMENT (1.00): Provides continuing faculty direction, academic support services and enrollment services for students who have completed all course requirements for the degree but have not completed a thesis or final project. Students continue the independent work leading to finishing the thesis or final project that is significantly under way. Course may be repeated for



credit as needed. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. prerequisite: completion of all course requirements for degree program

CRJU 799 THESIS (3.00 - 6.00): Supervised preparation of an original work displaying research and writing skills. 6 hours, plus defense. Students may register for 3 hours in each of two semesters or 6 hours in one semester. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. prerequisite: permission of program director

### **CSCE - Community Studies/Civic Engage**

CSCE 100 URBAN SOLUTIONS (3.00): Provides an introduction to the field of urban studies and to the practices of studying cities and metropolitan areas. Students are exposed to a variety of current and historic urban challenges as well as policy solutions. The course exposes students to the complexity of life in metropolitan regions, using the Baltimore area and other cities nationally and internationally as case studies. [SOSC] [QQT] [GIK] [CTE] [SBS]

CSCE 200 UNDERSTANDING COMMUNITY (3.00): Allows students to explore basic concepts of community: a group's history and change over time, the lines that divide communities, the physical movement of groups, the responsibilities of individuals within the community and the role community plays in social control. Students begin to master the skills of selection and synthesis as they use historical documents, census data, community mapping, field observations, nonfiction and fiction to make observations about groups and compare their findings to the ways groups are depicted by outsiders. [SOSC] [QQT] [GIK] [CTE] [SBS]

CSCE 297 TOPICS IN COMMUNITY STUDIES (1.00 - 3.00): Exploration of topics in Community Studies or Civic Engagement. the actual topic of the course will appear in the schedule of classes. Prerequisite: Depends on course topic and level of difficulty.

CSCE 300 COMMUNITY CASE STUDIES (3.00): Focuses on reading the core philosophy and history of community studies and applying the abstract concepts to a number of case studies of successful problem-solving organizations. Students examine one organization in depth, analyze the issues the organization addresses, identify the assets it draws upon and evaluate the solutions it develops.

CSCE 301 INTRO TO NONPROFIT LEADERSHIP (3.00): Introduces students to personal and professional competencies relevant to careers in nonprofit organizations. Special emphasis is placed on individual and community development as the pivotal functions of nonprofit organizations and on collaboration as the central mode of public problem-solving.

CSCE 302 FUNDRAISING AND GRANT WRITING (3.00): Provides students with a thorough grounding in the principles and practices of fundraising and grant proposal development. The course is structured to mirror the process of fundraising management and by the course's conclusion, students will have developed a fundraising plan or a grant proposal for their own nonprofit organization or a case study of the organization. The course considers planning frameworks and a variety of conceptual tools exploring donor behaviors ( the underlying psychology and sociology) and each major form of fundraising. The

course concludes with an examination of the critical managerial and sectoral issues impacting fundraising functions, such as campaign integration, benchmarking of performance, and public trust and confidence.

**CSCE 306 LEADERSHIP FOR SOCIAL CHANGE (3.00):** Introduces students to leadership theory and to the history and concepts of community organizing for social change. Encourages careful analysis of responsibilities and commitment in the context of leadership for the common good and for purposeful change. Students explore how to create change in society through everyday acts of leadership and by learning about their own leadership styles. Provides opportunities for practical application, documentation of leadership styles, and reflection on individual responsibility for and potential in leadership roles.  
Prerequisite: None.

**CSCE 311 SOCIAL AWARENESS AND ETHICAL (3.00):** Focuses on the relationships among ethics, public policy and business enterprise. Designed to help participants think globally about diversity and civic engagement, this course continues students' preparation for leadership position in a global society. Focuses on improving personal leadership skills and on emphasizing the importance of leading consistently with the highest ethical principles and values. Prerequisite: None

**CSCE 315 COMM ORG IN A DIGITAL WORLD (3.00):** Examines digital and online efforts of community organizations to build community leadership and civic engagement. Explores the ways in which information technologies have transformed and are transforming community organizations and how these technologies affect a range of social, political and economic issues from individual to organizational and societal levels. Focuses on how technological applications may provide more effective and efficient pathways for community organizations to communicate with their stakeholders and to reach their strategic goals, which include the use of social media. Prerequisite: None.

**CSCE 400 NONPROFIT MANAGEMENT (3.00):** Nonprofit organizations are key to the functioning of civil society. The United States has one of the world's most vibrant nonprofit communities. In this practical skills course, students examine how to carry out the responsibilities of organizing and managing a nonprofit, with focus on organizations framed under 501(c)(3) of the Internal Revenue Code. Students explore effective mission, incorporation and vision statements; board and staff roles and relationships; ethics; budgets and fundraising; and maintaining nonprofit status. This course helps students meet a number of American Humanics competency requirements. prerequisite: CSCE 301 or permission of the CSCE program director

**CSCE 401 ECONOMIC AND COMMUNITY DEVELOP (3.00):** Using theory and practice, this course emphasizes the programs and policies that enhance the economic vitality of low- and moderate-income communities and organizations to provide an understanding of the basis for both economic and community development along with a basic set of practical tools to enable the student to work in the field of community development. This course features a service-learning component.

**CSCE 412 COMM LEADERSHIP AND DECISION- (3.00):** Designed to provide students with the competencies necessary to be an effective community leader and decision-maker in the context of community planning, relationship building across networks and social organizing. Students are exposed to public decision-making from local to national government. Examines the primary skills needed for

effective engagement in political and civic discussion, deliberation, advocacy and action. Prerequisite: None.

CSCE 481 COMMUNITY ENGAGEMENT EXPERI (3.00): Provides students with the opportunity to become involved in the work of a community organization. The goal of the course is to provide students with a community engagement experience for up to 120 hours. Writing assignments and reflection activities required. Prerequisite: CSCE 200, 300, and 306.

CSCE 482 CAPSTONE SEMINAR (3.00): Focuses on the integration of concepts and ideas drawn from each of the core course requirements. Each student develops an original capstone project based on a real world problem/ solution in collaboration with a community organization. The capstone project will be designed in consultation with the CSCE program director. Permission of program director required. Prereq: CSCE 200, 300, 301, 302, 306, 311, 315, 400, 412, and 481.

CSCE 492 INDEPENDENT STUDY (3.00): Provides students with the opportunity to pursue a research topic or community service project in depth over the course of a semester. An interested student submits a proposal to a faculty member who agrees to be the adviser for the study. The faculty member and the student negotiate the terms of study and the requirements for the final product. prerequisite: permission of the program director

CSCE 493 HONORS SEMINAR (3.00): An advanced interdisciplinary seminar that focuses on important books and issues, encourages independent thinking, clear presentation, and an understanding of the concerns and methods of various disciplines. The course may be team taught; topic and instructor(s) may change from semester to semester. Course may be repeated for credit when topic changes. Prerequisites: 3.5 GPA and permission of the Honors Director.

CSCE 494 HONORS PROJECT (3.00 - 6.00): Directed individual instruction in an advanced project of the student's choice; the project must be academically related to this discipline. Each student works closely with a faculty director who guides his/her progress. The project must be of honors quality and must be finally approved by both the faculty director and a second faculty member. Course is eligible for a continuing studies grade. prerequisites: 3.3 3.5 GPA and permission of both the Denit Honors Program director and the faculty director

CSCE 497 SPECIAL TOPIC: (3.00): An examination of a selected topic or issue related to the research interests of CSCE faculty or a collaboration with a local nonprofit in a one-time community project. Course may be repeated for credit when topic changes.

### **CWPA - Creative Write/Publishing Arts**

CWPA 610 INTRO TO PUBLICATIONS SOFTWARE (3.00): An introduction to graphics and visual communication principles. This course covers the manipulation of graphic form to convey meaning, strategies for idea generation and development of unique concepts, and the designer's role as visual storyteller. Students explore fundamental design principles through digital visual communication projects.

CWPA 620 CREATIVITY: WAYS OF SEEING (3.00): Exploration of the creative process, relationships between written and visual expression, sources of inspiration and forms of publishing. Through a series of weekly projects, design experiments and innovative models, students develop new ways of seeing and deepen their understanding of creative expression. Team-taught by a creative writer and a book artist or graphic designer, the course offers a collaborative setting that acknowledges important connections between form and function, materials and subject, and tradition and innovation. Lab fee required.

CWPA 622 FICTION WORKSHOP (3.00): Exploration of the uses and values of narrative. Combines practice in writing narratives with analysis of the nature and methods of narrative art.

CWPA 623 POETRY WORKSHOP (3.00): An opportunity to write poetry in a workshop setting. Students write a new poem every week and experiment with a variety of styles, from traditional forms to free verse and spoken word. Students read and study poems by contemporary authors and critique one another's work in order to develop their sense of craft.

CWPA 626 LITERARY NONFICTION WORKSHOP (3.00): Experimentation in writing various kinds of nonfiction, such as personal essays, travel essays, profiles, culture criticism, memoirs and essay reviews. Focus is on the use of literary techniques within the context of the form's traditions and contemporary innovations.

CWPA 627 MEMOIR WORKSHOP (3.00): An opportunity to write a memoir. Students read and study memoirs by contemporary authors to become more familiar with the many possibilities available to writers working in this form. Focus is on issues relevant to the writing of memoir, including craft and techniques, memory and truth-telling, and interior and exterior significance.

CWPA 628 SCREENWRITING (3.00): Students analyze and write entertainment-oriented scripts for television and film. Emphasizes plot and character development, dialogue, writing for the eye and the ear and following industry script and program conventions.

CWPA 651 TYPE AND DESIGN FOR CREAT WRIT (3.00): Exploration of the fundamentals of typographic form and function with specific application to literary publishing. The course examines type design and family classification of type and their characteristics as well as organization of visual space and other basic design principles. Lab fee required. prerequisite: knowledge of Adobe InDesign and Photoshop

CWPA 720 ADVANCED WRITING WORKSHOP (3.00): Encourages the thoughtful analysis of craft and language in published works to help students develop as writers. Students see their manuscripts through the drafting process, from idea to revision. Through in-person and online workshops, students provide critical feedback on the fiction, poetry and creative nonfiction of their peers. Student establish a set of creative goals for themselves, propose a research project based on those goals, and present the results of their project to their classmates.

CWPA 752 CREATIVE WRITING: SPECIAL TOPI (3.00): Intensive exploration of topics in creative writing of special interest to faculty and students. Content varies according to specific interests and trends in creative writing. Possible topics include narrative poetry, gothic or romance novels and stories,

detective and mystery fiction and marketing small press books. Specific topic is listed in the schedule of classes. Course may be repeated for credit when topic changes. Lab fee may be required.

CWPA 753 PUBLISHING ARTS: SPECIAL TOPIC (3.00): Intensive exploration of topics in print publishing, electronic publishing and book arts of special interest to faculty and students. Content varies according to specific interests and trends in publishing arts. Specific topic is listed in the schedule of classes. Course may be repeated for credit when topic changes. Lab fee may be required.

CWPA 761 TEACHING WRITING (3.00): This course will teach students how to teach writing. It will focus on pedagogical strategies, course planning, and classroom management, and will introduce students to the theory and scholarly debates surrounding these topics. The course will accomplish its goals through readings, discussion, and applied and experiential learning. Prerequisite: None.

CWPA 775 INTERNSHIP (3.00): Direct experience working in the field of creative writing. Internship opportunities include working for presses, literary agencies, publishers and literary arts organizations, as well as teaching. Eligible for continuing studies grade. May be repeated for credit if the internship is different. Prerequisite: Permission of program director

CWPA 778 INDEPENDENT STUDY IN PUBLISHING (1.00 - 3.00): Production project in an area related to the M.F.A. in Creative Writing & Publishing Arts program. Topics vary with individual student interest. Lab fee required. prerequisite: permission of program director

CWPA 779 IND STUDY IN CREATIVE WRITING (1.00 - 3.00): Research or writing in an area related to the M.F.A. in Creative Writing & Publishing Arts program. Topics vary with individual student interest. prerequisite: permission of program director

CWPA 780 BOOK ARTS (3.00): Hands-on course in which students produce a variety of small literary publications. They serve as editors and designers as well as writers. Also introduces students to book arts, teaching book structure, construction and binding. Lab fee required.

CWPA 781 ELECTRONIC PUBLISHING (3.00): Exploration of ways for creative writers to write and publish on the Web. Students analyze electronic literary publications, write and produce their own literary Web publications and gain an understanding of the opportunities available to them in electronic publishing. Lab fee required.

CWPA 782 CREATING THE JOURNAL (3.00): Exploration of processes involved in creating a print journal, from choosing manuscripts to designing and publishing. As a result of participating in the editing process, students gain insight into their own writing, develop their own aesthetic and see how editors make selections. Lab fee required.

CWPA 783 THE PUBLISHING PROCESS (3.00): How to place creative writing for publication. Topics range from writing a cover letter to finding agents to handling rejection. Students work independently, analyze current print and online publications and develop an extensive and annotated list of appropriate places for their work to appear. Before manuscripts are submitted for publication, they are critiqued by the class.

CWPA 786 EXPERIMENTAL FORMS (3.00): Examination of selected works that challenge our conventional assumptions about language and form. Emphasis on new forms that re-imagine traditional genres of writing and blur the boundaries between poetry, fiction and nonfiction. Students explore possibilities for appropriating and subverting conventional uses of language as well as mixing and creating new forms in their own writing.

CWPA 787 SEMINAR IN LITERATURE & WRITING (3.00): Combining traditional scholarship and creative writing, the course begins with a close study of a seminal literary work or group of works, to be chosen by the instructor. Students explore the nature of these texts per se and how they relate to both current and past literature and to the students' own work. A final written project integrates original research and the creative interpretation of the ideas developed from reading and discussion.

CWPA 788 INTERNATIONAL WRITING WORKSHOP (3.00): Focuses on reading the work of writers from around the world, most of it in translation. At the same time, students will explore new subjects and approaches to their own writing. Prerequisite: None

CWPA 796 MFA THESIS I (3.00): Opportunity to focus intensively on creative writing in a particular genre. Students may revise and edit previously written work as well as create new work, aimed at publication. In addition to expanding and refining their own work, students critique each other's work. A substantial essay focusing on another writer's work or on a topic related to their interests and concerns as writers is also required. prerequisite: two writing workshops in the same genre and permission of the program director

CWPA 797 THESIS II: WRITING (3.00): Second semester of two-semester thesis sequence. Entering with a completed or nearly completed manuscript written while in the program, students revise and complete their manuscript and prepare it for publication. In addition, they act as peer advisers to one another and are responsible for providing in-depth critiques of each other's work. Prerequisite: All other required courses for the M.F.A. in Creative Writing & Publishing Arts except CWPA 795 seminar in Creative Writing & Publishing Arts, which is taken concurrently, and permission of the program director.

CWPA 798 THESIS III: DESIGN (3.00): Capstone course for the M.F.A. in Creative Writing & Publishing Arts. Entering the course with a completed or nearly completed manuscript written while in the program, students design and produce a publication consisting of their own original work. In a seminar setting, they act as peer advisers to one another and are responsible for providing in-depth critiques of each other's work. The course revisits and re-examines concepts introduced in earlier courses. prerequisite: all other required courses for the M.F.A. in Creative Writing & Publishing Arts and permission of the program director

### **CYFI - Cyber Forensics**

CYFI 415 FORENSIC INVESTIGATIONS (3.00): Examines the theory, best practices, and methodologies to conduct computer forensics investigations; it includes ethical issues, evidence collection and preservation, data presentation, and chain-of-evidence procedures. Explore current tools and technologies used to analyze, acquire, and organize digital evidence. Case studies are used to illustrate successful and sometimes less successful investigations. An introduction to LAN investigation as well as

PC and Mac Forensics will be included. Lab Fees: \$65. Prerequisites: FSCS Fundamentals of Cyber Security, FSCS 310 Cyber Crime and the Law.

## **DESN - Design**

DESN 615 INTEGR DESIGN STUDIO I: PRINCI (3.00): An intensive studio experience addressing visual perception and the principles of design through readings on visual theory. Using primary texts, students explore design principles from key historic, psychological, abstract and artistic points of view. Students complete a major project in their area of specialization. Lab fee required.

DESN 616 INTEGR DES STUDIO II: TYPOGRAP (3.00): An intensive, multilayered studio experience focused on the study of typography. Students discuss the relationship between fine art and typography. Students produce an in-depth project based on individual reading and research. Lab fee required. Prerequisite: PBDS 645 or equivalent.

DESN 617 CREATIVE CONCEPTS (3.00): Exploration of creative processes and strategies for generating effective visual and verbal ideas. Analysis of creative solutions in various publications supplements practice in applying problem-solving techniques. Lab fee may be required.

DESN 723 THEORY OF VISUAL COMMUNICATIO (3.00): Examines the fundamental characteristics that differentiate visual images from other modes of communication and considers ways that visual elements convey meaning in isolation and in combination. Students study real-world cases to better understand how theoretical concepts and constructs are used to solve communication problems.

DESN 790 INDEPENDENT STUDY (3.00): Research or problem-solving project in some aspect of integrated design. Topics vary with individual student interests. Course may be repeated with permission of program director. Lab fee required. Prerequisite: permission of program director.

DESN 791 PRACI IN INTEGRATED DESIGN (3.00): Students apply skills and knowledge from coursework to high-level internships. Students interested in careers as professional designers work in design firms and related organizations; students interested in college teaching careers teach classes under faculty supervision. Eligible for continuing studies (CS) grade. prerequisites: permission of program director and all M.F.A. in Integrated Design coursework except DESN 793 and DESN 797

DESN 793 PROSEMINAR IN INTEGRATED DESGN (3.00): Provides an overview of proposal development and design research in integrated design anchored in the literature and practice of the field. Students develop the requisite skills for bringing the proposal to completion. The course culminates in a research proposal that may be presented to the division as a thesis proposal. prerequisites: M.F.A. candidacy and permission of program director

DESN 798 CONTINUOUS ENROLLMENT (1.00): Provides continuing faculty direction, academic support services and enrollment services for students who have completed all course requirements for the degree but have not completed a thesis or final project. Students continue the independent work leading to finishing the thesis or final project that is significantly under way. Course may be repeated for

credit as needed. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. Lab fee required. Prerequisite: Completion of all course requirements and candidacy for the degree program.

DESN 799 INTEGRATED DESIGN THESIS (3.00 - 6.00): Independent and original project supervised by one or more faculty members. Thesis can be either research-based or an applied project. The thesis must demonstrate comprehensive knowledge of the foundations of design in addition to a specialized focus for the thesis. Finished work is reviewed by a faculty committee. Pass/fail grading. This course may be repeated once. Eligible for continuing studies (CS) grade. Lab fee required. Program director's permission required for registration. Prerequisites: completion of MFA candidacy, DESN 793, and program approval of thesis topic.

## **ECON - Economics**

ECON 100 ECONOMICS OF CONTEMP ISSUES (3.00): Provides a survey of societal issues examined through the lens of economic analysis. A scientific approach is adopted in which the basic tools of economics are applied to social issues such as pollution, crime and prevention, poverty and discrimination, professional sports and economic growth. Students gain an appreciation of how society addresses the conflict between unlimited wants and scarce resources. [SOSC] [GIK] [SBS]

ECON 200 THE ECONOMIC WAY OF THINKING (3.00): An economist sees the world in a unique way and is able to provide a different perspective on many issues. This course presents the "economic way of thinking" with an emphasis on being able to make effective decisions in a wide variety of economic and business situations. In addition, the "economic way of thinking" is used to understand the impact of business and government policies and actions on our daily lives. [SOSC] [QQT] [SBS]

ECON 305 MANAGERIAL ECONOMICS (3.00): Managers and business professionals need the wide variety of tools provided by economic theory to deal with the many complex issues facing organizations in today's competitive global markets. This course focuses on the economic forces affecting the process of organizing economic activity. The primary tools of analysis are imperfect information, transaction costs, and the voluntary pursuit of efficiency. Prerequisite: ECON 200, or three hours of micro or macro economics, ACCT 202, and OPRE 202

ECON 308 MONEY AND BANKING (3.00): Money and Banking focuses on financial markets and their interaction with the stability and growth of the U.S. economy. The course will be useful for all undergraduate business majors and will encourage a sound understanding and appreciation of topics frequently cited in the business press. Prerequisites: OPRE 202 and either ECON 200 or 6 hours economics coursework.

ECON 312 INTRO TO ECONOMIC DEVELOPMENT (3.00): This course introduces students to local economic development from the perspective of the real estate industry and economic development professionals. Students will become familiar with theoretical frameworks of urban economies including theories of the location of economic activity and the principles of urban economic development, housing, transportation, poverty, and unemployment and municipal finance. Students are also exposed to economic development finance including the fundamentals of bond finance, tax increment financing, among others. Students will learn specific techniques in assessing local economies for business



attraction and retention strategies such as location quotients, shift-share analysis and input-output analysis. While there is no formal pre-requisite, previous coursework in economics is recommended. [GD]

ECON 409 INTERNATIONAL ECONOMICS (3.00): A broad coverage of international issues, providing a starting point for the analysis and insights available from other business disciplines. Topics include the underlying rationale for trade, market mechanisms, efficiency, exchange rates, balance of payments and some aspects of international economic development. prerequisite: ECON 200 or 3 hours of micro- or macroeconomics

ECON 493 HONORS SEMINAR (3.00): An advanced interdisciplinary seminar that focuses on important books and issues and encourages independent thinking, clear presentation and an understanding of the concerns and methods of various disciplines. The course may be team taught; topic and instructor(s) may change from semester to semester. Course may be repeated for credit when topic changes. prerequisites: 3.3 GPA and permission of the Denit Honors Program director

ECON 494 HONORS PROJ/THESIS (3.00 - 6.00): Directed individual instruction in an advanced project of the student's choice; the project must be academically related to this discipline. Each student works closely with a faculty director who guides his/her progress. The project must be of honors quality and must be finally approved by both the faculty director and a second faculty member. Course is eligible for a continuing studies grade. prerequisites: 3.3 GPA and permission of both the Denit Honors Program director and the faculty director

ECON 497 SPEC TOPICS IN ECONOMICS (3.00): The economics and finance faculty, from time to time, offer an opportunity to integrate new material into the undergraduate -program reflecting changes in the field and in the educational needs of -students. Prerequisites: ECON 305 and six additional hours of economics.

ECON 499 INDEPENDENT STUDY: ECONOMICS (1.00 - 3.00): An independent study completed under the direction of a faculty member. For eligibility and -procedures, refer to the Merrick School of Business Independent Study Policy. Prerequisites: Merrick School of Business student or permission of the instructor

ECON 505 MICRO ECONOMICS (1.50): Covers comparative advantage, supply and demand, elasticity, opportunity cost, competition and monopoly, and externalities. Emphasizes understanding concepts that are useful in making effective choices in a variety of economic and managerial situations. prerequisite: graduate standing

ECON 506 MACRO ECONOMICS (1.50): Covers economic growth, monetary and fiscal policy, inflation and unemployment. Emphasizes understanding concepts, such as Federal Reserve policy, that are useful for managerial decision-making. prerequisite: graduate standing

ECON 605 BUSINESS AND PUBLIC POLICY IN (1.50): This course uses an economic framework to analyze and evaluate public policy issues that may affect businesses. Ethical and managerial implications are integrated. Applications of the framework include globalization, environmental, and health care issues. prerequisite: ECON 505 and ECON 506

ECON 650 BUSINESS ECON & FORECAST (3.00): Applies macro-, micro- and global economic theory, drawing on analytical techniques and other business areas, to understand the financial environment of the firm. Based on an understanding of market behavior, the course examines global competitiveness, regulation and pricing. Attention then turns toward the impact of global and macroeconomic forces acting on organizations. Students will be expected to demonstrate analytical skills in solving real-world problems, with an emphasis on the financial conduct and structure of the firm. prerequisites: ECON 505, ECON 506 and OPRE 505, OPRE 506

ECON 720 PRICE THEORY (3.00): Covers the framework of international economics and finance. Topics covered include classical trade theory, balance of payment, models of open economy, export and import economic policies and trade performance, foreign exchange markets, currency options and futures markets, international money markets and capital markets. Specific application will be made to European, Asian and Latin American markets. Prerequisites: ECON 504 or ECON 505 and ECON 506.

ECON 741 HIST OF ECON ANALYSIS (3.00): The sports world offers a unique arena to illustrate many important economic concepts because incentives affect the behavior of individuals in the sport industry--players, managers, owners, and fans--just like they affect behavior in any other industry. This course will allow you to study sports and the sports industry using the models found in economics. This course is loosely organized according to the fields of industrial organization, public finance, and labor economics to allow for an investigation of many of the issues that regularly come up in sports. Topics include league makeup, stadium financing, team location, competitive balance, and incentive structures. Prerequisites: ECON 640 or ECON 605.

ECON 765 THE HEALTH SERV SYSTEMS (3.00): An overview of the U.S. health-care system, including health care as a product and the role of all stakeholders: patients, physicians, staff, hospitals, insurers, employers and the government. Topics include the impact of cost containment and competition on management within hospitals and on physician-hospital relations; alternate delivery systems (HMOs, PPOs); multiunit systems; what makes health care different from standard economic markets; health-care marketing; health insurance, including (a) uninsured/uncompensated care and (b) poorly informed but heavily insured customers; a larger not-for-profit sector and heavy government involvement; and legal aspects of health care, including social, moral and ethical issues. prerequisites: ECON 504 or ECON 505 and ECON 506.

ECON 797 SP TOPICS IN ECONOMIC MGMT. (3.00): Specialized topics in economics allowing flexibility for both the changing developments in business and the educational needs of students. Topic areas may include econometrics, entrepreneurship or organizational architecture. Exact listing of topics and prerequisites may be listed in schedule of classes. prerequisite: ECON 504 or area approval

ECON 799 INDIVIDUAL RESEARCH (1.00 - 3.00): Individual research in an area of interest to the student. The expectation is that work equivalent to a regular graduate course will be completed. Formal paper(s) will be written under the supervision of a full-time faculty member. prerequisites: approval of both an economics faculty member and the department chair

## **ENGL - English**

ENGL 200 THE EXPERIENCE OF LITERATURE (3.00): Teaches students how to read, understand and appreciate fiction, drama and poetry. Exploration of three major literary genres through close reading of selected works, with attention to the contexts that have shaped them. Understanding and applying literary terms and concepts to written analysis of literary works. [ENGL] [HAT] [AH]

ENGL 211 POPULAR WRITING (3.00): Explores writing that entertains, informs and persuades. The course includes advertising, journalism, public relations, blogs, political messages, Web content and other mass media. The emphasis is on contemporary writing and writers. The course considers the effects of visual as well as verbal aspects of communication. Students complete several writing assignments in selected forms and styles covered in the course. [COM] [AH]

ENGL 215 INTRODUCTION TO CREATIVE WRITING (3.00): Introduces students to the creative process and craft of writing poetry and fiction by exploring the elements and techniques of those genres. Students write and share poems and short fiction in a workshop setting. [COM] [AH]

ENGL 250 EXPLORING LITERATURE (3.00): Readings in the literature of self-discovery, initiation and the quest for identity. Contemporary racial, religious, sexual, sociocultural and class experiences are examined with a look back to their roots in tradition. [ENGL] [HAT] [AH]

ENGL 297 TOPICS IN ENGLISH (3.00): Intensive exploration of topics in literature or language. The topic for study appears in the class schedule. Course may be repeated for credit when topic changes. [ENGL] [AH]

ENGL 301 INTRODUCTION TO ENGLISH STUDIES (3.00): Provides a foundation for the English Major and introduces students to English studies through the exploration of fundamental questions related to reading, writing, and the interpretation of texts. Covers creative, professional, and critical writing; basic literary analysis; and cultural and historical timelines. Emphasizes development of students' critical-thinking and written and oral communication skills. Prerequisite: none. [GD]

ENGL 311 WELLS OF THE PAST: CLASSICAL (3.00): An intensive study of varieties of great literature organized thematically and in terms of ideas connected with periods of important historical or philosophical change. Stressed at present is the age of classical antiquity. Recommended for all students interested in a humanistic and cultural approach to literature and ideas. [HAT] [AH]

ENGL 313 WORLDS BEYOND THE WEST (3.00): An intensive study of some of the great writing from non-Western literatures. Topics may include literatures of the ancient Near East, East Asia, or Africa and its worldwide diaspora. Course may be repeated for credit when the topic changes. [HAT] [AH]

ENGL 315 THE SHORT STORY (3.00): An investigation of the various forms a short story may take and the kinds of effects writers have tried to produce. Particular attention is given to authors of the 20th century. [HAT] [AH]

ENGL 316 MODERN POETRY (3.00): A reading and discussion of 20th-century poetry. Emphasis is given to major works of those poets thought best to define the modern and its diversity of poetic response. [HAT] [AH]

ENGL 317 THE NOVEL (3.00): Historical overview of the development of the genre of the novel from the 18th to the 21st centuries. Focus on the development of narrative strategies and the role of the novel in the literary marketplace.[HAT] [AH]

ENGL 319 TOPICS IN INTERNATIONAL LITERATURE (3.00): Readings in global fiction, poetry, and prose. May focus on the literature of one particular region/ country or offer a broader comparative study. May be repeated for credit when the topic changes.

ENGL 320 CONTEMPORARY LITERATURE (3.00): An investigation of trends and individual writers of today with respect to their immediacy and possible universality. Varied emphasis on the many different forms of current poetry, drama, and prose. [HAT] [AH]

ENGL 321 ARGUMENT AND PERSUASION (3.00): For students in all disciplines who wish to develop control and confidence in critical thinking and persuasive writing. Instruction centers on the analysis and production of written arguments on issues of current interest or enduring importance that are enriched by cross-disciplinary perspectives and multiple points of view.

ENGL 323 WRITING/EDITING/PUBLISHING (3.00): An introduction to professional writing, editorial concepts and the publication process. Writing and editing for brochures, newsletters and magazines, with special emphasis on audience and purpose. Laboratory fee may be required.

ENGL 324 PUBLIC RELATIONS WRITING (3.00): Experience in preparing news releases and other promotional materials for print, electronic, online, and other digital media. Students will integrate writing formats, techniques, and skills to engage and motivate target audiences.

ENGL 325 INTRODUCTION TO JOURNALISM (3.00): An introduction to journalistic writing and overview of trends and developments in the field. Students will learn to research, write, and present various kinds of basic news stories for traditional and digital media. Throughout the course, they will consider the civic, social, and ethical responsibilities of the profession. Prerequisite: none

ENGL 326 WRITING FOR DIGITAL MEDIA (3.00): Informational and persuasive writing for electronic and digital media. Emphasizes the translation of information, ideas, and experience into various contemporary one-way and interactive presentational formats.

ENGL 331 POPULAR GENRES (3.00): A genre-based approach to one or more popular forms of literature, such as graphic novels, mystery, science fiction, fantasy, or chick lit. Focus on the relationships between the genre and the contexts surrounding its production. May be repeated for credit when the topic changes. Prerequisite: none. [HAT] [AH]

ENGL 332 LITERATURE AND FILM (3.00): A study of famous and infamous adaptations of literary classics, ancient and modern. The problems involved in adapting one medium of communication to another. Laboratory fee required.[HAT] [AH]

ENGL 333 MEDIA GENRES (3.00): Analysis of the patterns and conventions of a specific type of media program (e.g., Western, science fiction, situation comedy), media artist (e.g., Hitchcock, Allen, Capra) or style (e.g., film noir). May be repeated for credit when the topic changes. Laboratory fee required. [HAT] [AH]

ENGL 336 YOUNG ADULT LITERATURE AND CUL (3.00): A study of literature written for adolescents or young adults. Examines differences between adolescent and adult literature, criteria for evaluating it, guidelines used by writers, and ways in which teachers incorporate it into the curriculum [HAT] [AH]

ENGL 337 GREAT PLAYS (3.00): A study of plays from major periods of world drama, with a view to showing the shaping of the -literary movements, forms, and -techniques of the modern theater.

ENGL 338 MODERN DRAMA (3.00): The drama of the 20th century, with emphasis on contemporary movements and innovations. [HAT] [AH] [GD]

ENGL 341 AMERICAN LITERATURE (3.00): A critical and historical study of representative 18th and 19th Century American authors and movements, including Romanticism, Realism, Naturalism.

ENGL 344 AMERICAN LIT SINCE 1900 (3.00): A critical and historical study of the ideas, structure, and themes of major American novels, drama, poetry and short stories of the 20th and 21st centuries [HAT]

ENGL 346 THE AMERICAN DREAM (3.00): The continuing cycle of faith and doubt in the brave new world of America, with particular attention to the writers of America's maturity. [HAT]

ENGL 348 MULTI-ETHNIC AMERICAN LITERATURE (3.00): A survey of the diversity of the literature of the Americas, focusing on indigenous or nonwhite populations, with an emphasis on cultural traditions and exchanges. [HAT]

ENGL 349 AMERICAN IDENTITIES: EXPLORATIONS (3.00): A study of problems of individual identity and social roles: racial, ethnic, and sexual. The voices of writers and poets that reflect two worlds, yet are urgently their own. [HAT] [AH]

ENGL 350 TOPICS IN AFRICAN-AMERICAN LIT (3.00): Introduces major genres of the African American literary canon: folktale, slave narrative, activist poetry, political essay, short story, and novel. Broaches themes such as bondage, religion, racism, morality, national identity, abolitionism, and group aesthetics. Explores texts from major writers spanning the 18th through the early 20th century (Harlem Renaissance and realism of the early to mid-twentieth century). Prerequisite: none [HAT] [AH] [GD]

ENGL 351 ANCIENT MYTH: PARADIGMS & TRANSLATIONS (3.00): An introduction to classical mythology as well as other ancient literatures and mythographies along with their later adapters and interpreters. Prerequisite: None [HAT]

ENGL 356 LITERATURE AND LAW (3.00): This course examines the relationship between law and literature through close readings of literature dealing with the law, along with close readings of legal texts from a literary perspective. Students will read primary course materials with special attention to historical, social, and cultural contexts that have shaped them. Along the way, students will look at ways that writers employ various techniques and devices to evoke both clarity and ambiguity for different audiences and different purposes. Prerequisites: None [HAT] [AH]

ENGL 360 MAJOR AUTHORS (3.00): An in-depth study of one, two, or three authors connected by historical period, literary movement, or major themes in their work. May be repeated for credit when the topic changes. Prerequisite; none [HAT] [AH]

ENGL 363 CREAT WRIT WKSP: SCREENWRITING (3.00): Intensive writing experience for students interested in writing drama for television and film. Emphasizes characterization, dialogue and plot development as well as conventions of and script formats for television and film.

ENGL 365 SHAKESPEARE'S INFLUENCE (3.00): Explores the works and historical context of one of the world's greatest storytellers and investigates the ways in which his legacy continues to shape the art of narrative today.[AH]

ENGL 372 TOPICS IN WOMEN'S LITERATURE (3.00): Women's writing and writing about women in the context of specific times and/or places. Emphasis on the literature, legends and other means (e.g., letters, journals, biographies) by which women's voices can be heard. May be repeated for credit when the topic changes. [HAT] [AH] [GD]

ENGL 374 AUSTEN, THE BRONTES & WOOLF: (3.00): Classic, Romantic, Modern — these women brought their unique visions to life within the context of larger literary movements but created rooms of their own within which to write and live.[HAT] [AH]

ENGL 382 CREAT WRIT WKSP: POETRY (3.00): In a workshop setting, students are introduced to a wide range of poems that serve as models for their own writing. This intensive reading, writing and feedback experience helps students deepen their imaginations and develop their craft as poets.

ENGL 383 CREAT WRIT WKSP: FICTION (3.00): Introduces students to the elements of fictional craft and gives them the opportunity to write their own short stories. Students study fiction by masterful writers to learn about language and form. Writing exercises encourage risk taking and originality while generating material to be developed into stories. Students submit their story drafts to the class for discussion.

ENGL 385 CREAT WRIT WKSP: PLAYWRITING (3.00): Intensive writing experience for students interested in writing drama for the stage. Emphasizes characterization, dialogue, and plot development as well as conventions of and script formats for theatre. Lab fee may be required. Prerequisites: none.

ENGL 386 CREAT WRIT WKSP: JOURNALISM (3.00): In a workshop setting, provides an opportunity to write creative journalism and study famous journalists and journalistic writing, including analysis of the style, language and ideas of writers who have gone beyond basic reporting to break new ground. Requires a professional approach to journalistic writing.

ENGL 387 CREAT WRIT WKSP: MEMOIR (3.00): In a workshop setting, an opportunity to write memoir. Students read and study memoirs by contemporary authors to become familiar with the many possibilities available to writers working in this form. Also focuses on issues relevant to the writing of memoir, including craft and technique, memory and truth telling, and interior and exterior significance.

ENGL 388 CREAT WRIT WKSP: SPEC TOPICS (3.00): In a workshop setting, students are introduced to a wide range of texts within a specific genre that serve as models for their own writing. This intensive reading, writing and feedback experience helps students deepen their imaginations and develop their craft as writers. Prerequisites: none

ENGL 390 SYNTAX, SEMANTICS & STYLE (3.00): Fundamentals of discourse analysis, addressing both structural and lexical elements in sentence construction. Survey of contemporary grammars, error analysis, sociolinguistic theories of language behaviors, editorial issues such as linguistic sensitivity, the influence of informal on formal usage and the appropriate domain of editorial policy.

ENGL 391 TOPICS IN LANGUAGE AND SOCIETY (3.00): A consideration of narratives in the -information age, historical developments through which changes in linguistic -practice manifest themselves, and information -theory. The role of languages in the social construction of reality as well as in the -narrower sense of specific agents of change. May be repeated for credit when topic changes.

ENGL 392 THE ARCHAEOLOGY OF LANGUAGE (3.00): A study of the beginnings, principles, and designs of language. Competing paradigms of what language is and how it does what it does: how it communicates and conceals meaning; and how it expresses what we feel, think, represent, and construe. [AH][GD]

ENGL 395 UNDERSTANDING NARRATIVE (3.00): A study of narrative, both verbal and visual, as a form of discourse. The course focuses on the nature of narrative, types of narrative and the role of the reader/viewer in the narrative process. In addition to reading and viewing a wide range of narrative texts, from fairy tales to modern fiction, classical myths to television commercials and popular films, students compose their own narratives to gain a deeper understanding of what stories are and why they matter to us.

ENGL 397 LITERARY THEORY AND INTERPRETA (3.00): An introduction to various schools of literary theory and exploration of ways in which we make sense of literary works. Emphasis is placed on the relationships between literary texts and theoretical approaches (e.g., formal, inter-textual, historical, cultural) that makes reading, as an interpretive act, a vital, rich and complex experience, and students will apply various theoretical lenses to literary texts for the purposes of analysis and interpretation. Prerequisite or co-requisite: 3 credits of literature coursework.

ENGL 400 LITERATURE IN SOCIETY (3.00): An investigation of how literature emerges from and is shaped by the cultural and historical circumstances of specific times and places. May be repeated for credit when the topic changes.

ENGL 401 PUBLICATION AND PERFORMANCE (3.00): A seminar involving a creative project in a particular literary form to be undertaken by each student. Emphasis on exploring the relationships of

writing and publications and on developing one's writing in specific publications contexts. Lab fee may be required.

ENGL 402 COPY-EDITING AND DOCUMENT DSGN (3.00): An advanced technical and professional writing seminar in which each student presents a formal proposal and a major writing project for peer review and critiques other participants' work at all stages of the project development process.

ENGL 407 INTRNSHP IN PROF WRITING (1.00 - 3.00): An opportunity for students to apply skills developed through coursework while gaining practical experience in writing and/or editing within a professional setting. Grading: pass/fail. Course is eligible for a continuing studies grade. prerequisites: consent of the Program Director of English Program Internship Coordinator..

ENGL 408 INTERNSHP IN UNIV PUBLICATN (1.00 - 3.00): The University publication as a laboratory. Practical experience in the creative process of producing newspapers, magazines and books through work on student publications and, where possible, on other publications of the University. Eligible for continuing studies grade; otherwise, grading: pass/fail. Prerequisite: consent of the Program Director or Internship Coordinator.

ENGL 421 ELIZABETHAN RENAISSANCE: (3.00): A study, through poetry and drama, of the 16th-century English Renaissance. The world that molded Shakespeare and about which Shakespeare wrote.

ENGL 441 THE ROMANTIC IMAGINATION (3.00): A critical analysis of Romanticism and its meaning. The poetry, and some prose, is set against the background of the neoclassical and is viewed as a continuing literary force and ideal.

ENGL 442 THE VICTORIAN PARADOX (3.00): Synthesis versus alienation. The Victorian consciousness torn by the emerging turmoil of modern society. Literature as the reflection of an age in transition.

ENGL 450 THE GREAT MODERNS (3.00): A seminar concentrating on three to five major writers of the early 20th century considered against the critical background of Modernism. May be repeated for credit when the topic changes.

ENGL 489 DIRECTED INDEPENDENT STUDY (1.00 - 3.00): Consideration and completion of a special topic or project in the study of literature or language. Each student works closely with a faculty member who helps to set goals, develop a course plan and guide progress. The project must be carefully planned and have the approval of both the instructor involved and the literature program director.

ENGL 490 HONORS THESIS (3.00): Directed individual instruction in the writing of a scholarly, critical or research paper. Each student works closely with a faculty director who guides his/her progress. The thesis must be of honors quality and must be finally approved by both the director and a second reader, one of whom is usually the division chair. Course is eligible for a continuing studies grade. prerequisites: 3.5 GPA and/or permission of both the program director and the division chair



ENGL 493 HONORS SEMINAR (3.00): An advanced interdisciplinary seminar that focuses on important books and issues and encourages independent thinking, clear presentation and an understanding of the concerns and methods of various disciplines. The course may be team taught; topic and instructor(s) may change from semester to semester. Course may be repeated for credit when topic changes.  
prerequisites: 3.5 GPA and permission of the Denit Honors Program director

ENGL 494 THESIS IN LITERATURE (3.00 - 6.00): Directed individual instruction in an advanced project of the student's choice; the project must be academically related to this discipline. Each student works closely with a faculty director who guides his/her progress. The project must be of honors quality and must be finally approved by both the faculty director and a second faculty member. Course is eligible for a continuing studies grade. prerequisites: 3.5 GPA and permission of both the Denit Honors Program director and the faculty director

ENGL 497 TOPICS IN LITERATURE (3.00): Intensive exploration of topics in literature of mutual interest to students and faculty. Content varies according to the concurrent interests of faculty and students. The topic studied appears under that name in the class schedule. Course may be repeated for credit when topic changes. prerequisite: none unless listed in the class schedule

ENGL 498 SEMINAR IN ENGLISH (3.00): A close examination of a major author, work, theme or period in the light of literary traditions. Emphasizes independent thought, culminating in a written project to be presented before the class. Topic may change from year to year. Prerequisite: senior status and completion of English 301. [IL] [CAP]

### **ENTR - Entrepreneurship**

ENTR 101 IMAGINATION, CREATIVITY & ENTRE (3.00): Students will experience what it means to discover the patterns that produce breakthrough ideas when attempting to solve business problems. Participants in this class will be exposed to a systematic approach to changing the way they create, identify and sell these ideas. They will also be introduced to a number of techniques, concepts and methods that can be added to their creative skills toolkit. The course is designed around real methods that have been proven to work in some of the leading corporations in the world. These methods are conveyed through both interactive and experiential learning approaches. Students will form teams for the purposes of developing creative solutions to problems and coming up with a concept around which a venture can be based. [CTE] [SBS]

ENTR 300 THE ENTREPRENEURIAL EXPERIENCE (3.00): The entrepreneurial process considered as a paradigm, tracing the process and highlighting its practical applications. Special emphasis on the creation and initial growth phases of new ventures, with discussion of related ethical, international and legal issues. Local entrepreneurs serve as guest speakers. Open to all students, this course functions as a survey course as well as the first in the specialization in entrepreneurship sequence.

ENTR 320 OPPORTUNITY ASSESS & DEVELOPME (3.00): Developing the analytical and conceptual skills required to test the feasibility of a concept for a new venture. A venture feasibility study involves undertaking activities that may help determine whether one should go forward with an opportunity. The process of feasibility analysis involves identifying, evaluating and determining whether to exploit an

opportunity. Students will learn a number of practical skills and techniques that are applied to opportunities that students will explore. The creation of a feasibility study is the primary activity of the class. The course involves a significant amount of outside work that is time consuming, ambiguous, complex and multi-functional in nature. Feasibility analysis forces students to: undertake a significant amount of field research; develop and think critically about business concepts; answer fundamental questions about strategic, marketing, financial, operational and human resource issues about business concepts; and then research a decision about going forward to start the venture that is proposed.  
prerequisite: ENTR 300

ENTR 390 ENTREPRENEURSHIP MENTORSHIP (1.00): Linked to the first three practice in the Entrepreneurship Fellows Program. Consists of approximately 4 hours per week of mentorship with a local expert entrepreneur. Prerequisite: Status as an Entrepreneurship Fellow. Department permission required.

ENTR 430 CAPITAL ACQUISITION & STRATEGI (3.00): Provides knowledge and training in the area of capital acquisition strategies and tactics through the life cycle of an entrepreneurial venture, and coverage of valuation techniques as applied to the allocation of business assets. Topics include start-up and mezzanine financing, and bridging to initial public offers on the capital acquisition side, as well as capital budgeting and internal control techniques applied in the strategic context developed in earlier courses. Prerequisite: ENTR 300/ Merrick School of Business or by permission of the instructor

ENTR 450 ENTREPREN ORG PLANNING (3.00): The capstone course of the specialization in entrepreneurship. Students apply knowledge and experience gained in prior courses to develop and implement a new venture. Outside entrepreneurs bring real-world problems to class and students participate in field experiences. Emphasis is placed on creating and continuously enhancing an overall management system to guide the entrepreneurial venture as it grows. Prerequisites: ENTR 300 and ENTR 320 / Merrick School of Business student or by permission of the instructor

ENTR 460 SOCIAL ENTERPRISE (3.00): Successful nonprofit organizations are consistently challenged to expand their impact, be socially responsible and fiscally accountable, and find new sources of revenue. In response, more and more organizations are discovering innovative ways to generate both financial and social returns on their investments. Students and selected nonprofits learn about successful ventures and engage in lectures and hands-on work to determine the feasibility of entrepreneurial ideas, recognize and overcome financial obstacles, and convert social venture ideas into reality. prerequisites: FIN 331 and ENTR 300 / Merrick School of Business student or by permission of instructor

ENTR 490 ENTREPRENEURIAL STRATEGY (3.00): One of the courses that comprise the final practicum in the Entrepreneurship Fellows program. Using entrepreneurial strategy as the integrating framework, students reflect on what they have learned in the program, integrate that learning with their new venture concept and prepare to launch their new venture upon or before graduation. prerequisites: status as an Entrepreneurship Fellow and completion of the Entrepreneurial Opportunities and Markets, Human Capital in a New Venture and Economics of New Venture Financing practica

ENTR 493 HONORS SEMINAR (3.00): An advanced interdisciplinary seminar that focuses on important books and issues and encourages independent thinking, clear presentation and an understanding of the

concerns and methods of various disciplines. The course may be team taught; topic and instructor(s) may change from semester to semester. Course may be repeated for credit when topic changes.

prerequisites: 3.3 GPA and permission of the Denit Honors Program director

ENTR 494 HONORS PROJ/THESIS (3.00 - 6.00): Directed individual instruction in an advanced project of the student's choice; the project must be academically related to this discipline. Each student works closely with a faculty director who guides his/her progress. The project must be of honors quality and must be finally approved by both the faculty director and a second faculty member. Course is eligible for a continuing studies grade. prerequisites: 3.3 GPA and permission of both the Denit Honors Program director and the faculty director

ENTR 497 SPECIAL TOPICS IN ENTREPREN (3.00): The entrepreneurship faculty, from time to time, offer an opportunity to integrate new material into the undergraduate program reflecting changes in the field and in the educational needs of students. Prerequisite: ENTR 300.

ENTR 499 INDEPENDENT STUDY (1.00 - 6.00): An independent study completed under the direction of a faculty member. For eligibility and procedures, refer to the Merrick School of Business Independent Study Policy. Prerequisites: Merrick School of Business student and permission of the instructor.

ENTR 605 CREATIVITY AND THE ENTREPREN (1.50): Focuses on personal and organizational creativity and enables students to recognize and develop creative abilities in organizations. Includes a final team-based new product pitch that allows students to apply creativity in a business context. prerequisite: graduate standing

ENTR 750 LEADING AND MANAGING INNOVATIO (3.00): Focuses on leading and managing innovation in various organizational settings, including the for-profit, non-profit, and public sectors. Enables students to improve habitats for organizational innovation. Includes a final team-based consulting project with organization seeking to boost its innovative capacity. Prerequisite: ENTR 605

ENTR 760 SOCIAL ENTERPRISE & ENTREPRENE (3.00): Provides a study of how successful nonprofit organizations respond to the challenges of expanding their impact, being socially responsible and fiscally accountable, and finding new sources of revenue. The course will investigate innovative ways to generate both financial and social returns on their investments. Students will engage with live social entrepreneurs to evaluate and respond to market opportunities to develop and grow social enterprises. prerequisite: FIN 505 or permission of instructor.

ENTR 771 THE DESIGN /BUSINESS LINK (3.00): Design could very well be the major competitive strategy for both manufacturing and service companies. This course has two goals: 1) to provide UB students with an understanding of the role of design in today's business organizations to more effectively use design to achieve the mutual goals of businesspeople and designers, and 2) to teach students how they can invent, produce and distribute their own products and be entrepreneurs. prerequisites: MKTG 504 or MKTG 505.

ENTR 797 SPECIAL TOPICS IN ENTREPRENEUR (3.00): As specified in the course syllabus

ENTR 799 INDEPENDENT STUDY (3.00): Investigation into a particular subject in more depth than can be accommodated by an existing course. Students work closely with an individual faculty member. Prerequisites: ENTR 605 and approval of instructor, department chair and academic advisor

## **ENVS - Environmental Science**

ENVS 175 INTRODUCTION TO ECOLOGY (3.00): Introduction to the fundamentals of ecology. Topics include the relationship between organisms and their physical environments; population growth, regulation, and interactions; the nature and diversity of biological communities; ecosystem structure and function; and global climate change. [BPS]

ENVS 201 ENVIRONMENTAL SUSTAINABILITY (3.00): Introduces the student to aspects and dimensions of the impact of burgeoning human populations on human societies and life on Earth in general. Specific applied topics in environmental science, ecology and sustainability are covered, with a focus on urban ecosystem issues. An emphasis is placed on current and newsworthy topics at scales ranging from local to global. Understanding the place of humans in the biosphere and how to ensure a habitable planet for future generations and for other organisms is a primary goal of the course. [GSCI] [QQT] [BPS]

ENVS 221 SCIENCE OF THE ENVIRONMENT (4.00): A survey of a number of scientific disciplines related to the earth's changing environment, including geology, ecology, zoology, hydrology, climatology and chemistry. These disciplines are integrated to provide a clearer understanding of complex environmental issues, using both local and global case studies. The laboratory portion of the course investigates environmental hypotheses and theories and introduces students to the techniques of environmental data collection and analysis. Lab fee required. [GSCI] [QQT] [BPSL] [IL]

ENVS 285 ENVIRONMENTAL CHEMISTRY (4.00): Exploration of the fundamental principles of chemistry as they apply to the natural cycles of compounds in the environment, focusing on the source, fate and reactivity of compounds in natural and polluted environments. Emphasis is placed on environmental changes due to human activity, especially those related to land use and the exploitation of aquatic resources. Issues discussed include climate change, air pollution, industrial and municipal waste in waterways, and chemical cycling in urban areas. Prerequisite: ENVS 221 Science of Environment.

ENVS 289 INDEPENDENT STUDY:INTRO FIELD/ (1.00 - 3.00): Provides students with the opportunity to pursue a research topic or special project in the natural and environmental sciences. Students work closely with a faculty member who helps set goals, develop a course plan and guide progress. Projects vary with individual student interests. Students may earn up to 3 credits for this independent study. Lab fee may be required. Prerequisite: permission of the program director.

ENVS 300 GREATER BALTO URBAN ECOSYSTEMS (4.00): An introduction to local ecosystems; their determining natural forces and human-caused challenges; and strategies, methods and techniques used to assess ecosystem condition. Students develop skills to evaluate ecological assessment reports, guidance documents and sampling techniques produced and used by environmental agencies and other interested parties. The course includes both classroom and field components, with frequent class trips to local ecosystems to assess and compare their characteristics. prerequisite: ENVS 221 [TF]

ENVS 310 SPECIAL TOPICS IN ENVIRONMENTA (3.00): An intensive study of an issue or set of related issues in environmental science. Content varies depending upon the interests of faculty and students. Course may be repeated for credit when the topic changes. Laboratory fee required.

ENVS 375 MOLECULAR GENETICS AND BIO (4.00): The science behind practices such as cloning and genetic engineering and advances in biotechnology in human health, agriculture, aquaculture and environmental sciences are discussed. This course raises awareness of the impact of biotechnology on human society and discusses related ethical issues, and it provides students with the knowledge to evaluate the risks and impacts of advances in biotechnology. The laboratory portion of the course introduces students to the techniques used in molecular genetics, molecular biology and biotechnology. Prerequisite: BIOL 121.

ENVS 420 RESEARCH SEMINAR IN ENVIRON (2.00): Introduces students to the design and interpretation of environmental and ecological field studies and to statistical methods relevant to environmental science and ecology. Emphasizes the preparation of research proposals and reports, as well as written and oral communication of report findings. Prerequisite ENVS 300.

ENVS 485 INTERNSHIP IN ENVIRONMENTAL SU (3.00): Allows students to receive course credit for real-world experiences in the environmental field. Students may work with a variety of types of organizations, including non-profits, government agencies and private companies. Students must complete a minimum of 120 hours over the course of a semester. Course is eligible for continuing studies grade. prerequisite: ENVS 221, permission of program director

ENVS 490 SPECIAL PROJECTS IN ENVIR SCI (3.00): Provides students with the opportunity to pursue a research topic or special project in environmental science. Students work closely with a faculty member who helps set goals and develop a course plan and guides progress. The project must be carefully planned and have approval of the course instructor. Lab fee required. Eligible for CS ( continuing studies) grading - this course may take more than one semester to fully complete. prerequisites: ENVS 221 ,ENVS 300 and ENVS 420, permission of the program director. [CAP]

## **FIN - Finance**

FIN 330 EXCEL FOR FINANCIAL ANALYSIS (3.00): Provides students with skills in the use of EXCEL spreadsheets to prepare and present analyses for personal, corporate, real estate and investment finance. prerequisite: Prior or concurrent enrollment in FIN 331

FIN 331 FINANCIAL MANAGEMENT (3.00): An overview and understanding of fundamental principles of financial decision-making and their application to internal and external problem-solving by the business enterprise. Topics include financial statement analysis and forecasting, time value of money and security valuation, corporate capital budgeting, cost of capital and capital structure. Thematic coverage encompasses the traditional, international and ethical dimensions of financial decision-making. prerequisites: ACCT 201, ECON 200 or 3 hours of micro- or macroeconomics, and MATH 115

FIN 332 FINANCIAL MODELING & COMMUNICA (3.00): Designed to equip students with a working knowledge of the technical methods and tools of financial analysis, as well as to provide them with the ability to design and implement -professional-quality written, oral and electronic presentation of their results. Topics include financial statement constructions, creating exhibits for presentation of financial information, and analysis and communication of corporate financial policy. prerequisites: FIN 331 and INSS 300

FIN 333 INVEST ANALYS & PORT MGMT (3.00): An understanding of the basic valuation principles for financial instruments such as -common stocks, bonds, and futures and options. These instruments are studied in the context of modern portfolio theory. Company and industry analysis projects provide the chance for practical experience. Prerequisite: FIN 331.

FIN 340 FINANCIAL PLANNING (3.00): A practical introduction to applying financial concepts and tools such as the time value of money, risk-return tradeoffs, asset pricing models, and financial databases to personal financial decisions about budgeting, housing, debt, insurance, taxes, retirement planning, education planning and investments. Prerequisite: FIN 331.

FIN 420 RISK AND INSURANCE (3.00): Fundamental concepts of insurance/reinsurance products as risk management tools for individuals and corporations. Topics include the regulatory environment, financial operations of insurance companies and the role of the capital market in the risk management process. Prerequisite: Merrick School of Business students or by permission of the instructor.

FIN 430 ENTREPRE ORGANI AND FIN (3.00): Provides knowledge and training in the area of capital acquisition strategies and tactics through the life cycle of an entrepreneurial venture and coverage of valuation techniques as applied to the allocation of business areas. Topics include start-up and mezzanine financing and bridging to initial public offers on the capital budgeting and internal control techniques applied in the strategic context developed in earlier courses. Prerequisite: FIN 331.

FIN 433 INTERNAT'L FINANCIAL MGT (3.00): In global financial markets, exchange rate risk exposure demands careful management and the use of financial instruments for hedging currency risk. These include currency options, futures and swaps. Working capital management and long-term financing and investment decisions are also crucial to today's financial managers and need to be understood in the context of expanding global financial markets. Prerequisite: FIN 331.

FIN 450 FINANCIAL STATEMENT ANALYSIS A (3.00): Students learn how to apply the tools of financial ratio analysis, financial statement forecasting, and valuation taken from a wide variety of business settings and industries, including retail, manufacturing, distribution, service, and technology. Students also learn how to create well-crafted presentation exhibits and written documents, and develop the ability to present the findings of their analysis in verbal and written forms. Prerequisites: FIN 330 and FIN 331.

FIN 470 REAL ESTATE INVESTMENTS (3.00): Introduces the fundamentals of real estate investment analysis, including elements of mortgage financing and taxation, and applies the standard tools of financial analysis and economics to real estate valuation. Topics include traditional and nontraditional

appraisal methods, techniques of real estate financing, real estate work-outs, innovations in real estate financing and the relationship to the macroeconomic environment. prerequisites: FIN 331

FIN 471 REAL ESTATE FINANCE (3.00): Analyzes the instruments, techniques and institutions of real estate finance. Emphasis is placed on the sources of funds, mortgage risk analysis and typical policies and procedures used in financing residential and commercial properties. Prerequisite: FIN 331

FIN 493 HONORS SEMINAR (3.00): An advanced interdisciplinary seminar that focuses on important books and issues and encourages independent thinking, clear presentation and an understanding of the concerns and methods of various disciplines. The course may be team taught; topic and instructor(s) may change from semester to semester. Course may be repeated for credit when topic changes. prerequisites: 3.3 GPA and permission of the Denit Honors Program director

FIN 494 HONORS PROJ/THESIS (3.00 - 6.00): Directed individual instruction in an advanced project of the student's choice; the project must be academically related to this discipline. Each student works closely with a faculty director who guides his/her progress. The project must be of honors quality and must be finally approved by both the faculty director and a second faculty member. Course is eligible for a continuing studies grade. prerequisites: 3.3 GPA and permission of both the Denit Honors Program director and the faculty director

FIN 495 INTERNSHIP IN FINANCE (3.00): Provides students with practical real-world experience in an organization. The course requires a minimum of 120 hours of practical work with a qualified firm based on explicit statements of student responsibilities and faculty/firm monitoring mechanism. Students will work closely with both the firm and a faculty member. prerequisites: completion of 9 hours of finance courses, with a minimum GPA of 3.0 in these courses. Completion of MGMT 330 is recommended. Permission of the department chair is required.

FIN 497 SPEC TOPIC: (3.00): The economics and finance faculty, from time to time, offer an opportunity to integrate new material into the undergraduate program reflecting changes in the field and in the educational needs of students. Prerequisites: FIN 331.

FIN 499 IND STUDY - FINANCE (1.00 - 3.00): An independent study under the direction of a faculty member. For eligibility and procedures, refer to the Merrick School of Business Independent Study Policy. Prerequisites: Merrick School of Business students and by permission of the instructor.

FIN 505 ESSENTIALS OF FINANCE (1.50): Provides introductory-level coverage of financial management. Topics include overview of financial markets, financial statement analysis, time value of money, risk-return tradeoff, security pricing and valuation, and capital budgeting decision tools.

FIN 605 FINANCIAL MANAGEMENT (1.50): The course provides intermediate-level coverage of topics in financial statements and their analysis, financial forecasting, security risk and pricing and capital budgeting. The course is designed to build on the basic skills acquired in introductory finance courses. Prerequisites: FIN 505 or permission of MBA program director

FIN 615 ENTREPRENEURIAL FINANCE (1.50): Provides intermediate-level coverage of topics in venture capital and private equity, asset allocation, security risk and pricing, decision-making and nonpublic corporate finance. prerequisite: FIN 605

FIN 624 FINANCE AND ACCOUNTING ANALYTICS (3.00): This course focuses on applying cutting-edge analytics techniques to examine "big data" in finance, accounting, and auditing. Students will acquire working knowledge of common financial data analytics software packages (e.g. SAS, Tableau, and IDEA). The course will heavily emphasize using data analytics techniques in solving common finance, accounting and auditing problems through using data preparation data visualization and analysis techniques. Prerequisite: FIN 605

FIN 625 CORPORATE FINANCE (1.50): Provides advanced-level coverage of capital budgeting and intermediate-level coverage of topics in asset pricing, capital structure, dividend policy, and derivative instruments such as options and futures. prerequisite: FIN 605

FIN 700 FINANCIAL REPORTING (3.00): Integrates U.S. generally accepted accounting principles and International Financial Reporting Standards to develop students' understanding of financial accounting transactions, reporting standards and financial statements. Case materials and financial statements of U.S. and international companies are incorporated. Topics include standard setting, financial statement presentation issues, measurement issues (including fair-value accounting) and classification and recognition issues. prerequisites: ACCT 504 or ACCT 505 and FIN 640 or FIN 605

FIN 704 FINANCIAL MARKETS AND INSTITUTIONS (3.00): Covers the theory and role of efficient financial markets in the general economy; the structure and regulation of the debt, equity and derivative markets; and the functional management of financial institutions, including commercial and investment banks, investment funds and regulatory agencies. prerequisite: FIN 605

FIN 705 ADVANCED FINANCIAL ANALYSIS (3.00): Designed to extend the knowledge and skills acquired in FIN 640 by applying the tools of financial analysis and decision-making at an advanced level. A variety of case applications include coverage of diagnostic financial-statement analysis and forecasting; cash-flow measurement and valuation; and management of financial policy. prerequisite: FIN 640 or FIN 605

FIN 715 INVESTMENT ANALYSIS (3.00): Provides the theory and tools for measuring and managing the risk and return of financial instruments in the context of modern portfolio theory. A variety of stock, bond, option and other financial asset valuation techniques are presented throughout the course. prerequisites: FIN 605 or FIN 640.

FIN 720 GLOBAL FINANCE (3.00): Emphasizes two aspects of global finance: 1) international capital market structure, interest rate and exchange rate determination; and 2) international corporate financial management of risk and return. Topics include: interest rate, purchasing power and international Fisher parities; hedging and management of international interest-rate and exchange-rate risk; and foreign exchange forecasting. prerequisites: FIN 605 or FIN 640.



FIN 725 RISK MANAGEMENT (3.00): Provides a comprehensive overview of concepts and tools of corporate risk management, including identification and measurement of value-added, risk and managing the trade-off between the two. Topics include: value-at-risk measures; application of options and futures contracts to risk management; and managing interest rate, credit and other forms of operating risk. prerequisite: FIN 605

FIN 735 PORTFOLIO MANAGEMENT (3.00): Builds upon FIN 715 to address the problems and opportunities of portfolio management rather than individual assets. Topics include both systematic and unsystematic risk and methodologies for making sure that this risk is appropriate for the beneficiaries of the fund. Also addressed are issues in portfolio theory, hedging, macroeconomic analysis, growth versus value stocks and alternative investments as well as staffing and investment policy documentation and compliance. prerequisite: FIN 715

FIN 750 REAL ESTATE INVESTMENT (3.00): An advanced course in the analysis and valuation of income-producing real property. Topics include real estate cash flow analysis, internal rate of return, analysis under risk and uncertainty, appraisal techniques, alternative financing forms, market analysis and the securitization of real property and mortgages. Both theory and case analysis are employed and students will get an understanding of the value of the ARGUS real estate analysis software. prerequisite: FIN 605

FIN 755 REAL ESTATE FINANCE (3.00): Analyzes the instruments, techniques and institutions of real estate finance. Emphasis is placed on the sources of funds, mortgage risk analysis and typical policies and procedures used in financing residential and commercial properties. Prerequisite: FIN 605

FIN 770 NEW VENTURE FINANCING (3.00): Covers financing and entrepreneurial organization from startup to initial public offering and beyond. Topics include identification and assessment of capital needs, financial planning, sources of capital and the role of venture capital, and the capital markets in financing entrepreneurial organizations. prerequisite: FIN 640 or FIN 605

FIN 780 BUSINESS VALUATION (3.00): Business valuation arises in mergers, acquisitions, divestitures, estate taxation, lost profits litigation, buy-out agreements, commercial lending, venture capital, IPOs and other exit strategies. This course addresses valuation modeling, using asset pricing theory and practice and employing advanced applications such as EXCEL and corporate databases. The course material is of interest to students who envision careers as CPAs, business valuation experts, corporate finance analysts and investment bankers. Prerequisite: FIN 605.

FIN 795 GRADUATE FINANCE INTERNSHIP (3.00): Students will attain professional experience in finance and work on assigned projects within a workplace finance environment. Requirements include a work supervisor evaluation, a journal detailing the work experience, and a self-assessment of the student's Internship experience. Graduate standing and permission of instructor.

FIN 797 SPECIAL TOPICS IN FINANCIAL M (3.00): Enables the presentation of specialized topics in finance, allowing flexibility for both the changing developments in finance and the educational needs of students. Topic areas may include entrepreneurial finance, cash and liquidity. Exact topics and

prerequisites are posted in the University schedule of classes. May be repeated for credit as topics vary.  
prerequisite: FIN 640 or FIN 605

FIN 799 INDIVIDUAL RESEARCH (1.00 - 3.00): Individual research in an area of interest to the student. The expectation is that work equivalent to a regular graduate course will be completed. Formal paper(s) will be written under the supervision of a full-time faculty member. prerequisites: approval of finance instructor, department chair and academic adviser

## **FSCS - Forensic Science**

FSCS 201 HOW TO GET AWAY WITH MURDER (3.00): The course involves the investigation of the causes of violence through viewing primary documents and also using secondary sources. These crimes of violence are then viewed through the perspective of investigators both procedural and scientific. Literature searches and summary reports are part of the writing process associated with the course. The course will introduce students to Criminology, Criminalistics, Offender Profiling, and Crime Scene Investigation. This will prepare the student for an introduction to Criminal Justice, Police Science, and Forensic Science. [SBS]

FSCS 301 FORENSIC SCIENCE (3.00): Introduces students to forensic science topics, including crime scene processing, fingerprints, firearms and toolmarks, questioned documents, serology, fire and explosives, trace evidence, pathology and instrumental analysis. Lectures, demonstrations, and basic laboratory exercises are used to present the subject matter.

FSCS 320 INTERVIEWS AND INTERROGATIONS (3.00): Covers the basic and specific techniques employed in criminal justice interviews and interrogations. Emphasizes processes including the interpretation of verbal and physical behavior. Considers legal issue and distinctions. Upon completion of the course, students are able to understand and conduct interviews and interrogations in a legal, ethical, efficient and professional manner. Prerequisite: none.

FSCS 400 LABORATORY SAFETY & QUALITY (3.00): Introduces students to the various principles of safety and quality assurance in a forensic laboratory. Laboratory safety topics include OSHA standards. Material Safety Data Sheets (MSDS), workplace safety, personal protective equipment, employer liability, and employee responsibilities. Quality assurance topics include quality concepts and quality assurance principles, documentation, document control, standard operating procedures, proficiency testing, validation standards, test standards, instrument calibration, instrument maintenance, auditing principles, laboratory accreditation and analyst certification. Prerequisites: Biology I, Chemistry I and II, Organic Chemistry I and II, and Physics I and II.

FSCS 403 TRACE EVIDENCE (4.00): Focuses on the acquisition and analysis of trace materials commonly found in crime scenes. Laboratory fee required. prerequisites: Biology I, Chemistry I and II, Organic Chemistry I and II, Physics I and II, and FSCS 400 and FSCS 407 I.

FSCS 404 FIRE DEBRIS AND EXPLOSIVES ANALYSIS (4.00): An introduction to the theory and practice of arson investigation through use of gas chromatography and to the theory and practice of glass analysis

through lab use of the GRIM III Refractive Index Measuring System. Laboratory fee required.  
prerequisites: Biology I, Chemistry I and II, Organic Chemistry I and II, Physics I and II and FSCS 400 and FSCS 407.

FSCS 409 FORENSIC DRUG ANALYSIS (4.00): Introduces the scheduling of controlled substances and presents their analysis by crystal tests, color tests and instrumental techniques. prerequisites: Biology I, Chemistry I, and ii, Organic Chemistry i and II, Physics I and II, and FSCS 400 and FSCS 407.

FSCS 410 FORENSIC BIOLOGY (4.00): This course is designed to expose students to both the theoretical and practical aspects of forensic serology. At the end of the course students will have gained practical experience and will have a comprehensive knowledge of techniques presently being used in the forensic examination of body fluids. Prerequisites: Biology I, Chemistry I and II, Organic Chemistry I and II, Physics I and II, FSCS 400 and FSCS 405.

FSCS 412 FIREARMS/TOOL MARKS EXAMINATIO (3.00): Firearms evidence is a major class of evidence developed in forensic related cases. The questions of identification, operability, and derived evidence are addressed and discussed. Related evidence such as tool mark evidence is also developed and explained. Prerequisite: none

FSCS 418 MATH APPL IN POLICE SCIENCE (3.00): Introduces the -various uses and applications of mathematics in law enforcement. Students learn to interpret and construct graphs and tables, calculate clearance rates, and -conduct trend analysis. The basics of operational research are explored relative to the needs of law enforcement. Probabilities and statistical techniques, which provide the basis for DNA interpretation, are addressed.

FSCS 424 4TH AMEND APPL&INTERPRET (3.00): Covers the doctrines and cases inherent in and arising from the Fourth Amend-ment: the law of arrest, search and seizure, standing, forfeiture, and derivative evidence. Organized as a topical analysis, the course identifies the -elements of each constitutional area and references major federal and state cases to illustrate the application and source of the rules.

FSCS 426 INNOVATIVE INVESTIG TECH (3.00): Advanced techniques and strategies designed to further aid in investigating serious or complex crimes are presented. Particular attention is paid to the procedural aspects of police activity as they relate to the admissibility of evidence in state and federal prosecutions. Content includes improvements to basic investigative skills and a discussion of alternative tactics. Also covered are the necessary, suggested, and explicit requirements for a federal Title III investigation and a Maryland wiretap investigation.

FSCS 430 SPECIALTY WARRANTS,WIRETAPS (3.00): Focuses on the extreme recourses available to law enforcement in investigating serious offenders. Content includes the legalities involved in obtaining trap and trace devices, electronic and video surveillance, and body wires. These investigative techniques are then combined with traditional investigative techniques to develop historical conspiracies against criminal organizations.

FSCS 440 ADV CRIME SCENE INVESTIGATION (3.00): The protection and analysis of a crime scene is a complex procedure. Information is obtained by utilizing ever increasing skills and technology. The

skills involve the use of improved casting techniques, enhanced latent fingerprinting techniques and sophisticated new photographic techniques. This course introduces the student to these techniques. Lab Fee. Prerequisite: FSCS 307-Crime Scene Investigation

FSCS 455 HOMICIDE INVESTIGATION (3.00): Analysis of homicide investigation from the viewpoint of the homicide detective exploring the legal issues and the practical use of interviews, interrogations, and medical and trace forensic evidence. prerequisite: None

FSCS 456 CHEMISTRY OF DEATH (3.00): Explores the fate of the human body at the time of death to the decomposition of the body into the lithosphere. Study considers biochemical and physical process involved in taphonomy. prerequisites: none

FSCS 462 INTRO TO DOCUMENT EXAMINATION (3.00): Focuses on the origins and styles of writing and materials used in writing and in the formation of documents. prerequisite: permission of the program director.

FSCS 464 HANDWRITING ANALYSIS (3.00): Introduction to the study of hand writing analysis as relevant to the forensic analysis of documents. prerequisite: permission of program director.

FSCS 466 INSTRUMENTAL ANALYSIS IN (4.00): Practical experience in using instrumental techniques to examine documents by spectral imaging and impression analysis. Laboratory fee required. prerequisites: FSCS 462, FSCS 464 and permission of the program director.

FSCS 480 FORENSIC DOCUMENTATION (3.00): Prepares students to document and -manage cases properly from inception to successful conclusion. Students gain a basic understanding of investigative and forensic case documentation.

FSCS 482 MOOT COURT & TRIAL ADVOCACY (3.00): Students learn courtroom presentation techniques designed to elicit direct, persuasive, and comprehensive testimony as it relates to various evidentiary issues at criminal hearings and trials. Students prepare and present direct testimony and are cross-examined by attorneys in a simulated courtroom setting. [CAP]

FSCS 484 ART AND FORENSICS (3.00): An introduction to various styles of art and their analysis using forensic techniques. Security, storage and exhibition are examined. Laboratory fee required. Prerequisite: none

FSCS 487 FIELD INTERNSHIP IN FORENSIC (3.00): Provides field experience to students through laboratory assignments with various criminal justice entities. This requirement is completed at the end of the program. Eligible for continuing studies grade.

FSCS 494 HONORS PROJECT (3.00 - 6.00): Directed individual instruction in an advanced project of a student's choice; the project must be academically related to this discipline. Each student works closely with a faculty director who guides his/her progress. The project must be of honors quality and must be finally approved by both the faculty director and a second faculty member. Course is eligible for a

continuing studies grade. Prerequisites: Honors standing. 3.5 GPA and permission of both the Denit Honors Program director and the faculty director

FSCS 496 FIELD INTERN IN POLICE SCIENC (3.00): Broadens the educational experience of students through appropriate observational and work assignments with criminal investigation units. This requirement is completed at the end of the program. Eligible for continuing studies grade.

FSCS 497 TOPICS IN FORENSICS (3.00): Examines special topics and issues in the field of forensics such as homicide investigation, blood spatter analysis, and forensic medicine and public health. Course may be repeated for credit when the topic changes.

FSCS 498 LABRATORY TOPICS IN FORENSICS (4.00): This course will cover special laboratory topics and issues in the field of forensics such as DNA analysis, questioned document examination, and drug analysis. FSCS 498 may be repeated for credit when the topic changes. No prerequisite unless listed in the schedule of classes.

FSCS 724 PROTECTION OF DATA / INFORMATI (3.00): Examines prevention of data / information loss by theft, intrusion, and natural disaster and assessment of vulnerabilities and their remediation. Also presents protocols for security and for effective data storage and examines assessment of risk. Prerequisite: FSCS 615. Lab Fee.

FSCS 730 INCIDENT RESPONSE (3.00): Explores the development of effective responses to active attacks on computer systems and networks, coupled with analysis of the breakdown of protective measures. Permission of program director required.

FSCS 740 GRADUATE INTERNSHIP (3.00): Provides field experience to students through laboratory assignments with various forensic or criminal justice entities. Course is completed at the end of the program and requires submission of a journal and a research paper. Eligible for continuing studies grade. Prerequisite: Successful completion of all foundation courses in MSFS degree program and permission of program director.

### **GAHS - Global Affairs/Human Security**

GAHS 504 HUMAN SECURITY AND SOCIAL CHAN (3.00): This course examines the impact of globalization on political authority, primarily focusing on the core concepts of human security. It covers topics that range from the origins of human security to applies human security concepts such as human rights, conflict and war, post-conflict construction, food security, environmental sustainability, and gender concerns. The topics are related to globalization and the cross-border flow of people, information, and ideas, which at times have exacerbated issues of human security or in other instances helped resolve many of these issues. Given its scope, the course can be understood as one that bridges globalization, human security, and global affairs.

GAHS 508 INTERNATIONAL ORGANIZATION (3.00): Looks broadly at the structure and function of international organization and the pursuit of human security. The course examines a variety of formal institutions, such as the United Nations and its ancillary organizations, the European community and the

World Trade Organization, as well as less formal nongovernmental institutions. It also explores international law as a form of organization in addition to international regimes; the implicit norms, rules and processes around which the expectations of global actors converge; and the impact of this complex network of organization via a focus on elements of human security.

GAHS 510 INTERNATIONAL MIGRATION AND HU (3.00): This course will examine international migration from the lens of human security. As such, the course will examine the causes for migration today, the role of the state and international organizations in addressing migrant populations, and the rights and responsibilities of migrants. The course will examine migration from both the perspective of the state and the perspective of the migrant.

GAHS 600 MANAGING NGOS (3.00): Provides an overview of the nongovernmental sector, nongovernmental organization creation and management of NGOs. The course covers how to create and manage an NGO, the legal requirements for creating an NGO, the roles and responsibilities of members of the board of directors in governing an NGO, managing staff and volunteers, fundraising, income generation possibilities and required reporting.

GAHS 605 INTERNATIONAL POLITICAL ECONOMY (3.00): The state of the global political economy dramatically affects economic and social development. This class examines the foundations of international political economy and how we got to where we are today, before examining how international political economy affects the way in which we think about development.

GAHS 610 INTERNATIONAL DEVELOPMENT (3.00): Explores the theories, policies and practice of development assistance. As such, the course will enable students to develop their understanding of problems in the field of international development and examine mechanisms for how policies can aid and hinder development in practice. prerequisite: none

GAHS 630 INDEPENDENT STUDY (1.00 - 3.00): Research project related to studies in Global Affairs and Human Security. Topics will vary based on individual student interest. Course may be repeated with permission of program director. Students should develop a proposal outlining their chosen topic for review by instructor of record and program director. Prerequisite: Permission of program director. Credit Hours: Variable (1-3).

GAHS 740 GLOBAL AFFAIRS AND HUMAN SECURITY (3.00): A highly interactive seminar that guides students in completing their capstone research projects and presenting their research to the broader university community. Students will prepare an analytical research paper that integrates learning from the program courses, internship experiences, and other activities pertinent to their chosen research focus and unique interests in the program.

GAHS 760 INTERNSHIP/FIELD PLACEMENT SEM (3.00): Graduate-level seminar intended to provide an opportunity to students to integrate learning from their internship/ field placement with course themes and concepts studied in the Global Affairs and Human Security program. prerequisite: permission of the program director

## **GAME - Computer Science**

GAME 150 INTRODUCTION TO GAME DESIGN (3.00): Covers beginning concepts in game studies, theory and non-digital game design. Topics will be applied to the production of game and simulation development projects. Note: Additional lab time outside of class may be required to complete course projects. Lab fee required. [AH]

GAME 160 GRAPHICS FOR GAME DESIGN (3.00): Introduces 2-D computer graphics, including image generation, capture and processing. Particular emphasis on applications to interactive multimedia and computer game design. Provides basis for further study in 3-D graphics. Note: Additional lab time outside of class may be required to complete course projects. Laboratory fee required.

GAME 250 GAME SCRIPTING (3.00): Advances a student's knowledge of game software design by examining advanced functions, variable types, software design tools and programming concepts. Expands upon materials covered in COSC150: Introduction to Game Design while also introducing students to more complex types of data and programming structures. Introduces students to the software design process and focuses on developing good software design habits as well as advanced knowledge of programming techniques. By the end of the course, students are able to implement more fully their game design ideas in a software prototype. Lab fee required Prerequisite: COSC 150 or equivalent.

GAME 260 INTRODUCTION TO 3D GRAPHICS (3.00): Introduces students to modeling, texturing, lighting, rendering and simple animation using industry-standard tools. Provides a foundation for further work with sophisticated 3-D imaging tools. Additional lab time outside of class may be required to complete course projects. Lab fee required. Pre or co-requisite: GAME 160, CMAT 212 or equivalent

GAME 315 PROGRAMMING FOR INTERACTIVE DE (3.00): An introduction to object-oriented computer programming framed in the technical aspects of game programming. The course covers variables, control structures, functions, arrays, data types, classes, inheritance and polymorphisms. Students apply these concepts to build a series of small games. Laboratory fee required. Prerequisite: GAME 250 or equivalent and Simulation and Game Design major.

GAME 320 GAME CONCEPT & DESIGN (3.00): An advanced exploration of the practice of game design. Students learn both game design theory and best practices to build an understanding of how gameplay is constructed and shaped. Develop practical game creation experience through rapid prototyping exercises, theoretical design problem-solving, and semester-long guided design projects. Lab fee required. Prerequisite: COSC 150 [GD]

GAME 324 DESIGNING FOR HUMANS (3.00): Introduces key concepts of human/computer interaction, including how humans interact with technology to find and process information. It also introduces the concepts of systematic software testing to students of applied information technology and students of interactive simulation and computer gaming. Students learn principles of interface and software construction and apply them to practical problems of software or game evaluation in the process of learning principles that underlie good interaction and play design. Readings cover theory of human/computer interaction, interaction design and usability testing. Laboratory fee required. [IL]

**GAME 330 GAMES FOR LEARNING (3.00):** Conveys the skills necessary for students to begin a career in instructional video game design. Expands on previous game design courses but focuses on the creation of serious games for adult and child learning. At the end of the course, students design, develop and test a working prototype of a video game for learning. Lab fee required. prerequisite: COSC 150 or equivalent, by permission of the program director

**GAME 370 LEVEL DESIGN (3.00):** Builds on an existing understanding of game design concepts, scripting and 3-D asset creation and provides students with the opportunity to apply this to advanced level design utilizing professional tool sets. Projects are team based and emulate industry best practices using a current 3-D game engine. lab fee required, prerequisites: COSC 150, GAME 250, and GAME 260 or their equivalents

**GAME 380 ADVANCED TOPICS IN ART AND ANI (3.00):** Focuses on the development of 2D art and animation skills, and their application to real-time simulations and games. Projects creatively apply an advanced understanding of traditional 2D art and animation techniques to the creation of portfolio-quality work. Students develop a sensibility and vocabulary to critique 2D art and animation. NOTE: Additional lab time outside of class may be required to complete course projects. Prerequisites: GAME 160 or CMAT 212.

**GAME 390 GAME JOURNALISM (3.00):** Focuses on building the reporting and writing skills needed to write game reviews and other video game-related news articles. Students regularly practice writing game-related pieces and develop their critical analysis skills through peer review; they are expected to learn through practice, peer review and review of existing published works. Topics covered include: What is journalism and how does game journalism differ? How do the elements of video games translate to written works, and how does one translate game concepts to a general reading audience? Lab fee required. prerequisite: COSC 150 and WRIT 300

**GAME 402 INTERACTIVE NARRATIVE (3.00):** Covers advanced principles of creating interactive narrative experiences, from creative writing to storyboarding and interaction design. Focuses on examples of successful and experimental interactive narrative from across media, including video games, electronic literature, interactive fiction and gamebooks. lab fee required. prerequisites: COSC 150 and WRIT 300

**GAME 405 THE BUSINESS OF GAME DEVELOP (3.00):** Examines the past, present and future of the video game industry, with an emphasis on business organizations and practices that have evolved along with the medium. Particular attention is given to opportunities and requirements for new ventures in games and other areas of interactive design. Laboratory fee required.

**GAME 407 SOCIAL MEDIA AND GAMES (3.00):** Examines games and simulations as systems designed for common use and collaboration and the ways non-game social media can promote markets for digital entertainment. Theoretical approaches are compared to current implementations and tested in one or more limited practical experiments. Laboratory fee required. Prerequisites: GAME 320 and WRIT 300



**GAME 408 HISTORY OF VIDEO GAMES (3.00):** This course surveys the history of video games, from the first experiments in the decades following World War II, to the current era of consoles and network games. Despite being a relatively recent medium, video games have already undergone significant evolution from their earliest roots. We will be examining these transformations in terms of art, narrative, graphics, audio and game mechanics. Throughout the course, we will position these trends within the cultural roles games have played and speculate on the future of the form. Lab fee required. Prerequisite: COSC 150 and WRIT 300

**GAME 410 INTERMEDIATE 3D ART AND PRODUC (3.00):** Improves an existing understanding of 3-D modeling, texturing and animation for interactive simulation applications, including scenic and character design for computer games. Practical assignments allow students to advance skills in industry-standard programs (e.g., 3D Studio and Maya). Readings, critical examples and visits from industry experts provide broader contexts for skills. Laboratory fee required. prerequisite: GAME 260

**GAME 414 AUDIO IN GAMES (3.00):** Concentrates on the design of sound elements for use in computer games and other forms of interactive simulation. Practical design exercises based on standard production software and popular game engines are combined with theoretical readings, critical studies and visits from industry experts. Laboratory fee required.

**GAME 415 CODING TOOLS FOR DESIGNERS (3.00):** Teaches programmers to create modular tools for other team members, including non-programming game designers. Tools may consist of components, shaders, macros, level editors and other augmentations for game engines. Programmers apply design knowledge to analyze and develop for a specialized set of end user needs. Through an iterative development process, students apply solid principles of user interaction design to create tools that are intuitive. Prerequisite: GAME 315

**GAME 418 DESIGN OF MULTIPLAYER GAMES (3.00):** Examines the design principles and challenges underlying games and interactive simulations designed to be used collaboratively or in situations of simultaneous use, from multiplayer console games to massively multiplayer Internet games and their associated virtual communities. Assignments include development of modules or levels for popular multiplayer games and systematic study of Internet game communities. Laboratory fee required. Prerequisite: GAME 250

**GAME 420 ADVANCED 3D ART AND PRODUCTION (3.00):** Builds on 3-D design concepts learned in COSC 260: Introduction to 3-D Graphics and COSC 410: 3-D Modeling to explore cutting-edge, industry-standard techniques for the creation of 3-D game graphics and animation. Projects focus on emerging technologies and practices and on optimization of models for real-time simulations. Students are required to apply creatively an advanced understanding of 3-D modeling to portfolio- quality work. Additional lab time outside of class may be required to complete course projects. Laboratory fee required. Prerequisite: GAME 260, GAME 410 or their equivalents

**GAME 440 FRONTIERS OF GAME DESIGN (3.00):** Focuses on one or more emerging technologies or practices likely to shape the video game industry in the next three to five years. Students both investigate the history and rationale of the innovation and develop practical experiments or proofs of concept

indicating possible applications. Laboratory fee required. GAME 250 or GAME 315 or equivalent, and Simulation and Game Design (SDE) major.

**GAME 445 PRACTICAL GAME PROGRAMMING (3.00):** Builds upon existing knowledge students have acquired to introduce production environment programming concepts and habits. Examines common programming techniques used in a business environment including program modeling, unit testing, and advanced programming patterns. The course will take an application-based approach to understanding the fundamental problems of working in a complex programming environment which requires teamwork and integration of code across multiple levels. Laboratory fee required. Prerequisite: GAME 315

**GAME 450 SGD INTERNSHIP (3.00):** Provides students with hands-on work experience in applied simulation and game development. Students may arrange placement with an external organization, subject to written approval by the instructor and an official of the organization. Alternatively, students may participate in an in-house project managed by the instructor. In the latter case, students attend regular class meetings as part of their project work. Laboratory fee required.

**GAME 452 SDE INTERNSHIP II (3.00):** Internship course intended to give students professional experience in software reliability and play testing in computer games and other areas of applied interactive simulation. Students are assigned projects in area industries or in an on-campus development facility to be developed with local companies. Laboratory fee required.

**GAME 460 GAMES, SIMULATIONS, & SOCIETY (3.00):** Examines the nature of games and how they are framed by and impact individuals and groups. Topics include scholarly work on online economies and community building, fan cultures and their creative reworking of game content, the role of play in human culture and the relationships between online and offline identity, as well as psychological facets of games. Laboratory fee required.

**GAME 469 GAME DEVELOPMENT PROJECT I (3.00):** Constitutes the first part of the capstone experience in the Simulation and Digital Entertainment major. Students work through design assignments to practice project management and team coordination. They also research and propose individual project concepts, some of which are selected for group development as the final course project and for further work in Game Development Project II. Laboratory fee required. prerequisites: Simulation and Game Design major with senior status, GAME 320, GAME 260 and GAME 250. pre- or corequisite: COSC 155 [CAP]

**GAME 470 GAME DEVELOPMENT PROJECT II (3.00):** Provides the capstone experience for students in the Simulation and Digital Entertainment major. Working with faculty and visiting industry experts, students propose a concept for a computer game or applied interactive simulation, developing that concept over the course of the semester through several stages of specification and prototyping. Theoretical readings and critical studies of existing games provide insight and context. Final prototypes are presented publicly at the end of the course. Lab fee required. prerequisite: GAME 469 and Simulation and Game Design major with senior status. [OC] [CAP]

**GAME 477 COMMUNITY-FOCUSED GAME DESIGN (3.00):** Students collaborate with the community to build a game focused on solving a problem or addressing a community need. Possible projects can

incorporate a range of digital and communication skill sets and might include physical games (card,board), alternate or augmented reality, browser-based games, simulations or other forms as appropriate to the project. Lab fee required. prerequisite: COSC 150

GAME 499 INDEPENDENT STUDY (1.00 - 3.00): The pursuit of independent study under the supervision of a full-time faculty member. The number of credits to be earned is determined by the supervising faculty member before the study begins. Students may earn up to 3 credits for this independent study. Laboratory fee required. prerequisite: varies; see class schedule or instructor

## **HIST - History**

HIST 101 WORLD HISTORY TO 1500 (3.00): Explores the emergence of the modern world, from prehistoric times to early modern times, through an examination of selected themes across the world's cultures. Themes may include the arts, society and religion, global interaction of cultures or competing ideas of human dignity and self-determination. Special emphasis is given to the role of deep cultural roots over the long term of historical development and the long-term effect of traditional values and cultural practices. [HIPL] [HAT] [AH] [GD]

HIST 102 WORLD HISTORY SINCE 1500 (3.00): Explores the emergence of the modern world, from the end of the 15th century to contemporary times, through an examination of selected themes across the world's cultures. Such themes may include the arts, society and religion, global competition and human rights, technological change, nationalist movements and self-determination. Special emphasis is given to the interaction and interdependence of the world's population as a whole. [HIPL] [HAT] [AH] [GD]

HIST 111 EARLY AMERICA (3.00): This course focuses on the history of the United States to 1860 with emphasis on large-scale social and cultural phenomena such as the origin and impact of colonial migration, the forming of regional identities, the role of political ideologies and the influence of social movements. [HIPL] [HAT] [AH]

HIST 112 MODERN AMERICA (3.00): Focuses on the history of the United States from the 1860s to the present with emphasis on major social and cultural trends and movements. Topics include impact of race and ethnicity, rise of the New South, role of -political ideologies, reform and labor movements, and migration and immigration. The history of ordinary people is stressed. [HIPL] [HAT] [AH]

HIST 123 WORLD HISTORY OF ART (3.00): Student explore human creations inspired by the natural world, love and religion. Students are introduced to the iconography and the artistic connections between global cultures, including those of Africa, Asia and Europe. Incorporating the printed works of critics and historians, museum pieces, archeological evidence and electronic media, this course teaches students how to interpret an image as a primary source document, emphasizing the political, religious and urban contexts of artistic creation. [HIPL] [HAT] [AH] [GD]

HIST 197 CONFLICTS IN HISTORY (3.00): History is an ongoing inquiry and debate, rarely—if ever—set in stone. Introduces students to the major themes of history and the ingredients of the discipline. Presents a selection of major human conflicts of the past 3,000 years and the historical debates they have inspired. Students discover the roots and consequences of American, European or world conflicts in

history, using primary sources to hear the actors in their own words. Leads to discovery that many of the problems of the past still have effects in the present. [HIPL] [HAT] [AH] [GD]

HIST 204 AFRICAN AMERICAN HIST TO 1865 (3.00): Examines African American history before 1865, including such topics as the North American slave trade, the lived experience of enslaved Blacks, the lives of free Blacks who were not enslaved and the rise of the abolition movement. [AH] [GD]

HIST 205 AFRICAN AMER HIST SINCE 1865 (3.00): Examines African American history since 1865, including such topics as Reconstruction, the rise of racial segregation and legal White supremacy, Black popular culture, African Americans in all regions of the country and the Long Civil Rights and Black Power movements. [AH] [GD]

HIST 240 EVERYDAY LIVES (3.00): Social history illuminates the lives of ordinary people. This skills course introduces the methods of the social historian to the beginning student. Students read examples of masterful social histories and engage in original research to produce their own depictions of everyday life in a particular period of the past. [HIPL] [HAT] [AH]

HIST 250 DIGITAL HISTORY (3.00): Students assess the range and quality of online information about their favorite historical topic. As the projects of amateurs, curators, activists, students, and historians fill the Internet, whose version of the past can we trust? Students engage digital humanities literature and theory, case studies, and map out their topic as it appears on the Web. [AH] [IL]

HIST 290 GREAT ISSUES IN HISTORY (3.00): Focusing on a single topic or theme of historical and contemporary interest, this course emphasizes the roots of great issues in history. The course focuses on understanding and applying historical methods, analyzing issues in their broader historical context and analyzing a variety of historical sources. The topic for a given semester appears in the schedule of classes. [HIPL] [HAT] [AH]

HIST 295 THE HISTORIAN'S TOOLKIT (3.00): What constitutes historical evidence? What sources are credible? What historical context is necessary to understand information? How do you uncover evidence about past events? How do you organize information to make an historical argument? This course asks you to consider these questions as you develop historical thinking skills to investigate a person in your past. In the process you will discover ways you can employ historical research methods in a variety of professional fields. Required of all history majors. [IL]

HIST 306 POPULAR MUSIC IN U.S. HISTORY (3.00): Explores popular music's relationship to social, economic and cultural transformations in the United States' history, with a focus on race, gender, class and sexuality. Topics include hip-hop, jazz, Motown, disco, punk, blues, house and club music. [AH]

HIST 308 HISTORY OF AMERICAN BUSINESS (3.00): An historical survey of American business and labor from Colonial America to the recent past. [AH]

HIST 310 ANCIENT CIVILIZATIONS (3.00): The origins of European civilizations are traced to the societies of the Ancient Near East, Greece and Rome. Special emphasis on the development of complex societies and on such themes as the individual and society; freedom and slavery; and magic, religion and rationalism.

HIST 312 AGE OF REVOLUTIONS (3.00): A study of European culture and thought from the Renaissance to the end of the Napoleonic Wars. Special emphasis on the origins and impact of the scientific, industrial, and political revolutions.

HIST 313 EUROPE 1815-1914 (3.00): Surveys European history in the 19th -century, a time of enormous cultural, social, economic, and political change. Focuses on the dominant powers of Europe—England, France, Germany, and Russia—and examines the impact of new ideologies such as nationalism, liberalism, socialism, and right-wing radicalism. [GD]

HIST 314 WAR IN EUROPE, 1914-1945 (3.00): World War I destroyed the institutions and values of traditional European society and ushered in a new era of European history. This course covers the causes, experience and impacts of World War I and World War II; the rise of extremist ideologies in the interwar era; the Holocaust, and the development of modernism in European society in the years up to 1945. [HIPL][GD]

HIST 315 EUROPE SINCE 1945 (3.00): This course examines all aspects of European history since 1945, focusing on trends and issues in both western and eastern Europe. [HIPL] [HAT] [AH]

HIST 316 BLACK EUROPE (3.00): What were the roles Black people played in Europe's modern history? Why do they remain absent from the way people characterize the continent's history? This course takes a deep dive into the stories of men and women of African descent who contributed to European politics and culture, or subverted norms, since the French revolution. Students will use biographies and autobiographies, fiction, film, and the words of historical figures themselves to discover the extraordinary agency of Black women and men who left their mark on Europe and its colonies. [AH] [GD]

HIST 321 AMERICA SINCE 1940 (3.00): Examines the United States from 1940 to the 21st century and explores such topics as the Cold War, suburbanization, the civil rights movement, feminism, LGBT activism, the war in Vietnam, deindustrialization, the New Left, the New Right, the War on Drugs, the AIDS crisis, the War on Terror, electoral politics and more. [AH]

HIST 324 MODERN CHINA (3.00): Introduces the changes and continuities of modern China since 1860. Students learn to apply their knowledge of Chinese history and historical methodology to analyze current affairs. Students read and analyze primary and secondary sources of modern China and engage in original research to construct their own analysis of one aspect of modern Chinese history. [HIPL] [AH] [GD]

HIST 325 PRISONS AND POLICE IN U.S. HIS (3.00): Examines the history of such topics as mass incarceration, the origins of urban law enforcement, convict labor, the War on Drugs, the growth of federal law enforcement agencies and how racial inequality has shaped prisons and policing. May not be used to meet major requirements in the BS in Criminal Justice. [GD]

HIST 326 MODERN JAPAN (3.00): Explores the historical transformation that has led to the development of modern Japan from the slow decline of the Tokugawa shogunate in the 19th century to present. Covers such topics as the fall of the Tokugawa order; Meiji Restoration and Japan's rapid

modernization; the rise of Japanese imperialism and its demise through the Pacific War, and Japan's post-war development in political, economic, social and cultural realms. While developing critical-thinking and communication skills, students also learn to apply their knowledge of Japanese history to analyze an aspect of modern Japanese life. [GD]

HIST 328 MODERN KOREA (3.00): Introduces the making of modern Korea over the last two centuries, the tumultuous times that eventually created the two Koreas of today. Examines how Korea changed from an agricultural kingdom to two distinctive Koreas: urban, industrialized and democratic South Korea and communist North Korea. Examples of topics include: changes in Korea Confucianism; Korea's reaction to the 19th century imperialism; impacts of the Japanese colonial rule (1910-1945); establishment of two Koreas, and the two Koreas' place in the 21st century world. [GD]

HIST 340 AMERICAN LEGAL HISTORY (3.00): A general survey of the development of American law from colonial times to the present. Emphasizes the importance of social change and political conflict in legal development. Topics include the reception of English law in the colonies, the establishment of the federal court system and the struggle to modernize American law in the 19th and 20th centuries. Coursework involves the analysis of original legal documents and materials.

HIST 344 WORLD WAR II (3.00): A comprehensive study of the origins, events, and effects of the 20th century's second experience in total war.

HIST 350 HISTORY OF U.S. FOREIGN RELATIONS (3.00): Ever since the 1890s, the foreign policy of the United States has profoundly affected the lives of its own citizens as well as that of many others around the world. This course examines major international events of the past 120 years and the way in which the United States has led and/or responded to them. It also examines different approaches in the study of U.S. foreign relations to broaden the analytical framework of the study of the field. This course, thus, helps expand students' understanding of U.S. history as well as that of the world around it. It also helps them to better understand the globalizing world in which they live, the relevance of U.S. foreign relations to their lives, and their own potential as agents of change. This course satisfies 3 credits of the history major requirement. Prerequisite: None

HIST 354 HISTORY OF GERMANY (3.00): A study of Germany from unification to the present, with an emphasis on German politics, society and economics before 1933, the rise and fall of National Socialism, the division of Germany after World War II and the unification of Germany in 1990.

HIST 360 DARWIN, MARX, NIETZSCHE AND FREUD (3.00): Examines the most controversial thinkers of the 19th century in the context of European imperialism, the Industrial Revolution and women's fight for recognition of their rights.

HIST 364 CIVIL RIGHTS IN U.S. HISTORY (3.00): Explores how legal institutions, leaders and grass-roots movements in the United States have pursued, debated, and defined the concept of civil rights in relation to race, gender, sexuality, disability, immigration status and more. [AH] [GD]

HIST 375 CIVIL WAR AND RECONSTRUCTION (3.00): A social and political study of the era of disunion and reunion, 1848-1877, with special emphasis on the causes of the conflict and its impact on race relations, national institutions, and the Southern states.

HIST 380 THE CHESAPEAKE WORLD (3.00): The Chesapeake Bay is the largest estuary in America and a complex ecosystem that has served as a "protein factory" for thousands of years. The Bay's human history includes the Powhatan, the Piscataway, the Nanticoke, the first permanent English settlement in North America, and the first enslaved Africans. This course examines the environmental history of the Chesapeake, the effect of human settlement on its biodiversity, and the ways that history helps us make ethical choices about the future of the bay.

HIST 381 AMERICAN CITIES (3.00): Urbanization as a major theme in American history, beginning with the establishment of American cities and ending with contemporary urban life. Topics include city and the frontier; the premodern city; the emergence of industrial cities; urban transportation networks; immigrants, bosses and reformers; the emergence of urban institutions; the growth of suburbia; and the urban crises of the 1960s. [AH]

HIST 382 HISTORY OF BALTIMORE (3.00): Social and economic changes that took place in American cities. Emphasis is placed on a detailed study of Baltimore as it exemplified changes taking place during the period. Major themes are industrialization and racial and ethnic diversity.

HIST 385 U. S. WOMEN'S HISTORY (3.00): Using case studies, this course examines the changing roles of women in American society. Topics such as family, work, education, sexuality and women's rights are explored. Emphasis is placed on both the variety of women's experiences and the evolving concerns and position of American women as a group.

HIST 390 FILM AND HISTORY (3.00): A close study of historic events, people, and issues as interpreted and presented in visual media, primarily feature films, documentaries, or television series. Historical subject and type of media program varies from semester to semester. May be repeated for credit when the topic changes. [AH] [GD]

HIST 396 INTRO. TO PUBLIC HISTORY (3.00): A survey of the professional applications of historical analysis in settings outside academe focusing on the practice of history in museums, archives, historical societies and preservation. Guest speakers and site visits are featured. [TF]

HIST 434 AMERICAN CONST. HISTORY (3.00): A historical study of the background and establishment of the American Constitution and its political and social effects on American life from 1789 to the 20th century.

HIST 438 GREAT TRIALS IN HISTORY (3.00): A study of the interplay between society and the conduct and outcome of some controversial criminal trials. With each offering of the course, some of the following trials are studied: Guiteau, Dreyfus, Casement, Sacco-Vanzetti, Scopes, Scottsboro, Hiss and Rosenberg.

HIST 440 HISTORY OF COMMON LAW (3.00): A study of the common law of Great Britain and the United States through its development in medieval Europe and into the modern period. Both procedure and substance are emphasized. Parallels the School of Law course but is conducted at an undergraduate level. Credit earned in this course cannot be transferred to the School of Law.

HIST 445 TOPICS IN THE HISTORY OF RELI (3.00): Intensive study of particular topics in the history of religion, ranging from Christianity and Judaism to Eastern religions or American religious history. Topic varies depending on the interests of the faculty and students. May be repeated for credit when the topic changes.

HIST 460 THE COLD WAR, 1945-1990 (3.00): For almost half a century following World War II, the United States and the Soviet Union engaged each other and their respective allies in an epoch-making global confrontation known as the Cold War. This course explores the origins, evolution and effects of that conflict and its role in shaping modern history. Topics include the nuclear arms race, the series of crises involving Berlin, the U-2 affair, the Cuban missile crisis, related conflicts in Southeast Asia, détente, impact on American culture and more.

HIST 466 HISTORY OF AFRICA (3.00): Studies in African history from early cultures to the late 19th century.

HIST 468 AMERICAN POLITICAL HISTORY (3.00): Intensive study of dominant political issues in American society from the founding of the colonies to the recent past.

HIST 477 TECHNOLOGY AND HISTORY (3.00): Selected topics in the cause-and-effect relationship of technological developments on societies in various historical periods.

HIST 490 INTERNSHIP (1.00 - 3.00): Provides an opportunity to gain experience in the practical application of historical analysis through work assignments with the appropriate historical and related cultural agencies. The course instructor and staff at each agency supervise the student's participation. Course is eligible for a continuing studies grade. prerequisite: approval of the instructor

HIST 492 INDEPENDENT STUDY (1.00 - 3.00): Provides for individual work in research. prerequisites: presentation of a research proposal to the program director and permission of the program director.

HIST 495 SENIOR SEMINAR IN HISTORY (3.00): The HIST 495 Senior Seminar is a capstone course for history major. This seminar-style class will provide students with an opportunity to express their creativity and demonstrate their conceptual understanding of historical works-analyzing primary sources, weighing evidence, and debating historical interpretations. Students' final work can be a traditional research paper, or a project portfolio, depending on their major concentration. This 3 credit-course is one of the two core requirements. Students need to earn a C or higher to fulfill this major requirement. Prerequisite: HIST 295. [CAP]

HIST 496 SEMINAR IN PUBLIC HISTORY (3.00): Students research and present a major project on a selected topic in public history. Projects are based on collaboration with external organizations or groups.



HIST 497 SPECIAL TOPICS IN HISTORY (3.00): Intensive exploration of topics in history of mutual interest to faculty and students. Content varies according to the interests of the faculty and students. The topic studied appears under that name in the class schedule.

### **HSAD - Human Services Administration**

HSAD 600 FUNDRAISING AND GRANT WRITING (3.00): Provides students with a through grounding in the principles and practices of fundraising and grant proposal development. Structured to mirror the process of fundraising management, the course leads students to develop either a fundraising plan or grant proposal for their own nonprofit entity or a case study of the organization. Students consider planning frameworks and a variety of conceptual tools before moving on to consider donor behavior ( the underlying psychology and sociology) and each major form of fundraising in turn. The course concludes with an examination of the critical managerial and sectoral issues impacting fundraising, such as campaign integration, benchmarking of performance , and public trust and confidence.

HSAD 602 HIST/ FOUNDA OF HUMAN SERVICES (3.00): History and foundations of human services practice. Societal factors that have fostered the evolution of human services are emphasized and basic strategies and tactics common to the delivery of human services are reviewed.

HSAD 603 CONTEMP ISSUES IN HSAD (3.00): Overview of the current status of the field of human services and the political, sociocultural and economic contexts of administration. Discussion of the conceptual and theoretical issues related to the practical skills necessary for administering human services agencies. Offered at Coppin State University. prerequisite: HSAD 602 or permission of instructor

HSAD 610 STRATEGIES FOR HUMAN SERVICES (3.00): Focuses on the various properties and implications of planned change. Emphasis on models, strategies and roles required when working within organizations and in the community to develop new programs with input from a variety of stakeholders.

HSAD 611 PROGRAM EVAL & POLICY ANALY (3.00): Study of the conceptual and methodological issues concerning the evaluation of human services programs. Includes focus on statistical and data analysis skills and on the relationships between the program/policy design and analysis/evaluation. Offered at Coppin State University. prerequisite: HSAD 610 or permission of instructor

HSAD 620 HUMAN SERVICES LEADERSHIP & SU (3.00): Theoretical and practical analysis of organizational leadership, personnel (employee and volunteer) supervision, workplace design and the ethical dimension of leadership in human services agencies. Provides training in organizational relationships and staff development. Job-related case studies are used to apply principles of supervision and leadership. Offered at Coppin State University.

HSAD 621 ADMIN DECISION-MAKING (3.00): Decision-making at the individual, work group, departmental and organizational levels within the context of human services agencies. Emphasizes development of skills necessary for securing consistency of practice, the coordination of various planning units and the economizing of planning efforts. prerequisite: HSAD 620 or permission of instructor

HSAD 695 FIELD PRACTICUM I: HUM SVCS. (3.00): Fieldwork training experience at a human services agency under the guidance of the UB and Coppin State program directors and an on-site agency mentor. Eligible for continuing studies grade. prerequisites: HSAD 620 or permission of program directors.

HSAD 696 FIELD PRACTICUM II: HUM SVCS. (3.00): Continuation of HSAD 695. Fieldwork training experience at a human services agency under the guidance of the UB and CSU program directors and an on-site agency mentor. Eligible for continuing studies grade. Offered at Coppin State University. prerequisites: HSAD 695 and permission of program directors

HSAD 698 RESEARCH PRACTICUM I: PROGRAM (3.00): Under the guidance of the program directors and a research committee, the student prepares an original work that displays research and writing skills. Topics include a realistic, feasible plan for a new human services program, implementation of a new program and/or evaluation of a program. Eligible for continuing studies grade. Offered at Coppin State University. prerequisite: permission of program directors

HSAD 699 RESEARCH PRACTICUM II (3.00): The student continues to prepare the original work begun in HSAD 698 and will then formally defend the work before his/her research committee. prerequisite: HSAD 698

### **HSER - Sociology**

HSER 100 INTRO HUMAN SERVICES (3.00): The social basis for human service needs is examined with special consideration given to how societies respond to these needs through the formation of service delivery systems. Case studies of contemporary human service delivery systems are emphasized. [SBS]

HSER 200 MODELS OF EFFECTIVE HELPING (3.00): This course provides the student with an overview of contemporary theories and techniques of the helping relationship. Basic communication skills (such as active listening, responding and interviewing skills) for building helping relationships are developed. Professional and ethical issues in the helping profession as it relates to Human Services will all be investigated. Prerequisite: None

HSER 297 ISSUES IN HUMAN SERVICES ADMIN (3.00): Exploration of topics in human services administration. Content varies depending upon the interests of faculty and students. Course may be repeated when topic changes. Prerequisite; Depends on course topic and level of difficulty.

HSER 300 GRASS ROOTS STRATEGIES OF (3.00): Exploration of various frameworks concerned with strategies and techniques for planned social change relevant to community education, empowerment, organization and development, at the grass roots level. prerequisite: None

HSER 310 FAMILY SYSTEM DYNAMICS (3.00): Examines the components of family structure, interactions and reinforcing aspects of family dynamics on the maintenance of roles, types of families, life-span changes, function and dysfunction in the context of the greater society. Prerequisite: None

HSER 320 GENDER AND THE WORK ENVIRONMEN (3.00): Examines work environment and profession-related gender issues from legal, sociological, psychological and economic

viewpoints. Topics may include gender stereotyping, career development, sexual harassment and work-life balance. Explores practices and process that embed gender into institutional structures. Prerequisite: None

HSER 330 HUMAN SERVICES DELIVERY SYS & (3.00): Examines various issues in the context of human services delivery systems within organizational environments possessing many levels of diversity including gender, race, religion/spirituality, types of professions/ credentials, levels of education, socioeconomic status, sexual orientation and physical ability. Explores how one's own limitations, values, reaction patterns and culture may impact policies, practices, processes and interventions. Investigates perspectives of leadership, employees and service recipients. Prerequisite: None [GD]

HSER 340 CASE MGMT AND DOCUMENTATION (3.00): This course serves as an introduction to the concept of case management toward the delivery of human services. The course will be presented in the logical sequence, from the intake interview to the termination of service. A focus will be given to assessment, planning, and implementation of case management services. The case management process will be explored as it relates to organizational, legal and ethical issues. Emphasis will be given to the skills and knowledge-base required to be an effective case manager. Pre-requisite : None

HSER 360 SOCIAL POLICY AND THE AMERICAN (3.00): This course offers an examination of social policy issues (such as poverty, homelessness, and mental illness), as well as the American policy process and the significance of social, economic, and political factors that influence policymaking and implementation related to human services. This course considers policies at all levels of local and national interest, including agency policies, local ordinances, state and federal legislation, and global treaties, etc. Through the course, students will gain both an understanding of social policy formation, realities of current social policy and administration, as well as their role in human service delivery in effecting social policy change in their agencies, communities, and the world. This course will give students the necessary contextual background to understand the foundational social policies that guide and define human services, as well as how those policies come to be. prerequisite: none

HSER 370 COMMUNITY SUBSTANCE ABUSE (3.00): This course will provide students with an overview of substance use disorders and addiction using a biopsychosocial approach. Students will learn about the major drug classes and the effects of various substances on individuals, families, and society. The course is also designed to examine the epidemiology of substance use and addiction, as well as the psychological and physiological components of addiction and major theoretical frameworks. In addition, modalities for diagnosis, treatment, and prevention will be discussed, as well as the social inequalities associated with substance use and addiction (e.g. racial/ethnic groups, social class, etc.) and its influence on public policy. (Prerequisites: HSER 100, HSER 200, WRIT 300, HSER 340)

HSER 372 SOCIAL PROBLEMS (3.00): This course provides students with an overview of "social problems" in the United States, how they are constructed within our society and why they persist despite current laws and policies. Students learn about historical influences contributing to contemporary social problems and how they affect specific social groups. Various theoretical perspectives are discussed to assist students in building upon existing knowledge and experiences to analyze social problems in new ways. Topics such as economic inequality (poverty and race), drug abuse and incarceration, police

brutality (race and policing), mass shootings, gender violence, obesity (poverty and food deserts), cyberbullying and suicide, and mental illness are discussed.

**HSER 373 COMMUNITY MENTAL HEALTH (3.00):** This course is designed to provide students with a distinct understanding of mental health and mental illness, in addition to risk and protective factors associated with these concepts. Students will examine mental health across the life span and common mental health issues affecting individuals, families, and communities. Topics include the etiology and stigma of mental illness, societal, cultural, and environmental influences on mental health, and trends in the delivery of mental health services, inclusive of mental health treatment, prevention, and promotion. Prerequisites: HSER 100, HSER 200, WRIT 300, HSER 340.

**HSER 375 ADOLESCENTS IN THE 21ST CENTUR (3.00):** This course is designed to prepare students interested in working with adolescents with an in-depth understanding of adolescent development. Adolescence is characterized by significant physical, cognitive, emotional, and social changes; therefore, students will examine the evolution of adolescents across various contexts, including school, family, and peers. In addition, several adolescent development theories will be explored, as well as cultural differences among adolescents. Additional topics include puberty, identity development, sexuality, dating, common psychosocial problems (e.g., substance use, delinquency, mental disorders) and the implications of social media use on the development of 21st century adolescents.

**HSER 378 PROFESSIONAL ETHICS IN HUMAN S (3.00):** This course explores the roles, functions and legal/ethical responsibilities of human services workers, including the process of ethical decision-making and awareness of the moral and legal complexities in the field of human services. Special emphasis will be placed on local and state regulations for licensed practitioners.

**HSER 400 FIELD PRACTICUM FOR HSER (3.00):** This course is designed to provide students the opportunity to apply the knowledge gained in the classroom in a human service based organization setting. Interns will be exposed to and or engage in activities such as supervisory opportunities, special projects, case management, budgeting, and public relations. The intern must complete a minimum of 100 hours. Both the faculty internship coordinator and agency site supervisor will guide and evaluate the intern throughout the internship. Prerequisite: HSER 100 AND HSER 200 AND HSER 340

**HSER 410 ETHICS & EMPATHY FOR PUBLIC (3.00):** Explores the role of ethics and empathy in the work of public servants, with a goal of preparing students for careers in public service. Relying on novels, short stories, films, television and other stories, this course provides students case examples of scenarios where ethics and empathy are relevant and/or missing. Through the course, students have the opportunity to explore the challenges, benefits, and opportunities associated with ethical and empathetic service delivery. prerequisites: none

**HSER 420 PRGR DESIGN AND PROPOSAL WRIT (3.00):** This course builds on the ecological systems perspective that views program development as an arena for social change. The course illuminates how values needs and resources influence program design and decision-making. As a major practice strategy used in community development, Program design and Proposal writing offers a contingency framework that teaches students about the choices, decisions and situations for planning new or adapting programs within the context of diverse communities. It sharpens the skill set necessary for

program development within the context of quality improvement and quality management. Prerequisite: HSER 100 and HSER 200

**HSER 430 FUNDRAISING AND GRANT WRITING (3.00):** The course will provide students with a thorough grounding in the principles and practice of fundraising and grant proposal development. The course is structured to mirror the process of fundraising management and by the end of the program participants will have developed a fundraising plan or a grant proposal for their own nonprofit, or a case study of the organization . We consider planning frameworks and a variety of conceptual tools before moving on to consider donor behavior ( the underlying psychology and sociology ) and each major form of fundraising in turn. The course will then conclude with an examination of the critical managerial and sectoral issues impacting on the fundraising function, such as campaign integration, benchmarking of performance and public trust and confidence Pre-requisite : HSER 100 and HSER 200

**HSER 440 EVAL OF HUMAN SERVICES PRGS (3.00):** The purpose of this course is to provide you with a conceptual framework, sets of practical skills and related understandings about the planning and evaluation of human services programs not only in educational but in a range of human services settings. Within this context, a program is considered in a broad sense as a set of resources organized for a purpose, while a human service is considered as work or activity intended to benefit others. Pre-requisite: HSER 100 and HSER 200.

**HSER 450 HUMAN SERVICES MANAGEMENT (3.00):** This course is designed to assist students with exploring management and administrative roles in human services organizations. Students will be introduced to relevant theories, concepts, and practices that are the foundation to understanding management. Students will examine common concerns, problems, and effective strategies of present day management of human services organizations at the non-profit, local, state, and federal levels. Prerequisite: HSER 101 AND HSER 200

**HSER 453 SOCIAL RESEARCH METHODS (3.00):** An analysis of principal research methods employed in the applied social sciences with particular emphasis on applications for human services. Topics include research design, data collection and data analysis. Practical applications are required through student projects. [IL]

**HSER 470 SEN.SEM.IN HUMAN SERVICES (3.00):** A senior-level seminar consisting of an extensive exploration of current topics in human services of mutual interest to faculty and students. Examples of the content may include welfare reform, political and social legislation as well as policy and program issues. prerequisite: senior-level standing [CAP]

### **HSMG - Health Systems Management**

**HSMG 300 HEALTH INDICATORS (3.00):** A basic introduction to classical approaches typically used to describe population health. Emphasizes appropriate summaries and methods of health utilization data display in tables and in graphs. Use of rates, ratios and proportions are addressed. Introduces basic data management, exploratory data analysis and report generation. Students gain hands-on experience in use of computer applications such as spreadsheets, statistical packages and data base management while becoming acquainted with useful health data sources.

(Recommended EXCEL workshop) (Required for Cohort 12). [IL]

HSMG 301 INTRO TO HEALTH ECONOMICS (3.00): This is a survey course of the major topics in health economics. The student should develop an appreciation of the contribution economics makes to the study of health and health policy. Topics to be covered include the demand for health and healthcare, workforce issues, and the organization and financing of the US healthcare system.

HSMG 302 STATISTICS FOR HEALTH MGMT (3.00): An introduction to the purposes and practices of statistical analysis in the health management sector. Students evaluate data analysis as presented in health management literature. Students also learn to distinguish between information based upon speculation, intuition and wishful thinking and that based upon systematic analysis of data. prerequisite: none

HSMG 303 HEALTH FINANCE (3.00): Offer a current approach to the fundamentals of budgeting and financial management with an emphasis on health-care organizations. prerequisites: none

HSMG 370 OVERVIEW OF HEALTH CARE DEL SY (3.00): Provides a systematic overview of the U.S. health services system in order to familiarize the student with various mechanisms through which health services are -delivered. Systems approach assists -students in studying details of the -various topics while maintaining a broad perspective of health care delivery.  
(Required for Cohort 12)

HSMG 371 PRIN OF HEALTH CARE MGMT I (3.00): Provides an understanding of the conceptual foundations and practices of management within health services organizations. Presents an overview of the structure, operation and management of health services organizations is presented. Perspectives from organizational theory and general management provide a conceptual basis for understanding and analyzing the practice of management in health service organizations. Uses the case study approach to develop management skills through the analysis of health care industry examples.

HSMG 372 PRIN HEALTH CARE MGMT II (3.00): Provides an understanding of the conceptual foundations and practices of management within health services organizations. Perspectives from organizational theory and general management provide a conceptual basis for understanding and analyzing the practice of management in health care organizations. Uses case study approach is used to develop management skills through the analysis of health care industry examples. Examines principles of management in health service organizations, specifically focusing on health professional accreditation, licensure, personnel issues, labor relations and select issues in material handling particular to health services organizations. Prerequisites: HSMG 371.

HSMG 373 HEALTH POLICY AND POLITICS (3.00): An in-depth study of a number of -current policy issues in the American health care system. Particular attention is paid to the roles and powers of non-medical participants, including consumers, planners, administrators, and policy makers.  
(Prerequisite HSMG 370 & recommended 371 & 372) (Required for Cohort 12)

HSMG 376 QUANTITATIVE METHODS FOR HEALT (3.00): Provides quantitative tools and skills that apply to the decision-making and control systems in the practice of health systems management. This is the second of two sequenced courses designed to develop quantitative competencies. This course builds on the first course to develop systems-based spreadsheet modeling competencies that include good spreadsheet modeling practices, forecasting, facility layout, quality control, project management and inventory methods. prerequisite: satisfactory completion of HSMG 302

HSMG 378 INTRODUCTION TO GLOBAL HEALTH (3.00): This course provides an introduction to important global health issues, including health determinants and key areas of disease burden, and the role that new health technologies can play in solving these problems. Students will examine case studies of successful global health interventions to understand features of successful programs. Working in small groups, students will use their knowledge to design a solution to a real world health challenge facing a developing country.

Prerequisites: None [GD]

HSMG 379 HEALTH INFORMATION SYSTEMS (3.00): This course provides future healthcare managers with an overview of health information systems. Students will gain an understanding the selection and use of information systems and review applications of information technology in healthcare. The course will review the current trends in information technology and describe how information systems can support high-quality patient care. Pre-requisite: None

HSMG 470 INDIVIDUAL RESEARCH (3.00): Individual research on an academically sound project of interest in the health systems management field. Research is to be conducted in consultation with a monitoring faculty member. prerequisite: permission of the program director.

HSMG 471 SPEC TOPICS IN HEALTH SYS MGT (3.00): This course will cover specific topics, issues and trends in health management.

Prerequisite: None

HSMG 472 INTRODUCTION TO QUALITY PERFOR (3.00): This course offers an introduction to quality improvement and patient safety theories, models, methods and tools and their application to management in health care settings. This course focuses on the application of change processes that are critical to improving health quality by integrating theory and implementation. Specific content areas include the role of systems assessment and measurement as being fundamental to quality improvement. The student will explore the current forces driving the push toward quality outcomes and accountability at all levels and settings of healthcare, while focusing on the philosophy of continuous improvement through team work and collaboration.

HSMG 477 HEALTH CARE LAW AND RISK MGMT (3.00): A study of the major legal issues encountered in the health care field by administrators and practitioners. Topics include issues of health care need, cost and quality control, Medicare and Medicaid, access to health care, the business roles of health institutions, health care contracts and claims, right to treatment, and federal health plans vs. private health coverage. (Prerequisite HSMG 370) (Recommended for Cohort 10, 11).

HSMG 490 SURVEY RES/DATA ANALYSIS (3.00): This hands-on course provides an overview of typical data analysis methods used in the health services setting, with an emphasis on surveys, including statistical analysis used for health management decision-making. Reviews typical graphical displays of data used in quality assurance programs. Basic PC applications necessary for health managers such as spreadsheets and databases are introduced. Prerequisites: HSMG 302.

HSMG 491 HEALTH PLANNING / PROGRAM EVAL (3.00): Enriches students' understanding of the complexity of the planning and evaluation processes used by health-care organizations. Covers theoretical and historical foundations of health planning, the relationship between health planning and regulation and the application of planning methods. Also presents various planning and evaluation models and techniques necessary to equip students with practical evaluation and planning skills.

HSMG 492 INTERNSHIP (3.00): The internship serves as a bridge between theory and practice. Students apply their knowledge and acquire insights into the management of health service organizations. This practicum offers opportunities for observation, participation, and applying administrative skills in the institutional setting. prerequisites: WRIT 300, HSMG 303, 376, 472, and 477.

HSMG 493 HONORS SEMINAR (3.00): An advanced interdisciplinary seminar that focuses on important books and issues and encourages independent thinking, clear presentation and an understanding of the concerns and methods of various disciplines. The course may be team taught; topic and instructor(s) may change from semester to semester. Course may be repeated for credit when topic changes. prerequisites: 3.3 GPA and permission of the Denit Honors program director

HSMG 498 STRATEGIC MGMT IN HEALTH CARE (3.00): Examines strategic management in health care organizations. Includes discussions of the nature of strategic management, the environment of health organizations and methods of formulating, implementing and controlling the strategic management of health care delivery. (Capstone (Final) course) Prerequisite: Successful completion (C grade or better) of WRIT 300, HSMG 303, 376, 472, and 477. [CAP] [OC]

HSMG 630 LEGAL ENVIRON HEALTH CAR (3.00): Provides a framework for understanding the legal implications of advancing medical technologies and of new forms for health-services financing and delivery systems.

HSMG 632 QUANT TOOLS HSMG I (3.00): Provides a broad overview of biostatistical methods, concepts and reasoning as applied to decisions in health systems management. Pre-Req: Certification of intermediate level in Excel; or satisfactory completion of the spreadsheet module offered in the HSMG program at UB.

HSMG 650 QUANT TOOLS FOR HSMG II (3.00): Provides an operational understanding of quantitative models to support resource allocation decisions. Students develop an understanding of the process of quantitative modeling; learn to identify appropriate and inappropriate applications of techniques such as linear programming, forecasting, decisions analysis, scheduling and inventory control models; develop a conceptual as well as a computational understanding of these models; and critically evaluate a published operations research application. prerequisite: HSMG 632



HSMG 651 SURVEY RES & DATA ANALYSIS (3.00): This course is designed to provide hands-on experience using data analytic methods that are typically used in health care settings. The course emphasizes surveys and their application to managerial decisions.

HSMG 660 COMPARATIVE GLOBAL HEALTH (3.00): Examines the social, economic and political determinants of a nation's health-care infrastructure; variations in national capacities and defacto national priorities; the role(s) played by international organizations and initiatives; how wide and persistent disparities influence human security; and the effects that shocks such as regime change or political upheaval, conflict or widespread human rights violations have on health and human security. In addition to basic sanitation (potable water and managing human waste), access to medicines is emphasized as a fundamental need. Prerequisite: None

HSMG 691 HEALTH PLANNING/ PROGRAM EVAL (3.00): Explains the theoretical and historical foundations of health planning, the relationship between health planning and regulation and the application of planning methods.

HSMG 695 HEALTH CARE MGT. INFO SY (3.00): Provides an extensive overview of information systems in health-care organizations from the perspective of health systems managers.

HSMG 697 HLTH INS / PPD. H. C. (3.00): Provides an operational understanding of insurance and alternate payment methods in health care. Includes topics relating to risk management and the roles of government, employers and individuals in the selection and use of insurance products for health care.

HSMG 699 HEALTH FINANCE AND ECONOMICS (3.00): HSMG 699 Health Finance and Economics focuses on the various health insurance and reimbursement methods. Students will learn the logistics of financial statements, cost allocation intricacies of organizational, departmental and service line costing, profit analysis, pricing, budgeting and time value of money. The course will include spreadsheet case studies in accordance with the above concepts. It relies heavily on proficiencies of excel spreadsheet competencies. Conclusively, students will learn the market forces of supply/demand and its applications to healthcare efficiencies and equities. Pre-requisite: HSMG 632.

HSMG 709 INDIVIDUAL RESEARCH (1.00 - 4.00): Individual research on an academically sound project of interest to the student in consultation with a monitoring faculty member. Depending on the scope and depth of research, from 1 to 4 credits may be earned for successful completion of this course. prerequisite: permission of program director and monitoring faculty member

HSMG 711 SPEC TOPICS IN HEALTH SYS MGMT (3.00): This course will cover specific topics, issues and trends in health management that would be of mutual interest to faculty and students alike. This course may substitute for PUAD 75: Policy Issues in Health Care. Prerequisite: None

HSMG 725 FUNDAMENTALS OF GEOGRAPHIC (3.00): Provides students with foundational knowledge in both geographic information science and Systems that will allow them to better understand and think critically about the role of "place and space" and to engage in the routine use of basic GIS technology in their studies and workplace. Students will learn to use ESRI's ArcGIS to create maps and analyze geo-data and relationships, and to present their results to others. prerequisite: none

HSMG 750 HEALTHCARE DELIVERY SYSTEMS (3.00): This course broadly surveys the organization, financing, and delivery of health services in the U.S. An examination of policy and regulations in terms of their impact on the delivery of health services are also examined. Comparisons to other national systems will be discussed to better understand the complexity of the American health system.

HSMG 752 INTERNSHIP (3.00): 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 service organizations. prerequisite: completion of 27 graduate credits prior to beginning course or permission of program director, and successful completion of HSMG 630, 632, 650, 699, 750, 755 and 766.

HSMG 753 PLCY ISUS IN HLTH CR (3.00): Study of a few current policy issues in the American health-care system. Particular attention to the roles and powers of nonmedical participants, including consumers, planners, administrators and policymakers.

HSMG 755 QUALITY MANAGEMENT AND PERFORM (3.00): This course focuses on quality improvement and patient safety theories, models, methods and tools in healthcare settings. Content areas include systems assessment and measurement as they relate to quality improvement. The course also explores quality outcomes and accountability at all levels and settings of healthcare and focuses on continuous improvement related to the delivery of healthcare services. Pre-requisites: HSMG 632 and HSMG 750.

HSMG 756 MANAGED CARE ADMINISTRAT (3.00): Basic theoretical concepts concerning managed care, practical management issues and areas of controversy as they pertain to managed care. Topics include benefit design in managed care, structure and management of managed-care delivery systems, financing of managed care and future trends in managed care.

HSMG 757 CAPSTONE: STRATEGIC MANAGEMENT (3.00): This is an integrative capstone course that provides a comprehensive look at health care organizations applying the fundamentals of finance and economics, quality management, policy analysis, quantitative analysis, health law and contemporary management practices of healthcare organizations. Pre-requisites: HSMG 630, HSMG 632, HSMG 650, HSMG 699, HSMG 750, HSMG 755, HSMG 766.

HSMG 766 HUMAN RESOURCES MANAGEMENT AND (3.00): This course provides an in-depth examination of evidenced-based practices related to managing human resources that include: personal and interpersonal communication, group process and leadership, organizational behavior and change. Pre-Requisites: HSMG 750.

### **IDIA - Interaction Design/Info Arch**

IDIA 602 GRAPHIC DESIGN PRINCIPLES (3.00): Emphasizes strategies for visual problem-solving and techniques for creating comprehensive layouts using principles of design and typography. Hands-on course for students with a limited background in graphic design. Pass/fail grading. Lab fee required.

IDIA 612 INTERACTION DESIGN (3.00): Explores electronic environments as fluid spaces where interactions among people, machines and media (words, images, sounds, video, animations, simulations) must be structured for the unforeseen. The course focuses on planning, analyzing, prototyping and integrating interaction design with interface design. Lab fee required. Prerequisite: PBDS 501 or passing score on HTML Proficiency Exam.

IDIA 614 SEQUENTIAL VISUALIZATION/ANALY (3.00): Teaches students to use sequential visual narratives—storyboards, flowcharts, prototypes and simulations—as analysis tools for the development of information systems. The course draws on theoretical approaches to film as well as other forms of visual storytelling, including animation, illustration and comics. Through a series of practical, analytical and creative projects, students learn to apply storyboards and limited multimedia prototypes to interface design and develop content. Lab fee required.

IDIA 616 DESIGNING FOR MOBILE WEB (3.00): Hands-on application and site development for the mobile Web. Students learn current programming languages and development environments for the latest mobile devices and work intensively on a major mobile design project. Lab fee required. prerequisite: PBDS 501 or passing score on the HTML Proficiency Exam

IDIA 618 DYNAMIC WEB SITES (3.00): Familiarizes students with the basic concepts and vocabulary of website programming, including application scripting, and database management. Provides students with the fundamental skills required to develop and maintain a dynamic, data-driven website. Each student develops a complete website using a simple text editor to create and manipulate relational data, learn a middleware markup language to store and retrieve data and control the rules of interaction, and write HTML to format data and control display. Lab fee required. Prerequisite: PBDS 501 or passing score on HTML Proficiency Exam.

IDIA 619 PROGRAMMING FOR UX DESIGN (3.00): Practical and theoretical introduction to genres, strategies and techniques for producing client-side interactive projects for the Internet. Students use a scripting language to create interactive information tools such as games, simulations and dynamic websites. Background readings provide theoretical and practical context for development of individual projects. Lab fee required. Prerequisite: PBDS 501 or passing score on HTML Proficiency Exam.

IDIA 630 INFORMATION ARCHITECTURE (3.00): Students develop recommendations for site structure, navigation, labeling, metadata, and content strategy for a specific business model, audience, and context. Students base their recommendations on user research, requirements gathering, competitive analysis, and site analysis, including accessibility analysis. Lab fee required. Prerequisite: PBDS 501 or passing score on a specified equivalent HTML proficiency exam.

IDIA 640 HUMANS, COMPUTERS, COGNITION (3.00): Introduces concepts, theories and methods that support the study of human-computer interaction and user-centered system design. Students apply concepts from cognitive psychology and visual processing to explore human problem-solving, learning, knowledge representation, and problems of interface design. Prepares students to understand and analyze research based on empirical study of human behavior in its variety and complexity and on models of learning and understanding. Lab fee required.

IDIA 642 RESEARCH METHODS (3.00): Introduces the chief methods for studying users' interactions with software and information resources in ways that support design decisions. Encompasses both quantitative and qualitative methods, including methods such as surveys, focus groups, field studies, and traditional usability studies. Lab fee required.

IDIA 712 TOPICS IN ADV INTERACTION DES (3.00): Intensive exploration of topics in advanced interaction design of mutual interest to students and faculty. Content varies according to the concurrent interests of faculty and students. Course may be repeated for credit when topic changes. Lab fee required. prerequisite: PBDS 501 or passing score on the hypermedia proficiency exam.

IDIA 715 MANAGING UX PROJECTS (3.00): Introduces students to managing projects that deal with interaction design, user research, and information architecture. Through project-based assignments, students learn how to scope, manage, and organize user experience teams. Lab fee required.

IDIA 730 TOP IN ADV INFO ARCH (3.00): Intensive exploration of topics in advanced information architecture of mutual interest to students and faculty. Content varies according to the concurrent interests of faculty and students. Course may be repeated for credit when topic changes. Lab fee required. Prerequisite: PBDS 501 or passing score on the hypermedia proficiency exam, and IDIA 630.

IDIA 740 TOPICS IN COMPUTERS AND COGNIT (3.00): Intensive exploration of topics in human/computer interaction and cognition of mutual interest to students and faculty. Content varies depending on the interests of faculty and students. Course may be repeated for credit when topic changes. Lab fee required. Prerequisite: IDIA 640 or permission of instructor.

IDIA 742 TOPICS IN USER RESEARCH (3.00): Intensive exploration of topics in user research of mutual interest to students and faculty. Content varies depending on the interests of faculty and students. Course may be repeated for credit when topic changes. Lab Fee required. Prerequisite: PBDS 501 or passing score on the hypermedia proficiency exam in addition to IDIA 642

IDIA 750 SPECIAL TOPICS (3.00): Intensive exploration of topics in user research, information architecture, interaction design, or user experience design of mutual interest to students and faculty. Course may be repeated for credit when topic changes. Lab fee required. Prerequisite: PBDS 501 or passing score on a specified equivalent HTML proficiency exam.

IDIA 790 INDEPENDENT STUDY (1.00 - 3.00): Research or problem-solving project in some aspect of publications design. Topics and number of credits vary with individual student interests. Eligible for continuing studies grade. Lab fee required. prerequisite: permission of program director

IDIA 798 CONTINUOUS ENROLLMENT (1.00): Provides continuing faculty direction, academic support services and enrollment services for students who have completed all course requirements for the degree but have not completed a thesis or final project. Course may be repeated for credit as needed. Grading is pass/fail. Prerequisite: completion of all course requirements for degree program.

IDIA 799 THESIS/PROJECT (3.00 - 6.00): Preparation of a work of original research or a substantial interactive or interface project displaying practical knowledge of relevant research. Each student develops

a substantial thesis project that incorporates user research. Projects and research are presented to program faculty for critique. Eligible for continuing studies (CS) grade. Lab fee required. Prerequisites: PBDS 501 or passing score on HTML Proficiency Exam, and permission of program director.

IDIA 810 PROSEMINAR (3.00): Provides students with the opportunity to build research contexts and refine plans for their degree projects. Engages students in constructive critique of project ideas and in sharing research resources and approaches. Lab fee required. Required of all D.S. doctoral students prior to taking the qualifying examination. Prerequisite: IDIA 842.

IDIA 842 METHODS FOR USER RESEARCH (3.00): Introduces the fundamentals of quantitative and qualitative research methodologies for applied research in human/computer interaction and user experience design. Lab fee required. Prerequisite: APPL 631

IDIA 898 CONTINUOUS ENROLLMENT (1.00): Provides continuing faculty direction, academic support services and enrollment services for students who have completed all course requirements for the degree but have not completed a thesis or final project. Course may be repeated for credit as needed. Grading is pass/fail. Prerequisite: completion of all course requirements for degree program.

IDIA 899 DISSERTATION (1.00 - 6.00): Research and work connected to the doctoral project under the direction of a faculty adviser. A minimum of 12 semester hours is required for the doctoral degree. Eligible for continuing studies (CS) grade. Lab fee required. Prerequisites: Permission of program director.

### **IDIS - Interdisciplinary Studies**

IDIS 101 FIRST YEAR SEMINAR: INTRODUCTI (3.00): Helps students to develop key skills, knowledge and habits of mind necessary for academic and professional success. In an active-learning environment, first-semester students and their instructors explore the nature and practice of intellectual inquiry in a university environment. Applied exercises reinforce core study/learning skills in the context of real-time demands, while structured self- and group reflection develops concurrent skills in personal, academic and professional goal-setting. Students become more intentional, lifelong learners, with skills in teamwork and critical thinking that can become fundamental elements of personal effectiveness in increasingly complex and globalized communities and work environments. Course fee required. [PPS] [ELEGGE]

IDIS 102 CRITICAL THINKING AND MULTICUL (1.00): Critical thinking is the ability to be both systematic and creative in analyzing and synthesizing information to solve problems, and multicultural awareness includes the knowledge, skills and personal attributes college graduates need to live and work in a diverse world. Students explore critical thinking from both a systematic “left brain” and creative “right brain” perspective and then apply that understanding to develop an awareness of multicultural competency issues. prerequisite: IDIS 101

IDIS 201 INTRO TO INTERDISCIPLINARY (3.00): What does it mean to learn across the curriculum and to address problems from an interdisciplinary perspective: This course provides an introduction to the interdisciplinary studies major. Topics and activities include development of your own intentional plan of study for the major, introduction to interdisciplinary thinking, survey of and introduction to learning methods and University resources for taking full advantage of the Interdisciplinary Studies major. Prerequisite: None

IDIS 300 IDEAS IN WRITING (3.00): Advanced study of strategies applicable to writing both within and beyond the University. Stresses the interrelationships of careful reading, critical thinking and effective writing. Building on skills mastered in lower-division composition courses, students develop the ability to analyze the contexts within which they write, to define their purposes clearly and to employ appropriate strategies for accomplishing those purposes. Assigned readings illustrate a variety of writing strategies and promote serious consideration of important ideas and concepts. Students are required to take the placement test for this course prior to their second semester of registration at UB. prerequisite: adequate score on placement test or completion of WRIT 200 with a grade of pass

IDIS 301 WORLD CULTURES: (3.00): An interdisciplinary study of different cultures including economic, political, social and cultural systems and structures and their interrelationships. Provides an opportunity for students to compare their own culture with others through study and research. [GIK] [ELEGGE]

IDIS 302 ETHICAL ISSUES IN BUS & SOC (3.00): Provides a structured experience in which students from the School of Business and the College of Arts and Sciences explore together the interrelationships between business and various other sectors of society, e.g., the individual, government and international environment. Emphasis is placed on values and on the ethical issues implicit in those interrelationships. [CTE] [AHE]

IDIS 497 INTERDISCIPL STUDIES PORTFOLIO (3.00): In this capstone course, students examine the process of interdisciplinary problem-solving through a review of epistemological theory; visual and verbal rhetoric; the psychology of creativity, cognition and learning; and interpersonal and small-group communication. Each student creates an interdisciplinary project and prepares a learning portfolio that contains a personal mission statement, a revised version of the student's original program plan with narrative commentary and a reflective journal. Permission of IDIS advisor required. Prerequisites: IDIS 201 and WRIT 300. [CAP]

IDIS 498 SPECIAL TOPICS IN INTERDISCIPL (3.00): Intensive exploration of topics in interdisciplinary studies of mutual interest to faculty and students. Content varies depending on the interests of faculty and students. Course may be repeated for credit when topic changes. Prerequisite: None

### **IMTC - Innovation Mgmt/Tech Commerce**

IMTC 601 BUSINESS FUNDAMENTALS FOR (3.00): Designed to be one of the first two courses in business for M.S. in Innovation Management and Technology Commercialization candidates from non-business backgrounds. Topics covered focus on aspects of business and management studies relevant to new venture creation and innovation. These include small-team formation and leadership, creativity, marketing new products and services and other relevant topics. prerequisite: admission to the M.S. in Innovation Management and Technology Commercialization program or permission of instructor

IMTC 750 INTRO TO INNOVATION MGMT & (3.00): Designed to be the survey course for the M.S. in Innovation Management and Technology Commercialization program. Topics covered include the innovation process, creativity, research and development, technology transfer and new product development. prerequisite: IMTC 601 or permission of instructor

IMTC 791 RESOURCE ACQUISITION FOR TECH (3.00): Addresses the processes by which technology ventures acquire resources to implement strategies. Topics covered include bootstrapping, angel financing, venture capital, strategic alliances, corporate venturing, licensing and government financing of technology ventures. prerequisite: IMTC 602 or permission of instructor

### **INFO - Interdisciplinary Studies**

INFO 110 INTRO TO INFORMATION LITERACY (3.00): Being able to find, assess and use information effectively is a fundamental skill needed in any career as well as in day-to-day life. This course teaches students how to define their information needs, search for information effectively, make logical arguments, understand the different forms information can take, critically assess information they find and present data in an appropriate way. In addition, it provides students with the skills necessary to evaluate the kinds of opinion and argumentation they encounter outside the University. [IL]

### **INSS - Information Science/Systems**

INSS 100 COMPUTER INFORMATION SYSTEMS (3.00): This course provides an introduction to the fundamental technologies that underpin modern organizations, as well as those that affect people's personal lives. The course will provide students with the essential knowledge needed to function productively and independently with information technology. Skills learned will include the ability to solve problems using software, to adapt to new technological environments, and to keep information organized and communicate effectively using technology. Topics will include exploring basic programming concepts through robotics, an introduction to data analysis using spreadsheets, an introduction to cyber security, privacy and ethics, and using databases. Students successfully completing this course will have met the UB graduation requirement for technology fluency. [COSC] [PPS] [ELEGCE] [TF]

INSS 209 INTRODUCTION TO PROGRAMMING (3.00): This course develops logical and analytical thinking through basic programming concepts like looping, simple sequence, decision and branching. It also provides an exposure to algorithm development for the design of simple programs. Topics include basic concepts of data and file organization.

INSS 225 STRUCTURAL PROGRAMMING (3.00): This course introduces good coding practices using structured programming concepts. Modules and shared routines with single-entry and single-exit points are emphasized. Sequence, selection, repetition, and nesting, techniques are reinforced as acceptable means of controlling program logic. Students work on projects that involve analyzing, designing, coding, executing and testing programs.

Pre-requisite: INSS 209.

INSS 300 MANAGEMENT INFORMATION SYSTEMS (3.00): Provides a fundamental knowledge of information systems and technology (IS&T) issues from the perspective of business professionals. This includes information technology concepts and vocabulary as well as insights into IS&T applications in business organizations. Topics include searching and extracting information to solve business problems; the role of organizational context in IS&T effectiveness; the economic, social, legal and ethical impacts of IS&T; the systems life cycle approach; and key technologies such as the Internet, networking and

database management systems. This course satisfies the University's information literacy requirement in addition to the computer literacy general-education requirement. [COSC] [CTE] [ELECGE] [IL] [TF]

**INSS 310 CODING FOR DATA ANALYTICS (3.00):** Data scientists spend up to 80% of their time and effort in collecting, cleaning and preparing data to produce usable datasets which can be leveraged for analytics. This course will focus on using the programming language python for these data preparation tasks. Students will learn to extract data from databases and unstructured data sources such as social media feeds, as well as how to "wrangle" (clean, transform, merge and reshape) data. Topics include python data structures, program logic and libraries, data management and data standardization. No prior experience with programming languages is required. Prerequisite: MATH 111 or MATH 115.

**INSS 315 INFORMATION TECHNOLOGY (3.00):** Information technology stressing the -personal computer (PC) as a critically important tool in today's business -environment. An advanced foundation in information technology enabling students to support personal computer users in selecting, acquiring, customizing, optimizing, maintaining and upgrading their PC hardware and system software. Topics include: characteristics of CPUs, input/output devices; motherboards and -expansion cards; operating systems and graphical user interface; memory management; system performance benchmarks and techniques; hardware and software technical selection; hardware and software upgrading and installation, and setup of system software. Students are introduced to local area and wide area network technologies. Ethical and legal issues related to computers, especially to PCs, are presented. Prerequisite: INSS 100 or INSS 300 or equivalent.

**INSS 327 PROGRAM DESIGN AND DATA STRUCT (3.00):** This objective of this course is on developing object-oriented programming skills. This includes abstract data type construction, data and file structure. It includes developing objects for IS applications using data structures including indexed files. instructor. Prerequisite: INSS 225 or equivalent or permission of instructor

**INSS 370 PROJECT MANAGEMENT (3.00):** This course provides the fundamentals of project management, with a focus on managing information systems projects. Upon successful completion of this course, candidates may be eligible to take the Project Management Institute (PMI) exam for Certified Associate in Project Management (CAPM).  
Prerequisites: INSS 300 or permission of instructor

**INSS 401 INTERNET AND BUSINESS (3.00):** Provides an understanding of the Internet and the information superhighway through hands-on experience with the main Internet services and applications. The course also answers the questions about how to use the Internet for communications; search for free information, files, and programs; and create a presence on the Internet for individuals and businesses using hypermedia and the Web. Prerequisite: INSS 300 / Merrick School of Business student or permission of instructor

**INSS 406 SYSTEM ANALYSIS & LOGICAL DES (3.00):** Introduces key principles and techniques used to develop or modify information systems to support business -undertakings. The course covers the lifecycle of software systems, with an emphasis on the analysis and logical design phases. Topics include the determination and modeling of the requirements of information systems and software, business process modeling and reengineering, data modeling, data gathering and requirements specification,



interface design, and the development of system prototypes, including electronic forms and reports. Students gain experience with leading industry development tools such as those from Oracle and PeopleSoft. prerequisite: INSS 209 or INSS 225 or equivalent/ Merrick School of Business student or permission of the instructor.

INSS 421 DESIGN OF DATABASE MGT SYS (3.00): Introduces the concepts and technologies relevant to the design, development, and implementation of database systems. Data modeling concepts and principles of database design are used to illustrate the construction of integrated databases. Database management systems (DBMS) and their purpose, advantages, disadvantages, and application in business are covered. Prerequisite: INSS 300/ Merrick School of Business student or -permission of the instructor.

INSS 422 BUSINESS INTELLIGENCE (3.00): Business Intelligence (BI) refers to the use of information technology to analyze complex information about an organization and its competitors for use in business planning and decision making. This course details the techniques and components of BI systems, as well as the critical variables needed to implement an effective BI program. The course takes a managerial approach to Business Intelligence, emphasizing BI applications and implementations, including data visualization. The course will involve use of industry standard software packages. Prerequisites: INSS 300 or permission of the instructor.

INSS 427 BUS DATA COMMUNICATIONS (3.00): Provides students with a basic understanding of terminology, techniques, and concepts of business data communications. The emphasis is on both the technical aspects of data communication and related managerial issues. Topics include, but are not limited to, physical aspects of data communication, common carrier services, local area networks, wide area networks, Internet and electronic commerce, network management, and -network applications. Prerequisite: INSS 300 / Merrick School of Business student or by permission of the instructor

INSS 431 ELECTRONIC COMMERCE (3.00): This course provides both a managerial and technical perspective on e-commerce applications, with an emphasis on the operational, tactical, and strategic applications of e-commerce, and the major technologies involved in their development. The course will cover the different types of e-commerce., the technologies and techniques involved, and the major issues facing organizations conducting electronic commerce. Managerial topics include mobile commerce; business, consumer, and government ecommerce uses; and legal, ethical and regulatory issues. Technical topics explored include network infrastructure, ecommerce security, and technologies for data transformation and exchange such as XML. Prerequisite: INSS 300/ Merrick School of Business student or permission of the instructor.

INSS 452 WEB SVR MGT & CGI (3.00): Provides students with intermediate skills in -developing interactive, server-based, applications using the world wide web common gateway interface (CGI) and includes the installation and management of web server software, e.g., Apache and other freeware web server software. PERL and CGI programming, Visual Basic, C, or C++ may be used as an alternative CGI programming language. Prerequisites: INSS 401 and INSS 225, or 327, or permission of the instructor.

INSS 453 INTERNET AND NETWORK SECURITY (3.00): Familiarizes students with basic security threats on networks connected to the Internet and basic tools to provide user and system security

resources available on the Internet. The main focus is on digital and infrastructure security. Topics include security framework overview; footprinting; scanning; enumeration; hacking framework; backdoor servers and Trojans; root-kits; Windows (98/NT, 2000/XP) and Linux vulnerabilities; dialup, VPN and network devices vulnerabilities; firewalls; Intrusion Detection System (IDS); Denial of Service (DoS) and Ddos; buffer overflow; spyware; phishing; social engineering and protecting the Web end-user. This is a project-oriented course using a restricted-access UB lab to practice the use of hacking and security tools. Prerequisite: INSS 300 or permission of the instructor.

**INSS 454 OPERATING SYSTEMS (3.00):** Functions of operating systems, including process management and concurrency, memory management, scheduling, and user and file management security are studied, as are hardware features required by modern operating systems. Course content also includes a study of symmetric multiprocessing, clusters' hardware and operating systems concepts, and the capabilities of several commercial operating systems. Provides hands-on experience in a specialized laboratory that includes PC, workstation, and mini- and mainframe computer operating systems, including system setup and basic system administration functions. prerequisite: INSS 225 or INSS 327 or permission of the instructor

**INSS 460 COMPONENT ORIENTED PROGRAMMING (3.00):** The current real –world software development environment is characterized by complex, sophisticated frameworks of interdependent tools, functionalities, and languages. Architectures such as J2EE and .NET facilitate the design and development of component-based, distributed, reusable software code for business applications. The purpose of this course is to provide an overview of the concepts, principles, and practices of component-oriented applications development, and to foster hands-on skills using one or more architectures. Topics include software design, development, assembly, and deployment issues, comparison with object-oriented approaches, component standards and libraries, and interoperability concerns. Prerequisite: INSS 225 or equivalent or permission of the instructor.

**INSS 470 IT SERVICE DELIVERY (3.00):** As businesses become more dependent on technology, it is crucial that a company's IT systems are designed and delivered to consistently support its business processes. One increasingly popular way to achieve this, particularly as applications hosted and managed "in the cloud" become more pervasive, is to take a service management approach. This course presents the fundamentals of IT service management, including service management strategies, the service lifecycle, metrics and performance indicators, and the impact a service mgt approach has on issues such as data management, virtualization, and security. The course material will prepare students for the ITILV3 Foundation certification exam. prerequisite: INSS 300 [CAP]

**INSS 490 MIS CAPSTONE PROJECT (3.00):** Student teams undertake an MIS project in a public- or private-sector organization. Projects emphasize the integration of concepts and skills developed in prior courses. Projects typically include elements of analysis and design as well as database, telecommunications or management of information systems. prerequisites: Permission of instructor/  
Merrick School of Business students

**INSS 494 HONORS PROJ (3.00 - 6.00):** Directed individual instruction in an advanced project of the student's choice; the project must be academically related to this discipline. Each student works closely with a faculty director who guides his/her progress. The project must be of honors quality and must be

finally approved by both the faculty director and a second faculty member. Course is eligible for a continuing studies grade. prerequisites: 3.3 GPA and permission of both the Denit Honors Program director and the faculty director

INSS 495 INTERNSHIP IN MIS (3.00): Provides students with practical real-world experience in an organization. The course requires a minimum of 120 hours of practical work with a qualified firm based on explicit statements of student responsibilities and faculty/firm monitoring mechanism. Students will work closely with both the firm and a faculty member. prerequisites: completion of 15 hours of INSS courses (excluding INSS 300) with a minimum GPA in those courses of 3.0 and permission of the instructor

INSS 497 SPEC TOPIC: (3.00): The INSS faculty, from time to time, offer an opportunity to integrate new material into the undergraduate program reflecting changes in the field and in the educational needs of students. prerequisites appear in each semester's class schedule. Prerequisite: Merrick School of Business student and by permission of the instructor.

INSS 499 IND STUDY - INFO SYSTEMS (1.00 - 3.00): An -independent study completed under the direction of a faculty member. For eligibility and procedures, refer to the Merrick School of Business Independent Study Policy. Prerequisite: Merrick School of Business student and by permission of the instructor.

INSS 605 IT FOR BUSINESS TRANSFORMATION (3.00): Examines the key roles that information systems and technologies play in the current business environment as well as the disruptive and innovative nature of information systems in promoting the fundamental transformation of industries, businesses and society. Covers current major issues in the field of management of information systems, such as social computing, cybersecurity, big data and mobile technologies. Prerequisites: graduate standing.

INSS 611 DATA SCIENCE TOOLKIT I (1.50): This course will introduce the basis of using the python programming language in data science, specifically to collect and manipulate data in preparation for exploratory data analysis and prediction. No prior programming experience is required. Topics will include python data structures, program logic and libraries, as well as data wrangling and data management. Types of data sources covered will include databases as well as unstructured data sources such as social media feeds.

INSS 612 DATA SCIENCE TOOLKIT II (1.50): The effectiveness of business analytics depends on the quality of the data fed into the analytics models used. Data scientists can spend as much as 60% of their time cleaning and organizing data. This course focuses on preparing data for analytics tasks, to improve the accuracy and reliability of the results. Using python students will learn to "wrangle" (clean, transform, merge and reshape) data. Techniques will include data parsing, data correction, and data standardization. Prerequisite: INSS 611

INSS 621 DIGITAL TRANSFORMATION (1.50): Digital technologies are playing a transformative role in the modern world. The changes associated with digital innovations such as social media, block-chain technology and smart embedded devices are rapidly disrupting a variety of industries across the globe and challenging institutions, organizational structures, and most importantly, the skillset needed for a

successful workforce. This course focuses on bleeding-edge technologies and digital business transformation. It enables students to understand the challenges and opportunities of the dynamic complex and disruptive technological business environment of the digital age. Prerequisite: INSS 605.

**INSS 622 DIGITAL INNOVATION (1.50):** The digital revolution is constantly challenging businesses and managers to adapt to new realities. Many organizations are establishing market leadership in today's competitive environment by mastering digital innovation. This course is designed to assist students in understanding that the fundamental nature of digital innovation is not about information technology, but is about thinking differently about how to organize to create value. It aims to equip students to competently identify technological and organizational opportunities, lead digital initiatives and develop new business models for existing and emerging organizations. Topics include digital disruption and innovation, digital platforms, digital business models and digital product and service development. Prerequisite: INSS 605

**INSS 641 LEADERSHIP OF THE IT FUNCTION (3.00):** Focuses on the role of the chief information officer. Today's CIO proactively assesses and balances the organization's technological and business environment in a partnership with the CEO. Topics include structure of the IT function, planning and measuring IT-business alignment, enterprise architecture, systems integration, applications portfolio, project planning and management, systems development and implementation, change management, insourcing, outsourcing, vendor management, operations and control management, IT human resource management and legal and ethical issues. Various facets of the CIO's role are explored through published case studies of real organizations. Background readings are assigned as preparatory work for class-based case discussions. prerequisite: INSS 640 or INSS 605

**INSS 650 NETWORKING AND TELECOMMUNICAT (3.00):** Provides a solid understanding of fundamentals as well as state-of-the-art networks and telecommunications used in business. Topics include communications layers and architectures, physical and data link layer, network and transport layer, local area networks (LANs), local intranets, wireless LANs, backbone networks, virtual LANs, collapsed backbones, telephone service, voice-over IP, wide area networks, packet-switching concepts, frame relay, ATM, VPN, Internet infrastructure (NAPs, MAEs and backbone), network management and infrastructure security. This course focuses on the TCP/IP architecture, but the OSI model is presented and discussed. It also covers Microsoft Windows networking TCP/IP concepts, including architecture, fixed and dynamic IP addresses, subnet mask calculation, NetBIOS Resolution, IP routing and resolution, and DHCP and DNS services. prerequisites: INSS 605 or INSS 640.

**INSS 651 DATABASE MANAGEMENT SYS (3.00):** Examines the theories and concepts employed in database management systems (DBMS) and the efficiencies and economics of such systems. The course specifically addresses steps in the database cycle, including normalization, database design, implementation and developing queries using SQL. The functions of various types of DBMS are described, including their purpose, advantages, disadvantages and applications in business. Data administration, data requirements for ERP systems and data security issues are also covered. prerequisite: INSS 640 or INSS 605

**INSS 671 SYSTEMS ANALYSIS & DESIGN (3.00):** Introduces students to key principles and techniques used to develop or modify information systems to support business undertakings. The emphasis is on the determination and modeling of the requirements of information systems and software.

Topics include business process re-engineering and the modeling of business processes; data modeling; data gathering and requirements specification; interface design; and the development of systems prototypes, including electronic forms and reports. Students will gain experience with leading industry development tools such as those from Oracle and Peoplesoft. prerequisites: computer literacy and word processing, spreadsheet and database competencies

INSS 701 INTERNET DEV. FOR BUSINESS (3.00): Covers the issues involved with managing an organization's website. Issues include content management, scalability, security, reliability and usability. Topics include tools and techniques for developing and managing large-scale websites, such as Dreamweaver, ColdFusion and XML. prerequisites: computer, browser and network literacy

INSS 703 PRINCIPLES OF INFORMATION SECU (3.00): Awareness and management of information security has become critical to the management of any organization. This course focuses on the need for businesses to adapt to the changing security landscape, and provides an introduction to the different domain areas in information security from a managerial perspective. Topics will include security governance, legal regulations and compliance, environmental security, operations security, access controls, network security, disaster recovery response, and cryptography. Prerequisites: INSS 605 or INSS 640.

INSS 722 VISUAL BUSINESS INTELLIGENCE (3.00): This course will introduce students to the use of data visualization and visual business intelligence in a business environment. Students will develop a framework and language for analyzing and critiquing the visualization of data, and learn to use data visualizations to effectively support decision making. Topics will include data abstraction and validation, and how to handle different types of data, dataset and attribute types. Students will use software tools to create visualizations. Prerequisite: INSS 605

INSS 737 STRATEGIC MGMT OF INFO TECH (3.00): Covers information systems strategy and management from a top management perspective. Information technology is an integral part of most products and services of the post-industrial society of the 21st century and has changed the top management job. Topics include business models and organization forms in the information age, IT as a business enabler, IT and competitive strategy, information for management control, analysis and redesign of business structure and processes, knowledge management and information networks, interorganizational networks, sourcing strategies, interfacing with the IT function, reliability and security, and ethical and policy issues. The course relies extensively on the case method, and students supplement their analyses with current information obtained from the Web or directly from the firms under study in the cases. prerequisite: INSS 640 or INSS 605

INSS 738 ADVANCED DATABASE (3.00): Examines current trends and major issues in databases, including data warehousing; data mining; data quality; data stewardship; Web-based systems; and object-oriented, distributed and enterprise-wide systems. This course uses software systems like ORACLE and PeopleSoft to demonstrate some of these concepts. prerequisite: INSS 651

INSS 739 SAD: TOOLS & TECHNIQUES (3.00): Covers the process and techniques used in the design and implementation of information systems. Emphasis is on systems architecture and on the integration of new systems into an existing infrastructure. Topics include types of system architecture, large-scale

system design, including middleware and software components, database design and integration.  
prerequisite: INSS 671

**INSS 740 INTRODUCTION TO SECURITY MGMT (3.00):** An overview of principles and issues in business and organizational security management. Students examine the challenges embodied in various aspects of security mentioned above. Planning for loss prevention and the protection of assets is examined. Students use situational analyses, case studies and other research-oriented approaches.  
prerequisite: INSS 640 or INSS 605

**INSS 751 OPERATING SYSTEMS (3.00):** Provides a solid understanding of modern operating systems (OS) concepts and trends—distributed computing, parallel architecture and open systems. Topics include kernel, process and threads, concurrency and deadlock, scheduling, memory management, storage area network (SAN), network attached storage (NAT), disk performance, redundant array of independent disks (RAID), file systems, symmetric multiprocessing (SMP), clusters, middleware, distributed processing and client/server and OS security. Covers Microsoft Windows and Linux basic concepts including overview at both the graphical user-interface and command-prompt levels, basic tools to manage applications and processes, devices, services, users, drives and partitions, virtual memory (swapfiles), networking and security. This is a project-oriented course, offering hands-on experience in both Windows and Linux.  
prerequisite: INSS 640 or INSS 605

**INSS 752 WEB SERVER MGMT & CGI (3.00):** Provides an understanding of Web server installation, setup and management (particularly Apache and IIS); developing interactive, server-based applications with the Web Common Gateway Interface (CGI), Active Server Pages (ASP) or PHP; and applications manipulating databases on the Web (particularly MySQL). Topics include HTML and forms review, Apache and IIS Web Server, CGI specifications, Practical Extraction and Report Language (Perl) scripts syntax, commands and CGI libraries, creating and porting CGI scripts, installation and use of MySQL database server, Perl DBI and MySQL, integrating Apache and MySQL, ASP and PHP concepts.  
prerequisites: INSS 651 and INSS 701

**INSS 753 INTERNET & NETWORK SECURITY (3.00):** This course focuses on information security at a strategic level, particularly information security governance and risk management, and business continuity. The key issues associated with protecting business information assets will be examined, including how risk and security assessments should be done in terms of impact on systems, staff, reputation and market share. Topics will include information security management, disaster recovery response, governance and compliance frameworks, and information security policy. prerequisite: INSS 605

**INSS 765 E-COMMERCE TECH & APPS (3.00):** Provides a managerial and technical perspective on e-commerce applications. Emphasis is on the operational, tactical and strategic applications of e-commerce and the major technologies involved in their development. Covers the different types of e-commerce, the technologies and techniques involved and the major issues facing organizations conducting electronic commerce. Managerial topics include mobile commerce; business, consumer and government e-commerce uses; and legal and regulatory issues. Technical topics include network infrastructure, e-commerce security and data representation, and transformation and exchange technologies such as XML. prerequisite: INSS 605 or INSS 640 or equivalent

INSS 784 PROJECT MANAGEMENT (3.00): Strong project management is key to a successful IT project. This course examines the principal elements in effective project management as well as tools and techniques for managing the process. Topics include stakeholder analysis, project design and organization, estimating and budgeting, scheduling, identifying and managing risk, project communications and project metrics, and control. prerequisite: INSS 640 or INSS 605

INSS 797 ADVANCED TOPICS IN INFO SYS (3.00): An exploration of advanced topics in information systems of interest to faculty and students. Topics are selected and printed in the schedule of classes. Pre-requisite: INSS 605 or INSS 640

INSS 799 INDIVIDUAL RESEARCH: INFO SYS (1.00 - 3.00): Prerequisites: approval of information systems instructor, department chair and academic adviser

### **JPLA - Jurisprudence**

JPLA 300 LEGAL ANALYSIS (3.00): Focuses on research, analysis and writing about the law. Develops or further develops students' legal research skills, as well as provides practice with analyzing sources of law and using them to answer legal questions. prerequisite: JPLA 200

JPLA 400 TOPICS (3.00): Varying course offering addressing a jurisprudence topic or cross-listing a graduate course of interest to jurisprudence majors. Course may be repeated for credit when topic changes. Prerequisite: Permission of Program Director.

JPLA 496 INTERNSHIP (3.00): Working at an organization, government entity or business that provides an experience relevant to the study of jurisprudence. Students select an appropriate site and develop a plan for the internship in consultation with the program director.

JPLA 498 CAPSTONE PROJECT (3.00): Serves as the culmination of the student's program of study in jurisprudence and is required for all jurisprudence majors. Students consult with the instructor or another faculty member with relevant expertise to develop a mutually agreed-upon capstone project that demonstrates the student's understanding of jurisprudence. Prerequisite: Permission of Program Director and completion of all the other required courses in the major. [CAP]

### **LAW - Law**

LAW 522 CICL STUDENT FELLOWS I (3.00): This course will provide students with in-depth experience of the practice and policies of international and comparative law. In addition to the weekly seminar meeting, students will take an active role in the research, writing and public projects of the Center for International and Comparative Law. The research and writing will involve weekly meetings with the CICL Director of Senior Fellow and will consider fundamental issues in international and comparative Law. Particular subject matter areas will depend on the nature of the CICL activities at any given time, but will include issues such as human rights, democracy, intellectual property, and international business transactions. Students will also participate in the publication, advocacy, and law-reform efforts of the CICL and work on the Center's public projects, including those pursued in cooperation with sister institutions overseas and with domestic NGO partners working in the field of

international law. Limited enrollment by permission of instructor. Prerequisite: Law 729 International Law [Admission by permission only]

LAW 522A CICL STUDENT FELLOWS II (1.00 - 2.00): This course is an advanced component of the CICL Student Fellows Program and is open only to students who have successfully completed the first semester of the Program. Students enrolled in this course will attend the weekly seminar meeting of the CICL fellows and will be supervised as they engage in new analytical legal writing projects on international law topics in each semester for which they are enrolled. Students receive 1 or 2 credits, depending upon the extent of their involvement in the Program and the time they expend on their writing projects. This course may be repeated for a maximum of four credits. Prerequisites: Center for International and Comparative Law Student Fellows I [Limited Enrollment; Admission by permission only]

LAW 535 COMP AND INTL PERSPECTIVES (3.00): In nearly every developed country in the world, copyright law protects the original works of authors, and patent law protects the discoveries of inventors. International treaties have harmonized many aspects of copyright and patent law among countries, but substantial differences between legal regimes remain. This course will explore these similarities and differences. The course will begin by examining the policy goals that underlie copyright law and patent law. Building from this foundation, the course will explore copyright and patent law from a comparative perspective by contrasting the laws of the United States and the United Kingdom. The course will also address efforts to harmonize copyright and patent laws among countries through treaties like the Berne Convention and The Agreement on Trade Related Aspects of Intellectual Property Rights (TRIPS). No prior coursework in copyright law or patent law is required.

LAW 542 OPPORTUNITY ANALYSIS (3.00): This course is the first stage of the Business School graduate Lab to Market program, where the technology is evaluated and a preliminary plan is developed using data from companies in the area of technology. The law student provides legal support and participates fully in developing technology transfer business plans on a team basis, with graduate business students and Publication Design graduate students, on technology from research laboratories. [Open Enrollment]

LAW 547 NBLSA CONSTANCE BAKER MOTLEY (2.00): Since 2002, the National Black Law Student Association (NBLSA) has coordinated a mock trial competition. The Constance Baker Motley Mock Trial Team Competition is an opportunity for students to hone their trial advocacy skills, receive feedback from experienced attorneys and judges on their performance, show their trial capabilities before prospective employers, and apply their analytical skills on a case of contemporary relevance. NBLSA drafts the official mock trial problems, which can be either a criminal or civil trial, and utilize, the Federal Rules of Evidence. Team members are required to prepare for trial, which includes preparing and executing an opening statement, a direct examination, a cross-examination, and a closing argument. In addition students must prepare pre-trial motions as well as prepare for evidentiary rulings during the trial. Prerequisites: Team members be members of BLSA prior to the competition, be in good standing in school, and must be certified as having participated in a BLSA community service project the academic year prior to the competition.



LAW 553 ABA INTRSCH CLIENT NEGOT (1.00): Membership on the team is determined by the faculty advisor through the annual Negotiation and Counseling Competition or Intraschool Competition. Information about the team may be obtained from the Moot Court Board.

Two credits are awarded to each member of the team for successful completion of the regional and/or national competition (except for Client Counseling and Client Negotiation teams which earn one credit.) Students may earn an additional two credits for successful completion of the regional and/or national competition as a member of a second team.

A student may earn credit a second time for the same team, when the rules of the competition permit a student to be a member of the team a second time and when, in the judgment of the team's advisor, it is customary practice in the competition for teams to have members who are participating a second (or third) time in the competition. When a team has more than three members, no more than two members of the team can be students who previously received academic credit for that team. When a team has three or fewer members, only one member of that team can be a student who previously received academic credit for that team.

LAW 556 LAW FORUM (1.00 - 2.00): The University of Baltimore Law Forum, founded in 1970, is a legal magazine containing articles on developing trends in the law and items on law school achievements and activities. It is published under the direction of a student editorial board and staff.

LAW 560 LAW REVIEW (1.00 - 3.00): The University of Baltimore Law Review is a scholarly legal journal providing in-depth analysis of issues of current concern to practitioners and judges within the legal community. Law Review membership reflects excellence in scholastic achievement, as well as legal analysis, research, and writing skills. Each year's editorial board selects, with the concurrence of the faculty advisor, the succeeding editorial board.

LAW 561 MOOT COURT BOARD (1.00 - 2.00): The Moot Court Board operates under the pervision of its student chairs and its faculty advisor. Moot Court Board members are selected on the basis of their grades, expertise in written and oral advocacy, and demonstrated interest in the program served by the Board. One credit is awarded per semester for 60 hours of substantive legal work. Typically, Moot Court Board members assist the interscholastic Moot Court teams and the required second-year Moot Court course (LARW 613 Introduction to Advocacy). A student who both serves as a teaching assistant and performs other substantive legal work may earn up to a maximum of two credits in any one semester.

LAW 563 NATIONAL MOOT COURT (2.00): Membership on the team is determined by the faculty advisor through the annual Negotiation and Counseling Competition or Intraschool Competition. Information about the team may be obtained from the Moot Court Court.

Two credits are awarded to each member of team for successful completion of the regional and/or national competition (except for client Counseling and Client Negotiation teams, which earn one credit). Students may earn an additional two credits for successful completion of the regional and/or national competition as a member of a second team.

A student may earn credit a second time for the same team, when the rules of the competition permit a student to be a member of the team a second time and when, in the judgment of the team's advisor, it is customary practice in the competition for teams to have members who are participating a second (or third) time in the competition. When a team has more than three members, no more than two members of the team can be students who previously received academic credit for that team. When a team has three

or fewer students, only one member of that team can be a student who previously received academic credit for that team.

LAW 567 UPR RES/WRIT RQ I (0.00 - 1.00): You have met the first upper level writing requirement.

LAW 570 BALTIMORE SCHOLARS PROGRAM (3.00): This course is limited to the eight undergraduate students from UMES, Morgan State, Coppin State and Bowie State who have been selected to participate in the Baltimore Scholars Program. The course will focus on providing the skills and experiences necessary for students to be accepted into, and succeed in law school. The course begins with an intensive two-week "boot camp" at the law school. The Scholars attend law school classes, read cases, and write assignments that they review with the full-time faculty members. They will also write, and rewrite, other assignments. They will meet with faculty and law students, visit law firms, and talk with lawyers both to learn how to succeed in law school and to become acquainted with the wide variety of career opportunities that are available to those with a law degree. After they leave "boot camp", Scholars enroll in a comprehensive semester-long LSAT preparation class. During this period, they will also be in contact with law school faculty who are reporting on their progress. The course will be graded on a pass/fail basis. Students will register for this course at the home institutions.

LAW 583 COMPARATIVE ANTITRUST LAW IN A (3.00): This course will compare the United States, European, and (perhaps) the Israeli approaches to antitrust and trade regulation of business (called "competition law" in Europe). It will analyze the methods used to prevent and cure the anti-competitive abuses that can arise in a capitalist economy. It will compare the different goals of these laws and their divergent approaches to substantive areas.

LAW 585 MASTER CLASS IN TRIAL LAWYERIN (1.00): This course immerses students deeply in the real world of litigation. The design of the course is based upon step-by-step simulation of a case. Simulations include the following topics: analyzing whether a case is meritorious; conducting discovery and depositions; selecting experts; motions practice; alternative dispute resolution; jury selection; opening statements; examination of witnesses; and closing arguments. At each state, teams of students receive instruction on a topic, prepare for and present simulations; and receive feedback on their performances. Prerequisite: First year courses and Evidence. [Admission by permission only]

LAW 592B INTRO TO EUROPEAN UNION ECO (2.00): This course examines the most important aspects of European Union (EU) economic law which are relevant for non-EU lawyers, as well as for non-EU companies and nationals. After a general introduction to the institutional structure and legal principles governing the EU, details of the free movement of goods, services, capital (together making up the so-called internal market of the EU) are discussed. Moreover, the EU's own legal regime on competition and state aid is highlighted, an area of EU law that is also highly relevant for US companies. Attention is also paid to the common commercial policy of the EU and in particular the role of the EU in setting international trade standards. Finally, the complex legal framework governing European Economic and Monetary Union is examined. Prerequisite: None

LAW 594 FAMILY LAW MOOT COURT (2.00): Team members are required to prepare and submit an appellate brief to the competition and to compete in oral arguments, held in Albany, NY. Prior to the

competition, students participate in a number of moot arguments judged by faculty, Maryland judges, practitioners, and other community members.

LAW 595 ABA LABOR & EMPL LAW COMP (2.00): The ABA Section on Labor and Employment Law created the Annual Employment Litigation Student Trial Advocacy Competition to provide an opportunity for students interested in employment law to deal with a realistic case, to practice lawyering skills, and to learn from lawyers who practice in the field.

LAW 597 CONSTITU LAW MOOT CRT COMPETI (2.00): Write an appellate brief and present oral arguments for the Evans Constitutional Law Moot Court Competition sponsored by the University of Wisconsin Law School in Madison, Wisconsin. Prerequisites: Selection of three team members through School of Law's annual consolidated moot court competition.

LAW 599 INTL ENVIRON MOOT COURT (2.00): Writing memorial (appellate brief) and presenting oral arguments for annual International Environmental Moot Court Competition sponsored by Stetson University College of Law, Gulfport, Florida (Tampa Bay area)  
Prerequisites: Selection of three team members through School of Law's annual consolidated moot court competition.

LAW 599A INTER-AMER HUMAN RIGHTS MT CT (2.00): Writing memorial (appellate brief) and presenting oral arguments for an annual International Human Rights Moot Court. Prerequisite: Selection of up to three team members through School of Law's annual consolidated moot court competition.

LAW 600 CIVIL PROCEDURE I (3.00): This course focuses on the process and procedures of a civil lawsuit, from the filing of the complaint through the final appeal. The course will provide an introduction to the structure and operation of the state and federal court systems in the United States, and will concentrate on cases brought in the federal courts, conducted pursuant to the Federal Rules of Civil Procedure. Topics include pleadings, pre-trial motions, the discovery process, trial by jury, judgments and relief, motions after judgment, and appeals. Prerequisite: None

LAW 601 CIVIL PROCEDURE II (3.00): This course covers those advanced topics necessary to a complete understanding of the civil litigation process including: personal jurisdiction and venue, federal subject-matter jurisdiction, the substantive law to be applied by the courts (the Erie Doctrine), complex litigation (including joinder of additional claims and parties and class actions) and former adjudication. Prerequisite: None

LAW 602 CONTRACTS I (3.00): This course will present an introduction to the formation of contractual arrangements. Among the topics covered will be mutual assent, including offer and acceptance; consideration; promissory estoppel; and the statutes of fraud .  
Prerequisite: None

LAW 603 CONTRACTS II (3.00): This course will present an overview of contracts remedies, including expectancy damages, restitution, and specific performance; the techniques of contract interpretation, including the parole evidence rule and the relationship between duties and conditions; as well as

excuses and defenses, including, duress, undue influence, misrepresentation, fraud, mistake, unconscionability, impossibility, impracticability and frustration of purpose. Prerequisite: None

LAW 604 CRIMINAL LAW (3.00): Sources and interpretations of and constitutional limitations on substantive criminal law; criminal jurisdiction; criminal act and mental state requirements; burdens of proof; criminal capacity; justification and excuse (defense); accomplice liability; inchoate crimes; crimes against property; crimes against persons; crimes against habitation; punishment.

LAW 605 INTRODUCTION TO LAWYERING (3.00): Integrates rigorous instruction in legal analysis, research, and writing with the substantive law to give beginning law students an opportunity to combine skills and doctrine the way lawyers must in the practice of law. The course is taught by full-time, tenured and tenure-track professors in sections with one-on-one conferences. Students will learn the law through statutory interpretation, case analysis and rule synthesis, print and online legal research, and legal writing projects. Doctrinal topics may include civil procedure, contracts, criminal law or torts. Legal analysis, research, and writing skills will be developed through course-work that includes critical case reading, analysis and briefing; common law principles and processes; factual analogy and distinction; rule synthesis and application; objective/predictive writing (office memo); case law and statutory research, print and electronic; citation form; and professional norms and ethics. Prerequisite: None

LAW 607 PROPERTY (4.00): Possession and adverse possession; estates in land and future interests; landlord and tenant; concurrent tenancies; easements, covenants, and servitudes; rights incident to ownership of land; conveyancing; title guarantees and recording acts.

LAW 608 TORTS I (4.00): Law of imposed liability for personal, property and economic harm; negligence (including professional malpractice), strict liability (including products liability) and intentional torts; causation and elements of damages; affirmative defenses and limitation of duties including: assumption of the risk, contributory negligence, comparative negligence, immunity, limited liability of property owners.

LAW 610 ILS/TORTS (7.00): Integrates rigorous instruction in legal analysis, research, and writing with the substantive law of torts to give beginning law students an opportunity to combine skills and doctrine the way lawyers must in the practice of law. The course is taught by full-time, tenured and tenure-track legal writing professionals in sections of approximately 30 students with one-to-one conferences. Students will learn the law of imposed liability for personal, property, and economic harm, through case analysis and rule synthesis, print and online legal research, and legal writing projects. Doctrinal topics will include negligence (including professional malpractice); strict liability (including products liability ) and intentional torts; causation and elements of damages; and affirmative defenses and limitations of duties including: assumption of the risk, contributory negligence, comparative negligence, immunity, and limited liability of property owners. Legal analysis, research, and writing skills will be developed through course-work that includes critical case reading, analysis and briefing; common law principles and processes; factual analogy and distinction; rule synthesis and application; objective/predictive writing (office memo); case law and statutory research, print and electronic; citation form; and professional norm and ethics.

LAW 610A ILS/TORTS (LARW) (3.00): Integrates rigorous instruction in legal analysis, research, and writing with the substantive law of torts to give beginning law students an opportunity to combine skills and doctrine the way lawyers must in the practice of law. The course is taught by full-time, tenured and tenure-track legal writing professionals in sections of approximately 30 students with one-to-one conferences. Students will learn the law of imposed liability for personal, property, and economic harm, through case analysis and rule synthesis, print and online legal research, and legal writing projects. Doctrinal topics will include negligence (including professional malpractice); strict liability (including products liability ) and intentional torts; causation and elements of damages; and affirmative defenses and limitations of duties including: assumption of the risk, contributory negligence, comparative negligence, immunity, and limited liability of property owners. Legal analysis, research, and writing skills will be developed through course-work that includes critical case reading, analysis and briefing; common law principles and processes; factual analogy and distinction; rule synthesis and application; objective/predictive writing (office memo); case law and statutory research, print and electronic; citation form; and professional norm and ethics.

LAW 612 ILS/CIVIL PROCEDURE I (6.00): Integrates rigorous instruction in legal analysis, research, and writing with the substantive law of civil procedure to give beginning law students an opportunity to combine skills and doctrine the way lawyers must in the practice of law. The course is taught by full-time, tenured and tenure-track professors in sections of approximately 45 students with one-on-one conferences. Students will learn the law of civil procedure through statutory interpretation, case analysis and rule synthesis, print and online legal research, and legal writing projects. Doctrinal topics may include subject matter jurisdiction; personal jurisdiction; venue; pleading; joinder of claims and parties; discovery; pre-trial motions; choice of law; right to trial by jury; judge-jury relations; appellate review; res judicata. Primary emphasis is on the Federal Rules of Civil Procedure and federal statutes; secondary emphasis is on the Maryland Rules of Procedure, Maryland statutes, and the common law. Legal analysis, research, and writing skills will be developed through course-work that includes critical case reading, analysis and briefing; common law principles and processes; factual analogy and distinction; rule synthesis and application; objective/predictive writing (office memo); case law and statutory research, print and electronic; citation form; and professional norms and ethics.

LAW 612A ILS/CIVIL PROCEDURE I (LARW) (3.00): Integrates rigorous instruction in legal analysis, research, and writing with the substantive law of civil procedure to give beginning law students an opportunity to combine skills and doctrine the way lawyers must in the practice of law. The course is taught by full-time, tenured and tenure-track professors in sections of approximately 45 students with one-on-one conferences. Students will learn the law of civil procedure through statutory interpretation, case analysis and rule synthesis, print and online legal research, and legal writing projects. Doctrinal topics may include subject matter jurisdiction; personal jurisdiction; venue; pleading; joinder of claims and parties; discovery; pre-trial motions; choice of law; right to trial by jury; judge-jury relations; appellate review; res judicata. Primary emphasis is on the Federal Rules of Civil Procedure and federal statutes; secondary emphasis is on the Maryland Rules of Procedure, Maryland statutes, and the common law. Legal analysis, research, and writing skills will be developed through course-work that includes critical case reading, analysis and briefing; common law principles and processes; factual analogy and distinction; rule synthesis and application; objective/predictive writing (office memo); case law and statutory research, print and electronic; citation form; and professional norms and ethics.

LAW 613 INTRODUCTION TO ADVOCACY (2.00): Persuasive legal writing and oral advocacy developed through moot court and other exercises.. Students will be introduced to pleadings and other aspects of the pretrial process, preliminary and dispositive motions, and, ultimately, the appellate brief and oral argument. Prerequisites: None.

LAW 614 ILS/CRIMINAL LAW (6.00): Integrates rigorous instruction in legal analysis, research, and writing with substantive criminal law to give beginning law students an opportunity to combine skills and doctrine the way lawyers must in the practice of law. The course is taught by full-time, tenured and tenure-track professors in sections of no more than 45 students with one-on-one conferences. Students will learn criminal law through statutory interpretation, case analysis and rule synthesis, print and online legal research, and legal writing projects. Doctrinal topics may include larceny, burglary, robbery, arson, and rape; murder, manslaughter, and self-defense; attempts and inchoate crimes; principles in the first and second degree; sanity and competency; and conspiracy. Legal analysis, research, and writing skills will be developed through course-work that includes critical case reading, analysis and briefing; common law principles and processes; factual analogy and distinction; rule synthesis and application; objective/predictive writing (office memo); case law and statutory research, print and electronic; citation form; and professional norms and ethics. Prerequisite: None

LAW 614A ILS/CRIMINAL LAW (LARW) (3.00): Integrates rigorous instruction in legal analysis, research, and writing with substantive criminal law to give beginning law students an opportunity to combine skills and doctrine the way lawyers must in the practice of law. The course is taught by full-time, tenured and tenure-track professors in sections of no more than 45 students with one-on-one conferences. Students will learn criminal law through statutory interpretation, case analysis and rule synthesis, print and online legal research, and legal writing projects. Doctrinal topics may include larceny, burglary, robbery, arson, and rape; murder, manslaughter, and self-defense; attempts and inchoate crimes; principles in the first and second degree; sanity and competency; and conspiracy. Legal analysis, research, and writing skills will be developed through course-work that includes critical case reading, analysis and briefing; common law principles and processes; factual analogy and distinction; rule synthesis and application; objective/predictive writing (office memo); case law and statutory research, print and electronic; citation form; and professional norms and ethics. Prerequisite: None

LAW 615 RULES AND REASONING (3.00): This upper-level course is to assist students in developing the skills necessary for success in law school, on the bar exam, and in practice. Students will work on (1) learning how to read and analyze legal concepts, (2) synthesizing complicated materials, (3) communicating effectively both orally and in writing, (4) developing the essential skills for the mastery of their law school courses, and (5) improving their writing skills. Professors teaching this course will use a doctrinal subject of their choosing (e.g., agency, remedies, employment law) and teach students the mastery of skills involved in identifying legal issues, understanding and using rules of law, and using and analyzing facts. Students will have multiple opportunities for practice and feedback and will engage in exercises designed to help students master the skill of legal analysis using a doctrinal subject as a framework for doing so [Admission by permission only]

LAW 620 JURISPRUDENCE (3.00): This course introduces students to the philosophical foundations of law and justice, including some of the main currents of legal thought through the ages. Students will discuss the primary purposes of law, when and whether there is an obligation to obey the law, who has

the authority to make or interpret the law, and what law has got to do with morality. This class will consider how laws and legal systems might be made to be more just and how ( or whether) it is possible to lead a worthwhile life as a lawyer. Prerequisites: None

LAW 621 AMERICAN LEGAL HISTORY (3.00): This course provides an introduction to American legal history focusing on such topics as the roots of the U.S. Constitution, the effect of changes in politics, economics, and technology on the evolution of law, the historical development of freedom of speech, the paradox of the law of slavery in a nation dedicated to liberty, the conflicting views of the relationship between religion and government, the role of the Constitution in times of war, and the changing views of the purpose of legal education. Prerequisite: None.

LAW 622 COMPARATIVE LAW (3.00): The course provides an introduction to differences and similarities among the world's legal systems. Students will discuss the variety of possible solutions to fundamental legal problems in differing cultures and legal institutions. The class will consider the constitution, litigation, legislation, interpretation and enforcement of justice, and how the United States legal system compares to those of other federations, states and nations. Prerequisite: None

LAW 623 CRITICAL LEGAL THEORY (3.00): This course introduces students to a range of critical approaches to theories of law. These approaches are frequently understood to include theories examining the relationship between law and issues of race, gender, sexual orientation and class. The course will also study more generally the relationship between power and the law, and consider the extent to which law can be considered objective and rational. The course explores the origins of the "critical" theories, their basic principles and how they diverge from one another, critiques of these critiques, and their current influence and new applications in recent years. Prerequisite: None.

LAW 624 LAW AND ECONOMICS (3.00): Development and critical examination of the economic approach to the analysis of law. Study of how laws affect and are caused by individuals' incentives and behavior, with inquiry into which social goals the laws are attempting to further and the extent the laws succeed at achieving intended and unintended effects. Tort, Contract, Property, and (perhaps) Regulatory and Criminal law will be analyzed. No formal economics background is required or presumed, and students without formal economics training should not hesitate to take this course.

LAW 650 CONSTITUTIONAL LAW I (4.00): An introduction to the structure of the U.S. Constitution and the powers, rights, and liberties it defines. Topics include judicial review; limitations on judicial power; nature of and separation of powers; federalism, including the Commerce Clause and the 10th Amendment ; state action ; procedural and substantive due process; and equal protection. Prerequisite: None.

LAW 651 EVIDENCE (3.00): Rules of evidence governing the proof of facts in civil and criminal cases in state and federal courts; functions of the judge and jury; qualification and examination of witnesses; proof of writing; judicial notice; competence and credibility of witnesses; opinion evidence; hearsay; burdens of proof; presumptions and inferences; real evidence; demonstrative, experimental and scientific evidence. Emphasis is on the Federal Rules of Evidence and Maryland law. Prerequisites: Criminal Law and Torts.

LAW 652 PROFESSIONAL RESPONSIBILITY (3.00): Study of the ethics and law of lawyering, approaching attorney problems from multiple perspectives. Topics will include: professionalism, the organization of the bar, attorney discipline and disability, the delivery of legal services, the attorney client relationship, the duties of loyalty and confidentiality, fees, and various issues, including conflict of interest and substance abuse.

LAW 655 CONSTITUTIONAL LAW II (2.00): An examination of First Amendment doctrine and theory, including freedom of speech, freedom of the press, the rights of assembly and to petition the government, the free exercise of religion, and the limitation on establishment of religion.

LAW 699 LAW CONSORTIUM COURSE (1.00 - 16.00): LAW CONSORTIUM COURSE AGREEMENT  
LAW 700 ADMINISTRATIVE LAW (3.00): Analysis of federal administrative agencies, including their legislative and judicial nature, congressional delegation of powers, promulgation of regulations, adjudication and judicial review. Emphasis will be on the Federal Administrative Procedure Act. [Open enrollment]

LAW 701 ADVANCED LEGAL RESEARCH (2.00): This course is designed to encourage and offer opportunity for independent research of high calibre by the student. Credit is conditioned upon the completion of an acceptable research paper on some topic approved in writing prior to registration by the Faculty Coordinator for Advanced Legal Research and by the faculty member under whose supervision the paper is to be prepared. Subject to variation depending upon the faculty member, student, and topic, it is suggested that the paper format be that of a law review comment with footnotes; that it have a length of not less than 25 pages (approximately 5,000-6,500 words excluding footnotes); and that the process of developing it include the scheduling of discussion and review of written scope notes, outlines, and drafts, as well as the final product. This course may not be taken during the summer session. However, this does not preclude a student's undertaking unsupervised research and background reading during the summer. This course is limited to two credits which may be awarded once during a law student's enrollment. Double credit will not be awarded for the same paper submitted in another course. A professor may supervise no more than five independent research papers during a semester. [Admission by permission only]

LAW 703 INTERNATIONAL INTELLECTUAL (3.00): Due to many forces, the global economy is more integrated than ever before, and intellectual property (IP) rights play an increasingly important role in global markets. As a result, with growing frequency lawyers must be prepared to advise clients on IP issues spanning multiple countries. This course will begin to prepare students for such work by examining the development of international treaties related to various types of IP, including copyrights, patents, trademarks, and trade secrets. These treaties also provide a foundation for considering the national IP laws of various jurisdictions. Policy issues related the creation of new IP, economic development, distributive justice, and globalization will also be covered. [Open Enrollment]

LAW 704 ANTITRUST LAW (3.00): The study of the federal laws affecting competition between businesses. This course will examine the concepts of competition, market power, monopoly, and practices that might restrain trade. Mergers, boycotts, conspiracies, predation, joint ventures, price discrimination and marketing and other distribution restraints will be analyzed in light of the statutory desire to foster a more competitive economy. [Open Enrollment]



LAW 707 CHILD AND THE FAMILY (3.00): This course analyzes the rights and the status of children and parents in certain contexts, including an examination of constitutional issues specific to the family relationship. Students learn how to represent children in various types of cases. The course explores the topics of education, child abuse and neglect, foster care, termination of parental rights, and adoption. [Open Enrollment]

LAW 710 CONFLICT OF LAWS (3.00): Problems arising from events or occurrences as to the applicability of the law of different states or nations, jurisdiction as to the subject matter and the parties, full faith and credit to laws and judicial proceedings of other states, determining choice of law and its application to specific legal areas. [Open Enrollment]

LAW 711 CONST CRIM PRO I (3.00): An examination and analysis of constitutional principles governing the admissibility of evidence in criminal proceedings and regulating the conduct of criminal prosecutions, primarily focusing on the pre-trial stages. Subjects include the exclusionary rule; probable cause; arrest; search and seizure; electronic surveillance; compelled self-incrimination, immunity, and confessions, identification, right to counsel, preliminary hearing and pre-trial motions. [Open Enrollment]

LAW 712 CONSUMER LAW (3.00): Regulation of consumer sales practices and contracts; regulation of consumer collection practices; regulation of the consumer credit industry, including truth-in-lending statutes and holder-in-due course doctrine. [Open Enrollment]

LAW 713 COPYRIGHT AND THE ARTS (3.00): The study of the extent of authors', composers', and artists' rights to prevent the exploitation of their works by others (primarily copyright but also express and implied contract and the doctrine of "moral rights") and the extent of individuals' rights not to be personally exploited or maligned in others' writings (invasion of privacy, defamation, and the right of publicity). [Open Enrollment]

LAW 714 BUS ENTITY TAXATION (3.00): This course is designed for those who wish to develop an understanding of the general principles of business entity taxation, but do not wish to become tax specialists. The course will focus on the Federal income tax treatment of partnerships, LLCs, c-corporations and s-corporations. The course will review the tax considerations in the formation, operation, and liquidation of these entities with a broad brush, emphasizing the key principles and de-emphasizing detail. Particular emphasis will be given to selecting the right entity for a given set of circumstances. The ultimate objective of the course will be to give students a sufficient understanding of business entity taxation to enable them to operate effectively as business attorneys, while knowing when to contact a tax specialist. Prerequisite: Federal Income Taxation. [Open Enrollment]

LAW 715 BANKRUPTCY & CREDITOR REMEDIES (3.00): Bankruptcy, with emphasis on consumer bankruptcy issues; common law compositions; assignments for the benefit of creditors; fraudulent conveyances; receivers; supplementary proceedings; and the enforcement of judgments. Recommended: Contracts I & II, Property. [Open Enrollment]

LAW 716 FAMILY LAW (3.00): This course will explore legal issues relating to the formation, maintenance, and dissolution of family relationships. These issues include state and federal regulation of marriage and nonmarital cohabitation; legal, social, and economic consequences of marriage and

divorce; parentage, custody, and support of children; domestic violence; and the processes for resolving family disputes. The course includes related constitutional issues. [Open Enrollment]

**LAW 717 BUSINESS ORGANIZATIONS (4.00):** A study of the various forms of business organizations and the laws governing them with an analysis of choice of business entity decisions. Coverage includes the law of agency, partnerships, limited partnerships, professional corporations, limited liability companies (LLC's), limited liability partnerships (LLP's), limited liability limited partnerships (LLLLP's), and corporations (with an emphasis on the closely-held and smaller corporations). Topics include formation, governance and dissolution of the various entities as well as a comparison of the roles, obligations, fiduciary duties, rights and remedies of the owners, management and creditors under each business form. In addition, the course may include introductions to the following: the forms of financing the entity--equity (partnership interests, membership interests, corporate stock or shares) and debt (bonds and debentures); and introductions to Federal Tax and Security Regulations, including corporate taxation, Subchapter S and insider trading. [Open Enrollment]

**LAW 718 EMPLOYMENT DISCRIMINATION LAW (3.00):** Analysis of the prohibitions against discrimination in employment in the federal and state constitutions, the Post-Civil War Civil Rights Acts, the Equal Pay Act, Title VII of the Civil Rights Act of 1964, the Age Discrimination in Employment Act, and their interpretation by the courts. Primary emphasis is on gender-based and racial discrimination prohibited by Title VII. [Open Enrollment]

**LAW 719 ENVIRONMENTAL LAW (3.00):** Legal processes for the management of natural resources and the control of pollution and other adverse influences on the environment; federal statutes and administrative devices affecting the environment; legal control of air and water pollution, noise, pesticides and environmental toxicants; land use planning and growth control; public lands management; energy conservation and regulation; wildlife protection; solid waste management; and private law remedies affecting the foregoing. Emphasis is on federal statutes and regulations. [Open Enrollment]

**LAW 720 REMEDIES (3.00):** The study of the principal remedies available to litigants in private and public law litigation, including damages, injunctions, and restitution. The course will address compensatory and punitive damages; preventive relief, including injunctions and declaratory judgments; preventing unjust enrichment through restitution; ancillary remedies, such as contempt, levy and execution, attachment, garnishment, receivership, and attorneys' fees; and remedial defenses. Discussion will be given to the modern public law structural injunction, fluid class recoveries, and the tort reform movement. The modes of instruction will include case and problem methods. [Open Enrollment]

**LAW 723 FEDERAL INCOME TAX (3.00):** Structure of the income provisions of the Internal Revenue Code of 1954 as amended, including their applicability to individuals; capital gains and losses; identification of the taxpayer; timing of tax liability; certain deferral and non-recognition problems; and the basics of federal tax procedure. [Open Enrollment]

**LAW 724 FEDERAL COURTS (3.00):** The relationship of the federal courts to Congress and to the states. Topics may include judicial review; standing and justiciability; congressional power to regulate jurisdiction; legislative courts; federal question, diversity, removal, civil rights, and habeas corpus

jurisdiction; state sovereign immunity; Supreme Court appellate jurisdiction; abstention; federalism doctrines; and federal common law. Required: Civil Procedures II. Recommended: Constitutional Law. [Open Enrollment]

LAW 725 HEALTH CARE LAW (3.00): A study of the national crisis in health care and some leading proposals for reform. Topics include issues of health care need, cost and quality control, Medicare and Medicaid, access to health care, the business roles of health institutions, health care contracts and claims, right to treatment, and federal health plans vs. private health coverage. [Open Enrollment]

LAW 726 IMMIGRATION LAW (3.00): An introduction to the laws dealing with aliens, i.e., non-immigrants, immigrants, undocumented persons, and refugees. Includes: an examination of the constitutional and statutory provisions and the underlying policies; procedures dealing with specific immigration issues; acquisition and loss of American citizenship; and proposals to reform the present law. [Open Enrollment]

LAW 727 INSURANCE (2.00): A study of contracts of insurance, including life, health, property, accident, and liability; interpretation of insurance contracts; conditions precedent; representations; warranties; terms; conditions; coverages; insurable interests; rights of beneficiaries; exemptions; excess liabilities; waiver and estoppel; subrogation; controls on the insurance industry; procedural and evidentiary aspects, including pleadings, declaratory judgments, interpleaders, and joint tortfeasor releases. [Open Enrollment]

LAW 728 INTL BUSINESS TRANSACTIONS (3.00): An introductory course considering the legal issues arising out of private transactions across national borders. The class discusses several or all of the following subjects; the international trade of goods; technology transfer; foreign direct investment; and dispute resolution in international transactions (including jurisdiction, arbitration, choice of law, extraterritorial jurisdiction and discovery, and the enforcement of international judgments and arbitral awards, [Open Enrollment]

LAW 729 INTERNATIONAL LAW (3.00): Examination of the nature and sources of international law; procedures for handling disputes and claims; sanctions (e.g., economic, political, war); the roles of the individual, state, region and world organizations (United Nations); law of the sea and space; and an analysis of current problems and trends. Emphasis on substantive law. [Open Enrollment]

LAW 730 JUVENILE JUSTICE (3.00): A practice-oriented examination of the historical and philosophical basis for a separate juvenile justice process; jurisdiction and substantive law; the legal status of children in the juvenile justice process; the role of the Supreme Court in the juvenile justice process; juvenile delinquency issues and procedures; child abuse and neglect. Primary emphasis will be on Maryland Law, especially the Juvenile Causes Act. [Open Enrollment]

LAW 731 LABOR LAW (3.00): Legal rules governing labor-management relations embodied in the National Labor Relations Act, including the principle of exclusivity, protection for the right to organize, limitations on the substance of union demands and on the use of strikes and picketing, rules governing the use of economic pressures during bargaining, the scope and meaning of the duty to bargain, and remedies for failure to bargain. [Open Enrollment]

LAW 732 LAND USE (3.00): Reviews policy decisions and legal techniques relating to the control and development of land. Topics include nuisance, zoning, eminent domain, regulatory takings, subdivision controls, and urban/regional planning and growth issues. Prerequisite: Property [Open Enrollment]

LAW 734 LAW AND EDUCATION (3.00): This course will analyze constitutional, statutory, regulatory and common law influences on the governance, financing and management of educational enterprises, with emphasis on "public" schools, higher education institutions, related regulatory agencies and coordinating commissions. Prerequisite: Constitutional Law. [Open Enrollment]

LAW 736 LAW & PSYCHIATRY (3.00): Review of the relationship of law and psychiatry, including: the role of the attorney in the mental health process; key constitutional issues on commitment (voluntary and forced); right to receive or refuse treatment; criminal competence; responsibility and commitment procedures; due process; right to be different; malpractice; insanity defense; and current problems and future trends. [Open Enrollment]

LAW 737 EMPLOYMENT LAW (3.00): Analysis of statutory and common law principles arising in the workplace: the employer's obligations and the employees' rights. Topics covered include wrongful discharge and other employment torts, employment contracts, drug testing, occupational safety and health, individual employee rights, and wage and hour laws. The course briefly covers anti-discrimination laws and labor laws, but is not a substitute for either Employment Discrimination Law or Labor Law. [Open Enrollment]

LAW 739 ELDER LAW (3.00): An important subset of estate planning involves an area of law that has been dubbed "elder law." Families confront a myriad of financial challenges when a loved one needs long term care. Students will be taken through case studies and a group project to expose them to the planning options that exist when advising families on protecting their life's savings from the costs of care. This course covers select laws and pertinent cases dealing with Medicaid, Medicare, guardianship, Social Security programs, investments, trusts, insurances, and taxation of income, gifts and estates. Legal documents typically indicated for elder law matters are also reviewed. [Open Enrollment]

LAW 740 CONST CRIM PRO II (3.00): A continuation of the study, begun in Constitutional Criminal Procedure I, of constitutional principles governing the conduct of criminal prosecutions, with special emphasis on the trial and post-trial stages. Subjects include the charging process; bail and pretrial release; discovery; double jeopardy and collateral estoppel; speedy trial; public trial; jury trial; guilty pleas and plea bargaining; right to confrontation; sentencing; appeals; and collateral post-conviction remedies. Constitutional Criminal Procedure I is not a prerequisite. [Open Enrollment]

LAW 741 HEALTHCARE POLICY (3.00): This course examines the complex issues of health policy that affect American healthcare delivery system. The course will engage with new challenges, such as healthcare reform, healthcare financing, electronic records, outcome measurements, and the impact of technology on medical care and costs. A background in healthcare or healthcare policy is not necessary for this course. pre-requisite: none

LAW 742 COMMERCIAL LAW (4.00): This course will introduce students to the creation, transfer and enforcement of negotiable instruments (e.g., checks and promissory notes) and the creation, priority and

enforcement of security interests in personal property. This course will therefore cover Articles 3, 4 & 9 of the Uniform Commercial Code, as well as related case law and certain provisions of the United States Bankruptcy Code. [Open Enrollment]

LAW 743 SALES AND LEASES (3.00): Study of Articles 2 and 2A of the Uniform Commercial Code, including formation of sales and lease agreements, performance, warranty, risk of loss, remedies, and international issues under the United Nations Convention on Contracts for the International Sales of Goods (CISG). [Open Enrollment]

LAW 745 CONSTRUCTION LAW (3.00): Construction Law is the body of the law associated with the building and design of individual homes, shopping centers, residential communities, public roadways, skyscrapers, and other "improvements". This course provides a general overview of the construction process and "construction contract documents", exploring typical legal disputes which arise among developers, contractors, subcontractors, architects and engineers. The course will examine the statutory and common law liabilities which attach once the construction process has been completed, with an emphasis on the rights and remedies of those who purchase defectively constructed or designed homes and buildings. [Open Enrollment]

LAW 746 MARYLAND ADMINISTRATIVE LAW (3.00): This course studies the administrative process at the state level in Maryland. It will focus on the Maryland Administrative Procedure Act, and will include discussion of delegation of powers to Maryland agencies, rulemaking, adjudication, and judicial review. There are no prerequisites. It can be taken with or separate from the course Administrative Law which focuses on the administrative process at the federal level. [Open Enrollment]

LAW 747 MEDICAL MALPRACTICE LITIGATION (3.00): This course will cover both the substantive and procedural aspects of medical malpractice litigation from the perspectives of both plaintiffs and defendants in medical malpractice litigation. Course coverage will include problems in discovery and evidentiary issues in medical malpractice litigation, as well as problems that arise in medical malpractice trials. The course also will cover problems in the use of medical evidence and medical expert testimony at trial. [Open Enrollment]

LAW 748 LEGISLATION (3.00): Approximately two-thirds of the course covers the following: methods of interpretation, application, and arrangement of federal and state statutes; legislative procedure and organization; legislative investigation; and ethics and lobbying in the legislature. About one-third of the course consists of a study of principles and techniques of code revision and of practical problems in legislative drafting. [Open Enrollment]

LAW 749 LOCAL GOVERNMENT LAW (3.00): This course examines the relationship of local governments to the states and the federal government as well as the relationship of local governments to the communities within and around them with particular emphasis on judicial analysis of the constitutional and statutory bases of those relationships. Among the specific doctrinal areas covered will be the sources and limits of local government power, incorporation and annexation of localities, home-rule, state pre-emption of local ordinances, intergovernmental cooperation and conflict, and liability of local governments for misuse of power. Special attention is given to issues of democracy, exclusion and

community that arise in connection with the distribution of services, housing, education and other resources in metropolitan areas. [Open enrollment]

LAW 750 MARITIME LAW (3.00): A survey of the maritime industry and the history of admiralty and maritime law; maritime tort and contract jurisdiction; in rem and in personam actions; marine insurance; cargo; charter parties; arbitration; maritime liens and ship mortgages; salvage; collision; personal injury (Jones Act and Longshoremen's Act); indemnity and contribution; limitation of shipowner's liability; practice and procedure; maritime arrest and attachment; towage and portage; pollution liability; and the involvement of the United States in maritime law and the maritime industry. Prerequisite: First-year day courses. [Open Enrollment]

LAW 751 MARYLAND CIVIL PROCEDURE (3.00): The Maryland courts and their jurisdiction, with an emphasis on the Maryland Rules of Civil Procedure. Topics covered include commencement of actions and process; parties; pleadings (law and equity); dispositions and discovery; trials; judgments; appeals (Court of Appeals and Court of Special Appeals); and special proceedings. Prerequisites: Civil Procedure I and II. [Open Enrollment]

LAW 753 REAL ESTATE FINANCE (3.00): Real estate financing including mortgages, mortgage substitutes, rights and duties of mortgagor and mortgagee, foreclosure, priorities and selected other topics. Prerequisites: Contracts I and II; Property. [Open Enrollment]

LAW 755 PRODUCTS LIABILITY (3.00): Private litigation involving defective products based upon negligence, warranty, and strict liability in tort; government regulation of dangerous and defective products. Prerequisites: first- year courses. [Open Enrollment]

LAW 757 SECURITIES REGULATION (3.00): Problem-solving under the Federal Securities Act of 1933, the Securities Exchange Act of 1934, and state securities laws including: disclosure responsibilities of issuers of securities; registration requirements imposed by the securities laws and the exemptions therefrom; preparing a private offering; broker-dealer and underwriter responsibilities; anti-fraud provisions including their scope and effect upon litigation; and the expanding concept of ""securities"" as construed by the courts. Prerequisite: Business Organizations. [Open Enrollment]

LAW 758 TRUSTS AND ESTATES (3.00): Intestate succession; wills, including formalities of execution, revocation and revival; incorporation by reference and related doctrines; problems of construction and interpretation, including class gifts, rule against perpetuities; non-probate transfer, including inter vivos and causa mortis gifts; probate and administration of estates; trusts; their nature, creation, modification termination; express, resulting and constructive trusts; honorary trusts. Prerequisite: Property [ Open Enrollment ]

LAW 759 WORKERS' COMPENSATION (2.00): An examination of the legal principles governing the compensation of employees or their dependents for injuries or loss of life arising out of employment or occurring during the course of employment; alternatives to statutory compensation schemes; causation and other factors affecting claims status to sue; and related problems. [Open Enrollment]

LAW 761 PATENTS (3.00): This course covers the basic principles of U.S. patent law. The course will examine issues that arise in the acquisition and assertion of patent rights, including patent validity requirements, the elements of a claim of patent infringement, affirmative defenses to such a claim, and remedies for infringement. Prerequisite: None [Open Enrollment]

LAW 763 SPORTS LAW (3.00): This course provides a student an overview of the business and legal issues within the areas of professional and amateur sports. Specifically, but not limited to, the following: professional clubs, professional leagues, sports marketing contracts, negotiation techniques, television, sponsorship, insurance, and athletic associations. All such issues covered shall have a relationship to basic principles of law: contract, antitrust, tort, corporate, and other areas. [Open Enrollment]

LAW 766 INTELLECTUAL PROPERTY SURVEY (3.00): Survey of general principles of copyright, patent, and trademark law. Covers issues of subject matter, scope of protection, and remedies under each of the federal statutes and related state theories of protection, including rights in books, music, art, drama, inventions, computer programs, and other trade products. Prerequisites: None

LAW 767 TRADEMARKS & UNFAIR COMPETITIO (2.00 - 3.00): This course covers the basic principles of the laws of trademark and unfair competition. The course will cover the acquisition of trademark rights, elements of claim of trademark infringement, affirmative defenses to such a claim, and remedies for infringement. Prerequisite: None

LAW 768 INFORMATION PRIVACY LAW (3.00): This course will explore information privacy law beginning with foundational elements and moving through the interaction between privacy and the media and onto challenges encountered in finance, health, national security and law enforcement, government records, data security, and international privacy law. Students will gain an understanding for the breath and complexity of this topic and also how it impacts our world. [Open Enrollment] Prerequisite: None.

LAW 770 SECURED TRANSACTIONS (2.00): This course will study Article 9 of the Uniform Commercial Code, including the creation, priority and enforcement of security interests in personal property. Certain provisions of the United States Bankruptcy Code will be included. Prerequisite: First-year required courses. [Open Enrollment]

LAW 772 MARYLAND CRIMINAL PRACTICE (3.00): This class is designed for students who intend to practice in the trial courts of Maryland. This course will expose the students to the procedures utilized in both the District and Circuit Courts when dealing with Criminal cases. The course will prepare the students for the issues they will confront in a very practical way when representing a client charged with a crime whether petty or serious before the Maryland Trial Courts. Prerequisite : Criminal Law [Open Enrollment]

LAW 773 NATIONAL SECURITY LAW (3.00): This course addresses the law and policy regarding the U.S. government's national security activities and organizations. Topics include the constitutional, statutory, and international law rules governing the President's use of military force; targeting killing; military detention; interrogation; the prosecution of war crimes; domestic surveillance; foreign intelligence gathering; and covert action. Students will also study the unique regulatory and judicial procedures

applying to national security issues. They will simulate practice as a national security lawyer, analyze historical case studies, and debate current policies. Falls under International and Comparative Law, and Public & Governmental Service concentrations. Prerequisite: Constitutional Law I [Open Enrollment]

LAW 776 LAW AND HUMAN RIGHTS (3.00): This survey course examines law, theory, and practice with a special focus on international human rights. Topics will include the history of human rights and the codification of human rights law after World War II; the role of customary international law in protecting human rights; the basic international and regional human rights instruments; connections and tensions among civil, political, social and economic rights; the status of human rights law in the United States and the relationship between the United States and the global human rights regime; and theories of cultural relativism and other academic critiques of the human rights movement. [Open Enrollment]

LAW 777 INTL CRIM LAW:CRTS,CRIME,DEF (3.00): International Criminal Law is concerned with defining and punishing behavior that the international community deems to violate fundamental human values. Some of these crimes include Genocide, War Crimes, Crimes against Humanity, and Torture. This course will explore the history and development of International Criminal Law, the courts and tribunals charged with interpreting it, the elements of international crimes, and potential defenses. The course will touch upon contemporary and controversial topics, such as US reluctance to join the International Criminal Court, trafficking in persons, and terrorism. Prerequisites: Criminal Law Recommended [Open Enrollment]

LAW 778 DISCOVERY PRACTICE AND PROCE (3.00): In state and federal courts the vast majority of civil cases (95% or more) do not go to trial, but are resolved by settlement or dispositive motion. In either event, more often than not, discovery is the most important factor in the resolution of the case, and thus has become a critical area of study and practice for civil litigators. This course will examine discovery practice under the state and federal rules of civil procedure. Topics will include the scope of discovery, application of ethical rules to discovery, forms of discovery (e.g. interrogatories, requests for production of documents, depositions), electronic discovery, best practices, discovery sanctions, and proposals for reform. Prerequisite: Law 612 or Law 600 [Open Enrollment]

LAW 779 LAWYERING IN SPANISH (2.00): Students will learn to communicate as a lawyer across substantive areas of the law such as immigration, criminal law, family law, personal injury, and business. Students will participate in mock client intake interviews, draft client correspondence, and engage in other real-world simulations in Spanish. The class will also discuss challenges and concerns specific to representing Spanish-speaking clients. While the development of Spanish legal vocabulary is essential to success in the course, it is not the focus of the class. The course will be conducted mainly in Spanish and students are required to be fluent in oral and written Spanish. Pre-requisites: Spanish Proficiency. Recommended: Immigration Law and Family Law are helpful but not required. [Admission by permission only]

LAW 790 ESSENTIAL SKILLS FOR THE BAR (3.00): The objective of this course is to begin the bar exam preparation process by focusing on bar exam-taking skills and techniques. The course will provide strategies and techniques for answering essay, multiple choice and performance test questions of the type contained on the Uniform Bar Exam. Because these activities require a degree of substantive



knowledge, the course will review portions of selected Multistate Bar Exam subjects. Students will be required to complete practice essay, multiple choice, and performance test questions, and they will receive feedback on their answers. This course is not intended to replace commercial bar preparation courses. Prerequisite: 60 credits completed. [Open Enrollment]

LAW 795 SPECIAL TOPICS IN LAW (1.00 - 3.00): An intensive exploration into specialty topics in the law. Topics offer opportunities to integrate new material reflecting changes in the field or more detailed analysis into issues and trends. Refer to semester class schedule for title and description of topic offered. May be repeated for credit when the topic varies. Prerequisite: to be determined by the instructor.

LAW 795A SPEC TOPICS IN LAW: ABERDEEN (1.00 - 4.00): An intensive exploration into specialty topics in the law, including a comparative approach to study global and international issues in the legal environment where the course takes place. Topics offer opportunities to integrate new material reflecting changes in the field or more detailed analysis into current issues and trends. Refer to study abroad program schedule for title and description of topic offered. May be repeated for credit when the topic varies. Prerequisite: to be determined by the instructor.

LAW 795C SPEC TOPICS IN LAW: CURACAO (1.00 - 4.00): An intensive exploration into specialty topics in the law, including a comparative approach to study global and international issues in the legal environment where the course takes place. Topics offer opportunities to integrate new material reflecting changes in the field or more detailed analysis into current issues and trends. Refer to study abroad program schedule for title and description of topic offered. May be repeated for credit when the topic varies. Prerequisite: to be determined by the instructor.

LAW 800A CIVIL ADVOCACY CLINIC I (6.00): Students enrolled in Civil Advocacy Clinic I represent indigent clients before courts and administrative agencies in diverse civil matters. Civil Clinic students have represented clients on consumer, contract, landlord/tenant, special education, and government benefits matters, and interested students have assisted elderly clients in drafting powers of attorney and advance directives. Under the supervision of a faculty member, students are responsible for all aspects of representing clients, including interviewing clients and witnesses, engaging in fact investigation and discovery, drafting pleadings and motions, negotiating with adversaries, and conducting hearings and trials. Students are expected to devote approximately 20 hours per week to clinic activity. Prerequisites: First-year day courses, Evidence. Pre- or Co-requisite: Professional Responsibility. [Admission by permission only.]

LAW 800B CIVIL ADVOCACY CLINIC II (1.00 - 4.00): With the approval of the Civil Advocacy Clinic faculty, a limited number of students, who have successfully completed Civil Advocacy Clinic I, may take this course to continue work in the Civil Clinic for one or two additional semesters (for one to four additional credits during one or two semesters). The total number of credits earned in a semester by all students enrolled in Civil II may not exceed eight (8) credits. Prerequisite: Civil Clinic I [Admission by permission only]

LAW 800C COMMUNITY DEV CLINIC I (6.00): Students represent small businesses, non-profit organizations, and for-profit/non-profit hybrid companies that support improved economic, educational,

social, health, and other outcomes for disadvantaged communities. Students primarily perform transactional and regulatory compliance work under local, Maryland, and federal law, serving as first-chair attorneys under the supervision of a faculty member and collaborating with clients and peers to investigate and craft creative solutions to legal problems. Students interview clients, perform factual and legal research and drafting, counsel clients, structure legal relationships between clients and their partners, and advocate for clients before governmental agencies. Cases and projects include business entity structuring, contract drafting, regulatory compliance, obtaining non-profit tax exempt status, implementing best practices as to organizational governance and other matters, community education, and legislative reform. Students are expected to devote approximately 20 hours per week to clinic activities, including the weekly clinic seminar, meetings with faculty, and client work. This clinic is suitable for both day and evening students. Prerequisites: first-year day courses, Professional Responsibility, and Business Organizations. Students in this clinic will earn 6 credits. [Admission by permission only]

LAW 800D CRIMINAL PRACTICE CLINIC (2.00 - 6.00): Participating students are assigned to either a state's attorneys or a public defender's office. Under the direction of a member of the professional staff at the assigned agency, they prepare and try a variety of criminal cases, including allegation of juvenile delinquency misdemeanors and felonies in the district and circuit courts of Maryland. There is a graded academic component (2 credits), in which students study criminal law and procedure, address ethical issues and develop the skills needed to handle their cases effectively. Prerequisites: First-year day courses, Evidence, Professional Responsibility, Constitutional Criminal Procedure I, Co- or pre-requisite: Trial Advocacy. [Admission by permission only]

LAW 800E MENTAL HEALTH LAW CLINIC (3.00): This clinic is offered in conjunction with the Law & Disabilities Seminar course. The course will focus primarily on mental health law, teaching students substantive mental health law, interviewing, counseling and negotiating skills, the trial skills of case theory and case development and advocacy skills, in an administrative hearing context. The course will culminate with each student representing patients in involuntary commitment hearings at Sheppard Pratt Psychiatric Hospital in Towson, Maryland. Prerequisites: First year day courses, Evidence, Professional Responsibility. Corequisite: Law & Disabilities Seminar. [Admission by permission only]

LAW 800F FAMILY LAW CLINIC I (6.00): Students represent low income clients seeking child custody, support, divorce and protection from domestic violence. Under the supervision of a faculty member, students will be responsible for interviewing clients, experts and potential witnesses, and for negotiating with opposing parties or counsel, as well as for preparation of pleadings and court appearances. Students practice primarily in the local district and circuit courts but may also have the opportunity to assist in appellate litigation. Students are expected to devote approximately 20 hours per week to clinic activity and will receive a grade. Prerequisites: First-year day courses, Evidence, and Professional Responsibility. Recommended: Family Law. [Admission by permission only]

LAW 800G FAMILY LAW CLINIC II (1.00 - 4.00): A limited number of students who have completed Family Law Clinic I may take this course to continue work in the Family Law Clinic, with the approval of Family Law Clinic faculty, for one or two additional semesters (for one to four credits during one or two semesters). Responsibilities during this semester(s) include advanced casework, limited participation in the Family Law Clinic seminar in the form of role playing and co-teaching, involvement in ongoing family law reform projects, and supervision of Family Law Clinic I students. The total number of credits earned

in a semester by all students enrolled in Family Law Clinic II may not exceed eight credits. Prerequisite: Family Law Clinic I [Admission by permission only]

LAW 800H MEDIATION CLINIC FOR FAM I (3.00): The goal of this Clinic is to employ experiential learning in order to ground students in the theory and practice of mediation. Under the supervision of a faculty member, students gain experience as mediators and as attorneys representing clients in mediation. The course is suitable both for students interested in pursuing family law and other students who wish to gain substantial experience in mediation. Cases handled by students include mediation in which families face child access issues, foreclosure, truancy, reentry into the community from the criminal justice and juvenile detention system, and a mix of other types of mediation. Clinic students may also engage in law reform projects relating to mediation and assess the suitability for mediation of family and non-family matters. By participating in the Clinic, students become qualified to conduct child access mediations in most Circuit Courts in Maryland. Prerequisites: First year day courses. Pre- or Corequisites: Mediating Family Disputes, Professional Responsibility. Recommended: Family Law. [Admission by permission only]

LAW 800I TAX CLINIC I (6.00): Students represent low-income taxpayers involved in matters with the Internal Revenue Service. Under the supervision of a faculty member, students interview clients, research substantive and procedural law, and represent clients before the IRS and the U.S. Tax Court. The course includes a weekly seminar and supervision meetings in addition to case work. Prerequisites: First year day courses. Pre- or Corequisites: Federal Income Tax and Professional Responsibility. Recommended: Interviewing, Negotiating, and Counseling; Tax Practice and Procedure. [Admission by permission only]

LAW 800J TAX CLINIC II (1.00 - 4.00): With the approval of the Tax Clinic faculty, a limited number of students who have successfully completed Tax Clinic I may take this course to continue work in the Tax Clinic for one additional semester. The total number of credits earned in a semester by all students enrolled in Tax Clinic II may not exceed eight credits. Prerequisites: Tax Clinic I; students must obtain the permission of the Tax Clinic Faculty before enrolling. [Admission by permission only]

LAW 800K IMMIGRANT RIGHTS CLINIC I (6.00): Students enrolled in the Immigrant Rights Clinic represent low-income immigrants seeking various forms of relief from removal, including asylum; protection for victims of human trafficking; protection for battered immigrants; protection for victims of certain types of crimes; protection for abused, abandoned, or neglected immigrant children; and cancellation of removal. Under the supervision of faculty members, students are responsible for all aspects of representing their clients, including interviewing and counseling clients, preparing witnesses, engaging in fact investigation, conducting legal research, drafting litigation documents (such as affidavits and briefs), and oral advocacy. Ideally, each team of students will represent a client at an immigration interview or hearing at the end of the semester. Students may also engage in advocacy efforts involving issues faced by immigrant communities. Students will attend a weekly seminar focused on substantive law and legal skills and are expected to devote approximately 20 hours per week to clinic activity. Prerequisites: First year day courses. Pre- or corequisite: Professional Responsibility. [Admission by permission only]

LAW 800L IMMIGRANT RIGHTS CLINIC II (1.00 - 4.00): With approval of the Immigrant Rights Clinic faculty, a limited number of students, who have successfully completed Immigrant Rights Clinic I, may take this course to continue work in the Immigrant Rights Clinic for one or two additional semesters (for one to four additional credits during one or two semesters). The total number of credits earned in a semester by all students enrolled in Immigrant Rights Clinic II may not exceed eight (8) credits. Prerequisite: Immigrant Rights Clinic I.[Admission by permission only]

LAW 800M MEDIATION CLINIC FOR FAM II (1.00 - 4.00): With the approval of the Family Mediation Clinic faculty, a limited number of students, who have successfully completed Family Mediation Clinic I, may take this course to continue work in the Family Mediation Clinic for one or two additional semesters (for one to four additional credits during one or two semesters). The total number of credits earned in a semester by all students enrolled in Family Mediation Clinic II may not exceed eight (8) credits. Prerequisite: Mediation Clinic for Families I. [Admission by permission only]

LAW 800N INNOCENCE PROJECT CLINIC (3.00): Under the supervision of an experienced criminal defense attorney, students will review records, interview clients and witnesses, conduct legal research, devise investigative strategies, draft pleadings and argue motions in cases involving claims of wrongful conviction. Students will develop an understanding of the post-conviction process and the various scientific issues that have emerged that impact on the reliability of eyewitness identification, forensic evidence and police interrogation methods. Co-requisite: Evidence, Constitutional Criminal Procedure I [Admission by permission only]

LAW 800P COMMUNITY DEV CLINIC II (1.00 - 4.00): With the approval of the Community Development Clinic faculty, a limited number of students, who have successfully completed Community Development Clinic I, may take this course to continue work in the Community Development Clinic for one additional semester (for one to four additional credits). The total number of credits earned in a semester by all students enrolled in Community Development Clinic II may not exceed eight (8) credits. Prerequisite: Community Development Clinic I [Admission by permission only]

LAW 800Q JUVENILE JUSTICE PROJECT I (3.00): In the project, the students will, in collaboration with the Office of the Public Defender and under the supervision of a faculty member, represent persons who have been convicted of offenses committed when they were under 18 and were sentenced to life or life without parole and may be eligible for resentencing under the 2012 Supreme Court decision in Miller v, Alabama. In Miller the Court held that the Eighth Amendment prohibited mandatory sentences of life with parole for juvenile offenders convicted of homicide. Students will be assigned cases at various stages of the post-conviction process, and will have the chance to conduct investigations, meet with clients, evaluate cases for sentencing claims, research and write petitions for resentencing, or amicus briefs, and if possible, conduct evidentiary hearings. Students may also have the opportunity to work on legislation and policy work related to the clinic's goals. Prerequisite: First year day courses. Pre- or Corequisite: Professional Responsibility. Recommended: Juvenile Justice, Sentencing and Plea Bargaining Seminar. [Admission by permission only]

LAW 800R JUVENILE JUSTICE PROJECT II (1.00 - 3.00): With the approval of the Juvenile Justice Project faculty, a limited number of students, who have successfully completed the Juvenile Justice Project I, may take this course to continue work in the Juvenile Justice Project for one or two additional

semesters (for one or two additional credits. The total number of credits earned in a semester by all students enrolled in the Juvenile Justice Project II may not exceed four credits. Prerequisite: LAW 800Q, Juvenile Justice Project I.

LAW 800S LEGAL DATA AND DESIGN CLINIC (6.00): Students in the Legal Data and Design Clinic will engage in "digital advocacy" applying technology and principles of data and design to solve real-world legal problems. Clinic students will represent organizational clients and use innovative tools to assist in client litigation, lobbying, law reform, and public education. Clinic students will gain expertise in the use of spreadsheets, pivot tables, SQL databases, visualizations, coding, APIs and more in order to design applications, create websites, and produce details and evidence-informed legal memoranda and briefs. Although hard technical skills will be taught, no specific prior technical experience is required. Substantively, the clinic will focus on the criminal justice domain and students will learn about, and participate in, criminal justice reform in Maryland. Prerequisite: First year day courses. [Admission by permission only]

LAW 800T INNOCENCE PROJECT CLINIC II (1.00 - 4.00): With the approval of the Innocence Project Clinic faculty, a limited number of students, who have successfully completed Innocence Clinic I, may take this course to continue work in the Innocence Project Clinic for one additional semester (for one to four additional credits). The total number of credits earned in a semester by all students enrolled in Community Development Clinic II may not exceed eight (8) credits. Prerequisite: Innocence Project I [Admission by permission only]

LAW 800U IMMIGRANT JUSTICE CLINIC (3.00): The Immigrant Justice Clinic is a three-credit, one-semester course in which students have the opportunity to learn multiple dimensions of lawyering by engaging in direct client representation under faculty supervision. Students will represent clinic clients in an affirmative application to the Department of Homeland Security; this is not a litigation clinic. Prerequisites: First year day courses. Immigration Law. Pre- or Co- requisite: Professional Responsibility [Admission by permission only]

LAW 800V VETERANS ADVOCACY CLINIC I (6.00): Students enrolled in the Veterans Advocacy Clinic will represent indigent veterans before courts and administrative agencies in diverse civil and veterans benefits matters. Students may also engage in community education, legislative projects, and other systemic efforts at law reform. Under the supervision of a faculty member, students are responsible for all aspects of representing clients, including interviewing clients and witnesses, counseling clients, engaging in fact investigation and discovery, drafting pleadings and motions, negotiating with adversaries, and conducting hearings and trials. Students are expected to devote approximately 20 hours per week to clinic activity. Prerequisite: First-year day courses. Corequisite: Professional Responsibility. [Admission by permission only]

LAW 800W VETERANS ADVOCACY CLINIC II (1.00 - 4.00): With the approval of the Veterans Advocacy Clinic faculty, a limited number of students, who have successfully completed Veterans Advocacy Clinic I, may take this course to continue work in the Veterans Advocacy Clinic for one or two additional semesters (for one to four additional credits during one or two semesters). The total number of credits earned in a semester by all students enrolled in Veterans Advocacy Clinic I may not exceed eight(8) credits. Prerequisite: Veterans Advocacy Clinic I [Admission by permission only]

LAW 800X PRETRIAL JUSTICE CLINIC I (6.00): The Pretrial Justice Clinic engages students in challenging one of the major sources of mass incarceration in Maryland - the unjust pretrial detention of poor people accused of crimes in Baltimore City. Students in the clinic will represent indigent criminal defendants in their efforts to challenge unfair and improper bail determinations. In collaboration with the Office of the Public Defender and under the supervision of a faculty member, students will screen cases for intake, represent clients in bail review hearings, file habeas corpus petitions and undertake appellate litigation. Students are responsible for all aspects of representing clients within the scope of challenging bail, including reviewing transcripts for intake, interviewing clients and family, conducting fact investigation, drafting litigation documents and conducting hearings. Students will also collect and analyze data to inform the development of new litigation and legislative strategies to support systemic efforts at law reform addressing mass incarceration. Students are expected to devote approximate 18 hours per week to clinic activity. Prerequisite: First-year day courses, Professional Responsibility, Constitutional Criminal Procedure I. [Admission by permission only]

LAW 800Y PRETRIAL JUSTICE CLINIC II (1.00 - 4.00): With the approval of the Pretrial Justice Clinic faculty, a limited number of students, who have successfully completed Pretrial Justice Clinic I, may take this course to continue work in the Pretrial Justice Clinic for one or two additional semesters (for one to four additional credits during one or two semesters). The total number of credits earned in a semester by all students enrolled in Pretrial Justice Clinic II may not exceed eight (8) credits. Prerequisite: Pretrial Justice Clinic I [Admission by permission only]

LAW 801 ADV BUSINESS ORG SEMNR (3.00): An advanced course focusing on selected issues in the law and regulation of business organizations. The specific topics covered will vary from semester to semester. Prerequisite: Business Organizations. [Limited Enrollment]

LAW 803 APPELLATE ADVOCACY WKSHP (3.00): Development of the art of appellate advocacy, including lectures and moot court practice; preparation of appellate briefs; presentation of oral arguments; visits to appellate courts for observation of oral arguments. [Limited Enrollment]

LAW 804 PERSP ON SEX ORIENT & LW (3.00): A seminar focusing on the historical and current legal treatment of gay men, lesbians, bisexuals, transgendered people, and heterosexuals in the areas of, inter alia, family law, military law, sodomy law, employment law, and constitutional law; and the interplay between changing societal norms and the development of legislation and the common law. [Limited Enrollment]

LAW 808 ENVIRONM & TOXIC TORTS SEM (3.00): A study of the tort and property law theories that are used to provide remedies to private parties suffering injuries to person and property as a result of exposure to toxic substances. Includes analysis of nuisance (public and private), trespass, products liability causes of action, strict liability for ultrahazardous and abnormally dangerous activities, warranties, negligence, workers compensation and insurance coverage, and the Comprehensive Environmental Response, Compensation and Liability Act. Focuses on the causation, damages, and statutes of limitations issues prevalent in such cases. Recommended: Torts. [Limited Enrollment]

LAW 809 MEDIATING FAMILY DISPUTES SEM (3.00): Using a combination of lecture, discussion, demonstration, and simulation, this course offers students an opportunity to gain knowledge of the theory

and practice of mediation. While the course primarily uses mediation of family disputes as a vehicle for teaching mediation, it also provides skills and theoretical grounding for mediating and representing clients in many areas of law. More specifically, the course enables students to explore how mediation is actually conducted in family law and other contexts, critical judgement as to when mediation may or may not be appropriate in individual cases, familiarity with legislation involving mediation, special issues facing mediators in mediation involving family dynamics, the role lawyers can or should play when representing clients before, during, and after mediation, and ethical considerations in the practice of family and other types of mediation. [Limited Enrollment]

LAW 809A MEDIATING FAMILY DISPUTES: (3.00): Using a combination of lecture, discussion, demonstration, and simulation, this course offers students an opportunity to gain knowledge of the theory and practice of mediation. While the course primarily uses mediation of family disputes as a vehicle for teaching mediation, it also provides skills and theoretical grounding for mediating and representing clients in many areas of the law. More specifically, the course enables students to explore how mediation is actually conducted in family law and other contexts, critical judgment as to when mediation may or may not be appropriate in individual cases, familiarity with legislation involving mediation , special issues facing mediators in mediation involving family dynamics, the role lawyers can or should play when representing clients before, during, and after mediation, and ethical considerations in the practice of family and other types of mediation. [Limited Enrollment]

LAW 810 THE WIRE: CRIME,LAW AND POLICY (2.00): This course explores legal and policy issues raised by David Simon's critically acclaimed HBO series The Wire. Among the topics explored will be searches, confessions, police manipulation of crime statistics, race and the criminal justice system, prosecutors' incentives for charging and dismissing cases, honesty and accountability of law enforcement, government power and access in the war on drugs, and the distribution of resources in the criminal justice system. Pre-requisite: LAW 604 Criminal Law/ Pre-or Co-Requisite: LAW 711 Constitutional Procedure I

LAW 811 EUROPEAN UNION LAW SEMINAR (3.00): An examination of the development and legal structure of the European community with emphasis on law-making by directives, regulations, and Court of Justice decisions. Topics include the litigation process in the European community; regulating the free movement of goods, services, labor, and capital; internal community policies on harmonization of national laws; business competition law; external trade practices and relations with non-European community nations; and the future direction and aspirations of the member states of the European Community. [Limited Enrollment]

LAW 812 INTL LAW & USE OF FORCE SEM (3.00): The course will examine the use of international law both to regulate and reduce armed conflict between states from the inception of the League of Nations in 1919 to current conflicts in Central America, the Middle East, and Southern Africa. The major institutions studied will be the United Nations, including the Security Council and the General Assembly, and the International Court of Justice. The goals of the course are to achieve an understanding of the role of international law in regulating forceful interaction between states, especially with regard to determinations of jurisdiction, legislation, and enforcement by legal and political institutions. [Limited Enrollment]

LAW 813 INTERV NEGOT COUNS (3.00): Focus on the theory and techniques of interviewing, counseling, and negotiation, that are necessary for effective representation of clients. Such topics as question formulation, witness interviewing, structuring the counseling session, case evaluation, development of bargaining range and negotiation tactics will be covered. The teaching medium will be simulation. Students will act as attorneys weekly in mock cases and critique the videotaped performances of their classmates. [Limited Enrollment]

LAW 814 PHILOSOPHY OF LAW SEMINAR (3.00): Students discuss the main currents of legal philosophy through the ages, as well as selected topics in contemporary jurisprudence. [Limited Enrollment]

LAW 815 LAW FIRM MANAGEMENT (2.00): Provides practical information for the new lawyer to better understand the business aspects of the practice of law. Course topics include basic systems necessary for operation of a small or medium law firm, as well as personnel, marketing and client retention matters. [Limited Enrollment: ]

LAW 816A ROOTS OF OUR LAW SEMINAR (3.00): The course's major aim will be to explore the development of English law as a reflection of continuity and change in English government, and thus examine the evolution of law as part of a political system. For example, we shall touch upon the legal institutions arising under the Angevins, especially the roles of Edward II and Magna Carta 1215. In a similar vein, we shall explore legal reforms in succeeding reigns, looking at how political dynamics influenced the development of the law. Particular emphasis will be placed upon periods of great change (e.g. Henry VIII's use of law to consolidate power and to facilitate its exercise, the reforms of the Restoration, and the 1689 Glorious Revolution with its Bill of Rights). The course will conclude with a look at Georgian law and politics leading up to the American Revolution. Prerequisite: None [Limited Enrollment]

LAW 817 LITIGATION PROCESS (3.00): This is an introduction to the roles lawyers play in litigation. Investigation, counseling, drafting, negotiation, and written and oral advocacy will be explored. The course will take students through the stages of a lawsuit, from initial client interview through pleading, discovery, and pretrial into trial, in such a way as to emphasize the dynamic role an attorney has in developing and implementing a theory of the case and in exploring the relationship between law and fact. The medium of instruction will be primarily simulation of a real case in which the students will be required to perform as attorneys for one or another party. Prerequisites: First- year day courses. [Limited Enrollment ]

LAW 818A FICTION WRIT FOR LAW STUDENTS (3.00): This class is designed for students who wish to develop story-telling skills and explore and reflect on their thoughts about the law and their new career. Students will study the basics of fiction writing--plot, characterization, narrative, dialogue and theme--through seven graded exercises, then produce a completed short story which must go through two full drafts. In addition, the class will read three novels with legal themes, ranging from Kafka's THE TRIAL to Grisham's THE FIRM. The only subject-matter requirement for assignments is that the short story relate in some way to the law or legal themes. Past short stories have explored trial strategy and preparation, legal ethics at the individual and corporate levels, crime, the lives of lawyers and law students, sexual abuse and assault and many other themes. [Limited Enrollment]



LAW 818B NON-FICTION WRITING FOR LAW ST (3.00): This writing-intensive course prepares students for the task, vital to law practice, or communicating to the public about legal and public issues. Participants will engage in writing nearly every session, and will learn the basics of writing and editing opinion articles, interviews, and essays for publication. Written work will include one op-ed article, one book review, one interview, and one full-length essay. Students will also learn to maintain a blog and will be responsible for multiple posts on a blog set up for the course. Prerequisite: First year courses. [Limited Enrollment]

LAW 819 PLAN FOR FAM & SENIORS WKSH (3.00): Planning for long-term family security: providing support for minors and other dependents; preparing for retirement; and coping with old age, disability, and death. The course will focus on families with modest assets (those not subject to estate tax). Topics will include the uses of trusts and trust alternatives; inter vivos transfers; wills; life insurance; employee benefits and social security; guardianships and durable powers of attorney; health care decision-making; housing for the elderly (retirement communities, nursing homes, and in-community care); and ethical issues inherent in serving families. Students will work in small groups to create a plan for a hypothetical family and to draft the necessary instruments for that family. In addition, each student will prepare a short position paper on one of the covered topics. Prerequisite: Trusts and Estates. [Limited Enrollment]

LAW 821 LAW AND LITERATURE (3.00): This course will be devoted to trying to answer the question, "How does literature look at lawyers?" The goal is to further the understanding of various roles ascribed to lawyers in literature and the reasons therefore and to appreciate the role that literature plays in anchoring the perception of lawyers in our society. Towards that end, reading fiction and nonfiction tomes, viewing a few movies along the way and developing ten short papers discussing the theme will be the focus. The readings are organized in an historical progression through the classical to modern periods. A warning: the amount of weekly reading for this course will be substantial but should be enjoyable. Prerequisite: None [Limited Enrollment]

LAW 823 RACE AND THE LAW SEMINAR (3.00): The course will examine the use of the law to eradicate and perpetuate racial injustice in the United States from the inception of slavery through the 1954 Supreme Court decision in *Brown v. Board of Education* to the present. The major institutions studied will include the courts and legislatures both at the state and federal levels, with particular emphasis placed on the role of these institutions in the preclusion and allowance of political, social and economic opportunities for racial and ethnic minorities. [Limited Enrollment]

LAW 825 TRIAL ADVOCACY (3.00): This course is devoted primarily to developing trial advocacy lawyering skills by engaging students in exercises that simulate trial practice. Students prepare lay and expert witnesses, perform exercises including direct and cross-examination and opening and closing statements, learn to develop and implement a case theory, and practice making and responding to objections. Students consider ethical and tactical issues arising in the trial process. Students conduct regular self-evaluation of their preparation and performance, and the exercises are critiqued with respect to substance, strategy, and courtroom demeanor. At the conclusion of the course, students, acting in teams, take part in full trials. Prerequisite: Evidence [Limited Enrollment; Max 16 students]

LAW 827 FAMILY LAW WORKSHOP (3.00): This course will focus on all aspects of domestic relations client representation and dispute resolution. Through a combination of lecture, simulations and written

assignments, students will obtain significant drafting, interviewing, counseling, negotiating and litigation experience. In addition, emphasis will be placed on case planning skills. The course will focus on selected family topics including marital property, custody and visitation, and spousal and child support. Although this course does not involve live client representation, there is substantial overlap with the seminar component of the Family Law Clinic. This course is, therefore, not intended for students enrolled or planning to take the Family Law Clinic. Prerequisite: Family Law. [Limited Enrollment]

LAW 827A FAMILIES, LAW, AND LITERATURE (2.00): The relationship between law and literature is founded on the notion that an understanding of stories-- how they are constructed and told--is beneficial to lawyers in their representation of clients. Clients' stories lie at the heart of a legal case and effective lawyering involves using these narratives to the client's best advantage. The most recent versions of law and literature courses include the teaching of close reading and reflective writing skills--tools utilized in narrative studies. These methods have the potential to enrich and enliven the attorney-client relationship with empathetic understanding, promote ethical decision making, develop in the student a professional voice and identity, and advance strategies for legal and advocacy. The process of close reading and reflective writing enlarges the imagination and expands possibilities of perception both with respect to oneself and to others. In doing so, it creates for law students a way to think about themselves in relation to their clients and their clients' predicaments in fresh ways. This course will involve the study of narrative accounts of children and families (novels, memoirs and essays) using close reading and reflective writing methods to facilitate the examination of these texts as they relate to lawyering. In addition to class discussions of the assigned reading materials, students will practice in class reflective writing involving exercises based upon the reading material. Grades will depend upon the extent and quality of class participation, a brief midterm paper and a final paper. Prerequisites: Family Law [Limited Enrollment]

LAW 830 BUSINESS PLANNING WKSHP (3.00): Concepts and techniques for creating and operating a corporation and solving problems likely to arise in that context, including tax matters. Drafting problems will be assigned to students acting as a team. Topics are extensively treated in problem form. Prerequisites: Business Organizations and a tax course. [Limited Enrollment]

LAW 831 TAX POLICY SEMINAR (3.00): Intensive study of selected issues with emphasis on the federal income tax. Students will consider problem areas from the standpoint of tax policy and will examine these issues from a legal, economic, social and administrability viewpoint. Prerequisites: Any federal tax course or permission of the instructor. [Limited Enrollment]

LAW 832 MEDIATION SKILLS (3.00): Mediation is the process of resolving conflict that is used by courts as well as parties as an alternative to litigation. In this process a trained, neutral third-party facilitates the resolution of a dispute between two or more parties. The mediator assists the parties in developing and implementing creative options for resolving a conflict in a non-adversarial arena. This course is designed to train students to become mediators and to meet the minimum standards set by the Court of Appeals for mediation of court-referred cases. This will be achieved through a thorough discussion of the theories of conciliation processes, mediation, negotiation, and professional ethics. These theories are then tested in simulations to allow the students to develop mediation skills and explore the effectuation of these theories. Pre- or Co-requisite: Professional

Responsibility. Recommended: Interviewing, Negotiating and Counseling; Alternative Dispute Resolution Seminar [Limited Enrollment]

LAW 833 LOCAL ECON DEVELOP SEM (3.00): This seminar will study the legal, social and political issues that arise in connection with efforts by governments, businesses, and non-governmental organizations to foster local economic development. Discussions and readings will focus on three sorts of topics: 1) theoretical efforts to define and explain how to accomplish desirable local and urban economic development; 2) practical issues that arise in structuring enterprises in the local economic development context, with special reference to public authorities and community development corporations; 3) distinctive social, political and legal issues that arise in efforts to channel economic growth in ways that further various social goals, for example, the urban development process, the Community Reinvestment Act, Empowerment Zones and minority enterprise development. Recommended: Local Government Law. [Limited Enrollment]

LAW 834 INTL HUMAN RIGHTS LAW SEM (3.00): A survey of the developing law of international human rights addressing the history of the concept of human rights, international organizations and judicial fora, including a review of the primary international treaties and customary law principles, domestic and international refugee law and policies, review of the structure and role of regional organizations, the application of international human rights law in U.S. courts, a review of comparative constitutional law with regard to domestic implementation of international human rights norms, and researching public international law issues. [Limited Enrollment]

LAW 836 JUDICIAL EXTERNSHIP (3.00): Under the supervision of a supervising judge and a faculty supervisor, students learn about the lawyering and judicial processes first hand by interning at the court and attending a classroom component. Students develop reflective learning and problem solving skills, increase their substantive legal knowledge, explore issues of professionalism and ethics, and gain a deeper understanding of the legal system, judicial decision making, and the practice of law. Students may register for a three credit internship and must have their field placement approved by the Director. This program has special rules with respect to who may register and what requirements must be satisfied to earn credit under this program. Prerequisite: Each student has successfully completed instruction equivalent to 28 credit hours toward the J.D. degree before participation in the field placement program. Recommended: Professional Responsibility [Admissions by permission only]

LAW 837 LEGAL RESEARCH WORKSHOP (2.00): This workshop offers an in-depth look at research methods and resources. Topics include: designing a research strategy; research in judicial, legislative and executive materials, both federal and state; extensive coverage of secondary and non-legal resources. Grades are based on multiple take-home assignments throughout the semester. There is no final exam. Prerequisites: Introduction to Lawyering Skills [Limited Enrollment]

LAW 838 LAW AND RELIGION SEMINAR (3.00): A review of First Amendment and other constitutional limitations on government favoritism (establishment) or religion and government infringement on the free exercise of religion, including religious speech. An examination of current controversies between "church and state." A survey of the role of law in major religions, including Christianity (both Catholic and Protestant), Judaism Islam, and others. It is an upper-level writing and perspective course satisfying the international Law and Theories of Law concentrations. [Limited Enrollment]

LAW 839 DISPUTE RESOLUTION WORKSHOP (3.00): A practical examination and application of extra-judicial alternatives to traditional methods for resolving disputes. Students spend six hours per week engaged in real-life supervised mediations at the Consumer Protection Division of the Maryland Attorney General's Office. There they conduct telephone mediations, produce a variety of written documents, and maintain comprehensive journals of their cases. A classroom component (one hour per week, on UB campus) analyzes mediation techniques, evaluates simulated disputes, and addresses particular cases being handled by the student at the CPD. [Limited Enrollment]

LAW 840 ADV TRIAL ADVOCACY (2.00): This course, an extension of the Trial Advocacy course, focuses on more subtle aspects of courtroom communication and persuasion, drawing upon skills and techniques from various other disciplines such as psychology, speech, communications, and theater. The course combines student work on exercises and problems that are critiqued by the teacher, lectures, and guest speakers. Prerequisites: Evidence and Trial Advocacy. [Limited Enrollment]

LAW 841 FEDERAL LAWYERING WORKSHOP (3.00): Federal Lawyering Workshop develops students' lawyering skills in the context of litigation practice in federal court. Skills addressed include: critical strategic thinking, effective persuasive writing, and clear oral presentation. Students will review, observe, and critique the strategic judgments and written and oral advocacy work associated with a current federal case, and complete weekly assignments based on the case. Weekly assignments will include written work, oral presentation, and self-assessments. Prerequisite: LAW 601 Civil Procedure II

LAW 842 TRANSACTIONAL SKILLS WKSHP (3.00): This course teaches students the principles of drafting commercial agreements by studying the documents necessary to structure a corporate transaction and applying the relevant law. Students will learn how transactional lawyers translate a business deal into contract provisions, as well as techniques for minimizing ambiguity and drafting with clarity. Students will have the opportunity to analyze the documents that comprise a corporate transaction from the letter of intent to closing documents such as the legal opinion. The course is taught through a combination of lecture and hands-on drafting exercises. Final grades will be based on class participation and the preparation of model documents reflecting a hypothetical corporate transaction. Prerequisites: Business Organizations  
Recommended: Sales and Leases, Federal Income Tax, Commercial Law  
[Limited Enrollment]

LAW 843A PROFESSIONAL SPORTS WORKSHOP (2.00): The focus of the course will be on representing the professional athlete and will include coverage of the law regulating agents, agent's duties and responsibilities as regulated by professional sports player's associations, the standard player contract, specialty clauses, player marketing contracts and contract negotiation. Prerequisite: Sport Law  
[Limited Enrollment]

LAW 845A IP CURRENT DEVELOPMENTS (3.00): This course will select a primary topic of advanced IP law that has major current importance. It will review the latest developments on this topic and examine the need for law revision. A part of this course is to use the Internet extensively, with some of the classes occurring in web-based chat sessions, allowing experts to participate in the discussion. Topics and evaluation methods will be included in course schedules. [Limited Enrollment]

LAW 845B IP CURRENT DEVELOPMENTS (2.00 - 3.00): This course will select a primary topic of advanced IP law that has major current importance. It will review the latest developments on this topic and examine the need for law revision. A part of this course is to use the Internet extensively, with some of the classes occurring in web-based chat sessions, allowing experts to participate in the discussion. Topics and evaluation methods will be included in course schedules. [Limited Enrollment]

LAW 845C IP CURRENT DEVELOPMENTS (2.00 - 3.00): This course will select a primary topic of advanced IP law that has major current importance. It will review the latest developments on this topic and examine the need for law revision. A part of this course is to use the Internet extensively, with some of the classes occurring in web-based chat sessions, allowing experts to participate in the discussion. Topics and evaluation methods will be included in course schedules.

LAW 846 WETLANDS LAW SEM (3.00): This course will provide a survey of federal wetlands regulation under Section 404 of the Clean Water Act and related state law (such as the Maryland Non-Tidal Wetlands Protection Act). The course will introduce the student to the basis of federal jurisdiction over wetlands, the fundamentals of the wetlands regulatory process, relationship to other laws such as the Endangered Species Act, property rights issues such as takings, enforcement, and the role of mitigation and wetlands preservation. The course will also focus on Maryland tidal and non-tidal wetlands regulation and the interface between the federal and state programs. Scientific and policy issues also will be covered, including the debate over the wetlands delineation manual and the latest developments in wetlands functional assessment. Finally, the course will examine the current Congressional debate over re-authorization of the Clean Water Act and the Clinton Administration's action plan on wetlands. [Limited Enrollment]

LAW 848 INT'L WOMEN'S RIGHTS SEM (3.00): The course gives participants the opportunity to explore contemporary human rights challenges that face women in Baltimore, the United States, and around the world and the tools that exist to address them. Participants will learn about the sources of international women's human rights law, including treaties, customary international law, soft law, and relevant decisions of regional and global human rights bodies. They will consider the effectiveness, as well as costs and benefits, of relevant institutional mechanisms and norms, as well as theoretical perspectives. Topics to be addressed may include discrimination, state responsibility to protect women from violence, female genital mutilation, trafficking, and Islamic dress, and may vary based on participants' specific interests. Participants will prepare papers to satisfy the upper level writing requirement and will present their research. Falls under International and Comparative Law, Family Law, and Public & Governmental Service concentrations. [Limited Enrollment]

LAW 850 ALTERN DISP RESOL SEMNR (3.00): A philosophical and practical examination of extrajudicial alternatives to traditional methods for resolving legal disputes. After analysis of the limitations of adjudication, emphasis will be placed on the techniques of fact-finding, arbitration, mediation-conciliation, dispute prevention, various hybrid processes, and ethical considerations. Demonstrations will be given of divorce mediation and contract negotiation. [Limited Enrollment]

LAW 851 MEDIA LAW SEMINAR (3.00): Media Law Seminar combines aspects of traditional courses in mass media law and telecommunications law, as well as newer cyberspace law courses, to provide

students with a broad overview of the law governing 21st Century communications media: print, broadcast, cable, telephone and internet. Students will submit a 25-page paper that satisfies and upper-level scholarly writing requirement. Prerequisite: None. [Limited Enrollment]

LAW 853 CIVIL LIBERTIES SEMINAR (3.00): An overview of the law surrounding individual rights guaranteed by the Constitution, with particular emphasis on First Amendment freedoms. Landmark cases are examined together with those currently in litigation, from both philosophical and practical perspectives. The seminar also discusses various ethical and practical problems in representing unpopular clients and controversial causes. Prerequisite: Constitutional Law. [Limited Enrollment]

LAW 856 BANKING LAW WORKSHOP (3.00): A study of banking regulations, bank holding companies, the formation of banks and branches, the failure of banks, the Federal Deposit Insurance Corporation, commercial paper, electronic funds transfer, and other related banking law topics. Students will be required to prepare four written assignments: a legal memorandum, an administrative opinion, a lending agreement and a policy paper. The lending agreement will also include contract negotiations. [Limited Enrollment]

LAW 857 LAW AND BIOTECHNOLOGY (3.00): This course examines the impact of advancements in the biosciences on a variety of legal and policy issues. The course will engage with new challenges, such as intellectual property in the body, human subjects research, and the medical and forensic uses of genetic information. A background in biotechnology is not necessary for course. Pre-requisite: None

LAW 858 GOVERNMENT CONTRACT SEM (3.00): Acquisition of services and properties; solicitation of bids and proposals to furnish the Federal and Maryland State governments with property, services and construction; award, administration and termination of such contracts; and effectuating Government socioeconomic programs (non-discrimination, small business, minority, etc.) through Federal and Maryland State contracting. [Limited Enrollment]

LAW 859 GENDER AND THE LAW SEM (3.00): Critical examination of historical and modern treatment of gender under the law. Focus will include federal and state constitutional theory of gender equality; federal statutory restrictions on discrimination in employment and education; selected topics in family and criminal law. Prerequisite: Constitutional Law. [Limited Enrollment]

LAW 860 ATTORNEY EXTERNSHIP (3.00): Under the supervision of a practicing attorney and faculty supervisor, students learn about the lawyering process first hand by interning in the private or public sector and attending a classroom component. Students develop reflective learning and problem solving skills, increase their substantive legal knowledge, explore issues of professionalism and ethics, and gain a deeper understanding of the legal system and the practice of law. Students may register for a three credit internship and must have their field placement approved by the Director. This program has special rules with respect to who may register and what requirements must be satisfied to earn credits under this program. Prerequisite: Each student has successfully completed instruction equivalent to 28 credit hours toward the J.D. degree before participation in the field placement program. Recommended: Professional Responsibility. {Admission by permission only}

LAW 860A ADVANCED LEGAL EXTERNSHIP (3.00): With the approval of the Attorney Practice Internship Program Director, a limited number of students, who have successfully completed Attorney Practice Internship or Judicial Internship, may take this course to continue work in their internship field placement or in a new field placement for an additional semester. Students will continue developing their legal skills and increasing their substantive and practical knowledge. Students engage in guided reflection through journals, attend individual meetings with the Director, and must satisfy the course writing requirements. Prerequisite: Attorney Practice Internship or Judicial Internship. [Admission by permission only]

LAW 860C CORPORATE COUNSEL EXTERNSHIP (3.00): Under the supervision of an in-house counsel and faculty supervisor, students learn about the lawyering process first hand by externing in a corporate law office and attending a class. Students develop reflective learning and problem solving skills, increase their substantive legal knowledge, explore issues of professionalism and ethics and gain a deeper understanding of the legal system and the practice of law. This program has special rules with respect to who may register and what requirements must be satisfied to earn credits under this program. Students must have their field placement approved by the Director. Prerequisite: Each student has successfully completed 2 semesters toward the J.D. degree before participation in the field placement program. Recommended: Professional Responsibility. [Admission by permission only]

LAW 860D PUBLIC INTEREST LAWYERING EXTE (3.00): Under the supervision of a practicing attorney and faculty supervisor, students learn about the lawyering process first hand by interning in at a public interest agency and attending a classroom component. UB Law Externship program will assist students in finding externships at partner agencies. Students will develop reflective learning and problem-solving skills, increase their substantive legal knowledge of issues affecting public interest lawyers, explore issues of professionalism and ethics, and gain a deeper understanding of the legal challenges facing low-income people and other vulnerable populations.

LAW 861 LAW AND DISABILITIES SEM (3.00): The course will study legal issues as they relate to persons with disabilities. The primary focus will include federal special education law, public and private employment discrimination, architectural accessibility, decision-making rights in the community (competency, consent to medical treatment, sterilization of the disabled, civil commitment of the mentally ill and guardianship), and legal issues as they effect persons with AIDS. Prerequisite: Constitutional Law. [Limited Enrollment]

LAW 862 LAW & SOCIAL REFORM SEM (3.00): Conflicts with and access to the legal system, particularly for the poor and traditionally disenfranchised. Particular attention is paid to the solution of current and controversial problems through litigation and legislation. The course will be taught focusing on one or more particular substantive areas of the law to examine legal approaches to social reform. Topics will vary depending upon the professor teaching. Recommended: Constitutional Law. [Limited Enrollment]

LAW 863 MILITARY LAW SEM (3.00): An examination of significant aspects of civil-military relations, including: the powers of the President and the Congress with respect to the armed forces; the jurisdiction of military tribunals; military criminal law and procedure; regulation of armed conflict; host-guest

relationships; the use of the armed forces in domestic emergencies; claims against the United States; and military administrative law. [Limited Enrollment]

LAW 864 AMER LEGAL HISTORY SEMINAR (3.00): Students in this seminar will conduct a detailed historical analysis of selected legal topics. Topics will vary from semester to semester. [Limited Enrollment]

LAW 866 COASTAL LAW SEMINAR (2.00): This course examines governmental, private and public property rights in land bordering rivers, the ocean, and other coastal areas. In addition, the course examines federal, state, and local government regulation of the use and development of land (including submerged lands) and natural resources in coastal areas. The course coverage includes governmental programs to protect wetlands, the Chesapeake Bay, and marine species of wildlife, fish, and shellfish. [Limited Enrollment]

LAW 867 PAT, COPYR & TRADMRK SEM (3.00): Advanced study concerning current problems in patent, trademark, trade secret, and copyright law. The course includes an analysis of the interrelationship of these areas, and the effectiveness of controls that are designed to prevent misuses of these rights. Each student is to prepare and present a paper concerning at least one of these four areas of intellectual property law. Prerequisite: Copyright and the Arts, or Patents and Trademarks. [Limited Enrollment]

LAW 869 REC SUPREME CT DECIS SEM (3.00): This seminar focuses on cases pending or recently decided by the United States Supreme Court. It examines current issues in constitutional law, constitutional and other types of Supreme Court litigation, and the Supreme Court as an institution in the legal system and society. Prerequisite: Constitutional Law. [Limited Enrollment]

LAW 870 ANIMAL LAW SEMINAR (3.00): This course is an in-depth survey of the burgeoning and dynamic field of animal law. Animal welfare, pet trusts, veterinary malpractice, endangered species. First Amendment issues, divorce pet custody disputes, the animal cruelty/violence against humans link, and animal legal standing are but a few of the issues that will be discussed in this course. Which also examines other animal law legal issues, including issues involving constitutional law, torts, contracts, wills and trusts. This course will encourage students, in the research papers they are required to write for the course, to creatively analyze existing legal doctrine as well as to craft and analyze new legal approaches evolving in the rapidly developing field of animal law. Prerequisite: 1st year courses. [Limited Enrollment]

LAW 871 CAPITAL PUNISH. & CONST SEM (3.00): This course examines Constitutional Law issues in the context of death penalty litigation with a focus on Due Process and 8th Amendment issues in sentencing and 6th Amendment jury selection issues. We will examine the core values of the criminal justice system with special emphasis on the roles of the prosecutor and defense counsel and the effect of mental illness on prosecutions and executions. The course will address the death penalty in an international context, and students will reflect on moral issues and actual innocence claims. The course will have a writing for publication component and meets the scholarly upper level writing requirement. Students will present work-in-progress to the class, will consult individually with the professor, and will produce a publishable-quality law review article at the end of the term and have the tools to submit their



articles for publication. Prerequisite: Constitutional Law, Criminal Law, Con Crim Pro I ( could be concurrent with approval). [Limited Enrollment]

LAW 872 CIVIL DISCOVERY IN DIGITAL AGE (3.00): Discovery is the single most important, costly, and risky aspect of civil litigation. Today, the overwhelming majority of cases resolve by settlement during or after the discovery process, which may involve terabytes of data, varying in form—from emails, texts and social media postings to documents stored on hard drives or cloud storage. This course will examine discovery practice under the state and federal rules of civil procedure, including the unique rules and practices governing discovery of electronically stored information. Topics will include the scope of discovery, application of ethical rules to discovery, forms of discovery (e.g. interrogatories, requests for production of documents, depositions), electronic discovery, best practices, discovery sanctions, and proposals for reform. Students will analyze the leading cases and existing rules, prepare short drafting assignments, and participate in a final discovery conference exercise pursuant to the Federal Rules of Civil Procedure. Prerequisite: Civil Procedure I; Recommended Prerequisite or Co-requisite: Civil Procedure II and Evidence. [Limited Enrollment]

LAW 873 INT'L ENVIRONM LAW SEMINAR (3.00): The challenges facing our environment are daunting, and they are not limited by national boundaries. This course will develop students' knowledge of international environmental law's history, actors, law-making processes, and contemporary debates, as well as include several illustrative case studies of environmental problems, such as trans-boundary air pollution, climate change, ozone depletion and whaling. This course aims to sharpen students' critical reading, negotiation, analytical thinking, scholarly writing, and oral presentation skills. Students will participate in a negotiation simulation on a contemporary international environmental law topic and write a research paper that fulfills the upper level writing requirement.

LAW 875 CYBERSPACE LAW SEMINAR (3.00): This seminar covers a wide range of legal issues as they pertain to the Internet and computer-assisted communications generally. These issues include protecting intellectual property rights, imposing tort liability on service providers, preserving freedom of speech in electronic media, establishing global jurisdiction and venue principles, protecting privacy and/or anonymity, and otherwise regulating the new media. Recommended: One of the Core Courses of the Intellectual Property Area of Concentration, or Communications Law. [Limited Enrollment]

LAW 876 SENT & PLEA BARGN SEMINAR (3.00): This course covers contemporaneous issues related to sentencing and plea bargaining. Taught in a discussion format, the course focuses on problems within the subject areas and means of addressing those problems. Prerequisite: Criminal Law. [Limited Enrollment]

LAW 877 ISSUES IN LAW ENFORCEM SEM (3.00): The frame of reference for study in this course is the professional life of a law enforcement officer, addressing the following topics: law enforcement officers' privilege against compelled self-incrimination, administrative disciplinary procedures for law enforcement officers, use of deadly force by law enforcement officers, civil rights litigation by and against law enforcement officers, police pursuit, collective bargaining for law enforcement officers and their bargaining units, and workers' compensation for law enforcement officers. Prerequisite: Criminal Law [Limited Enrollment]

LAW 878 SUPREME COURT SEMINAR (3.00): Students act as Supreme Court law clerks, as Supreme Court advocates arguing cases currently pending in the Supreme Court, and as Supreme Court justices adjudicating those cases. In their role as clerks, students draft memoranda and in their role as justices, students hear arguments, conduct case conferences, and draft a judicial opinion. The course is designed both to develop skills and to examine in depth current constitutional law issues, the Supreme Court's decision-making process, and the Supreme Court as an institution in the legal system and the society. Prerequisite: Constitutional Law [Limited Enrollment]

LAW 879 PATENT LITIGATION WORKSHOP (3.00): This workshop is intended to give students a greater understanding of patent litigation. Specifically, it will explore the life cycle of a patent dispute, including pre-suit investigation, jurisdiction and forum selection, discovery, infringement and defenses, fact and expert discovery, summary judgment and other pretrial motions, damages, injunctive relief, and appeal. Knowledge of patent law is required for this class, so that Law 761 Patents is a required prerequisite (or concurrent with permission). Indeed, in the course of learning more about patent litigation, students will also gain a greater understanding of substantive patent law. Prerequisite: Patents [Limited Enrollment]

LAW 880 COMMER REAL ESTATE WKSP (3.00): Planning, drafting, and negotiating real estate projects involving residential and commercial acquisitions, development, financing, and leasing. The emphasis will be on commercial transactions. Pre- or Co-requisites: Property; Business Organizations. Recommended: Federal Income Tax. [Limited Enrollment]

LAW 881 ENTERTAINMENT LAW WKSHP (3.00): An intensive workshop course that provides an introduction to entertainment law and practical analysis, negotiation and drafting of contracts commonly used in the entertainment industry, with attention to emerging issues related to new technologies (such as internet distribution and satellite radio). The course will cover the nature, creation and ownership of intellectual property rights, the formation of different types of business entities, and common contractual relationships. Students will draft applicable documents, including basic copyright and trademark applications, entity formation documents and contracts. [Limited Enrollment]

LAW 882 RTS OF CRIME VICTIMS SEMINAR (3.00): The legal arena for crime victims and their legal rights is expanding rapidly. These issues are barely ever covered in other courses. This area of the law is important to anyone who becomes a prosecutor, a criminal defense attorney, or a civil tort litigator. Topics include: constitutional and statutory rights; enforcement of rights after sentencing; domestic violence, battered spouse syndrome, and children's rights; institutions and procedures; civil causes of action; and privacy. [Limited Enrollment]

LAW 883 BENCH TRIAL ADVOCACY (2.00): This simulation skills course prepares students for advocacy before bench trial courts of limited jurisdictions in both criminal and civil settings. Oral and written advocacy will be explored. Ethical and practical considerations peculiar to Bench Trial practice will be examined. Role play and adversarial exercises will be the vehicle for skill development. Emphasis on the fast pace of bench trials and its effects on the quality of client representation will be a recurring theme. The need for brevity, flexibility, and understanding of summary proceedings will be emphasized. Prerequisites: Evidence and Professional Responsibility.

[Limited Enrollment]

LAW 885 LAW AND POVERTY SEMINAR (3.00): The course examines the legal and policy responses to poverty in the United States and how the law shapes the lives of poor people and communities. The course will explore the extent of poverty in America, the root causes of poverty, the rhetoric and reality of social welfare, and the historical development of social welfare policy. Specific problems faced by poor communities will be discussed from a legal perspective in the areas of housing, welfare, employment, and racial isolation and concentrated poverty. [Limited Enrollment]

LAW 886 LEGISLATION WORKSHOP (2.00): The course will provide an in-depth view of the legislative process in Maryland, using selected pieces of legislation and class discussions with key players in the legislative arena to illustrate and understand this process. There will also be class discussions of the federal legislative process. The course focuses on the evolution of legislation from a policy idea to bill drafting, bill introduction, strategy to secure the bill's passage, written and oral testimony, and bill amendments. Students will also learn the mechanics of this process: how to draft bills, amendments, and testimony.

LAW 887 SEC EXTERNSHIP (2.00 - 6.00): The S.E.C. Internship Program provides an opportunity for students to learn about the functions of the U.S. Securities and Exchange Commission. Students are assigned to one of four S.E.C. Divisions ( Corporation Finance, Enforcement, Investment Management, or Market Regulation) and they will be engaged in activities such as investigating industry and issuer practices, litigating civil enforcement actions, drafting proposed statutes and rules with respect to whom may register and what requirements must be satisfied to earn credits. Prerequisites: Business Organizations. Recommended: Securities Regulations. [Admission by permission only.]

LAW 888 CFCC STUD FELL PROG I (3.00): This limited enrollment course will provide students with an indepth examination of the policies and theories surrounding court reform in family law, including unified family courts, therapeutic jurisprudence, and the ecology of human development. In addition to a weekly two-hour classroom component, students will take an active role in research and writing associated with the Center for Families, Children and the Courts' (CFCC's) projects. The research and writing will involve weekly one-hour meetings with either CFCC's Director or Senior Fellow and might include areas such as the creation and evaluation of unified family courts in specific jurisdictions, juvenile justice, truancy and truancy courts, high conflict custody programs, and addiction and substance abuse as they affect families in courts. Particular subject-matter areas will depend upon the nature of CFCC's activities at any given time. [Limited Enrollment]

LAW 888A MSBA-UB BUSI LAW FELLOWSHIP (1.00 - 2.00): This course will provide students with an in-depth experience of the practice and policies of Business Law. In addition to tri-weekly 3 hour seminar meetings, the Fellows will take an active role in the research, writing and public projects of the Maryland State Bar Association Business Law Section as well as various Judicial and Regulatory Entities affecting the Business Law Community. The research and writing will involve regular meetings with the Director of the Program as well as with other members of the MSBA Business Law Section Council, which governs the Business Law Section. Depending on the projects, the Fellows may also work with various Maryland Regulatory Commissioners and/or Maryland Judges or Judicial Committees. Each Fellow is required to join the Maryland State Bar Association (MSBA) (at student rates) and enroll in the MSBA Business Law

Section. Fellows also have the opportunity to attend the monthly MSBA Business Law Council Meetings with the Director (who is also a member of the Council.) Registration requires a 2 semester commitment for a total of 3 credits. [Limited Enrollment]

LAW 888B SPEC TOPICS-APPLIED FEMINISM (2.00): This course will provide students with an opportunity to apply the tenets of feminist legal theory to a variety of legal topics. The course will be team taught and is designed to introduce some of the core concepts of feminist legal theory and examine how that theory applies both to areas of the law traditionally associated with feminism and to those areas in which the application of feminist legal theory might seem unusual. The course will enable students to develop critical thinking skills that will allow them to apply feminist legal theory to new legal problems, generating creative, theory-based solutions. Prerequisite: None

LAW 890 CFCC STUD FELL PROG II (1.00 - 2.00): This course is a continuation of the CFCC Student Fellows Program and, as such, is open only to students who have successfully completed the first semester and by permission of the instructor. The course will allow those students to see their projects through to completion; they will not participate in a seminar. Credits will vary from 1 to 2 credits per student, depending upon the extent the students wish to be involved and the amount of additional time approved by faculty. The course is included in the Family Law Concentration. [Limited Enrollment]

LAW 892 FORENSIC EVIDENCE (2.00): This course gives students an understanding of forensic evidence topics such as pathology, crime scene investigation, detection of bodily fluids, firearms and tool marks, trace evidence detection and analysis, toxicology, arson investigation, personal identification (including fingerprints, serology, DNA, odontology, and osteology), and questioned documents. Students will be introduced to the use of the on-line Index Medicus, PubMed, as well as the repositories of texts and journal articles in medical school libraries, and will conduct research in them. The effective use and cross-examination of expert witnesses in the respective areas of expertise will also be addressed. Upon successful completion of this course, students should be able to determine when the forensic sciences might be of value in their cases, and could be fully prepared to conduct their own research in forensic evidence topics. Prerequisites: Evidence. [Limited Enrollment]

LAW 893 PHARM LAW WORKSHOP (3.00): The focus of the course will be from the perspective of a company attempting to bring a new drug to market: the necessary steps, the regulatory agencies involved, the interrelationship and coordination of the process, the financing of (and protection of investment in) drug development, and continuing obligations of pharmaceutical companies once a drug has been approved for marketing. Recommended: Patents, Trademarks & Technology and Administrative Law. [Limited enrollment].

LAW 895 SPECIAL TOPICS IN LAW: EXPERIE (1.00 - 3.00): An intensive exploration into specialty topics in the law through simulation of legal practice. This classroom course will integrate doctrine, theory, skills and legal ethics, while engaging students in performance of professional skills and self-reflection. Topics offer opportunities to integrate new or unique material in the legal environment or more detailed analysis into specialty issues and trends. Refer to semester class schedule for title and description of topic offered. May be repeated for credit when the topic varies. Prerequisite: to be determined by the instructor.

LAW 896 SPECIAL TOPICS IN LAW: SEMINAR (2.00 - 3.00): An intensive exploration into speciality topics in the law through discussion, research and development of a scholarly paper. Topics offer opportunities to integrate new material reflecting changes in the field or more detailed analysis into issues and trends. Refer to semester class schedule for title and description of topic offered. May be repeated for credit when the topic varies. Prerequisite; to be determined by the instructor.

LAW 898A RESIDENTIAL REAL ESTATE WRKSP (3.00): Using a combination of lecture, discussion, demonstration, simulations, drafting and written assignments, students will obtain significant experience analyzing, evaluating, and drafting in discrete areas of residential real estate practice like contract formation, foreclosure, challenges to real property tax assessments and redeeming ground rents. Topics will change from year to year with the focus on linking the practical aspects of residential real estate practice with theoretical concerns, existing case law, public policy and professional responsibility.  
[ Limited Enrollment]

LAW 899 ELECTION LAW SEMINAR (3.00): The course will examine federal constitutional and statutory law governing the American electoral process. We will explore the legal regulation of the right to vote and efforts to restrict voter participation. The course will include discussions regarding constitutional and statutory constraints on apportionment and districting-one person/one vote, political and racial gerrymandering, the role of the Voting Rights Act, restrictions on the franchise-residency requirements, discrimination on the basis of race and language, and campaign finance. Discussions will include both historical and contemporary voting issues. Students are required to complete a 25+ page paper. [Limited Enrollment]

LAW 951 CORPORATE TAXATION (3.00): Federal income taxation of corporations and their shareholders with emphasis on the formation of the corporation, capital structure, operational alternatives, distributions, partial and complete liquidations, personal holding companies, and the accumulated earnings tax. Formation, operation, and liquidation of S-corporations are also covered. Prerequisite: Federal Income Tax. This course is a combined J.D. and Graduate Tax Program offering. [Open Enrollment]

LAW 952 PARTNERSHIP TAXATION (3.00): Problems encountered in the formation, operation, and liquidation of a partnership including the acquisition of partnership interests, compensation of the service partner, the treatment of partnership distributions, and problems associated with the disposition of partnership interests or property by sale. Prerequisite: Federal Income Tax. This course is a combined J.D. and Graduate Tax Program offering. [Open Enrollment]

LAW 953 FUND FEDERAL INCOME TAX I (3.00): Basic concepts in federal income taxation, including gross income, exclusions, adjusted gross income, deductions, exemptions, credits, assignment of income, identification of the taxpayer, tax rates, depreciation, and the alternative minimum tax.  
[Open Enrollment]

LAW 955 TAX PRACTICE & PROCEDURE (3.00): Aspects of practice before the Internal Revenue Service, including ruling requests, handling of audits, assessment of deficiencies and penalties, closing agreements, tax liens, statutes of limitations, claims for refunds, appeals, conferences and practice before the U.S. Tax Court, U.S. district courts, U.S. Court of Federal Claims, and appellate courts. Also includes

analysis of the problems encountered in parallel civil and criminal proceedings, problems involving government investigatory powers and taxpayer rights and privileges. Prerequisite: Federal Income Tax. This course is a combined J.D. and Graduate Tax Program offering. [Open Enrollment]

LAW 956 TAX RESEARCH & WRITING WKSP (3.00): Research and writing projects on federal tax subjects with analysis and instruction in tax research techniques, materials, and methodology. Students prepare legal memoranda. [Open Enrollment]

LAW 957 FUND FED INCOME TAX II (3.00): Continuation of basic tax concepts including cash and accrual methods, capital gains and losses, 1231 transactions, recapture, original issue discount and imputed interest, below-market loans, installment sales, like kind exchanges, involuntary conversions, the at-risk rules, and passive loss rules. [Open Enrollment]

LAW 966 MARYLAND TAXES (3.00): This course will explore the substantive law and procedure of the Maryland taxes administered by the Maryland Comptroller, with a particular focus on Maryland income tax, corporate tax and sales and use tax. Other Maryland taxes administered by the Maryland Comptroller will be discussed briefly. In addition, this course will cover Maryland tax procedure, including how liabilities are calculated, types and methods of assessment, the dispute process, the state's authority to collect and collection alternatives available.

LAW 968 CONSOLIDATED CORPORATIONS (2.00): Analysis of the techniques used by multiple, related corporations to report income and losses. Detailed examination of the consolidated income tax regulations and consideration of other problems encountered by affiliated groups of corporations. Prerequisites: Federal Income Tax and Corporate Taxation. This course is a combined J.D. and Graduate Tax Program offering. [Open Enrollment]

LAW 969 CORPORATE REORGANIZATION (3.00): Analysis of the tax treatment of corporations and shareholders in corporate acquisitions, divisions, reincorporations, and recapitalizations, including a discussion of section 338 and the net operating loss carryover rules. Prerequisites: Federal Income Tax and Corporate Taxation. This course is a combined J.D. and Graduate Tax Program offering. [Open Enrollment]

LAW 971 ESTATE AND GIFT TAX (3.00): Basic principles of federal estate and gift taxation, including valuation, inter vivos transfers, disclaimers, determination of the taxable estate, transfers with retained interests or powers, joint interests, life insurance proceeds, property subject to powers of appointment, the marital deduction, credits, and the generation-skipping transfer tax. Prerequisites: Property and Federal Income Tax; Co-requisite: Trusts and Estates. The day section of this course is a J.D. offering. The evening section of this course is a combined J.D. and Graduate Tax Program offering. [Open Enrollment]

LAW 972 ESTATE PLANNING (3.00): Methods of disposing of estates by will, life insurance, inter vivos arrangements and consideration of resulting tax and administrative problems. Course also focuses on gathering and analyzing facts in the planning and drafting of trusts, wills, and related documents. Prerequisites: Property, Federal Income Tax, Estate and Gift Taxation, Trusts & Estates. This course is a combined J.D. and Graduate Tax Program offering. [Open Enrollment]

LAW 972A ESTATE PLANNING WORKSHOP (3.00): Methods of disposing of estates by will, life insurance, inter vivos arrangements and consideration of resulting tax and administrative problems. Course also focuses on gathering and analyzing facts in the planning and drafting of trusts, wills, and related documents. Prerequisites: Property, Federal Income Tax, Estate and Gift Taxation, Trusts & Estates. This course is a combined J.D. and Graduate Tax Program offering. [Open Enrollment]

LAW 973 INC TAX OF ESTATES & TRUSTS (3.00): Federal income taxation of decedents' estates, simple and complex trusts, charitable trusts and grantor trusts. Course covers the preparation of fiduciary income tax returns with emphasis on unique tax issues such as: income in respect of a decedent, distributable net income and fiduciary accounting. Prerequisites: Federal Income Tax . This course is a combined J.D. and Graduate Tax Program offering. [Open Enrollment]

LAW 974 FOREIGN TAXATION (3.00): Analysis of the federal income tax provisions applying to U.S. inbound and outbound transactions and investments. Course covers U.S. resident status, source-of-income rules, graduated tax on effectively connected income, withholding tax on FDAP income, branch profits tax, FIRPTA, tax treaties, foreign tax credit, foreign earned income exclusion, Subpart F, and transfer pricing. Prerequisite: Federal Income Tax. This course is a combined J.D. and Graduate Tax Program offering. [Open Enrollment]

LAW 975 EXECUTIVE COMPENSATION (2.00): Methods of providing tax-free and tax-deferred compensation to employees, including Section 83 tax planning, stock option tax planning, incentive compensation arrangements, and methods of funding non-qualified plans. Prerequisite: Federal Income Tax. This course is a combined J.D. and Graduate Tax Program offering. [Open Enrollment]

LAW 977 QUAL PENSION & PROFIT SHARE (3.00): An introduction to pension and profit-sharing law with particular emphasis on Title 2 (IRS) of ERISA. Course is geared toward understanding all of the pension and profit-sharing rules that must be met for plan qualification, with emphasis on qualified plan planning for both incorporated and unincorporated forms of business. Prerequisite: Federal Income Tax. This course is a combined J.D. and Graduate Tax Program offering. [Open Enrollment]

LAW 978 ADVANCED REAL ESTATE TAXATION (2.00): Analysis of the effect of income taxes on real estate transactions; a comparison of the various entities used for the ownership and development of real estate; real estate syndications, basis and basis adjustments; alternative financing techniques such as the sale-leaseback; depreciation, amortization and obsolescence; passive activity and at-risk rules; and REITS. Prerequisites: Federal Income Tax and Fundamentals of Federal Income Taxation II. This course is a combined J.D. and Graduate Tax program offering. [Open Enrollment]

LAW 979 STATE & LOCAL TAX (3.00): This course will explore federal and state constitutional and statutory limitations on state authority to tax individuals and business entities, including those that conduct multistate and multinational business. Featured topics will include the Due Process Clause and the Commerce Clause of the U.S. Constitution, taxation of individuals and business entities, sales and use tax nexus, and PL 86-272 limitations on state income taxation. In addition, the course will cover general sales and use tax (SUT) principles, apportionment of income derived from a multistate business, combined versus separate entity reporting, and state property taxes. Maryland's broad array of state and

local taxes also will be examined briefly. Prerequisite: Federal Income Tax. This course is a combined J.D. and Graduate Tax Program offering. [Open Enrollment]

LAW 983 TAX EXEMPT ORGANIZATIONS (2.00): Analysis of provisions relating to the qualification for exemption from federal income tax, with emphasis on section 501 (c)(3) organizations, private foundations, and the treatment of unrelated business income. Prerequisite: Federal Income Tax. This course is a combined J.D. and Graduate Tax Program offering. [Open Enrollment]

LAW 984 S-CORPORATIONS (1.00): Federal income taxation of S-corporations and their shareholders with emphasis on the creation of the S-corporation, capital structure, operational alternatives, distributions, and liquidations. Prerequisite: Federal Income Tax: This course is a combined J.D. and Graduate Tax Program offering. [Open Enrollment]

LAW 985 WELFARE BENEFIT PLANS (2.00): Welfare benefit plans are employee-sponsored plans that provide employees with benefits other than pension and retirement plans and deferred compensation. Welfare benefit plans include life insurance, health insurance, disability insurance, vacation pay, severance pay, educational reimbursement, group legal services, and dependent assistance care plans. Course focuses on federal income tax requirements for various welfare benefit plans, including fringe benefits and health care continuation coverage under COBRA. Examination of the income tax consequences to employers who sponsor, and employees who participate in, welfare benefits. Discussion of the various mechanisms for offering welfare benefit plans, such as cafeteria plans under section 125 and VEBAs under section 501(c) (9). Prerequisite: Federal Income Tax. This course is a combined J.D. and Graduate Tax Program offering. [Open Enrollment]

LAW 986 ADV QUAL & PENS PROF SH (3.00): Building on the foundation provided by Qualified Pension and Profit-Sharing Plans, this in-depth examination of defined contribution and defined benefit plans includes current IRS positions; final, proposed and temporary regulations; and developing case law. Tax sheltered annuities are considered. Prerequisites: Federal Income Tax and Qualified Pension and Profit- Sharing Plans. This course is a combined J.D. and Graduate Tax Program offering. [Open Enrollment]

LAW 988 BANKRUPTCY TAXATION (2.00): An introduction to the basics of bankruptcy law and creditors' rights and analysis of tax issues that arise. Prerequisite: Federal Income Tax. This course is a combined J.D. and Graduate Tax Program offering. [Open Enrollment]

LAW 992 INTRO TAX OF FINANCIAL PROD (2.00): Study of the taxation of basic financial building blocks (equity, debt, options, notional principal contracts and forward contracts) and their various combinations. Financial equivalencies among traditional and derivative instruments that are taxed under widely varying tax regimes. Use of financial instruments to change the timing, character and source of income. Gaps in existing law, possible future tax regimes and emerging financial products. [Open Enrollment]

LAW 993 ACCOUNTING FOR INCOME TAXES (2.00): An analysis of FASB ASC 740 Income Taxes. Such analysis will include the standards of financial accounting and reporting for income taxes that result from a company's activities during the current and preceding year. The course will analyze income taxes



that are currently payable under the respective income tax statutes as well as the tax consequences of those items that are deferred for federal income tax purposes but included for financial reporting purposes. Prerequisites: Fundamentals of Federal Income Tax I or Federal Income Taxation; Fundamentals of Federal Income Tax II

**LAW 994 INVESTIGATION, PROSECUTION, AND (3.00):** This course examines the lifecycle of a criminal tax case, including the warning signs that a civil tax case may be referred for criminal investigation, applicable privileges, potential defenses, the opening of an administrative investigation, sources of information, authorization of a grand jury investigation and prosecution, best practices in plea negotiations, trial strategies, sentencing, and collateral and civil tax consequences. The course will also address current priorities of IRS Criminal Investigation and the Department of Justice, and cases pulled from the headlines. Prerequisite: Fundamental of Federal Income Tax I. Recommended: Tax Practice and Procedure

### **LAWF - Law Family**

**LAWF 900 CRAFT PROBLEM-SOLVING FAMILY (3.00):** This course is designed to provide a very hands-on approach to representing children, parents, and other potential caregivers through mediation, arbitration, and negotiation; speaking; and writing. This is a practice-oriented class, using real-life examples. Students will be required to prepare quick-turnaround written and oral presentations that will be critiqued by practitioners and judges.

**LAWF 901 UNDERSTANDING BUSINESS PRACTICE (3.00):** This course is designed to help family law practitioners understand the business of practicing family law. Family law, like the practice of many other areas of law, requires knowledge of how to: get a client in the door, decide what clients to take on and what clients to turn away, create an environment attractive to clients, staff the practice, manage the finances, etc. The course will cover: beginning a family law practice, managing client relationships, and managing a family law practice. The course will familiarize students with the challenges of a family law practice, including the family law client who is often emotionally vulnerable, which places additional responsibilities on the practitioner. The course also will cover ways in which the practitioner can establish appropriate boundaries and maintain in his/her own sense of equilibrium.

**LAWF 902 PSYCHOLOGY, CHILD DEVELOPMENT (3.00):** This course is designed to help family law practitioners understand the mental health needs of adults and children, the stages of child development, and the roles they play in family law representation. Participants will learn how to engage mental health professionals and other court experts, interpret their reports and testimony, and interact with them effectively. The course also will help participants identify and develop the self-care skills necessary to maintain their own mental and emotional health when engaged in family law practice. Teaching methods will include presentation, discussion, and experiential learning activities.

**LAWF 903 FINANCIAL FOUNDATIONS FAMILY (3.00):** This course is designed to provide an overview of the financial matters that lawyers confront in family law cases. The course will cover: financial fundamentals, such as types of property and income; taxation; preparing financial facts, such as valuation practices and preparation of key documents; and addressing certain problems concerning financial matters, among other topics.

LAWF 910 WORKING THRU FAMILY LAW CASE (4.00): This course is designed to provide students with a detailed roadmap of the progression of a family law case. It will help family law practitioners to deepen their understanding of the important intersections that they and their client must cross at each phase of the case. The course will cover the progress of a family law case from first client contact, to key decision points, to preparing the case for settlement or trial. This hands-on, real-world course will give students a wide range of opportunities to learn and practice strategies for effectively managing the process. The heart of the course will be a semester-long, creative simulation of a family law case, which offers a real-world experience of the challenges and key intersections of a family law case.

### **LAWG - LL.M. Law of the U.S**

LAWG 600 LLMUS CIVIL PRO I (3.00): Subject matter jurisdiction; personal jurisdiction; venue; pleading; joinder of claims and parties; discovery; pre-trial motions; choice of law; right to trial by jury; judge-jury relations; appellate review; res adjudicata. Primary emphasis is on the Federal Rules of ICivil Procedure and federal statutes; secondary emphasis is on the Maryland Rules of Procedure, Maryland statutes, and the common law.

LAWG 602 LLMUS CONTRACTS I (4.00): Creation of contracts; capacity to contract; mutual assent; offer and acceptance; consideration; compliance with formality; novation; third party beneficiaries; mutual mistake; parol evidence; specific performance; conditions; impossibility; frustration; assignment and discharge of contract obligations; contracts of agents; statutes of fraud; references to the Uniform Commercial Code and Restatement of Contracts.

LAWG 604 LLMUS CRIMINAL LAW (3.00): Sources and interpretations of and constitutional limitations on substantive criminal law; criminal jurisdiction; criminal act and mental state requirements; burdens of proof; criminal capacity; justification and excuse (defense); accomplice liability; inchoate crimes; crimes against property; crimes against persons; crimes against habitation; punishment.

LAWG 605 LLMUS LARW I (3.00): Legal analysis, research and writing skills will be developed through course-work that includes basic case analysis and synthesis, legal research exercises, and legal writing projects.

LAWG 607 LLMUS PROPERTY (4.00): Possession and adverse possession; estates in land future interests; landlord and tenant; concurrent tenancies; easements, covenants, and servitudes; rights incident to ownership of land; conveyancing; title guarantees and recording acts.

LAWG 608 LLMUS TORTS (3.00): Law of imposed liability for personal, property and economic harm; negligence (including professional malpractice), strict liability (including products liability) and intentional torts; causation and elements of damages; affirmative defenses and limitations of duties including; assumption of the risk, contributory negligence, comparative negligence, immunity, limited liability of property owners.

LAWG 622 LLMUS COMPARATIVE LAW: LAW (3.00): The course provides an introduction to differences and similarities among the world's legal systems. Students will discuss the variety of possible solutions to fundamental legal problems in differing cultures and legal institutions. The class will consider

the constitution, litigation, legislation, interpretation and enforcement of justice, and how the United States legal system compares to those of other federations, states and nations. Prerequisite: None

LAWG 650 LLMUS CONSTITUTIONAL LAW (4.00): Judicial review; limitations on the exercise of judicial power; separation of powers; federalism, with emphasis on the commerce clause as a limitation on the states; powers of regulation and taxation; individual rights, including substantive and procedural due process, equal protection, right of privacy, freedom of expression, and freedom of religion.

LAWG 651 LLMUS EVIDENCE (3.00): Rules of evidence governing the proof of facts in civil and criminal cases in state and federal courts; functions of the judge and jury; qualification and examination of witnesses; proof of writing; judicial notice; competence and credibility of witnesses; opinion evidence; hearsay; burdens of proof; presumptions and inferences; real evidence; demonstrative, experimental and scientific evidence. Emphasis is on the Federal Rules of Evidence and Maryland law. Prerequisites: Criminal Law and Torts.

LAWG 652 LLMUS PROF RESPONSIBILITY (3.00): Study of the ethics and law of lawyering, approaching attorney problems from multiple perspectives. Topics will include: professionalism, the organization of the bar, attorney discipline and disability, the delivery of legal services, the attorney client relationship, the duties of loyalty and confidentiality, fees, and various issues, including conflict of interest and substance abuse.

LAWG 700 LLMUS ADMINISTRATIVE LAW (3.00): Analysis of federal administrative agencies, including their legislative and judicial nature, congressional delegation of powers, promulgation of regulations, adjudication and judicial review. Emphasis will be on the Federal Administrative Procedure Act. [Open enrollment]

LAWG 701 LLMUS ADVANCED LEGAL RESEARCH (2.00): This course is designed to encourage and offer opportunity for independent research of high calibre by the student. Credit is conditioned upon the completion of an acceptable research paper on some topic approved in writing prior to registration by the Faculty Coordinator for Advanced Legal Research and by the faculty member under whose supervision the paper is to be prepared. Subject to variation depending upon the faculty member, student, and topic, it is suggested that the paper format be that of a law review comment with footnotes; that it have a length of not less than 25 pages; and that the process of developing it include the scheduling of discussion and review of written scope notes, outlines, and drafts, as well as the final product. This course may not be taken during the summer session. However, this does not preclude a student's undertaking unsupervised research and background reading during the summer. This course is limited to two credits which may be awarded once during a student's enrollment. Double credit will not be awarded for the same paper submitted in another course. A professor may supervise no more than five independent research papers during a semester.

LAWG 704 LLMUS ANTITRUST LAW (3.00): The study of the federal laws affecting competition between businesses. This course will examine the concepts of competition, market power, monopoly, and practices that might restrain trade. Mergers, boycotts, conspiracies, predation, joint ventures, price discrimination and marketing and other distribution restraints will be analyzed in light of the statutory desire to foster a more competitive economy. [Open Enrollment]

LAWG 707 CHILD AND THE FAMILY (3.00): This course analyzes the rights and the status of children and parents in certain contexts, including an examination of constitutional issues specific to the family relationship. Students learn how to represent children in various types of cases. The course explores the topics of education, child abuse and neglect, foster care, termination of parental rights, and adoption. [Open Enrollment]

LAWG 711 LLMUS CON CRIM PRO I (3.00): An examination and analysis of constitutional principles governing the admissibility of evidence in criminal proceedings and regulating the conduct of criminal prosecutions, primarily focusing on the pre-trial stages. Subjects include the exclusionary rule; probable cause; arrest; search and seizure; electronic surveillance; compelled self-incrimination, immunity, and confessions, identification, right to counsel, preliminary hearing and pre-trial motions.

LAWG 715 LLMUS BANKRUPTCY & CREDITOR (3.00): Bankruptcy, with emphasis on consumer bankruptcy issues; common law compositions; assignments for the benefit of creditors; fraudulent conveyances; receivers; supplementary proceedings; and the enforcement of judgments. Recommended: Contracts I & II, Property.

LAWG 716 LLMUS FAMILY LAW (3.00): The processes of marriage, divorce, and annulment. Topics covered include support obligations in the family; intra-family litigation; separation agreements; premarital controversies (antenuptial agreements and contracts of marriage); illegitimate children; the legal position of married women; intra-family tort liability; child custody; adoption; alimony; property disposition; jurisdiction; and other problems relating to the child. [Open Enrollment]

LAWG 717 LLMUS BUSINESS ORGANIZATIONS (4.00): A study of the various forms of business organizations and the laws governing them with an analysis of choice of business entity decisions. Coverage includes the law of agency, partnerships, limited partnerships, professional corporations, limited liability companies (LLC's) limited liability partnerships (LLP's), limited liability limited partnerships (LLLP's) and corporations (with an emphasis on the closely-held and smaller corporations). Topics include formation, governance and dissolution of the various entities as well as a comparison of the roles, obligations, fiduciary duties, rights and remedies of the owners, management and creditors under each business form. In addition, the course may include introductions to the following: the forms of financing the entity- equity (partnership interests, membership interests, corporate stock or shares) and debt (bonds and debentures); and introductions to Federal Tax and Security Regulations, including corporate taxation, Subchapter S and insider trading. [Open Enrollment]

LAWG 726 LLMUS IMMIGRATION LAW (3.00): An introduction to the laws dealing with aliens, i.e. non-immigrants, immigrants, undocumented persons, and refugees. Includes: an examination of the constitutional and statutory provisions and the underlying policies, procedures dealing with specific immigration issues; acquisition and loss of American citizenship; and proposals to reform the present law. [Open Enrollment]

LAWG 728 LLMUS INTERNATIONAL BUSINESS (3.00): International regulation of world economic activity; legal implications of free market and free trade philosophy; institutions affecting and controlling world trade regional roles, e.g., Common Market; methods of doing business; anti-trust laws;

multi-nations; claim settling; exchange controls; analysis of current problems and trends. [Open Enrollment].

LAWG 729 LLMUS INTERNATIONAL LAW (3.00): Examination of the nature and sources of international law; procedures for handling disputes and claims; sanctions (e.g., economic, political, war); the roles of the individual, state, region and world organizations (United Nations); law of the sea and space; and an analysis of current problems and trends. Emphasis on substantive law. [Open Enrollment]

LAWG 737 LLMUS EMPLOYMENT LAW (3.00): Analysis of statutory and common law principles arising in the workplace: the employer's obligations and the employees' rights. Topics covered include wrongful discharge and other employment torts, employment contracts, drug testing, occupational safety and health, individual employee rights, and wage and hour laws. The course briefly covers anti-discrimination laws and labor laws, but is not a substitute for either Employment Discrimination Law or Labor Law.

LAWG 741 HEALTHCARE POLICY (3.00): This course examines the complex issues of health policy that affect American healthcare delivery system. The course will engage with new challenges, such as healthcare reform, healthcare financing, electronic records, outcome measurements, and the impact of technology on medical care and costs. A background in healthcare or healthcare policy is not necessary for this course. pre-requisite: none

LAWG 742 LLMUS COMMERCIAL LAW (4.00): This course will introduce students to the creation, transfer and enforcement of negotiable instruments (e.g., checks and promissory notes) and the creation, priority and enforcement of security interests in personal property. This course will therefore cover Articles 3, 4 & 9 of the Uniform Commercial Code, as well as related case law and certain provisions of the United States Bankruptcy Code.

LAWG 743 LLMUS SALES AND LEASES (3.00): Study of Articles 2 and 2A of the Uniform Commercial Code, including formation of sales and lease agreements, performance, warranty, risk of loss, remedies, and international issues under the United Nations Convention on Contracts for the International Sales of Goods (CISG).

LAWG 750 LLMUS MARITIME LAW (3.00): A survey of the maritime industry and the history of admiralty and maritime law; maritime tort and contract jurisdiction; in rem and in personam actions; marine insurance; cargo; charter parties; arbitration; maritime liens and ship mortgages; salvage; collision; personal injury (Jones Act and Longshoremen's Act); indemnity and contribution; limitation of shipowner's liability; practice and procedure; maritime arrest and attachment; towage and portage; pollution liability; and the involvement of the United States in maritime law and the maritime industry. Prerequisite: First-year day courses. [Open Enrollment]

LAWG 751 LLMUS MARYLAND CIV PROCEDURE (3.00): The Maryland courts and their jurisdiction, with an emphasis on the Maryland Rules of Civil Procedures. Topics covered include commencement of actions and process; parties; pleadings (law and equity); dispositions and discovery; trials; judgments; appeals (Court of Appeals and court of Special Appeals); and special proceedings. Prerequisites: None]

LAWG 770 LLMUS SECURED TRANSACTIONS (2.00): This course will study Article 9 of the Uniform Commercial Code, including the creation, priority and enforcement of security interests in personal property. Certain provisions of the United States Bankruptcy Code will be included. Prerequisite: First-year required courses. [Open Enrollment]

LAWG 772 MARYLAND CRIMINAL PRACTICE (3.00): This class is designed for students who intend to practice in the trial courts of Maryland. This course will expose the students to the procedures utilized in both the District and Circuit Courts when dealing with Criminal cases. The course will prepare the students for the issues they will confront in a very practical way when representing a client charged with a crime whether petty or serious before the Maryland Trial Courts. Prerequisite : Criminal Law

LAWG 777 INTL CRIM LAW:CRTS,CRIME,DEF (3.00): International Criminal Law is concerned with defining and punishing behavior that the international community deems to violate fundamental human values. Some of these crimes include Genocide, War Crimes, Crimes against Humanity, and Torture. This course will explore the history and development of International Criminal Law, the courts and tribunals charged with interpreting it, the elements of international crimes, and potential defenses. The course will touch upon contemporary and controversial topics, such as US reluctance to join the International Criminal Court, trafficking in persons, and terrorism. Prerequisites: Criminal Law Recommended

LAWG 813 INTERV NEGOT COUNS (3.00): Focus on the theory and techniques of interviewing, counseling, and negotiation, that are necessary for effective representation of clients. Such topics as question formulation, witness interviewing, structuring the counseling session, case evaluation, development of bargaining range and negotiation tactics will be covered. The teaching medium will be simulation. Students will act as attorneys weekly in mock cases and critique the videotaped performances of their classmates. [Limited Enrollment]

LAWG 834 LLMUS INTL HUMAN RIGHTS LAW (3.00): A survey of the developing law of international human rights addressing the history of the concept of human rights, international organizations and judicial fora, including a review of the primary international treaties and customary law principles, domestic and international refugee law and policies, review of the structure and role of regional organizations, the application of international human rights law in U.S. courts, a review of comparative constitutional law with regard to domestic implementation of international human rights norms, and researching public international law issues. [Limited Enrollment]

LAWG 873 INT'L ENVIRONM LAW SEMINAR (3.00): An examination of efforts of the international community to define a common set of environmental standards by which individual acts of sovereign nations can be judged. Subjects considered in the course will include international law principles of transboundary liability, international environmental agreements (such as the Convention on the International Trade in Endangered Species (CITES), and the treaties on migratory species, ozone protection, greenhouse gases, biodiversity and the Antarctic), bilateral environmental agreements, and indirect ways individual nations can be induced to act in an environmentally responsible manner. The role of the United Nations and other multilateral agencies also is examined. Recommended: Environmental Law. [Limited Enrollment]

LAWG 900 THE LAW OF THE US (2.00): The purpose of this course is to serve as an orientation into the legal system of the United States.

LAWG 953 FUND FEDERAL INCOME TAX I (3.00): Basic concepts in federal income taxation, including gross income, exclusions, adjusted gross income, deductions, exemptions, credits, assignment of income, identification of the taxpayer, tax rates, depreciation, and the alternative minimum tax.

LAWG 957 LLMUS FUND FED INCOME TAX II (3.00): Continuation of basic tax concepts including cash and accrual methods, capital gains and losses, 1231 transactions, recapture, original issue discount and imputed interest, below-market loans, installment sale, like kind exchanges, involuntary conversions, the at-risk-rules, and passive loss rules. [Admission by permission only]

### **LAWT - Law Tax**

LAWT 739 ELDER LAW (3.00): An important subset of estate planning involves an area of law that has been dubbed "elder law." Families confront a myriad of financial challenges when a loved one needs long term care. Students will be taken through case studies and a group project to expose them to the planning options that exist when advising families on protecting their life's savings from the costs of care. This course covers select laws and pertinent cases dealing with Medicaid, Medicare, guardianship, Social Security programs, investments, trusts, insurances, and taxation of income, gifts and estates. Legal documents typically indicated for elder law matters are also reviewed. [Open Enrollment]

LAWT 758 TRUSTS AND ESTATES (3.00): Intestate succession; wills, including formalities of execution, revocation and revival; incorporation by reference and related doctrines; problems of construction and interpretation, including class gifts, rule against perpetuities; non-probate transfer, including inter vivos and causa mortis gifts; probate and administration of estates; trusts; their nature, creation, modification termination; express, resulting and constructive trusts; honorary trusts. Prerequisite: Property [ Open Enrollment ]

LAWT 795 SPECIAL TOPICS IN LAW (1.00 - 3.00): An intensive exploration into specialty topics in the law. Topics offer opportunities to integrate new material reflecting changes in the field or more detailed analysis into issues and trends. Refer to semester class schedule for title and description of topic offered. May be repeated for credit when the topic varies. Prerequisite: to be determined by the instructor.

LAWT 800I TAX CLINIC I (6.00): Students represent low-income taxpayers involved in matters with the Internal Revenue Service. Under the supervision of a faculty member, students interview clients, research substantive and procedural law, and represent clients before the IRS and the U.S. Tax Court. The course includes a weekly seminar and supervision meetings in addition to case work. Prerequisites: Federal Income Tax and Professional Responsibility. Recommended: Interviewing, Negotiating, and Counseling; Tax Practice and Procedure. [Admission by permission only]

LAWT 819 PLAN FOR FAM & SENIORS WKSP (3.00): Planning for long-term family security: providing support for minors and other dependents; preparing for retirement; and coping with old age, disability, and death. The course will focus on families with modest assets (those not subject to estate tax). Topics will

include the uses of trusts and trust alternatives; inter vivos transfers; wills; life insurance; employee benefits and social security; guardianships and durable powers of attorney; health care decision-making; housing for the elderly (retirement communities, nursing homes, and in-community care); and ethical issues inherent in serving families. Students will work in small groups to create a plan for a hypothetical family and to draft the necessary instruments for that family. In addition, each student will prepare a short position paper on one of the covered topics. Prerequisite: Trusts and Estates. [Limited Enrollment]

LAWT 860 ATTORNEY EXTERNSHIP (3.00): Under the supervision of a practicing attorney and faculty supervisor, students learn about the lawyering process first hand by interning in the private or public sector and attending a classroom component. Students develop reflective learning and problem solving skills, increase their substantive legal knowledge, explore issues of professionalism and ethics, and gain a deeper understanding of the legal system and the practice of law. Students may register for a three credit internship and must have their field placement approved by the Director of Externships and the Director of the Graduate Tax Program. This program has special rules with respect to who may register and what requirements must be satisfied to earn credits under this program. [Admission by permission of the Director of the Graduate Tax Program only]

LAWT 951 CORPORATE TAXATION (3.00): Federal income taxation of corporations and their shareholders with emphasis on the formation of the corporation, capital structure, operational alternatives, distributions, partial and complete liquidations, personal holding companies, and the accumulated earnings tax. Formation, operation, and liquidation of S-corporations are also covered.

LAWT 952 PARTNERSHIP TAXATION (3.00): Problems encountered in the formation, operation, and liquidation of a partnership including the acquisition of partnership interests, compensation of the service partner, the treatment of partnership distributions, and problems associated with the disposition of partnership interests or property by sale.

LAWT 953 FUND FEDERAL INCOME TAX I (3.00): Basic concepts in federal income taxation, including gross income, exclusions, adjusted gross income, deductions, exemptions, credits, assignment of income, identification of the taxpayer, tax rates, depreciation, and the alternative minimum tax.

LAWT 954 TAX POLICY (3.00): Study of the evolution and structure of the federal income tax system from a public policy perspective. Focus is placed on legal, economic, social and practical considerations. Alternatives, including current legislative proposals, are considered. Students will be required to prepare a paper on a tax policy question of their choice.

LAWT 955 TAX PRACTICE & PROCEDURE (3.00): Aspects of practice before the Internal Revenue Service including ruling requests, handling of audits, assessment of deficiencies and penalties, closing agreements, tax liens, statutes of limitations, claims for refunds, appeals conferences and practice before the United States Tax Court, the United States District Court, the United States Claims Court, and appellate courts. Course also includes analysis of the problems encountered in parallel civil and criminal proceedings, problems involving government investigatory powers and taxpayer rights and privileges.



LAWT 956 TAX RESEARCH & WRITING (3.00): Research and writing projects on federal tax subjects with analysis and instruction in tax research techniques, materials, and methodology. Students prepare legal memoranda.

LAWT 957 FUND FED INCOME TAX II (3.00): Continuation of basic tax concepts including cash and accrual methods, capital gains and losses, 1231 transactions, recapture, original issue discount and imputed interest, below-market loans, installment sales, like kind exchanges, involuntary conversions, the at-risk rules, and passive loss rules.

LAWT 966 MARYLAND TAXES (3.00): This course will explore the substantive law and procedure of the Maryland taxes administered by the Maryland Comptroller, with a particular focus on Maryland income tax, corporate tax and sales and use tax. Other Maryland taxes administered by the Maryland Comptroller will be discussed briefly. In addition, this course will cover Maryland tax procedure, including how liabilities are calculated, types and methods of assessment, the dispute process, the state's authority to collect and collection alternatives available.

LAWT 967 BUSINESS PLANNING (2.00): An integrated study of the impact of tax, securities and corporate and partnership law on business transactions. Course also includes the selection of the form of business enterprise, acquisition and dispositions of business interests and professional responsibility issues. Prerequisite Corporate Taxation and Partnership Taxation

LAWT 968 CONSOLIDATED CORPORATIONS (2.00): Analysis of the techniques used by multiple, related corporations to report income and losses. Detailed examination of the consolidated income tax regulations and consideration of other problems encountered by affiliated groups of corporations. Prerequisite: Corporation Taxation

LAWT 969 CORPORATE REORGANIZATION (3.00): Analysis of the tax treatment of corporations and shareholders in corporate acquisitions, divisions, reincorporations, and recapitalizations, including a discussion of section 338 and the net operating loss carryover rules. Prerequisites: Federal Income Tax and Corporate Taxation. This course is a combined J.D. and Graduate Tax Program offering. [Open Enrollment]

LAWT 971 ESTATE AND GIFT TAX (3.00): Basic principles of federal estate and gift taxation including computation of the taxable estate, inter vivos transfers, transfers in contemplation of death, transfers with retained interest or powers, joint interest, life insurance proceeds, property subject to powers of appointment, the marital deduction and the unified credit.

LAWT 972 ESTATE PLANNING (667) (3.00): Methods of disposing of estates by will, life insurance, inter vivos arrangements and consideration of resulting tax and administrative problems. Course also focuses on gathering and analyzing facts in the planning and drafting of trusts, wills, and related documents. Prerequisite: Estate and Gift Taxation.

LAWT 973 INC TAX OF ESTATES & TRUSTS (3.00): Federal income taxation of decedents' estates, simple and complex trusts, charitable trusts and grantor trusts. Course covers the preparation of fiduciary

income tax returns with emphasis on unique tax issues such as: income in respect of a decedent, distributable net income and fiduciary accounting.

LAWT 974 FOREIGN TAXATION (3.00): Analysis of the federal income tax provisions applying to US inbound and outbound transactions and investments. Course covers US resident status, source-of-income rules, graduated tax on effectively connected income, withholding tax on FDAP income, branch profits tax, FIRPTA, tax treaties, foreign tax credit, foreign earned income exclusion, subpart F, and transfer pricing.

LAWT 975 EXECUTIVE COMP (2.00): Methods of providing tax-free and tax-deferred compensation to employees, including Section 83 tax planning, stock option tax planning, incentive compensation arrangements, and methods of funding non-qualified plans.

LAWT 976 FEDERAL TAX LEGISLATION WKSP (3.00): A workshop course that examines the process of formulating and enacting federal tax legislation, as well as areas ripe for current federal tax legislative proposals; these areas may include income tax rates, capital gains taxation, tax expenditures, and the federal estate tax. Students will engage in drafting and other exercises that simulate the process of creating such legislation from the standpoint of staffers on Congressional committees.  
Prerequisite: Fundamentals of Federal Income Tax I

LAWT 977 QUAL PENSION & PROFIT SHARE (3.00): An introduction to pension and profit-sharing law with particular emphasis on Title 2 (IRS) of ERISA. The course is geared toward understanding of all of the pension and profit-sharing rules that must be met for plan qualification, and emphasis will be placed upon qualified plan planning for both incorporated and unincorporated forms of business.

LAWT 978 ADV REAL EST TAXATION (2.00): Analysis of the effect of income taxes on real estate transactions; a comparison of the various entities utilized for the ownership and development of real estate; real estate syndications, basis and basis adjustments; alternative financing techniques such as the sale-leaseback; depreciation, amortization and obsolescence; passive activity and at risk rules; REITS.

LAWT 979 STATE & LOCAL TAX (3.00): This course will explore federal and state constitutional and statutory limitations on state authority to tax individuals and business entities, including those that conduct multistate and multinational business. Featured topics will include the Due Process Clause and the Commerce Clause of the U.S. Constitution, taxation of individuals and business entities, sales and use tax nexus, and PL 86-272 limitations on state income taxation. In addition, the course will cover general sales and use tax (SUT) principles, apportionment of income derived from a multistate business, combined versus separate entity reporting, and state property taxes. Maryland's broad array of state and local taxes also will be examined briefly. Prerequisite: LAWT 953 Fund Federal Income Tax I

LAWT 983 TAX EXEMPT ORGNS (2.00): Analysis of provisions relating to the qualification for exemption from Federal income tax, with emphasis on Section 501(c)(3) organizations, private foundations, and the treatment of unrelated business income.

LAWT 984 S-CORPORATIONS (1.00): Federal income taxation of S-corporations and their shareholders with emphasis on the creation of the S-corporation, capital structure, operational alternatives, distributions, and liquidations.

LAWT 985 WELFARE BENEFIT PLANS (2.00): Welfare benefit plans are employer-sponsored plans which provide employees with benefits other than pension and retirement plans and deferred compensation. Welfare benefit plans include life insurance, health insurance, disability insurance, vacation pay, severance pay, educational reimbursement, group legal services, and dependent assistance care plans. The course focuses on the federal income tax requirements for various welfare benefit plans including fringe benefits and health care continuation coverage with COBRA. The course would also examine the income tax consequences to the employer who sponsors and the employees who participate in welfare benefit plans. Finally, the course would discuss the various mechanisms for offering welfare benefits plans such as cafeteria plans under section 125 and VEBA's under section 501 (C)(9).

LAWT 986 ADV QUAL PN/PR SH (680) (3.00): This course builds on the foundation provided by Qualified Pension and Profit Sharing Plans. It gives an in-depth examination of defined contribution and defined benefit plans. The course covers current IRS positions, final, proposed and temporary regulations and developing case law. Tax sheltered annuities are also considered. Prerequisite: Qualified Pension and Profit

LAWT 988 BANKRUPTCY TAXATION (2.00): An introduction to the basics of bankruptcy law and creditors' rights and analysis of tax issues that arise.

LAWT 989 ADV PARTNERSH TAXATION (3.00): The course builds upon the ideas presented in Partnership Taxation, and provides students with additional skills that are valuable when practicing in the area of partnership taxation. The course requires an ability and willingness to engage in critical thinking and problem solving. Topics covered include the issues surrounding family limited partnerships; transferring property into and out of a partnership on a tax-deferred basis; recognizing transactions considered tax shelters or "abuses of subchapter K" under the current climate; and the relationship between subchapter K and other areas of taxation, including intangible asset amortization and international tax concepts. Prerequisites: Fundamentals of Federal Income Taxation I, or Federal Income Tax and Partnership Taxation.

LAWT 991 STATE TAX POLICY ISSUES SEM (2.00): This advanced state and local tax seminar consists of discussions of articles written by leading state tax theoreticians and practitioners regarding the present condition and likely future of state taxation in the 21st century. Each student will be expected to moderate at least one group discussion during the semester. The grade will be based on class participation and the completion of one publishable paper on a state tax policy topic of the student's choice, subject to the instructor's approval.

LAWT 992 INTRO TAX OF FINANCIAL PROD (2.00): Study of the taxation of basic financial building blocks (equity, debt, options, notional principal contracts and forward contracts) and their various combinations. Financial equivalencies among traditional and derivative instruments that are taxed under widely varying tax regimes. Use of financial instruments to change the timing, character and source of income. Gaps in existing law, possible future tax regimes and emerging financial products.

LAWT 993 ACCOUNTING FOR INCOME TAXES (2.00): An analysis of FASB ASC 740 Income Taxes. Such analysis will include the standards of financial accounting and reporting for income taxes that result from a company's activities during the current and preceding year. The course will analyze income taxes that are currently payable under the respective income tax statutes as well as the tax consequences of those items that are deferred for federal income tax purposes but included for financial reporting purposes. Prerequisites: Fundamentals of Federal Income Tax I or Federal Income Taxation; Fundamentals of Federal Income Tax II

LAWT 994 INVESTIGATION, PROSECUTION, AND (3.00): This course examines the lifecycle of a criminal tax case, including the warning signs that a civil tax case may be referred for criminal investigation, applicable privileges, potential defenses, the opening of an administrative investigation, sources of information, authorization of a grand jury investigation and prosecution, best practices in plea negotiations, trial strategies, sentencing, and collateral and civil tax consequences. The course will also address current priorities of IRS Criminal Investigation and the Department of Justice, and cases pulled from the headlines. Prerequisite: Fundamental of Federal Income Tax I. Recommended: Tax Practice and Procedure

LAWT 999 INDEPENDENT STUDY (799) (1.00 - 3.00): Students may study an area of particular interest to them not covered in a significant way elsewhere in the program, via an independent study. In order to qualify for an independent study, students must obtain the consent of a full-time faculty member to supervise the project and submit a written proposal. The written proposal must be approved by the supervising faculty member and the program director. Only students with a grade point average of 3.0 or higher who have completed 15 credit hours of tax courses in the program may undertake an independent study.

### **LEST - Legal Studies**

LEST 400 TOPICS (3.00): An exploration of varying legal studies topics or a cross-listed graduate course of interest to legal studies majors. Course may be repeated for credit when topic changes.

LEST 401 LEGAL FOUNDATIONS (3.00): In-depth exploration of the organization of the American legal system. Examines how law is organized as a field of knowledge and practice and how it functions as an instrument of government and arena of dispute resolution. Also considers the context of law and law's effectiveness in promoting justice and social policies.

LEST 402 LEGAL RESEARCH AND ANALYSIS (3.00): Intensive course on the ways law and regulations are made and interpreted, the sources of legal research and proper styles of legal citation. Students are required to learn how to read and analyze court decisions and to write effectively about legal issues. [IL]

LEST 403 THE TRIAL PROCESS (3.00): Explores the procedural, evidentiary and strategic aspects of litigation. Introduces the basics of pleadings, discovery, motion practice, rules of evidence and trial techniques. Covers how court cases are initiated, prepared and tried. Includes participation in a mock trial. This course cannot be used to satisfy degree requirements in the CRJU or FSCS programs. [OC]

LEST 496 INTERNSHIPS (3.00): Provides students with an opportunity to work at an organization, government entity or business that offers an experience relevant to legal studies. Students may choose from established internship options or propose an independently-arranged internship option for approval. May be repeated up to four times for credit.

LEST 498 CAPSTONE PROJECT (3.00): Students consult with the instructor or another faculty member with relevant expertise to develop a mutually agreed-upon capstone project that employs legal skills and knowledge. Examples include legal memoranda, analyses of legislation and legal problem-solving proposals. [CAP]

LEST 500 LEGAL RESEARCH AND ANALYSIS (3.00): Intensive course on the ways law and regulations are made and interpreted, the sources of legal research and proper styles of legal citation. Students are required to learn how to read and analyze court decisions and to write effectively about legal issues. Required of all students in the first semester upon entering the program.

LEST 501 LEGAL FOUNDATIONS (3.00): In-depth exploration of the organization of the American legal system. Examines how law is organized as a field of knowledge and practice and how it functions as an instrument of government and arena of dispute resolution. Also considers the context of law and law's effectiveness in promoting justice and social policies.

LEST 502 LAW AND SOCIETY (3.00): An examination of the ethical significance, historical background, and social impact of law. Focuses on legal issues of historical and/or contemporary importance, and considers the extent to which law vindicates ethical concerns and accomplishes social objectives.

LEST 600 COMPLEX LEGAL ANALYSIS (3.00): Advanced legal analysis and writing. Emphasizes high-level comprehension of cases and statutes, solidification of good legal research techniques and effective presentation of written legal analysis and argument. Students look at important legal issues, as a means of developing skills useful in law, in a variety of areas as subjects for class discussion and exercises and writing assignments. prerequisite: LEST 500

LEST 601 ETHICS AND ADVOCACY (3.00): Provides a detailed study of current legal ethics. Promotes understanding of ethical conflicts faced by lawyers in their daily professional and personal lives, demonstrates methods of reconciliation of conflicts among competing ethical rules and standards, and compares and contrasts legal ethics with conventional ethical norms. Surveys the contemporary culture of the legal profession in its various settings, including professional, judicial and educational environments in which legal ethics are embedded. prerequisites: LEST 501, LEST 507 and LEST 508 or permission of program director

LEST 603 LAW OF CONTRACTS (3.00): Explores the elements of a legally enforceable agreement, defenses to contract actions and statutory modifications to the common law of contracts. Considers the balancing of different interests in contemporary contract law, including considerations of fairness, social and economic policy objectives, and individuals' freedom to structure commercial and personal relationships.

LEST 604 LAW OF BUSINESS ORGS (3.00): Introduction to the law of business organizations, including their history, function and public policy implications. Forms covered include individual proprietorships, partnerships and corporations as well as newer variations such as limited liability companies. Topics include methods of finance and control and the rights and obligations of the principals, agents and third parties.

LEST 605 AREAS OF LAW (3.00): Varying course offering that explores a particular area of law. Course may be repeated for credit when topic differs.

LEST 606 FAMILY LAW (3.00): The legal problems confronting modern families. Examines the law of marriage, marriage-like relationships, cohabitation and divorce, in the context of the ever-changing definition of family. Also considers legal issues relating to children, including custody, support and the complications arising from reproductive technologies.

LEST 607 PROPERTY LAW (3.00): Basic law of property, including philosophical and ethical justifications and important historical developments in the scheme of ownership in Anglo-American Law. Focus is on current property law from the viewpoint of its underlying rationales and policy considerations.

LEST 609 EMPLOYMENT LAW (3.00): The law of employment in its social, ethical and historical contexts. Examines common law principles of employment contracts, the employment at will doctrine and a wide range of regulatory regimes governing work. Students consider leading cases in their economic, social and historical contexts and employment law in its practical and principled applications by taking up the ethics of human resources and industrial relations.

LEST 610 LEGAL TOPICS (3.00): Varying course offering that explores a particular issue, context or method of the law. Course may be repeated for credit where topic differs.

LEST 614 TORTS (3.00): The civil law of reparation for harm done by wrongful acts. Examines many of the causes of action available under theories of intentional wrongdoing, negligence and strict liability. Considers the range of problems and issues that arise in contemporary practice as well as their historical roots.

LEST 615 CRIMINAL LAW (3.00): Substantive, procedural and constitutional criminal law. Criminal law involves those actions that society identifies as particularly contrary to morality and society's best interests. Students study the classification of certain actions as crimes and the rationales for such classification, based on the Model Penal Code and Maryland Criminal Law. Examines the criminal process from investigation through appeal, including features mandated by both state law and the U.S. Constitution. prerequisite: LEST 500

LEST 616 CONSTITUTIONAL LAW (3.00): The American constitutional form of government and the amendments establishing individual rights. Focuses on the parts of the U.S. Constitution that are concerned with civil liberties but also with the structure in which such liberties are protected. Emphasizes First Amendment, due process and equal protection. prerequisite: LEST 500

LEST 617 ADMINISTRATIVE LAW (3.00): The history, function and powers of administrative agencies. Covers administrative agencies on the federal level and parallel state and local government level.

Examines the function of administrative agencies generally, including their rule-making and adjudicative powers, and practice and procedure before such agencies. Includes the study of judicial review of administrative agency decisions.

LEST 624 PROFESSIONAL ETHICS (3.00): An overview of professional ethics in law, business, finance, health care and other fields. Covers ethical concepts that apply across professions as well as many of the specific ethical rules that apply to particular professions. Considers the rules in the context of important legal cases and controversial contemporary problems. Includes the study of ethical theory as well as applications.

LEST 625 TOPICS IN APPLIED ETHICS (3.00): Varying course offering that explores a particular topic in applied ethics. Course may be repeated for credit where topic differs.

LEST 626 THE TRIAL PROCESS (3.00): The procedural, evidentiary and strategic aspects of litigation. Introduces the basics of pleadings, discovery, motion practice, rules of evidence and trial techniques. Covers how court cases are initiated, prepared and tried. Includes participation in a mock trial.

LEST 628 ENVIRONMENTAL LAW AND ETHICS (3.00): The pressing ethical, legal and political issues facing the world today that have to do with the relationship between humans and the nonhuman world. Explores environmental ethics through classic and contemporary readings from a wide array of philosophic and literary traditions. Examines the role legal institutions play in our efforts (or lack thereof) to deal with ethical issues involving the environment.

LEST 629 BIOMEDICAL ETHICS (3.00): Explores the ethical considerations that affect legal decision-making on biomedical issues. Among the subjects that may be considered are medical paternalism, patient autonomy and informed consent, research involving human subjects, justice in health care, genetic testing, enhancement, euthanasia and physician-assisted suicide. The focus is on developing an understanding of varied ethical perspectives and how they relate to controversial biomedical issues. prerequisite: none

LEST 696 INTERNSHIPS (3.00): Application of legal knowledge and skills at a designated nonprofit organization, government entity, or business. Students will learn about the role that law plays in the activities or services of the site, and how law is used to address issues and solve problems. This course may be taken more than once, with the approval of the program director.

LEST 697 APPLIED PROJECTS (3.00): Focused and intensive work on one or more projects applying legal knowledge and skills to real world situations to solve problems and improve processes. Students may select from already ongoing projects, or develop their own. This course may be taken more than once, with the approval of the program director.

LEST 699 INDEPENDENT STUDY (3.00): Individual exploration, with the guidance of a faculty member advisor, of an area of interest involving the law. Can take the form of working through a reading list with discussion and short reflection papers; or researching and writing a longer paper, article, or memorandum; or any other appropriate advanced academic study. This course may be taken more than once, with the approval of the program director. prereq: approval of program director

## **MATH - Mathematics**

**MATH 82 INTRODUCTORY ALGEBRA (3.00):** Presents a variety of topics, including first-degree equations and inequalities, linear equations, systems of equations, polynomials, factoring and descriptive statistics. Prerequisites: Students enroll concurrently in MATH 082 and MATH 153 Introductory Statistics.

**MATH 83 FOUNDATIONAL MATHEMATICS - ALG (1.00 - 3.00):** Presents a variety of topics including real numbers, linear equations, polynomials, systems of equations, rational expressions, properties of exponents, radical functions and quadratic equations. This course develops essential background skills for a college-level introductory mathematics course such as College Algebra or Basic Statistics.

Note: Students are placed into this course on the basis of Accuplacer Diagnostic Test results and previous secondary school math grades/SAT scores. Grading: Satisfactory/Unsatisfactory.

**MATH 84 FOUNDATIONAL MATHEMATICS - STA (1.00 - 3.00):** Focuses on algebraic and numerical skills in a context of applications and problem solving to prepare students for Statistics or Contemporary Mathematics. Topics include quantitative relationships, patterning and algebraic reasoning, functional reasoning, probabilistic and statistical reasoning, incorporating quantitative communication skills and technology. Note: Students are placed into this course on the basis of Accuplacer Diagnostic test results and previous secondary school math grades/SAT scores. Grading: Satisfactory/Unsatisfactory; credits do not count toward a UB degree or certificate.

**MATH 85 ACCELERATED FOUNDATIONAL MATHE (1.00):** Presents a variety of topics, including: operations with real numbers, expressions, fractions and decimals, proportions, ratios, rates, percentages, linear equations, linear inequalities, graphs and equations of lines, polynomials and quadratic applications, rational expressions and equations, and radical expressions and equations. Accelerated learning course that develops essential background skills for a college-level introductory mathematics course such as college algebra or basic statistics. Can only be taken as a co-requisite with MATH 111 College Algebra. Note: Students are placed into this course on the basis of the Mathematics Placement Test results and previous secondary school math grades/SAT scores. Grading: satisfactory/unsatisfactory

**MATH 86 DEVELOPMENTAL MATH-ALGEBRA (3.00):** Covers rational expressions and equations, radicals, quadratic equations, complex numbers, functions and relations, and exponential and logarithmic functions. Note: Students are placed into this course on the basis of the Mathematics Placement Test results and previous secondary school math grades/SAT scores. Students enroll concurrently in MATH 086 and MATH 163 College Algebra.

**MATH 111 COLLEGE ALGEBRA (3.00):** Provides students with more advanced skills required for high-level applications of mathematics. Negative and rational exponents and functions, their properties and operations, including inverse functions; linear, quadratic, polynomial, rational, absolute value, exponential and logarithmic functions are explored. Students develop graphical and algebraic skills and study applications of concepts. prerequisites: meet or exceed required math placement score and/or successful completion of a developmental math (MATH 82/83/84/86/100), or a course that satisfies the University of Baltimore General Education Math requirement. [MATH] [QQT] [MA] Note, students who



have taken a college-level math course should talk to their advisor or math placement coordinator before enrolling in this course.

**MATH 113 MATHEMATICS FOR LIBERAL ARTS (3.00):** Explores the aesthetics and utility of mathematics through the study of basic mathematical concepts and ideas. Topics are chosen from sets, counting methods, mathematical systems, basic rules of probability, statistics, logic, finance, geometry, numeration systems and modeling. Not open to those who successfully completed MATH 111 or MATH 115. prerequisites: meet or exceed required math placement score and/or successful completion of a developmental math (MATH 82/83/84/86/100), or a course that satisfies the University of Baltimore General Education Math requirement. [MATH] [QQT] [MA]

Note, students who have taken a college-level math course should talk to their advisor or math placement coordinator before enrolling in this course.

**MATH 115 INTRODUCTORY STATISTICS (3.00):** An overview of descriptive and inferential statistics. Statistics is inherently applied the course emphasizes solutions to problems in a variety of applied settings. Measures of location and variability, probability distributions, correlation and regression, sampling and sampling distributions, hypothesis testing and estimation with confidence intervals for means and proportions are explored. prerequisites: meet or exceed required math placement score and/or successful completion of a developmental math (MATH 82/83/84/86/100), or a course that satisfies the University of Baltimore General Education Math requirement. [MATH] [QQT] [MA] Note, students who have taken a college-level math course should talk to their advisor or math placement coordinator before enrolling in this course.

**MATH 153 INTRODUCTORY STATISTICS (4.00):** Examines statistical methodology and use of critical judgement in analyzing data sets. Topics include descriptive statistics, introduction to probability, normal and binomial distributions, hypothesis testing, confidence intervals, regression and correlation, and chi-square distribution. A statistical computer package such as StatCrunch, Minitab, etc., is introduced as a computational tool and integrated throughout the course. Note: Students who have taken a college level math course should talk to an advisor before enrolling in this course. Students enroll concurrently in MATH 153 and MATH 082 Introductory Algebra. [MA]

**MATH 163 COLLEGE ALGEBRA (3.00):** Explores the nature and scope of college mathematics through the study of functions. Topics include the study of polynomial, rational, radical, piece-wise defined, and absolute value functions and their graphs and applications as well as modeling with these functions. Additional topics include complex numbers, the binomial theorem, inverse functions, operations with functions, and exponential and logarithmic functions and their graphs and applications. Note: Students who have taken a college-level math course should talk to an adviser before enrolling in this course. Students enroll concurrently in MATH 163 and MATH 086 Developmental Mathematics - Algebra. [MA]

**MATH 201 CALCULUS I (3.00):** Introduction to calculus, including limits, continuity, derivatives, applications of the derivative and introduction to integral calculus. prerequisite: MATH 111 or equivalent

**MATH 303 APPLIED PROBABILITY AND STAT (3.00):** Applied probability and statistics focusing on statistical methods and applications such as hypothesis testing. Introduces probability, random variables,

normal distributions, sampling distributions and hypothesis testing. Statistical methods include one- and two- sample procedures for means and proportions, chi-square tests, analysis of variance and linear regression. prerequisite: Math 111 or equivalent.

MATH 321 MATH STRUC FOR INFO TECHNO (3.00): A study of number systems, sets, Boolean algebra and propositional calculus, relations and databases, and directed and undirected graphs with applications to algorithms and networks. prerequisite: MATH 111 or equivalent

MATH 499 INDEPENDENT STUDY (1.00 - 3.00): The pursuit of independent study under the supervision of a full-time faculty member. Students may earn up to 3 credits for this independent study. The number of credits earned is determined by the supervising faculty member before the study begins. prerequisites: see class schedule or the instructor

### **MGMT - Management**

MGMT 101 BUSINESS IN A CHANGING WORLD (3.00): Business in a Changing World (3) An introduction to the world of business. Students explore the role of business in society, the dynamics of business and public policy, business ethics and social responsibility, the implications of global competition on society, forms of business organizations, and managing to enhance service, quality and productivity. This course also introduces students to the various functional areas and possible careers in business including the creation and distribution of goods and services, accounting and finance, marketing and human resource management. [SOSC] [GIK] [SBS]

MGMT 301 MANAGEMENT AND ORG BEHAVIOR (3.00): An exploration into the functions of management, management history, individual behavior, interpersonal relationships in organizations, the nature of work, values and ethics, motivation and morale, teamwork, communication and group dynamics, leadership and supervision, and organizational structure and culture. Course coverage includes global perspectives and significant research from the behavioral sciences. prerequisite: WRIT 300

MGMT 302 GLOBAL BUSINESS ENVIRONMENT (3.00): This course enhances students' abilities to operate successfully in today's multicultural, global environment. Students will gain a theoretical basis for understanding key aspects of the global business environment, as applied to small companies, multinational corporations, multilateral institutions and non-governmental organizations. Students will explore the impacts of globalization at home and abroad. Course modules aim to broaden the students' understanding of similarities and differences among national political economics, legal systems and sociocultural environments, including world religions, business ethics and social responsibility. Students will survey business functions as they are applied to expand and manage international operations. [GD] Prerequisites: ECON 200 (or 3 hours of micro- or macroeconomics) and CMAT 201 or CMAT 303.

MGMT 315 HUMAN RESOURCE MANAGEMENT (3.00): An exploration of competence areas necessary for effectively dealing with people in the workplace. Emphasis is placed on practical application of knowledge gained in the areas of human resource planning, job analysis, selection, training, compensation and safety/health administration. An overview of labor-management relations is provided. Course coverage includes diversity, ethics, communication and international considerations. prerequisite: CMAT 201 or CMAT 303

MGMT 330 PERSO AND PROF SKILLS FOR BUSI (1.00): Provides students with the skills necessary to advance their career development. Strategies and practices that allow the student to successfully interface with potential employers are explored and applied. Course modules include business etiquette and professional behavior, appropriate use of workplace communication techniques, written business communications, and showcasing career-building talents and skills within an organizational context. There is a lab fee associated with this course.

MGMT 339 PROCESS AND OPERATIONS MGMT (3.00): Provides an overview of managing critical resources efficiently and effectively to create physical goods, services and information goods in manufacturing and service organizations. Topics include operations strategy, project management, forecasting, location and layout of facilities, capacity and process planning, upstream and downstream supply chains and the role of the Internet, operations and environment, matching supply and demand, scheduling, job design and quality management. Integrated throughout are considerations of ethics, information systems, people involved and the domestic and international environment. prerequisite: MATH 115

MGMT 400 HR:ANALY & COMMUNICATION (3.00): An exploration of data analysis and presentation skills for human resource decision-making. Research skills and computer technology are applied to planning, selection, compensation, survey data, organizational effectiveness and utilization analysis. Special emphasis is placed on oral, written and electronic communication skills. prerequisite: MGMT 315 and OPRE 202 / Merrick School of Business student or by permission of the instructor.

MGMT 410 EMPLOYMENT RELATIONS LAW (3.00): An in-depth discussion of employment law as it applies to recruitment, selection and promotion decisions as well as management's responsibility to comply with the many federal laws pertaining to employer-employee relations. prerequisites: MGMT 315 / Merrick School of Business student or by permission of the instructor.

MGMT 415 COMPENSATION AND PERFORMANCE (3.00): A study of the objectives, procedures and problems involved in the establishment and administration of operative and executive compensation plans. Detailed examinations of job descriptions and evaluations, wage and salary structures, performance ratings, incentive systems, related legislation and occupational information are conducted. prerequisite: MGMT 315 / Merrick School of Business or by permission of the instructor

MGMT 419 SEMINAR IN HUM RESOURCE MGMT (3.00): An in-depth analysis of current challenges to human resource managers in small to multinational organizations. Cases and simulations are integral aspects of the learning experience. prerequisite: MGMT 315

MGMT 425 EMPLOYEE AND LABOR RELATIONS (3.00): An analysis of the history and development of the American labor movement. Emphasis is placed on labor legislation and present practices in contract negotiations, analysis and administration. An overview of international labor issues is provided. Prerequisite: MGMT 315 / Merrick School of Business student or by permission of the instructor.

MGMT 430 QUALITY & PRODUCTIVITY MGMT (3.00): A study of all aspects of quality in creating goods and services; the relationships among customers, employees, suppliers and other stakeholders;

the impact of quality on organizational productivity; measures of output performance; and benchmarking. prerequisite: MGMT 339 / Merrick School of Business student or by permission of the instructor

**MGMT 440 MFRG OPERATIONS MGMT (3.00):** A detailed study of topics related to the design and operation of manufacturing systems. Topics include zero inventory, group technology, flexible manufacturing, synchronous production and Grundlichkeit. Interactions with other fields of management such as marketing and finance are discussed. Manufacturing issues related to capacity and demand, productivity and quality, flexibility and efficiency are also addressed. Prerequisite: MGMT 339 / Merrick School of Business student or by permission of the instructor.

**MGMT 445 SERVICE OPERATIONS (3.00):** A detailed study of various topics in effective and efficient management of service operations in both public- and private-sector organizations. Topics include understanding the unique features of services, service strategy, the interface between marketing and operations in service management, design of service operations, service quality management, customer satisfaction and retention, managing customer contact, service capacity management and location choice. Case studies supplement lectures and readings. Prerequisite: Merrick School of Business student or permission of the instructor

**MGMT 465 INTERNATIONAL MANAGEMENT (3.00):** An intensive introduction to the practice of business in the international setting, as well as the various cross-cultural factors to be found around the world. Prerequisites: MGMT 302/ Merrick School of Business student or permission of the instructor.

**MGMT 475 STRATEGIC MANAGEMENT (3.00):** This capstone course utilizes the case method to study processes, strategy, change and policy issues arising at the general management level. This course must be taken in the final semester. Prerequisites: all business upper-division core courses / Merrick School of Business student or permission of the instructor. [CAP]

**MGMT 475H STRATEGIC MANAGEMENT (3.00):** This capstone course utilizes the case method to study processes, strategy, change and policy issues arising at the general management level. This course must be taken in the final semester. Prerequisites: all business upper-division core courses / Merrick School of Business student or permission of the instructor. [CAP]

**MGMT 493 HONORS SEMINAR (3.00):** An advanced interdisciplinary seminar that focuses on important books and issues and encourages independent thinking, clear presentation and an understanding of the concerns and methods of various disciplines. The course may be team taught; topic and instructor(s) may change from semester to semester. Course may be repeated for credit when topic changes. prerequisites: 3.5 GPA and permission of both the Denit Honors Program director

**MGMT 494 HONORS PROJ/THESIS (3.00 - 6.00):** Directed individual instruction in an advanced project of the student's choice; the project must be academically related to this discipline. Each student works closely with a faculty director who guides his/her progress. The project must be of honors quality and must be finally approved by both the faculty director and a second faculty member. Course is eligible for a continuing studies grade. prerequisites: 3.3 GPA and permission of both the Denit Honors Program director and the faculty director

MGMT 495 INTERNSHIP IN MANAGEMENT (3.00): Provides students with practical real-world experience in an organization. The course requires a minimum of 120 hours of practical work with a qualified firm based on explicit statements of student responsibilities and a faculty/firm monitoring mechanism. Students will work closely with both the firm and a faculty member. prerequisites: completion of 9 hours of management courses, with a minimum GPA of 3.0. Completion of MGMT 330 is recommended. Permission of the department chair is required.

MGMT 496 INT. BUSINESS PRACTICUM (3.00): Students have the opportunity to work closely with a company engaged in international business. The course requires a substantial work assignment consistent with expectations for a 3-credit course in the Merrick School. The faculty member will approve a statement of student responsibilities and design a monitoring mechanism prior to beginning the work. Prerequisite: department consent required / Merrick School of Business student.

MGMT 497 SPECIAL TOPICS: (3.00): An intensive exploration of topics in the area of management. Refer to the current Class Schedule for topic offered. Prerequisites: Determined by instructor, Merrick School of Business student.

MGMT 498 GLOBAL FIELD STUDY (3.00): To better understand and succeed in global business today, there is no better way than direct experience through immersing oneself in a foreign environment. This course will provide an opportunity for lectures and discussion with local experts and students regarding key themes of economic, political and cultural importance to business. The course will engage students in field visits to companies, government agencies and other organizations located abroad. Prerequisite: department consent required.

MGMT 499 INDEPENDENT STUDY: MANAGEMENT (1.00 - 3.00): An independent study under the direction of a faculty member. For eligibility and procedures, refer to the Merrick School of Business Independent Study Policy. Prerequisite: Merrick School of Business student and permission of the instructor

MGMT 605 LEADING WITH INTEGRITY (1.50): Focuses on leadership, integrity and core management principles. Provides an overview of concepts and practices essential to managerial effectiveness, including developing a vision for the organization in a complex business environment, setting objectives, planning, motivating others, managing for results, and a grounding in ethics at the individual and organizational level. prerequisite: graduate standing

MGMT 615 MANAGING IN A DYNAMIC ENVIRONM (3.00): Covers the processes and necessary skills for leading and managing people in organizations that compete in dynamic environments. Emphasizes leading and motivating diverse employee populations in global organizations, and human resource management issues, including evaluation, rewards, and employment law. prerequisite: MGMT 605 or MGMT 600

MGMT 625 COLLABORATION, NEGOTIATION (3.00): Addresses negotiation skills and the capacity to effectively resolve conflicts. Students apply theory and research to the practice of negotiation and conflict management through practical, hands-on experience including simple buyer-seller bargaining;

labor-management negotiations; impasse resolution; and complex, multiparty, multiissue negotiations.  
prerequisite: MGMT 605 or MGMT 600

MGMT 650 RES FOR STRAT HRM DECIS (3.00): Covers methods and tools used in business research. Topics include locating sources of strategic human resource management information, developing a research project, using the computer to process data and organizing and presenting strategic human resource management reports. prerequisite: OPRE 504 or OPRE 505 and OPRE 506 or equivalent

MGMT 710 STRATEGIC HUMAN RESOURCE MANAG (3.00): MGMT 710 covers human-resource management from a strategic perspective with an emphasis on fit with organizational goals and strategies in order to gain and sustain a competitive advantage. Issues discussed include HRM strategies, HR planning, recruitment, selection, performance management, and training and development. Additional emphasis is placed on high performance work systems, the increased use of contract workers, international dimensions of HR and ethical considerations.

MGMT 712 EMP LAW & THE HUM RES MG (3.00): Covers employment law as it applies to management decisions in recruitment and promotion as well as in terms of management's responsibility to comply with federal laws. Topics include legal issues in employment law and the legal consequences of noncompliance, the regulatory model of government control over the employment relationship, equal employment opportunity, safety and health regulations, the Americans with Disabilities Act, pay and benefits law, the Employee Retirement Income Security Act, civil rights of employees (privacy and wrongful discharge), the Family Leave Act, international comparisons and emerging regulatory issues.  
prerequisite: MGMT 600 or MGMT 605

MGMT 725 LABOR RELATIONS & CONFLICT MGT (3.00): Focuses on the legal foundations of labor-management relations and the collective bargaining process. Also covers the basic principles of contract negotiation, administration, impasse resolution, comparative labor relations in cross-cultural contexts, and conflict management strategies applied to workplace settings for groups and individuals.  
prerequisite: MGMT 600 or MGMT 605

MGMT 730 LEADERSHIP, LEARNING & CHANGE (3.00): Based on the idea that the deeper we go into the exploration of organizational leadership, learning and change, the more we need to deal with the dimensions of the sense-making, connection-building, choice-making, vision-inspiring, reality-creating roles of leaders. The course involves a series of workshops designed to help students learn something that cannot be taught: leading, learning and changing "from within." Readings, assignments and Web forum interactions are designed to inspire "practices of deep inflection": storytelling, historical inquiry, reflective reading and writing, dialogue and action research.

MGMT 731 LEADERSHIP SEMINAR (3.00): Focuses on the critical issues pertaining to success in operating at the executive level in business and other organizations. Topics include vision, values clarification, knowing the customer, communications for internal motivation and public awareness, ethical responsibilities, decision-making, resource decisions, performance maximization, human asset activities and individual leader behaviors for effectiveness. Prerequisite: Graduate Standing

MGMT 732 LDRSHIP: SELF-ORGANIZATION IN (3.00): Covers self-organizing systems, complexity theory in management, dialogue as a management tool, leadership in a complex system, pursuing a personal discovery process and growing new knowledge and innovation. A major objective is to discover the management principles and processes that promote and foster self-organization as an alternative to command-and-control hierarchies. Also draws on the profound implications of self-organization for growing new knowledge and innovation. A second major objective has to do with the process of personal discovery. Parallel principles of spontaneous order operate at the level of the organization and at the level of the individual. As a result, a highly leveraged form of change in an organization is leadership through personal growth and discovery.

MGMT 750 MANUFACTURING MGMT. (3.00): An integrating and strategic study of alternate management principles and approaches. Topics include Zero Inventory (Japan), Group Technology (Russia), Flexible Manufacturing (USA), Synchronous Manufacturing (Israel), Grundlichkeit (Germany) and other approaches. Presents perspectives related to innovation and technology, capacity and demand, productivity and quality, flexibility and efficiency, international manufacturing, and emerging issues. Prerequisite: prior or current enrollment in MGMT 506 or its equivalent.

MGMT 757 E-COMMERCE & SUPPLY CHAIN MGMT (3.00): Provides an overview of e-commerce and supply chain management. Covers in detail the role of e-commerce in the design, integration and management of supply chains; topics include logistics networks, business-to-business and business-to-consumer supply chains, decision-support systems for supply chain management, strategic alliances, Internet strategy, e-business models, e-markets (including auctions and exchanges), Internet retailing, dynamic pricing, distribution networks, Internet-based integration of value chains, the role of the Internet infrastructure (banks, utilities and so forth), decision technologies, information goods, the status of brands in the Internet economy, mass customization and various technologies related to e-business. Also covers sustainability; topics include environment and operations management, the design of sustainable products and closed-loop supply chains.

MGMT 765 MGMT OF HEALTH CARE ORG (3.00): A two-module course focused on major organization and management issues in health-care service organizations and on the roles and interactions of individual health professionals and their relationships with patients and with the organization's administration. prerequisite: MGMT 600 or MGMT 605

MGMT 770 PLANNING, PREVENTION & RISK MG (3.00): Identifies and defines critical infrastructures and their associated threats and countermeasures. Software applications containing risk-management tools are mastered and provide skills necessary for the comparison and selection of competing proposals designed to optimize infrastructure protection. Industry-specific studies are performed using these risk-management analysis techniques. Contingency and continuity of operation planning (COOP) techniques are also reviewed. Skills acquired during the course are applied to case studies of selected industrial, service and government organizations to practice critical infrastructure planning, protection and risk management. prerequisites: OPRE 505, OPRE 506 and INSS 605

MGMT 780 LEADING ACROSS CULTURES (3.00): Focuses on leadership challenges and dilemmas of multinational and multicultural organizations within the United States and among other countries. Enhances knowledge and capabilities to more effectively identify, understand and manage the cultural

components of organizational and business dynamics. Topics include cultural value awareness, cross-cultural communication skills and cross-cultural leadership skills, including strategic planning, organizational design and creating and motivating a globally competent workforce. Prerequisite: MGMT 600 or MGMT 605.

**MGMT 781 INTERNAT'L BUSINESS STRATEGY (3.00):** Draws on the framework of global strategic management to help students integrate the concepts of economics, finance, marketing, technology and operations in a global context. Focuses on market entry issues, transnational structures, operational issues and leadership in cross-cultural settings and provides the framework for a real-world, international business project that may be completed by student teams and which offers the option for a study/analysis trip to another country. prerequisite: all 500-level M.B.A. courses or equivalent

**MGMT 790 STRATEGIC MANAGEMENT CAPSTONE (3.00):** An experiential capstone in which students assume the perspective of general managers facing decisions of strategic importance to their organizations. Emphasizes the critical functions of goal-setting, strategy formulation, implementation and control processes. prerequisites: ACCT 605, ECON 605, ENTR 605, FIN 605, INSS 605, MGMT 605, MKTG 605, OPRE 605

**MGMT 792 SPECIAL TOPICS IN MANAGEMENT (1.50):** An intensive exploration of topics in the area of management. Topics include e-commerce, e-commerce and supply chain management, e-venturing, leadership, organizational theory and best business practice. Refer to semester class schedule for title of topic offered. May be repeated for credit when the topic varies. prerequisite: to be determined by the instructor

**MGMT 796 GLOBAL BUSINESS PRACTICUM (3.00):** Provides students with opportunities for real-world experience working with companies on international projects of real value and priority to the companies. Students choose an international study experience from the participating Merrick School of Business specializations and companies. Student consulting teams work together on a specific corporate project, focusing on a particular country or region of interest to the company. Projects may focus on market analyses, feasibility studies, distribution analyses or a variety of other specific company needs. Students register for this course as a 3-credit elective. prerequisite: department consent

**MGMT 797 SPECIAL TOPICS IN MANAGEMENT (3.00):** An intensive exploration of topics in the area of management. Topics include e-commerce, e-commerce and supply chain management, e-venturing, leadership, organizational theory and best business practice. Refer to semester class schedule for title of topic offered. May be repeated for credit when the topic varies. prerequisite: to be determined by the instructor

**MGMT 798 GLOBAL FIELD STUDY (3.00):** There is no better way to understand and succeed in global business today than through direct experience, or immersing oneself in a foreign environment. This course will provide an opportunity for lectures and discussion with local experts and students regarding key themes of economic, political and cultural importance to business. The course will also engage students in field visits to companies, government agencies and other organizations located abroad. prerequisite: department consent



MGMT 799 INDIVIDUAL RESEARCH (1.00 - 3.00): Investigation into a particular subject in more depth than can be accommodated by an existing course. Students work closely with an individual faculty member. prerequisites: approval of management instructor, department chair and academic adviser

## **MKTG - Marketing**

MKTG 301 MARKETING MANAGEMENT (3.00): A basic course in the contribution of marketing to the firm or organization that includes decision-making tools for integrating product, price, distribution, and communication decisions and processes into an -organization competing in a global environment. Students also build skills in oral and written communication. [IL]

MKTG 405 DIGITAL MARKETING STRATEGY (3.00): Digital media has revolutionized the interactions between firms and customers. In this course, the students will learn about the immediate impact digital media in marketing can have on reaching the customers. While digital media is not a new medium, it is still one of the main ways many businesses are launched and it helps raise online awareness through viable, engaging content; thoughtful, meaningful branding; sticky websites; all leading to higher rankings and larger audiences. Prerequisite: MKTG 301.

MKTG 407 INTERNATIONAL MARKETING (3.00): An application of marketing concepts and tools to international marketing problems arising in a global business environment. Prerequisites: MKTG 301.

MKTG 410 BUYER BEHAVIOR AND MKTG ANALYS (3.00): One requirement of successful marketing is listening to the voice of the customer. Marketers need to know what customers want, when and why they want it. Buyer Behavior and Market Analysis will enable students to understand the basic buyer and company needs. In addition, students will be able to verify them with commonly used research techniques that really listen to the voice of the customer. Prerequisite: MKTG 301 and MATH 115

MKTG 415 MARKETING COMMUNICATION (3.00): The course examines integrated marketing communications in the context of changes in media that have occurred since 2000. Communication theory will be the foundation of planning, implementing, evaluating and coordinating an integrated marketing communication program. There will be special emphasis on social media. Students will advance their professional competencies in written and oral communication, teamwork and critical thinking. Prerequisite: MKTG 301/ Merrick School of Business student or by permission of the instructor.

MKTG 420 MARKETING RESEARCH (3.00): An analysis of the methods of collecting, analyzing and interpreting marketing information, and specific applications of research to problems in the marketing field. Students build critical thinking competencies in data interpretation. Prerequisites: MKTG 301 and MATH 115

MKTG 430 PERSONAL SELLING (3.00): Presents the sales principles and skills required by today's professional salesperson, with emphasis on both the business-to-consumer and business-to-business selling environments. Examines current approaches to a variety of selling challenges including prospecting, the selling process, closing the sale and post-sale follow-up. Presents the principles underlying the sales process and the practical application of these principles to selling situations. Studies

the role of selling in the total marketing process. Prerequisite: MKTG 301 / Merrick School of Business student/ or by permission of the instructor.

MKTG 440 PRODUCT MANAGEMENT (3.00): Examines methods of creating new ideas, developing product prototypes, modifying existing products, evaluating market response, and commercializing and launching new products and services. Competitive and global changes, and technological, social, legal, economic and related issues are considered in the assessment of market potential, corporate resource needs and eventual success. Prerequisite: MKTG 301 / Merrick School of Business student or by permission of the instructor.

MKTG 450 NEW VENTURE & INDUSTRY ANALY (3.00): The use of information and marketing models to analyze consumer and industrial markets. Students also build professional competencies in using computers to analyze marketing information used for market planning. Prerequisite: MKTG 301.

MKTG 460 ADVANCED MKTG MGMT (3.00): A study of the organization and management of a marketing-oriented enterprise using marketing cases and/or simulations to integrate the frameworks and skills from Marketing Management (MKTG 301) to analyze and plan marketing programs. Critical thinking, oral and written communication and teamwork competencies are advanced. Prerequisite: MKTG 301, senior status or permission of the department chair /Merrick School of Business student.

MKTG 493 HONORS SEMINAR (3.00): An advanced interdisciplinary seminar that focuses on important books and issues and encourages independent thinking, clear presentation and an understanding of the concerns and methods of various disciplines. The course may be team taught; topic and instructor(s) may change from semester to semester. Course may be repeated for credit when topic changes. Prerequisite: 3.3 GPA and permission of the Denit Honors Program director / Merrick School of Business student.

MKTG 494 HONORS PROJ/THESIS (3.00 - 6.00): Directed individual instruction in an advanced project of the student's choice; the project must be academically related to this discipline. Each student works closely with a faculty director who guides his/her progress. The project must be of honors quality and must be finally approved by both the faculty director and a second faculty member. Course is eligible for a continuing studies grade. prerequisite: 3.3 GPA and permission of both the Denit Honors Program director and the faculty director / Merrick School of Business student

MKTG 495 INTERNSHIP IN MARKETING (3.00): Provides students with practical real-world experience in an organization. The course requires a minimum of 120 hours of practical work with a qualified firm based on explicit statements of student responsibilities and a faculty/firm monitoring mechanism. Students will work closely with both the firm and a faculty member. Prerequisites: Completion of 9 hours of marketing courses, with a minimum GPA of 3.0. Completion of MGMT 330 is recommended. Permission of the department chair is required.

MKTG 497 SPECIAL TOPICS IN MARKETING (3.00): The marketing faculty, from time to time, offer an opportunity to integrate new material into the undergraduate program reflecting changes in the field and in the educational needs of students. Prerequisite: MKTG 301/ Merrick School of Business student or permission of the instructor.

MKTG 499 INDEP STUDY: MARKETING (1.00 - 3.00): An independent study completed under the direction of a -faculty member. For eligibility and -procedures, refer to the Merrick School of Business Independent Study Policy. Prerequisite: Merrick School of Business student or permission of the instructor.

MKTG 505 MARKETING ESSENTIALS (1.50): Covers concepts, processes and institutions necessary for effective marketing of goods and services, including analyses of market opportunities, buyer behavior, product planning, pricing, promotion and distribution. prerequisite: graduate standing

MKTG 605 MARKETING STRATEGY (1.50): Explores the role of marketing in creating value for the firm and its stakeholders and examines market strategy in the context of a dynamic external environment. prerequisite: MKTG 504 or MKTG 505 or permission of the M.B.A. program director

MKTG 615 ENTREPRENEURIAL MARKETING (1.50): Emphasizes market opportunity analysis, product development, creation and formulations of strategic positioning, pricing feasibility, channel strategies and promotion with limited resources in entrepreneurial and intrapreneurial settings. prerequisite: MKTG 605

MKTG 625 CUSTOMERS AND MARKETS (1.50): Focuses on choosing customers and markets through data analysis, building customer loyalty and communicating to current and potential customers in B2C, B2B and nonprofit organizations. prerequisite: MKTG 605

MKTG 742 SOCIAL, NONPROFIT & PUBLIC SEC (3.00): Centers on the application of social marketing principles, frameworks and tools within nonprofit and public-sector organizations to improve performance and foster the successful dissemination of social initiatives to individuals, foundations and corporations. Recognizing that this sector represents many differences in missions, structures and resources, this course emphasizes that effective social marketing requires a change from being organization-centered to becoming audience-centered. prerequisites: MKTG 605 or MKTG 640.

MKTG 745 STRATEGIC SPORT MARKETING (3.00): Compares and contrasts the field of sport marketing with the practices and applications of mainstream marketing. Includes an overview of the foundations of sport marketing and examines the application of these principles to collegiate and professional sport organizations, special events, facilities, commercial and public organizations, sponsors and corporations, sporting goods manufacturers and the sport enterprise in general. Combines lecture, assigned readings, case studies, research assignments and special projects to strategically assess the current state of sport marketing. prerequisite: MKTG 605 or MKTG 640

MKTG 755 MARKETING COMMUNICATION AND SO (3.00): Introduces students to integrated marketing communications (IMC) management and the role it plays in organizations' marketing plans. The goal of the course is to apply strategic planning and use the promotion mix to help the firm achieve its promotion objectives. The promotion mix elements include advertising, direct marketing, online marketing, sales promotion, personal selling, public relations, and a variety of social media vehicles. The course will pay special attention to the appropriate use of social media in an IMC context. Prerequisite: MKTG 605

**MKTG 760 GLOBAL MARKETING MGMT (3.00):** The theory and application of marketing in a global context. Topics include international trade and financial markets; market structures of nations; and consumption behavior related to culture, social values and economic conditions. Also considers the political and legal control over marketing activities (advertising, promotion and distribution), the growth of regional marketing arrangements relative to competitive strategies of multinational corporations, the dilemma of marketing ethics in a multicultural world and the cost-benefit of technology transfer. prerequisite: MKTG 605 or MKTG 640

**MKTG 762 MARKET OPPORTUNITY ANALYSIS (3.00):** Introduces the subject of opportunity analysis in marketing, intrapreneurship and entrepreneurship as well as the practice of their requisite skills. Includes the analysis of markets, competition, preliminary cost feasibility and intellectual property and also involves the creation and development of strategic positioning appropriate to the marketing opportunity. prerequisite: MKTG 605 or permission of the instructor.

**MKTG 770 PRODUCT AND BRAND DEV /MGMT (3.00):** Focuses on the firm's product and brand development and management strategies with a special emphasis on innovative offerings. The influence of the social, legal and technological environment, as well as relationships with users and channel members, on the implementation of product and brand strategies are analyzed and discussed in depth. Encourages the application of the learned concepts to tangible and intangible products such as goods, services and ideas. prerequisite: MKTG 605 or MKTG 640

**MKTG 780 MARKETING INFORMATION AND (3.00):** This course will provide students with skills and tools necessary to understand and evaluate market information. The course will be focused on building student knowledge on how to analyze and interpret data, and use it for business decision making. The course will use a variety of readings, cases and types of data analysis to provide students with hands-on experience with analyses related to market information. Prerequisite: MKTG 605

**MKTG 792 SPECIAL TOPICS: (1.50):** Explores specialized topics in marketing, allowing flexibility for both the changing developments in applied business practice and the educational needs of students. Exact topical coverage and prerequisites are listed in the schedule of classes. prerequisite: MKTG 605 or MKTG 640

**MKTG 795 GRADUATE MARKETING INTERNSHIP (3.00):** Students will attain professional experience in marketing and work on assigned projects within a workplace marketing environment. Requirements include a work supervisor evaluation, a journal detail the work experience, and a self-assessment of the student's internship experience. Prerequisites: MKTG 605, Graduate standing and departmental consent.

**MKTG 796 MARKETING PRACTICUM (3.00):** Student teams apply concepts from other courses and from their experience to solve marketing problems. They are provided the opportunity to work with an organization or with a product/service division of same on a real-life marketing project. Students work together in consulting teams composed of teammates with varying interests, backgrounds and academic specializations. Projects may deal with a variety of marketing strategies, including customer and competitive analysis, feasibility studies, product and service development, promotion, pricing, distribution, analyses and a variety of other specific organization or company needs. prerequisite: department consent

MKTG 797 SPECIAL TOPICS: (3.00): Explores specialized topics in marketing, allowing flexibility for both the changing developments in applied business practice and the educational needs of students. Exact topical coverage and prerequisites are listed in the schedule of classes. prerequisite: MKTG 605 or MKTG 640

MKTG 799 INDEPENDENT STUDY (1.00 - 3.00): Prerequisites: Approval of marketing instructor, department chair and academic adviser. MKTG 605

### **OPM - Operations Management**

OPM 505 INTRO TO OPERATIONS MGMT (1.50): Overview of the concepts and tools used for the creation and delivery of goods and services. Describes the role of effective operations management for organizational success and competitiveness. Demonstrates approaches for improving quality, productivity, customer service and overall performance. prerequisite: graduate standing

OPM 615 INNOVATION AND PROJECT MGMT (3.00): Covers the essentials of innovation and project management from project selection through implementation, monitoring, control and termination. Topics covered include: product/process innovation, project identification, risk and uncertainty in project management, project planning and budgeting, selecting the project team, resource allocation, implementation and control, and project evaluation and termination. prerequisite: OPM 505 or permission of instructor.

OPM 625 OPERATIONS AND SUPPLY CHAIN (3.00): Provides in-depth coverage of the concepts, techniques and tools used to design, create, control and improve manufacturing and services operations. Topics covered include: operations strategy, quality management, high- and low-contact services, forecasting, smart pricing, procurement, global supply chains, sustainability in manufacturing and services, aggregate sales and operations planning, inventory control and operations scheduling. prerequisite: OPM 505 or MGMT 506

### **OPRE - Operations Research**

OPRE 202 STATISTICAL DATA ANALYSIS (3.00): A second course in the statistical analysis of data related to business activities with emphasis on applications in various functional areas including accounting, finance, management, marketing and operations management, among others. Topics include estimation, hypothesis testing, contingency tables and chi-square test, analysis of variance and covariance, simple and multiple regression analysis and correlation analysis. Computer implementation using Excel-based statistical data analysis or other relevant software and interpretation of results for business applications are emphasized. prerequisites: OPRE 201 or MATH 115.

OPRE 315 BUSINESS ANALYTICS FOR DECISIO (3.00): An introductory course in business analytics and its application to support business decision-making and improve business performance. The focus is on descriptive, and predictive analytics, including, optimization, decision analysis, data mining, data visualization, forecasting and simulation and their application to various functional areas in business such as finance, marketing, operations, and human resources. Special emphasis is placed on analytical

concepts, computer implementation and communication of recommendations based on findings.  
Prerequisites: MATH 115 and OPRE 202

OPRE 497 QUANT METH IN DETAIL (3.00): An intensive exploration of topics in the area of operations research. Refer to the semester class schedule for exact title of topic offered. This course may be repeated for credit when topic changes. prerequisites: determined by the instructor, Merrick School of Business students.

OPRE 499 IND STUDY: OPER. RESEARCH (1.00 - 3.00): An -independent study under the direction of a faculty member. For eligibility and procedures, refer to the Merrick School of Business Independent Study Policy. Department consent required.

OPRE 505 FUNDAMENTALS OF STATISTICS (1.50): Emphasizes applications of descriptive statistics in business. Topics include basic probability concepts, summary measures of location and dispersion, discrete and continuous probability distributions, sampling distribution of mean, and introductions to confidence interval estimation and hypothesis testing. Excel-based software is used for computer implementation. prerequisite: graduate standing

OPRE 506 MANAGERIAL STATISTICS (1.50): Emphasizes applications of inferential statistics in business. Topics include confidence interval estimation, hypothesis testing, analysis of variance, simple linear regression and an introduction to multiple regression. Excel-based software is used for computer implementation. prerequisite: OPRE 505

OPRE 605 BUSINESS ANALYTICS (1.50): Explores business analytics and its applications to management decision-making for a range of business situations. Covers problem structuring; big data; data mining; optimization; computer simulation; decision analysis; and predictive modeling. prerequisite: OPRE 504 or OPRE 505 and OPRE 506 or equivalent or permission of the M.B.A. program director.

OPRE 797 MANAGERIAL DEC MKG (3.00): Explores advanced topics in operations research of interest to faculty and students. May be repeated for credit. Prerequisites and topics are selected and printed in the schedule of classes. prerequisite: department consent

OPRE 799 INDIVIDUAL RESEARCH: OPS RES (1.00 - 6.00): Individual research in an area of interest to the student. The expectation is that work equivalent to a regular graduate course will be completed. Formal paper(s) will be written under the supervision of a full-time faculty member. prerequisites: approval of information systems instructor, department chair and academic adviser

### **PBDS - Publications Design**

PBDS 501 INTRO TO WEB DEVELOPMENT (3.00): Introduction to the fundamentals of front-end Web design. Students learn how to write basic HTML and CSS. Emphasis on preparing media for Web use, HTML tags, CSS attribute and how the two languages work together to create functional and visual front-end Web design. Grading: pass/fail; credits do not count toward a UB graduate degree or certificate. Lab fee required.

PBDS 502 INTRO TO GRAPHIC DESIGN PRINCI (3.00): Hands-on course for students with a limited background in graphic design. Emphasis on basic strategies for visual problem-solving and techniques for preparing comprehensive layouts. Pass/fail grading. Lab fee required.

PBDS 503 WKSHP IN WRITTEN COMMUNICATION (3.00): Practicum in the skills of writing and research. Instruction focuses on projects in the student's subject field. Emphasis on revising, proofreading, editing, adapting and translating for different media and audiences. Recommended for students in all graduate programs who wish additional work in writing, with permission of the graduate program director. Grading: credit/no credit or letter grade.

PBDS 505 SHORT COURSES IN WRITING (1.00): Intensive course meeting three hours per week for five weeks and focusing on a specialized aspect of professional writing. Content varies according to the concurrent interests of faculty and students. May be repeated for credit when the topic changes. Grading: credit/no credit or letter grade. Lab fee may be required.

PBDS 506 SHORT COURSE IN WRITING (1.00): Intensive course meeting three hours per week for five weeks and focusing on a specialized aspect of professional writing. Content varies according to the concurrent interests of faculty and students. May be repeated for credit when the topic changes. Grading: credit/no credit or letter grade. Lab fee may be required

PBDS 508 DESIGN WITH TYPE (1.00): Intensive course meeting three hours per week for five weeks and focusing on a specialized aspect of graphic design or graphic production. Content varies according to the concurrent interests of faculty and students. May be repeated for credit when the topic changes.

PBDS 509 SHORT COURSE IN GRAPHICS (1.00 - 3.00): Intensive course meeting three hours per week for five weeks and focusing on a specialized aspect of graphic design or graphic production. Content varies according to the concurrent interests of faculty and students. May be repeated for credit when the topic changes.

PBDS 600 MEDIA DESIGN (3.00): Examination of light, space, motion and sound—their manipulation and use in designing intentional communications and their interrelationships with words and graphics. Also examines the production process, from needs assessment and proposal writing to storyboards and finished program. Lab fee may be required.

PBDS 601 WORDS & IMAGES: CREATIVE INTEG (6.00): Building on a foundation of rhetorical theory, students explore imaginative ways of communicating with audiences, both visually and verbally. Experimenting with brainstorming strategies prepares them to draw on their own creative resources as they develop original solutions to challenging communication problems. Publications Design students must earn a B (3.0) or better in this course. Lab fee required. prerequisite: PBDS 615

PBDS 602 INTRODUCTION TO DIGITAL VIDEO (3.00): Introductory course in video and audio production. Students learn to shoot, light, edit, and record sound in a digital environment. They also gain experience in producing for non-broadcast applications including social media and the Web. Lab fee required.

PBDS 603 EDITORIAL STYLE (3.00): Editorial style as a total concept, including the historical context of the written word, styles and methods of editing, and special skills such as proofreading, line-by-line editing, reorganizing, rewriting, working with writers and artists and editing as management. Each student becomes the editor of his/her own special project. Lab fee may be required.

PBDS 604 WRITING FOR THE MARKETPLACE (3.00): Writing for various freelance markets, including features and reviews, poetry, fiction, public relations and advertising. Analysis of the audiences to which various publications appeal and development of a proposed publication aimed at a specific audience. Each student conducts a thorough investigation of a self-selected market and prepares what is intended to be a publishable manuscript for that readership.

PBDS 605 PUBLIC & PRIVATE LANGUAGES (3.00): Examination of the “private” or specialized languages of various professions (e.g., science, medicine, education, government and politics) and the means by which these languages may be translated for the public. Each student investigates, through intensive reading, study and imitation, at least one specialized language and attempts to become proficient in adapting and/or decoding that language for public consumption.

PBDS 610 VISUAL/VERBAL RHETORIC (3.00): Analysis and evaluation of visual and verbal texts composed in a variety of media—both traditional and electronic—in light of classical and contemporary theories of communication. Completion of a major project based on substantial primary and secondary research and tailored for a specific audience.

PBDS 611 THE CRAFT OF POPULARIZATION (3.00): Writing for a lay audience about subjects that are technically or scientifically challenging or normally fall within the province of the scholar and specialist or otherwise inhibit instant understanding. Emphasis on clarity, precision and grace of expression.

PBDS 612 CREATIVE METHODOLOGIES (3.00): Provides an overview of key concepts in creative design methodologies and explores these concepts during the design process for critique and reflection. Following a learning-by-doing model of instruction this course is grounded in both theory and practice. Both attuned to a human-centered approach that is design driven, user oriented and process based.

PBDS 613 DESIGN WRITING (3.00): Introduces students to the practices and processes of various design-focused writing genres (criticism, features, online posts, personal and academic essays) as they examine the issues and policies that shape the designed environment. Employing various writing genres, students explore the designed environment with special emphasis on its contexts and consequences.

PBDS 615 TYPOGRAPHY I (3.00): Exploration of the fundamentals of typographic form and function, progressing through the history, physical characteristics and implementation of type. Projects include the application of basic principles to an increasingly complex set of typographic problems. Knowledge of Adobe InDesign is required for this class, which must be taken within the first 9 credits of study. Lab fee required.

PBDS 638 DIGITAL PHOTOGRAPHY (3.00): Explores the endless possibilities of digital imaging. Beginning with acquisition, students learn about composition, lighting, depth of field and the substantive differences between digital and more traditional methods of photography. Students follow their images



through the digital darkroom stage, exploring a variety of digital manipulation techniques to produce material for print and Web distribution. Emphasis on the development of portfolio-quality pieces. Lab fee required.

**PBDS 639 VIDEO AESTHETICS & TECHN (3.00):** In-depth analysis of the aesthetic variables affecting video programs. Advanced video and audio projects culminating in a thesis-quality production. Lab fee required. prerequisite: PBDS 602

**PBDS 640 DESIGN PRINCIPLES & STRATEGIES (3.00):** Exploration through hands-on design projects of the roles of typography, photography and illustration in graphic communication. Analysis of audience, context, goals, market, competition and technical constraints. Brainstorming and problem-solving in groups and individually. Projects are suitable for inclusion in the student's portfolio. Lab fee required. prerequisites: PBDS 612 and PBDS 615

**PBDS 641 MAGAZINE DESIGN (3.00):** Intensive focus on the creative writer's forum—the literary magazine—or on consumer and trade publications. Purpose, philosophy, cover and content design, typography, production and other aspects of small press and consumer publications are covered. A final project, chosen by the individual student, is completed during the semester. Lab fee required. prerequisites: PBDS 615 and PBDS 612

**PBDS 642 BOOK DESIGN (3.00):** Exploration of books and book jackets as objects to be planned and produced, with emphasis on appropriate design choices and creative solutions. Lab fee required. prerequisites: PBDS 615 and PBDS 612

**PBDS 645 TYPOGRAPHY II (3.00):** An advanced exploration of typographic form and function, beginning with the physical characters of letterforms and progressing to the application of typographic principles to more complex problems such as information hierarchies, narrative sequencing, message and creative expression. The course will expand the class scope of Typography I. Projects in this course will be suitable for portfolio use. Lab fee required. prerequisites: PBDS 615 and PBDS 612

**PBDS 647 INFORMATION DESIGN (3.00):** The first priority of designers and writers is presenting information clearly. Students explore how typography, color, symbols, language and imagery can be strategically used to communicate complex information, underscore a message or tell a story more effectively. Students plan, write and design projects suitable for inclusion in their portfolios, all with the aim of elaborating their ability to organize information and solve problems. Lab fee required. prerequisites: PBDS 615, PBDS 612, and PBDS 660.

**PBDS 649 DESIGNER'S SURVIVAL GUIDE (3.00):** Students develop design strategies that consider their clients' needs and constraints, utilize professional design software to execute comprehensive layouts capable of being printed on a conventional printing press, communicate with print vendors using standard printing terminology and troubleshoot basic prepress issues. Lab fee required. prerequisites: PBDS 612 and 615

**PBDS 650 ADVANCED GRAPHIC DESIGN (3.00):** Through a series of progressively more sophisticated assignments, students develop design solutions that resolve a range of problems normally

faced by clients. Projects include institutional and corporate brochures, identity programs, posters and a variety of other communications materials. Lab fee required. prerequisites: PBDS 615 and PBDS 612

**PBDS 660 WEB DEVELOPMENT (3.00):** Introduction to current standards and best practices for Web design. Emphasis on frameworks, content management systems and tools available for building and maintaining dynamic Web sites. Students must pass the pretest or pass PBDS 501 before registering for this course. lab fee required.

**PBDS 661 ADVANCED WEB DEVELOPMENT (3.00):** Continues and builds upon the fundamental concepts and skills developed in PBDS 660 Web Development. Students learn the skills needed to apply complex specifications for digital media. Emphasis on advanced Web design using CSS, current scripts and plug-ins, content management systems and Web analytics to create more complex sites for diverse digital environments. lab fee required. prerequisites: PBDS 612, PBDS 615 and PBDS 660, or permission of the instructor

**PBDS 662 DSGN FOR DIGITAL ENVIRONMENTS (3.00):** A digital interface design course focusing on design principles, elements and typography applied to interactive sites and other dynamic media. Students explore visually striking identity development and content styles, design mock-ups using creative software and implement designs across digital environments. Emphasis is on creatively conceptualizing, branding across media, designing with Web standards, implementing information architecture and user experiences successfully, and creating effective visual communications. Lab fee required. prerequisites: PBDS 612, PBDS 615

**PBDS 670 MOTION GRAPHICS FOR INTERACTIV (3.00):** Students explore the relationship between graphic design and time-based interactive media while examining the history and fundamentals of animation. Students use current industry software to produce a range of motion graphics projects for the Web and other interfaces. Special attention is given to the creative processes and developing an appropriate conceptual, technical and aesthetic critical sense within the language of motion design for dynamic media. Lab fee required. prerequisites: PBDS 615, PBDS 612, Adobe CS4 competency and one of the following: PBDS 645, DESN 616 or permission of program director

**PBDS 671 MOTION GRAPHICS I (3.00):** After examining ways that motion graphics—logos, titles, etc.—differ from static graphics, and after learning various tools and animation techniques, students conceptualize, storyboard and produce motion graphics for video and other screen-based delivery systems. Lab fee required. prerequisites: PBDS 612 and PBDS 615

**PBDS 672 MOTION GRAPHICS II (3.00):** Continues and builds upon the fundamental concepts and skills developed in PBDS 671 Motion Graphics I. Students learn the skills needed to apply complex animation techniques and narratives to motion graphic projects. Emphasis on advanced motion graphics that employ 3D workflows to create more complex screen-based projects for diverse environments. Lab fee required. Prerequisites: PBDS 612, PBDS 615 and PBDS 671, or permission of the instructor.

**PBDS 680 ADVANCED PR STRATEGIES (3.00):** Overview of how to create and implement appropriate communications and marketing plans for both for-profit and nonprofit organizations. Emphasis is on research techniques, concept development and copywriting for all environments: online, print, video and

animation. Other areas covered include writing proposals, making oral presentations and working with designers, artists and clients. Lab fee may be required.

**PBDS 691 ART OF THE INTERVIEW (3.00):** A face-to-face interview is essential for journalists and authors of books and articles dealing with current affairs and real-life issues, documentary filmmakers and even for public relations writers. In all these fields, you often need to gather information directly from people—orally. This course addresses how to research an interview, the ethics of an interview and how to distill information from an interview and write it up in a coherent, compelling fashion.

**PBDS 692 WRITING FOR DIGITAL ENVIRONMEN (3.00):** Writing for all contemporary digital forms, including websites, landing pages, e-mail, social media, blogs and more. Students also explore how content and technology interact. Students complete a series of professional-level assignments using the forms individually and in combination. Understanding the roles of research, search engine optimization, information design and strategic thinking in writing for the Web is also emphasized.

**PBDS 693 MAGAZINE WRITING (3.00):** Understanding, conceiving, writing and selling various types of magazine articles, including some of the following: trend stories, service stories, profiles, Talk of the Town, short features, personal essays. Readings include essays about the craft of journalism and books of narrative nonfiction. Prerequisite: None.

**PBDS 704 COPYRIGHT & PUBLISHING (3.00):** Introduction to media law, particularly as it relates to the field of publications. Provides a broad historical and theoretical overview and requires students to apply legal theory through the use of case studies and examples drawn from the business of media. Explores the impact of technology on the evolution of media law and considers ethical issues currently faced by professionals in publications and communications.

**PBDS 705 DESIGN-BUSINESS LINK (3.00):** Relying largely on case histories and class discussions, this course examines the role of design as a competitive business strategy, with an emphasis on the many ways that designers and business people can work together to provide the synergies that successful design can bring to any organization.

**PBDS 712 HISTORY OF GRAPHIC DESIGN (3.00):** History of graphic design in Europe and in America, centering on the modern period but also dealing with design influences from earlier periods and from other cultures. Provides a background of visual solutions on which students may draw to solve their own publications design problems.

**PBDS 719 DESIGN THINKING (3.00):** Introduces design concepts to those with minimal or no background in design and builds an awareness of the importance and breadth of design throughout our culture. Focuses on developing creative-thinking skills and visual literacy. Areas of design covered include graphic, information, digital, environmental and industrial design. Also examines and discusses design ethics, design sustainability and the evolving role of design thinking in business. Lab fee required.

**PBDS 720 THE DIGITAL ECONOMY (3.00):** Impact of the digital revolution in a number of areas—how we make a living, how we govern ourselves and how we create values for ourselves. Provides students with an understanding of the way the digital economy creates a unique business culture and establishes

(and reflects) a network of new economic values. Prepares students to effectively invest their time, talent and imagination in the new culture and economy of digital technology.

**PBDS 731 SEMINAR IN CREATIVE WRIT (6.00):** The capstone course for the specialization in Creative Writing and Publishing. Entering the course with a completed or nearly completed manuscript written while in the program, students revise, design and produce a publication consisting of their own original work. In a seminar setting, they act as peer advisors to one another and are responsible for providing in-depth critiques of each other's work.

Team taught by a creative writer and a book artist or graphic designer, the course revisits and re-examines concepts introduced in earlier courses. Lab fee required.

**PBDS 735 PORTFOLIO (3.00):** Capstone experience during which each student prepares a professional portfolio that demonstrates mastery of the skills in writing and design emphasized throughout the program. In addition to refining work produced in earlier courses, each student produces a personal identity package and an electronic version of the portfolio. Lab fee required. prerequisites: PBDS 615 and PBDS 612

**PBDS 740 SEMINAR IN PUBLICATIONS DESIGN (3.00):** Culminating course in the master's program in publications design tests and stretches all knowledge and skills students have been learning up to this point. Students conceive a solution to a particular communications problem, work in teams to analyze its audience(s), develop a plan for making it public via print and/or other media, and design and write a prototype. Lab fee required. prerequisites: PBDS 615 and PBDS 601; course should be taken in a student's final semester

**PBDS 750 WRITING: SPECIAL TOPICS (3.00):** Intensive exploration of topics in writing of mutual interest to students and faculty. Content varies according to the concurrent interests of faculty and students. Specific topic is listed in the schedule of classes. Course may be repeated for credit when topic changes. Lab fee may be required.

**PBDS 751 GRAPHIC DESIGN: SPECIAL TOPICS (3.00):** Intensive exploration of topics in graphic design of mutual interest to students and faculty. Content varies according to the concurrent interests of faculty and students. Specific topic is listed in the schedule of classes. Course may be repeated for credit when topic changes. Lab fee may be required. prerequisites: PBDS 615 and 601

**PBDS 753 MEDIA: SPECIAL TOPICS (3.00):** Intensive exploration of topics in communication and media of mutual interest to students and faculty. Content varies according to specific interests and trends in communication. Specific topic is listed in the schedule of classes. Course may be repeated for credit when topic changes. Prerequisites: PBDS 612 and PBDS 615.

**PBDS 754 BUSINESS PRACTICES: SPEC TOPIC (3.00):** Intensive exploration of topics in the business of a publications enterprise that are of special interest to faculty and students. Possible topics include managing a publications department, design studio or magazine, market research, and marketing and legal issues in publications. Specific topic is listed in the schedule of classes. Course may be repeated for credit when topic changes. Lab fee may be required.

PBDS 755 BACKGROUND & IDEAS: SPEC TOPIC (3.00): Intensive exploration of cultural trends, historical developments, ideas or systems of communication that have influenced or informed creative work in a variety of visual and verbal media. Content varies according to the concurrent interests of faculty and students. Topic appears under that name in the schedule of classes. Course may be repeated for credit when topic changes. Lab fee may be required.

PBDS 756 RESEARCH METHODS (3.00): Intensive exploration of topics in hypermedia of mutual interest to students and faculty. Course may be repeated for credit when topic changes. Lab fee may be required. prerequisites: PBDS 615 and 612

PBDS 775 INTERNSHIP (3.00 - 6.00): Direct experience working with a publications staff. Internship opportunities include working with private advertising and public relations firms, nonprofit agencies at the federal and state levels or private business and professional agencies that maintain publications staffs. Eligible for continuing studies grade. Lab fee may be required. prerequisite: permission of program director

PBDS 779 INDEPENDENT STUDY (1.00 - 3.00): Research or problem-solving project in some aspect of publications design. Topics and number of credits vary with individual student interests. Eligible for continuing studies grade. Lab fee may be required. prerequisite: permission of program director

PBDS 789 CREATIVE THESIS (3.00): Independent project, closely supervised by a faculty adviser. The thesis consists of a substantial body of creative writing (a volume of poems, a collection of stories or other prose, a novel), as well as the design for the cover, title page and one inside spread. Finished work is reviewed by a faculty committee. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. Lab fee may be required. prerequisite: permission of program director

PBDS 797 INTEGRATED DESIGN THESIS (3.00): Independent and original design project supervised by a faculty member. This work should reflect an understanding of graphic design principles and demonstrate excellence in conceptualizing and executing design solutions to communication problems. Finished work is reviewed by a faculty committee. Pass/fail grading. prerequisite: program director's approval of topic prior to registration

PBDS 798 CONTINUOUS ENROLLMENT (1.00): Provides continuing faculty direction, academic support services and enrollment services for students who have completed all course requirements for the degree but have not completed a thesis or final project. Students continue the independent work leading to finishing the thesis or final project that is significantly under way. Course may be repeated for credit as needed. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. Lab fee required. prerequisite: completion of all course requirements for degree program

## **PHIL - Philosophy**

PHIL 101 INTRODUCTION TO PHILOSOPHY (3.00): Introduces the fundamental questions and problems of philosophy and critically examines how some of the greatest philosophers in the history of Western cultures have attempted to answer these questions. Emphasis is placed on students' demonstration of their own abilities to seek answers to these "eternal questions." A capstone feature of

the course challenges students to communicate, orally and in writing, the value of philosophical thinking in their personal lives and their chosen professions. [HIPL] [CTE] [HAT] [AH]

PHIL 140 CONTEMPORARY MORAL ISSUES (3.00): Explores contemporary issues of ethical concern. Students are introduced to philosophical reasoning on controversial topics, including the responsibilities of corporations, war and violence, human relationships and other currently debated matters of public policy and personal ethics. The course aims to help students develop abilities to understand, evaluate and construct arguments in the realm of applied ethics. [HIPL] [CTE] [HAT] [AH] [IL]

PHIL 150 CRITICAL THINKING AND ARGUMENT (3.00): Explores the process of thinking critically and philosophically and guides students in thinking more clearly, insightfully and effectively. In addition, this course focuses on helping students identify, understand and critically assess philosophical arguments. Students use classic philosophic texts and real-world examples to develop both their critical-thinking skills and their ability (in written and oral forms) to formulate, express and critique arguments. [HIPL] [CTE] [HAT] [AH]

PHIL 200 THE NATURE AND PURPOSE OF LAW (3.00): Introduces students to the nature and purpose of law by exploring a number of fundamental questions related to law and its role in our personal, social and political lives. Covers both historical and contemporary accounts of the nature of law, the relationship between law and morality, and legal reasoning, including a discussion of how judges ought to decide cases. Emphasis is on development of student's critical-thinking and written and oral communication skills. Prerequisite; None

PHIL 250 SOCIAL / POLITICAL PHILOSOPHY (3.00): Examines the values and principles that establish and justify societies and that determine the rights and responsibilities of a society to its own members; of the members in relation to each other and to the society as a whole; and of a society in relation to other societies. The course considers the application of these principles to such issues as justice, human rights, political and social institutions, and international relations. [AH]

PHIL 280 ENVIRONMENTAL ETHICS (3.00): Explores the relationship between humans and the nonhuman environment and guides students in thinking more clearly, insightfully and effectively about that relationship. Students read a wide array of classic and contemporary texts from a variety of philosophic traditions, and they are asked to consider some of the most pressing ethical, political and legal issues concerning our treatment of the environment. [HIPL] [CTE] [HAT] [AH]

PHIL 301 ETHICS (3.00): A critical examination of fundamental questions in ethics: What is good and evil? Why be moral? What is right and wrong moral conduct? What does it take to be a good person, and what does it mean to live a good life? Students read a balanced selection of classical and contemporary works and explore a variety of moral issues in personal and professional life. [AHE]

PHIL 302 PHILOSOPHY OF COMMUNITY (3.00): Covers some of the basic concerns raised by the cosmopolitan liberalism and communitarian critique. The goals are to help students think through the arguments on each side of this debate and to help figure out for themselves the extent to which they want their lives and the policies of the communities in which they live to reflect either cosmopolitan liberal or communitarian commitments.

PHIL 305 PROF ETHICS IN HUMAN SERVICES (3.00): An examination of values, moral principles and ethical issues inherent in, and related to, the human service professions. The major focus is directed toward determining the moral responsibilities of the human service professions and whether the moral responsibilities are being realized.

PHIL 309 EASTERN RELIGIONS (3.00): A study of the history, beliefs and rituals of Hinduism, Buddhism, Taoism, Confucianism and Shinto

PHIL 316 LOGIC OF LANGUAGE (3.00): An introduction to informal and formal logic. The use and abuse of language in general is first considered, then informal fallacies are examined. Next, deductive, inductive and analogical arguments are distinguished. The remainder of the course is devoted to examining the formal structures of descriptive language and the formal rules of logic.

PHIL 317 ANCIENT PHILOSOPHY (3.00): A critical examination of the questions, systems and contributions of the most influential philosophers of Western antiquity. The pre-Socratics and their legacy of questions and world views are first considered. The philosophies of Plato and Aristotle are examined next in light of the attempts of both philosophers to deal with the inherited questions of pre-Socratics and the moral and cultural problems of their time. Concludes with a look at the Epicurean, Stoic and neo-Platonist philosophies and the influence of neo-Platonism on Christian theology. [AH]

PHIL 319 MODERN PHILOSOPHY (3.00): Traces the development and influence of British empiricism and continental rationalism from the scientific revolution of the 17th century through the age of reason, the romantic rebellion and the industrial revolution, and the rise of nationalism. Philosophers to be studied are Descartes, Locke, Berkeley, Hume, Kant, Rousseau, Mill, Hegel, Marx and Nietzsche. [AH]

PHIL 320 20TH CENTURY PHILOSOPHY (3.00): A critical examination of the most influential American and European philosophers of the 20th century. Emphasis is placed on the rebellion against 19th-century idealism and metaphysics as manifested in the two divergent and predominant contemporary philosophies: existentialism and analytic philosophy. Russell, Moore, Wittgenstein, Whitehead, Bergson, James, Dewey, Sartre, Kafka and Camus are among the philosophers considered. [AH]

PHIL 321 PHILOSOPHERS THAT CHANGED THE (3.00): Surveys one or more great philosophers of the instructor's choosing in the history of philosophy. Exposes students to an in-depth study of each of the chosen philosopher's ideas and how those ideas changed the world and continue to shape peoples' current understandings. Emphasizes careful study of philosophical texts.

PHIL 322 GOD, PHILOSOPHY, AND RELIGION (3.00): Examines diverse answers to fundamental questions about religion that have intrigued and puzzled human beings throughout history. Does God exist? If so, what can humans know about God, if anything? If God doesn't exist, could there still be meaning in the universe? To what extent are these questions of reason versus questions of faith? What is evil and why does it exist? Is there life after death? Whether immersed in a religious tradition or not, a proponent of religious belief or a skeptic, this course considers a range of the most influential writings ever created to respond to basic religious questions. [AH] [GD]

PHIL 419 RELIGIONS IN AMERICA (3.00): Considers Christianity, Judaism, Islam, Hinduism, Buddhism, Native American and other major religions practiced on the American continent. What are these religions about, all of which are practiced in the United States and most of which are practiced within a short walk from the University of Baltimore? The approach is to study the most fundamental ideas at the core of each religion to consider what makes each tradition distinctive and how they relate to each other. The course may include visits to nearby religious institutions. [AH]

PHIL 460 MORAL LEADERSHIP AND THE PURSU (3.00): Introduces a range of diverse philosophical writings about the nature of moral leadership and excellence. What are the special qualities that enable someone to become a moral leader? What kind of knowledge and character do moral leaders have? When moral leaders pursue excellence, what kind of excellence is this? Is "morality" irreducibly subjective or are there objective standards to moral leadership? Beginning with philosophical accounts such as Aristotle's ethics and Socrates' trial and death, and continuing through contemporary literature, such as in the life and writings of Martin Luther King, Jr., philosophers and theologians, among others, have tackled the most fundamental questions of moral leadership. This course presents some of the best philosophical writings on the nature of moral leadership and excellence and applies these ideas for understanding the current world and our roles within it.

PHIL 470 PHILOSOPHY AND AMERICAN SOCIETY (3.00): Develops the notion of public philosophy in American society, integrating civics education, democratic theory, and social and political philosophy. Ranging from Supreme Court decisions to political debate to the distinctive nature of American philosophy, the course explores fundamental philosophical arguments that have shaped and influenced American life.

PHIL 490 THEORIES OF JUSTICE (3.00): Examines competing classical and contemporary theories of justice at the foundations of law and morality, from such philosophers as Plato, Kant, Rousseau, Marx, Rawls and others from diverse traditions. Demands for justice are often deep and enduring, and their claims create deep intellectual disagreements: What is justice? What does it mean to be a just person or to live within just institutions? What is the nature of injustice and wronging others? The course examines concepts often at the center of competing ideas of justice, including equality, the rule of law, human rights, the common good, the social contract, what people deserve, sovereignty and liberty. These concepts shape social, economic and political institutions, as well as our personal lives. [AH]

PHIL 492 INDEPENDENT STUDY (1.00 - 6.00): Provides for individual work in research. prerequisites: presentation of a research proposal to the divisional chair, and permission of the chair and instructor. prerequisites: 3.5 GPA and permission of the Denit Honors Program director

PHIL 493 HONORS SEMINAR (3.00): An advanced interdisciplinary seminar that focuses on important books and issues and encourages independent thinking, clear presentation and an understanding of the concerns and methods of various disciplines. The course may be team taught; topic and instructor(s) may change from semester to semester. Course may be repeated for credit when topic changes. prerequisites: 3.5 GPA and permission of the Denit Honors Program director



PHIL 494 HONORS PROJECT (1.00 - 6.00): Directed individual instruction in an advanced project of the student's choice; the project must be academically related to this discipline. Each student works closely with a faculty director who guides his/her progress. The project must be of honors quality and must be finally approved by both the faculty director and a second faculty member. Course is eligible for a continuing studies grade. prerequisites: 3.5 GPA and permission of both the Denit Honors Program director and the faculty director

PHIL 495 EXISTENTIALISM (3.00): An in-depth study of one of the most provocative philosophies of the modern age. The major works of the leading philosophers of the movement are examined as well as the expression of their philosophies in contemporary art, poetry, fiction and cinema.

PHIL 496 INTERNATIONAL LAW AND MORALITY (3.00): Explores the relationship between international law and morality and guides students in thinking more clearly, insightfully and effectively about the various legal, political and social institutions that make up the international legal regime. Students read a wide array of classic and contemporary texts from a variety of philosophic traditions, and they are asked to consider some of the most pressing conceptual and ethical issues concerning international law. [AH] [GD]

PHIL 497 SPECIAL TOPICS IN PHILOSOPHY (3.00): Intensive exploration of topics in philosophy of mutual interest to faculty and students. Content varies according to the concurrent interests of faculty and students. The subject studied appears under the Topics heading in the class schedule. Course may be repeated for credit when topic changes.

PHIL 498 INTERNSHIP IN APPLIED ETHICS (1.00 - 3.00): Designed for students who wish to observe and gain firsthand experience at designated profit or nonprofit organizations in the greater Baltimore community. Students work with a mentor at the organization to write a substantial essay (15-25 pages) or academic equivalent that integrates the internship experience with academic content in the Philosophy, Law and Ethics major, guided by the faculty program director or designee. Eligible for a continuing studies (CS) grade. prerequisites: interview with and permission from the PLE faculty program director prior to the internship

PHIL 499 CAPSTONE PHIL, LAW, ETHICS (3.00): A culmination of the student's program of study in the Philosophy, Law and Ethics program. Required for all PLE majors. Students complete a capstone paper as part of an approved cross-listed 400-level course, integrating course content across the major as part of the capstone project. prerequisite: permission of program director, normally all other required courses in the major must be completed or concurrent [CAP]

### **PHSC - Physical Science**

PHSC 101 EARTH IN FOCUS (3.00): A study of the origins, composition and physical processes of our planet. The Earth's land masses, bodies of water and atmosphere are examined. Natural phenomena such as earthquakes, volcanic eruptions and global weather patterns are explained. Includes a discussion of environmental issues that directly impact people, such as industrial pollution, depletion of natural resources and global warming. [GSCI] [QQT] [BPS]

## **PPIA - Government/Public Policy**

PPIA 201 AMERICAN GOVERNMENT (3.00): This course is the basic American government course required of all government and Public Policy majors. This is an introduction to American ideology, government, and politics. The course also serves as a basic social science course available as a general elective for all undergraduate majors. Prerequisite: None. [GIK] [QQT] [SBS]

PPIA 210 INTRO TO INTERNATIONAL STUDIES (3.00): Introduces concepts within international studies. Students learn how history, geography, culture, politics and economics affect the approach taken by various actors in international relations. Through critical analysis, this course examines the role world politics plays in a variety of global issues and challenges. [QQT] [SBS] [GD]

PPIA 279 SPEC TOPICS IN INTERNATIONAL (3.00): Exploration of topics in international affairs. Content varies depending upon the interests of faculty and students and may include studies in comparative or regional politics, international or global issues, or issues in foreign policy. Course may be repeated when topic changes. Prerequisite: Depends on course topic and level of difficulty.

PPIA 284 POLITICS IN COMPARATIVE PERSPE (3.00): Politics in Comparative Perspective is designed to introduce students to the study of politics and Political Science. The course covers basic concepts in Comparative Politics including ideologies, political behavior, and political institutions. These concepts are used to explore the political experiences of representative countries from the Western Democratic, Transitional, and Developing worlds. Coverage is also given to the impact of globalization on selected countries. Specific countries covered will vary with instructor. Prerequisites: None [GIK] [QQT] [SBS]

PPIA 297 TOPICS IN POLITICS AND POLICY (1.00 - 3.00): Exploration of topics in politics and policy. The actual topic of the course will appear in the schedule of classes. Prerequisite; depends on course topic and level of difficulty.

PPIA 300 AMERICAN POLITICAL INSTITUTION (3.00): The role and interrelationship of the federal, state, and local governments in the formulation and implementation of public policy are examined. Major contemporary issues are explored to illustrate the policy making process. The specific policy issues studied vary from semester to semester.

PPIA 315 PUBLIC POLICY ANALYSIS (3.00): Students will gain a foundation in policy analysis -the process of creating, critically assessing and communicating information to determine which of various policy alternatives will best achieve agiven goal(s) within the American policy arena. Students will understand the policy process and analysis by: Defining, assessing, and describing public problems; Identifying policy goals and criteria to assess possible strategies; Crafting appropriate policy options by borrowing, adapting, and creating; Analyzing and predicting the effects of alternative policy options; and Communicating policy advice in written and oral presentations. Prerequisites: None.

PPIA 320 PUBLIC ADMINISTRATION (3.00): The problems of municipal, state, and federal governments as these relate to organization, budgeting, personnel, welfare, control, reporting, public

relations, federal-state-local relations, the city -government in society, and the division of state and federal powers.

PPIA 321 LEADERSHIP (3.00): Leadership is critical in the delivery of government services and in maintaining our democracy. This course will actively engage students in theories, traits, concepts and behaviors of leadership. Students will learn tasks, skills, and profession competencies to become effective leaders in government and non-profit organizations.

PPIA 322 BUREAUCRACY AND PUBLIC POLICY (3.00): An understanding of the institutional political, legal, and ethical challenges of public policy management in the contemporary administrative state

PPIA 324 AMERICAN PUBLIC POLICY (3.00): Analysis of the formulation and implementation of governmental policies at all levels in such policy areas as art and cultural policy, economic stability, income maintenance, education, the environment, public finance, and older adult policy. Prerequisite: GVPP 300 or permission of instructor.

PPIA 326 URBAN POLITICS & PUB POLICY (3.00): An examination of the -organization and main functions of urban government, the major participants and key issues in the urban political process, and the political relationship between cities and other levels of government. The distinctive characteristics of the political process in the urban setting with special emphasis on Baltimore.

PPIA 340 CONSTITUTIONAL LAW (3.00): The role of the Constitution in the American system of government. Origins and historical development of the Constitution, the theory and operation of the federal court, and the effects of Supreme Court decisions on the relationship between -different branches of government and on the rights of individuals in American society.

PPIA 341 CIVIL LIBERTIES/BILL OF RIGHTS (3.00): An advanced course about constitutional law that focuses on the Bill of Rights and issues of civil liberties that have arisen as the Supreme Court has changed its interpretation of the Constitutional basis of decisions related to those rights. The course stresses legal reasoning and research skills; it also provides information about Constitutional issues in relation to American governmental processes and policies. Suggested prerequisite: GVPP 340.

PPIA 344 AMERICAN PRESIDENCY (3.00): An examination of the presidency in the American system of government. The powers of and limits on the president are studied as are the relationships between the president and other major actors in the political system.

PPIA 345 THE LEGISLATIVE PROCESS (3.00): An examination of legislatures in the American system of government. Emphasis is placed on the study of the representative function of legislatures, of the ways in which they operate, and their impact on public policy.

PPIA 348 STATE & LOCAL GOVT (3.00): Emphasis on the organi-zation, powers, and functions of state, local, county, and municipal -governments. Government in theory and practice at different levels in the state of Maryland.

PPIA 360 PARTIES/ CAMPAIGNS/ ELECTIONS (3.00): A study of the rise, history, and functions of political parties in the United States. Campaign management and strategies as well as electoral tactics and movements are also examined.

PPIA 362 MEDIA AND GOVERNMENT (3.00): A study of relationships among governments, public opinion, and the media. Analysis of the components of public opinion and their individual and collective influence on government. The functioning of the media and their influence on both government and public opinion.

PPIA 381 AMERICAN POLITICAL THOUGHT (3.00): A study of the political thought in the United States that has provided the foundations of American democracy from colonial times to the present, -focusing on political concepts, principles, ideas, and issues.

PPIA 382 POLITICAL IDEOLOGIES (3.00): Focuses on the philosophical and ideological bases for the state. The political -economy and social structure of governing ideologies are examined and illustrated in discussions about democracy, capitalism, liberalism, fascism, communism, and socialism. Challenges to these ideologies as presented by religion and nationalism are also discussed.

PPIA 384 COMPARATIVE GOVERNMENT (3.00): An examination of the historical and social background, political process, governments, and institutions of representative foreign governments, including Great Britain, France, and Germany. The identification, comparison, and -evaluation of the main components and characteristics of the governing process are examined

PPIA 385 THEORIES INTER. RELATIONS (3.00): A survey course of global events and processes. This course covers issues of war and peace, arms and armaments, international governmental and non-governmental organizations, the politics of global economic relations both amongst nations of the developed north and between northern and southern states. Humanitarian and environmental issues will also be covered. Emerging trends in globalization, terrorism, and ethnic conflict will be considered. prerequisites: PPIA 210 or CNCM 102.

PPIA 386 AMERICAN FOREIGN POLICY (3.00): An examination of the political, economic, and military considerations involved in the formulation and implementation of United States foreign policy. Included are the constitutional responsibilities for foreign policy, the economic context, -military doctrine and the country's -traditional international relationships.

PPIA 408 METHODS IN GOVT. & PUB POLICY (3.00): Focuses on research and analytical techniques, -statistical measurement, and methods of science used in the study of governmental organizations, elections, political behavior, and policy analysis. [IL]

PPIA 410 POLITICS AND RACE (3.00): Addresses race and its problems, possibilities, and limitations. Race is a critical issue in society; despite the removal of legal barriers and the guarantee of equal protection (Civil Rights Act of 1964, Voting Rights Act of 1965, Fair Housing Act of 1968), blacks and Hispanics continue to endure negative outcomes. Racism and discrimination in education, employment, health, income, and incarceration remain a part of the American social fabric. Prerequisite: none [GD]

PPIA 423 PUBLIC BUDGETING & PERSONNEL (3.00): Focuses on budgeting and personnel administration at the national, state and local government levels. Examined are the form, content, and processes of public budget development, and its review, execution, and management; also examined are the principles and functions of public personnel management, salary, schedules, unions, performance evaluation, and retirement. Prerequisite: PPIA 320 or permission of the instructor.

PPIA 425 ADMINISTRATIVE LAW & PROCESSES (3.00): The growth of the administrative process in the United States, the necessity for the delegation of legislative authority to administrative agencies, and the need for judicial control of the bureaucracy. Emphasis on federal, as well as State of Maryland, administrative and regulatory processes.

PPIA 426 FOUNDATIONS OF DEMOCRACY I (3.00): This course examines the scope and nature of the fundamental values that are reflected in our system of democratic governance. Democracy joins individual citizens, neighbors and communities. Acting together they form the essence of an associational life-- that is to say, a life lived with reciprocal linkages to the well-being of others and to the common good. Particular attention will be placed on the decision making and organizational design systems that characterize our social, political and economic institutions, as well as community-serving nonprofits.

PPIA 461 MARYLAND GOVT PROCESSES & POL (3.00): A study of the structure of Maryland's three branches of government and their -relationship to interest groups, political parties, and public policies.

PPIA 463 INTEREST GROUP POL & LOBBYING (3.00): Examined within this course are interest groups as key components in the functioning of a pluralistic political system. The proliferation of interests from trade associations to the public, nonprofit interests will be documented. Also explored are the techniques of lobbying.

PPIA 470 INDIVIDUAL RESEARCH (1.00 - 3.00): Individual research on a -subject of mutual interest to both student and supervisory faculty. Depending on the scope and depth of research, from one to three credits may be earned for the successful completion of this course. The student may, upon approval, take up to two such courses. Prerequisite: A minimum of 12 credit hours in political science courses earned at the University of Baltimore and approval of the program director. This course may be taken for a continuing studies (CS) grade.

PPIA 471 INDIVIDUAL RESEARCH (1.00 - 3.00): Individual research on a -subject of mutual interest to both student and supervisory faculty. Depending on the scope and depth of research, from one to three credits may be earned for the successful completion of this course. The student may, upon approval, take up to two such courses. Prerequisite: A minimum of 12 credit hours in political science courses earned at the University of Baltimore and approval of the program director. This course may be taken for a continuing studies (CS) grade.

PPIA 479 SPEC TOPICS IN INTERNAT STUDIE (3.00): Selected topics in International Relations and/or Comparative Politics of mutual interest to faculty and students are examined in depth. Content varies according to the concurrent interests of faculty and students. The topic for study will appear under

that name in the Schedule of Classes. Course may be repeated for credit when topic changes. Prerequisites: None

PPIA 480 ENVIRONMENTAL POLITICS AND POL (3.00): Environmental politics and policy focuses on the process of public decision making as it relates to national and global environmental issues. The course will address policy making institutions and political behavior and how these have shaped American responses to such issues as clean air and water, energy use, and natural resource consumption, among others. The course will explore how agencies use risk assessment and other decision tools to establish regulatory objectives and how tax, regulatory and other policy tools are used to manage the environment. Prerequisites: None

PPIA 481 GLOBALIZATION (3.00): This course is an examination of the rapid global changes shepherding in the 21 st Century. Students examine the social, economic and political effects of a smaller, more connected world. Global citizenship, intertwined economies, and global institutions joining nation-states as primary global actors are presented as macro-changes to national identities, economies and public policies. Prerequisites: None

PPIA 482 TOPICS IN POLITICAL THEORY (3.00): Selected political theory examines perennial issues in political thought within the frameworks of classical, medieval, renaissance, enlightenment, and modern political theory. Course may be repeated for credit when topic changes.

PPIA 484 INTERN'L POLITICAL ECONOMY (3.00): Examination of the rapid changes in the postwar system of trade, production and finance. Students are exposed to discussions concerning the impact that these changes have presented to national identities and the public -policy responses undertaken by states to maintain and enhance their position in the global trading system

PPIA 486 THE MIDDLE EAST (3.00): Political, economic, and military aspects of Turkey, Iran, Egypt, and the other Arab states, Israel, and the eastern Mediterranean. Emphasis on foreign -relations. The interrelationship of these powers and their relationships with Western European powers, Russia, the People's Republic of China, and the United States.

PPIA 487 WESTERN EUROPE (3.00): Political, economic, and military aspects of Austria, the Benelux countries, France, Italy, and Germany. Emphasis upon their contemporary foreign relations

PPIA 488 RUSSIA & INDEPEND STATES (3.00): International relations of the Commonwealth of Independent States and the People's Republic of China. An example of the political, -economic, and military considerations of these two countries in the conduct of their relationships.

PPIA 489 INTERNATIONAL ORGANIZATION (3.00): The Study of the development and evolution of International Organizations including the United Nations, regional and functional organizations, and non-governmental organizations. Course focuses on the United Nation's principal organs and specialized agencies and on major International Inter-governmental organizations. Consideration is also given to non-governmental organization as we" as informal organization. Simulation or role playing exercises or trips to the United Nations may be included at the instructor's discretion. Prerequisites: PPIA 210 or CNCM 102

PPIA 490 INTERNSHIP (3.00): Internship designed to broaden the -educational experience of the student through work assignments with appropriate governmental agencies. Depending upon the academic value of the work assignments, the student may enroll for up to a total of six credits in this internship. Prerequisites: major in government and public policy or jurisprudence, minimum of 12 credits completed in PPIA courses with a GPA of at least 3.0, and approval of the program director. This course may be taken for a continuing -studies (CS) grade.

PPIA 491 INTERNSHIP II (3.00): Internship designed to broaden the -educational experience of the student through work assignments with appropriate governmental agencies. Depending upon the academic value of the work assignments, the student may enroll for up to a total of six credits in this internship. Prerequisites: major in government and public policy or jurisprudence, minimum of 12 credits completed in PPIA courses with a GPA of at least 3.0, and approval of the program director. This course may be taken for a continuing -studies (CS) grade.

PPIA 493 HONORS SEMINAR (3.00): An advanced interdisciplinary seminar that focuses on important books and issues, encourages independent thinking, clear presentation, and an understanding of the concerns and methods of various disciplines. The course may be team taught; topic and instructor(s) may change from semester to semester. Course may be repeated for credit when topic changes. Prerequisites: 3.3 GPA and permission of the Honors Director.

PPIA 494 HONORS PROJECT (3.00 - 6.00): Directed individual instruction in an advanced project of the student's choice; the project must be academically related to this discipline. Each student works closely with a faculty director who guides his/her progress. The project must be of honors quality and must be finally approved by both the faculty director and a second faculty member. Course is eligible for a continuing studies grade. prerequisites: 3.3 GPA and permission of both the Denit Honors Program director and the faculty director.

PPIA 497 TOPICS IN GOVT/ PUBLIC POLICY (3.00): Intensive exploration of topics in political science of mutual interest to faculty and students. Content varies according to the concurrent interests of faculty and students. The topic for study will appear under that name in the Class Schedule.

PPIA 499 SENIOR SEMINAR (3.00): A -senior-level seminar required of all -government and public policy majors. Topics considered include the perspectives of the major sub-fields of government and public policy and their relations with other disciplines. Students demonstrate their abilities to analyze, assess, and write about relevant issues and practices in government and public administration. Open to non-government and public policy majors only by permission of the instructor. [CAP]

## **PSYC - Psychology**

PSYC IRR INTER- INSTITUTIONAL COURSE (3.00): INTER- INSTITUTIONAL COURSE

PSYC 100 INTRODUCTION TO PSYCHOLOGY (3.00): PSYC 100 Introduction to Psychology (3) This survey course is an introduction to the science of psychology, with an explicit focus on the understanding

of human behavior and experience. Methods used by psychologists to investigate behavior and experience are introduced, and an overview of the major fields of psychology is provided, including discussion of each area's primary theories and models. [SOSC] [GIK] [QQT] [SBS]

PSYC 200 INTRO TO PROFESSIONAL PRACTICE (3.00): Psychology majors learn the problems, methods, thinking styles, ethical standards and career opportunities of modern behavioral science and practice. Students participate in classroom discussion on topics of current concern in psychology, practice the writing style of the American Psychological Association and acquire effective methods for developing a professional resume. prerequisites: PSYC 100 and satisfaction of lower-division general-education requirement in composition or their equivalents [IL]

PSYC 205 HUMAN DEVELOPMENT (3.00): The psychological aspects of the human growth and development process from conception and birth through childhood, adolescence, adulthood and old age. Included are the physical, social and emotional influences on the course of development in role, identity and goal orientation. prerequisite: PSYC 100 [SBS]

PSYC 210 INTERPERSONAL PSYCHOLOGY (3.00): Provides an overview of the processes involved in the development, maintenance and dissolution of friendships and romantic relationships. Offers an examination of topics such as interpersonal attraction, love, sexuality, conflict and communication prerequisite: none

PSYC 215 HUMAN SEXUALITY (3.00): Reviews the psychological literature on human sexuality, including behavioral patterns, life-cycle changes, interpersonal attraction and the scientific study of love. Sexual functioning throughout the lifespan is discussed, in addition to how it may be influenced by one's gender, age, sexual orientation, religion, culture and racial/ethnic background. Topics may include female and male anatomy, love and sexuality, intimacy, trust and sexual expression, date rape, the sexual response cycle, sexually transmitted diseases, and birth control and contraception.

PSYC 220 STRESS IDENTIFICATION & MGMT (3.00): A study of the interaction between a human's environment and psycho-physiological systems involved in the generation of stress and development of related disease processes. The use of electronic instrumentation in the evaluation and amelioration of stress reactions and research is examined. Techniques and strategies of stress management are discussed. Laboratory fee required. prerequisite: PSYC 100 or an equivalent introductory psychology course or permission of the program director

PSYC 230 BEHAVIOR MOD IN APPLIED SETTING (3.00): Application of operant learning theory to problems in everyday life. Students design, conduct and report on their own, self-regulated behavior change programs based on principles of the "ABC" model of learning. Topics include how to identify, define and collect information on problem behaviors, how to select effective consequences for those behaviors, and how to maintain desirable behaviors in new settings. No prior psychology coursework is required.

PSYC 250 SOCIAL PSYCHOLOGY (3.00): A consideration of the individual in social situations, and of the social environment as a source of psychological stimulations and social conflicts. Prerequisite: PSYC 100 or an equivalent introductory psychology course, or permission of program director.



PSYC 260 PSYCH OF RELIGION AND SPIRIT (3.00): An in-depth, research-based survey of the study of the origins, development and consequences of religion and spirituality from a psychological perspective. The relationship between religion and social-psychological variables in particular is investigated. Religious experiences from a variety of perspectives, including the objective, Freudian, Jungian and humanistic, are examined. The relationship between science and religion is also addressed. prerequisite: PSYC 100 or an equivalent introductory psychology course or permission of the program director

PSYC 270 POSITIVE PSYCHOLOGY (3.00): Provides an overview of the processes involved in developing and maintaining the strengths and virtues that enable individuals and communities to thrive. Explores the correlates of life satisfaction and examines empirical science and practical strategies for promoting well-being, quality of life and resilience.. prerequisites: none

PSYC 297 TOPICS IN PSYCHOLOGY (3.00): Introductory exploration of issues, concepts, and methods in psychology. Topics will vary according to interests of students and faculty; the current subject appears under the Topic heading in the class schedule. Course may be repeated when topic changes. Prerequisite: PSYC 100 or permission of program director.

PSYC 300 HIST & SYSTEMS IN PSYCHOLOGY (3.00): The historical development of the major schools and systems of psychology. The philosophical underpinnings of the discipline are discussed. Students are instructed in the social and cultural variables that contributed to the development of psychology as a science. Connections are made between the early schools of psychology and contemporary perspectives in psychology. The growth and development of applied psychology and the professionalization of psychology are also described. prerequisite: PSYC 100 or an equivalent introductory psychology course or permission of the program director

PSYC 305 MULTICULTURAL PSYCHOLOGY (3.00): Educates, sensitizes and stimulates students' critical thinking about various cultural identities (such as race, gender, and sexual orientation) and the intersection of multiple cultural identities. Includes discussion of underserved and marginalized groups and the prevention and remediation of social and mental health issues through social justice advocacy. Engages students in experiential activities, self-reflection exercises and classroom discussions focused on the interdependence among individuals, communities and institutions in society, and how the cycle of socialization perpetuates systemic oppression and imbalances of power and privilege in society. Prerequisite: PSYC 200 or permission of the undergraduate program director for psychology.[GD]

PSYC 308 RESEARCH METHODS/ STATISTICS I (3.00): Integrated study of descriptive psychological research methods and corresponding statistical concepts. Topics include ethical considerations, observational and survey research techniques, graphing, central tendency and variability, correlation and linear regression. Students participate in data collection, data analysis and interpretation by means of the microcomputer Statistical Package for the Social Sciences (SPSS) and in the writing of APA-style research reports. Prerequisite: PSYC 200. Corequisite: WRIT 300

PSYC 309 RESEARCH METHODS/STATISTICS II (3.00): Integrated study of experimental and quasi-experimental psychological research methods and corresponding statistical concepts. Topics include basic probability theory, the logic of hypothesis testing, simple and complete experimental design

and analysis, internal and external validity of experimental results, and nonparametric research and analysis of techniques. Students participate in data collection, data analysis and interpretation by means of the microcomputer Statistical Package for the Social Sciences (SPSS) and in the writing of APA-style research reports. Prerequisite: PSYC 308

PSYC 315 MOTIVATION (3.00): An exploration of internal and external forces that initiate, direct and sustain behavior. This course examines biological, cognitive and social psychological theories of motivation and their applications in a variety of real-life contexts. Students are encouraged to consider how these theories can increase their understandings of their own and others' behavior. prerequisite: PSYC 100 or an equivalent introductory psychology course or permission of the program director

PSYC 320 INDUSTRIAL/ORGANIZATIONAL PSYC (3.00): Psychological principles and methods applied to problems commonly encountered in business and industry. Topics include personnel selection and evaluation, training and development, attitudes and motivation, leadership, group dynamics, organizational structure and climate, and job design and working conditions. prerequisite: PSYC 100 or an equivalent introductory psychology course or permission of the program director

PSYC 325 FORENSIC PSYCHOLOGY (3.00): A survey of the broad field of forensic psychology, including roles that psychological knowledge, theory and practice have played with respect to issues of law and the legal system. Topics include psychological theories of crime, the psychological evaluation of criminal suspects, factors influencing the reliability of eyewitness testimony and psychological models of jury selection, among others. Students also learn the opportunities, demands and responsibilities associated with careers as forensic psychologists. prerequisite: PSYC 100 or CRJU 306

PSYC 330 HEALTH PSYCHOLOGY (3.00): Scientific psychology as applied to enhance health, prevent and treat disease, identify risk factors, improve the health-care system and shape public opinion with regard to health. The course focuses on the biopsychosocial model of health and the interactive influences of biological, behavioral and social factors on health, well-being and illness. prerequisite: PSYC 100 or an equivalent introductory psychology course or permission of the program director

PSYC 335 THEORIES OF PERSONALITY (3.00): A study of contemporary theories attempting to describe, understand, explain, measure and predict the human as an integrated being. Laboratory fee required. prerequisite: PSYC 100 or an equivalent introductory psychology course or permission of the program director

PSYC 340 COUNSELING PSYCHOLOGY (3.00): An introduction to the applied psychology field of counseling. History, theories and processes of counseling are surveyed, as are a variety of specializations and settings in which counseling is practiced. Discussions, demonstrations and exercises give students an opportunity to explore counseling psychology as a career path. prerequisite: PSYC 100 or an equivalent introductory psychology course or permission of the program director

PSYC 345 COGNITIVE PSYCHOLOGY (3.00): An introduction to the scientific study of the mind, including historical and current issues, concepts, theoretical models, research methods and evidence regarding the physiological and psychological mechanisms, processes and content of thought.

prerequisite: PSYC 100 or an equivalent introductory psychology course or permission of the program director

**PSYC 350 ABNORMAL PSYCHOLOGY (3.00):** An analysis of abnormal behavior as a personal, social and societal concern. Research findings relevant to diagnostic and therapeutic issues are studied.

prerequisite: PSYC 100 or an equivalent introductory psychology course or permission of the program director

**PSYC 355 INTERVIEWING PSYCHOLOGY (3.00):** A consideration of the principles and techniques of the interview as a personnel selection or research tool. Designed for students interested in the utilization of interview information in applied settings.

**PSYC 365 PSYCHOLOGY OF GENDER (3.00):** Explores the psychological, sociocultural, emotional, behavioral and physiological influences on the lives of women and men. The course focuses specifically on the psychological literature that addresses the many ways gender affects our experience. This course is designed to facilitate greater understanding of the unique expectations, constraints, dilemmas and experiences that face women and men. prerequisite: PSYC 100

**PSYC 375 ENVIRONMENTAL PSYCHOLOGY (3.00):** Explores interrelationships between humans and the physical environment, both natural and constructed. This course surveys theories and evidence from various subdisciplines in psychology and applies this knowledge to an understanding of how human behavior affects an environment and how that environment, in turn, influences behavior. The course also explores the manipulation of psychological variables to design environments that promote specific behaviors. prerequisite: PSYC 100 or an equivalent introductory psychology course

**PSYC 380 COMMUNITY PSYCHOLOGY (3.00):** An introduction of psychology majors and others to the career path of community psychology. The interdependence among individuals, their communities, and their environments is explored, with foci on local and regional social issues and policies, underserved and marginalized groups, prevention of social and mental health problems and related concepts such as social justice and social change. Prerequisites: PSYC 100.

**PSYC 400 LEARNING AND MEMORY (3.00):** Investigates how behavior in the present is guided by past experiences. Examines the ways in which memory can succeed or fail, and how memory integrity changes across the lifespan. Applications of this theoretical content to real world settings (e.g., advertising, the legal system, or the classroom) are discussed. Students will also explore the neurobiological basis of learning and memory by surveying animal conditioning research, both classic and contemporary. Prerequisite: PSYC 300

**PSYC 403 TRAINING AND DEVELOPMENT (3.00):** A comprehensive course designed to help the student develop the skills necessary to design and implement effective training programs. The course will investigate needs assessments, the development of appropriate training efforts, and the use of training program evaluations. Techniques included are the use of technology in CBT and web-based training. Prerequisites: PSYC 100 or equivalent introductory psychology class, or permission of the Program Director. Laboratory fee.

PSYC 404 ORGANIZATIONAL CONSULTING (3.00): An upper-level, practitioner-oriented course. Students explore and develop skill sets necessary to consult successfully with various client systems. Using experiential learning settings, the focus is on demonstrating techniques of engaging, contracting, deploying interventions strategies and disengaging the client. Internal and external consulting models are included. Laboratory fee required. prerequisite: PSYC 100 or an equivalent introductory psychology course or permission of the program director

PSYC 405 TESTS AND MEASUREMENTS (3.00): Introduction to the requirements for instruments used in the measurement of human behavior. Includes a study of the theory and methods of psychological measurement and a review of several representative types of tests. Laboratory fee required. prerequisites: PSYC 100 or an equivalent introductory psychology course and PSYC 309 or permission of the program director

PSYC 413 PSYCHOPATHOLOGY (3.00): An upper-division course preparing students for practice in any health-related field or for graduate school. Students learn about the symptoms, etiology, course, outcome and (to a minor extent) treatment of the major child and adult mental disorders from a biopsychosocial and multicultural perspective. Course materials focus on original sources and scholarly reviews to encourage critical and integrative thinking. prerequisites: PSYC 100 or an equivalent introductory psychology course and PSYC 350 or an equivalent abnormal psychology course or permission of the program director

PSYC 415 EVOLUTIONARY PSYCHOLOGY (3.00): Aspects of human psychology are examined from the perspective that current, species-common human thought processes and behaviors may be understood as evolved adaptations to problems faced by our evolutionary ancestors. Topics include environmental preferences and survival responses, male and female mating and parental attitudes and behaviors, and kinship-based and reciprocal altruism. prerequisites: PSYC 200 or permission of instructor

PSYC 425 SENSATION AND PERCEPTION (3.00): A study of the sensory processes and the methods and techniques for their measurement with emphasis on experimental study of perception. Laboratory fee required. prerequisites: PSYC 100 or an equivalent introductory psychology course and PSYC 309 or permission of the program director

PSYC 430 BEHAVIORAL NEUROSCIENCE (3.00): A study of the connection between the brain and behavior. Explores the relationship between brain activity and subjective experience, the principles governing neuronal activity, the role of neurotransmitter systems in memory and motivational processes, and the presumed brain functions that give rise to mental illnesses like schizophrenia and depression. Laboratory fee required. Prerequisite: PSYC 100 or an equivalent introductory psychology course or permission of the program director.

PSYC 435 CROSS-CULTURAL PSYCHOLOGY (3.00): Educates, sensitizes and stimulates students' critical thinking about the role of culture relative to both consistencies and differences in human psychological functioning and social behavior. Focus is given to the effects of culture on human perceptions, emotions, expectations and values. Other areas that are explored are individualism vs. collectivism, moral reasoning, gender roles and how culture influences research strategies. prerequisite: PSYC 100 or equivalent [GD]

PSYC 490 SENIOR PROJECT IN PSYCHOLOGY (3.00): The capstone experience for psychology majors. Students design and conduct original quantitative or qualitative studies of psychological topics of personal interest or complete intensive psychology-focused internships. Students share their own project problems, progress and outcomes in a weekly seminar. Completed projects are reported both in an APA-style paper and a formal oral presentation. Grading: pass/fail. prerequisite: PSYC 200, PSYC 300, PSYC 308, PSYC 309 or equivalents; senior status [CAP]

PSYC 493 HONORS SEMINAR (3.00): An advanced interdisciplinary seminar that focuses on important books and issues and encourages independent thinking, clear presentation and an understanding of the concerns and methods of various disciplines. The course may be team taught; topic and instructor(s) may change from semester to semester. Course may be repeated for credit when topic changes. prerequisites: 3.5 GPA and permission of the Denit Honors Program director

PSYC 494 HONORS PROJECT (3.00 - 6.00): Directed individual instruction in an advanced project of the student's choice; the project must be academically related to this discipline. Each student works closely with a faculty director who guides his/her progress. The project must be of honors quality and must be finally approved by both the faculty director and a second faculty member. Course is eligible for a continuing studies grade. prerequisites: 3.5 GPA and permission of both the Denit Honors Program director and the faculty director

PSYC 497 TOPICS IN PSYCHOLOGY (3.00): An intensive exploration of topics in psychology of mutual interest to faculty and students. Content varies according to their concurrent interests. The subject studied appears under the Topics heading in the class schedule. Course may be repeated for credit when topic changes. prerequisite: permission of the program director

PSYC 499 SPECIAL PROJECTS IN PSYCHOLOGY (1.00 - 3.00): The pursuit of independent work under the supervision of a faculty member. Projects may include research in the laboratory or the library, supervised work in a psychological clinic or laboratory or at a training facility in a class. A student may earn up to 9 hours in this course but cannot take more than 3 hours per semester. Exact course credit for any project is determined by the program director. Course is eligible for a continuing studies grade. prerequisite: permission of the program director

### **PUAD - Public Administration**

PUAD 619 PUBLIC MANAGEMENT (3.00): Provides an in-depth study of public organizations and management by integrating organizational theory and public management practice to address problems and issues that managers confront in public organizations. Prerequisites: None

PUAD 620 PUBLIC POLICY (3.00): Designed to increase understanding of the public policy process. Policy frameworks and models are used to examine policy interventions in the United States. Examines the stages of policy as well as the methods that public administrators use to assess feasibility and implementation of various policies. Prerequisite; PUAD 623- Foundations: Bureaucracy and the Political Process.

PUAD 621 HUMAN RESOURCES MGMT IN PUBLIC (3.00): A study in public and nonprofit human resource management policies, practices, laws and regulations. Topics include recruitment and selection, training and development, motivation, compensation, performance appraisal, discipline, and labor relations.

PUAD 622 PUB BUDGETING/FISCAL ADM (3.00): Role, dynamics, politics and processes involved in the budgetary function and associated budget preparation methods, and fiscal interrelationships of federal, state and local levels of government.

PUAD 623 FOUNDATIONS: BUREAUCRACY AND (3.00): Introduces students to the field of public administration theory and practice and examines the intellectual foundations, democratic context, and practical implications of contemporary public administration. Addresses organizational, functional and administrative aspects of the federal bureaucracy, as well as the interrelationships among federal, state and local agencies, and public administration as a part of the political process. Prerequisite: Students will be required to enroll in the course during their first 15 credit hours.

PUAD 624 PUBLIC ORGANIZATION THEORY (3.00): Development and evolution of public organizational structures. A study of the postulated models and hypotheses of future needs for government organization.

PUAD 625 INNOVATIONS PUB MGT (3.00): Designed to integrate the perspectives of public administration by focusing on the management problems in public agencies. Includes use of emerging techniques in management to address the problems and issues faced by public managers under the changed environment of the public sector.

PUAD 626 INFORMATION RES. MGT (3.00): Role of computers in developing and managing information necessary for decision-making in public organizations. Includes consideration of computer applications, including the development and management of databases and the use of software applications for decision-making in both individual and distributed computing contexts. Also considers implications of computer technology, such as privacy, control and security. Working knowledge of spreadsheets and database software is required. prerequisite: computer competency

PUAD 627 LEGAL/ ETHICAL ENVIRON OF PUAD (3.00): Legal and ethical dimensions of the democratic policy process as it has evolved in the United States. Attention to the manner in which historical as well as contemporary socio-political patterns of governance have shaped the notions of law and ethics that are to provide public administrators with the benchmarks of democratic accountability, responsibility and responsiveness.

PUAD 628 STATISTICAL APPLICATION (3.00): Quantitative analysis for public administrators. Topics include statistical analysis, the computer in processing data and the presentation of findings. Students must complete PUAD 628 within the first 15 credit hours.

PUAD 629 PUBLIC PROGRAM EVALUATION (3.00): Systematic application of quantitative and qualitative research methods to the assessment of public policy interventions. Covers topics within

formative and summative evaluation contexts, including needs assessments, impact evaluation and process evaluation. prerequisite: PUAD 628

PUAD 630 ANALYTICAL TECHNIQUES (3.00): Review of analytical techniques conventionally used in the planning, formulation and implementation of public policy. Topics include forecasting techniques, cost-benefit analysis, PERT and other commonly used techniques. prerequisite: PUAD 628

PUAD 700 CONCEPTS & PRACTICES OF NON (3.00): Nonprofit organizations serve as the foundation for the third sector of the economy. This course explores the history, foundations and types of nonprofit organizations as well as the diverse political, social and economic contexts within which they exist. Prerequisite: None

PUAD 701 PUB ADMIN & PUBLIC FINANCE (3.00): Analysis of revenue forecasting, revenue strategy, impact of inflation, taxation, "back-door" spending, pension funding, user fees and other aspects of governmental finance. Emphasis on the special characteristics of public finance in communities operating with fragmented and multilayered governmental structures.

PUAD 702 PUBLIC FINANCIAL MANAGEMENT (3.00): Topics include municipal expenditure patterns and revenue sources, taxation at the local level, fiscal and economic aspects of federalism and federal-state-local fiscal coordination, and the role of budget in the determination of policy, in administrative integration and in influencing government operations. Emphasis on the foregoing as they pertain to the Baltimore metropolitan area.

PUAD 703 URBAN MANAGEMENT (3.00): Topics include municipal, governmental and administrative structures and their inter-relationship in a regional context, the interfacing and management of public services, examination of governmental programs in municipal areas, municipal administrative problems and the attendant role of the public administrator. Emphasis on the foregoing as they pertain to the Baltimore metropolitan area.

PUAD 704 MANAGING DIVERSITY (3.00): Examines issues of diversity in the workplace, particularly in relation to organizational performance and service delivery among public organizations. Uses historical and legal frameworks to consider the struggles of marginalized groups and employs theoretical and applied perspectives to examine the barriers, challenges and benefits of diversity in the workplace.

PUAD 705 SPECIAL TOPICS IN PUBLIC ADMIN (3.00): Coverage of selected topics of current interest to students or of interest to a special segment of students. prerequisite: permission of monitoring faculty member or program director

PUAD 709 INDIVIDUAL RESEARCH (1.00 - 3.00): Individual research on an academically sound project of interest to the student in consultation with a monitoring faculty member. Depending on the scope and depth of research, from 1 to 3 credits may be earned for the successful completion of this course. Eligible for continuing studies grade. Prerequisite: approval of M.P.A. program director and monitoring faculty member. Students may only enroll in PUAD 709 once for a total of three credits.

PUAD 720 URBAN POLITICS/POL PLAN (3.00): Study of political institutions in urban areas and the policy responses, processes and problems with reference to such issues as land use, community growth and development, environment, local and state services and regional and national urban policies, with particular focus on the Baltimore Standard Metropolitan Statistical Area.

PUAD 725 FUNDAMENTALS OF GEOGRAPHIC (3.00): Provides students with foundational knowledge in both geographic information science and Systems that will allow them to better understand and think critically about the role of "place and space" and to engage in the routine use of basic GIS technology in their studies and workplace. Students will learn to use ESRI's ArcGIS to create maps and analyze geo-data and relationships, and to present their results to others. prerequisites: none

PUAD 730 STATE & LOCAL PERSONN MGMT. (3.00): Development and application of personnel systems and procedures in state and local jurisdictions, and how state and local politics and federal laws and regulations impact them.

PUAD 731 PUBLIC EMPL UNION/COLL BARG (3.00): Study of the background, extent and nature of the unionization of government employees. Coverage of current regulations involving collective bargaining, adjudication of labor grievances and bargaining tactics.

PUAD 732 LEADERSHIP & ORGANIZATIONAL CHANGE (3.00): Nature of technological and environmental change as it affects the management decisions of the agency. Techniques for organizational change, including diversified but integrative decision-making structures and techniques, implementation techniques, enforcement techniques and evaluation tools. The impact of a changing environment on the leadership skills needed in a modern environment.

PUAD 733 MANAGING PUBLIC SECTOR PROJECT (3.00): Introduction to the theories and techniques of project management. Covers some standard project analytic techniques (e.g., PERT charts and project management software) but emphasizes recognition of barriers to effective project team functioning and project completion. Students understand and design plans for effective project management and identify and respond to problems in team dynamics and to external problems requiring adaptation.

PUAD 734 STRATEGIC PLANNING (3.00): Covers the steps involved in developing a strategic plan for public and nonprofit organizations. Students learn how to perform a stakeholder analysis, conduct a situation analysis, develop appropriate mission statements, design effective performance measures and implement a strategic plan.

PUAD 740 ADMINISTRATIVE LAW & REGULATION (3.00): Role of administrative law and regulation in the governmental process. An examination of the function of the public administrator in implementing legislation through the formulation of administrative law and regulation, and the rules, procedures and techniques for their formulation.

PUAD 760 REGULATORY POL. & ADMIN (3.00): Political, legal and economic dimensions of regulation. Includes a delineation of the conceptual framework for government intervention into the marketplace and a determination of the effects of this intervention. Topics include the rise of government



regulations, structure and procedures of regulatory agencies, the politics of regulation and the future of regulation.

PUAD 761 ENVIRON PLCY & ADMINISTRAT (3.00): Overview of environmental law, institutions and regulation and the factors that have shaped environmental policy at the federal, state and local levels. Assesses the impact of environmental policy at these levels and the impact of environmental legislation on the behavior of administrators responsible for its implementation and administration. Examines the major policy processes in controlling pollution standard-setting and compliance.

PUAD 763 PUBLIC POLICYMAKING (3.00): Overview of the process of public policymaking, including the formulation of public issues, the consideration of issues and the adaptation of solutions to public problems. Emphasis on actors in the policy process and the environment within which they function.

PUAD 764 PUBLIC POLICY IMPLEMENTATION (3.00): Review of the diverse conceptualization frameworks of analyzing the implementation of public programs. Emphasis is on the analysis and integration of the subsequent political, economic, social, cultural and managerial factors that impact the implementation of public policies.

PUAD 770 GOVT/BUS COOPERATION (3.00): Review of the relations of institutions in the private and public relations of private-sector decisions to public-sector decisions and the impact of public-sector decisions on private-sector institutions. Introduces research topics related to government and business cooperation in community development. Provides a forum for the exchange of ideas between spokespersons of public- and private-sector institutions. Students write and present analytical research papers on pertinent topics.

PUAD 775 INTERGOVERNMENTAL ADMINISTR (3.00): Evaluation, growth, present status and characteristics of the U.S. federal system of government. Topics include federal-state relations, state-local relations, regionalism, councils of government, interstate cooperation, grants-in-aid and revenue sharing.

PUAD 776 LEGAL ASPECTS OF NONPROFIT (3.00): Surveys the legal structure that defines and regulates the nonprofit sector and examines the fundamental governance issues in nonprofit corporations. Emphasizes the board of directors (trustees) and the executive director, and their collective fiduciary responsibilities established both by law and by the moral imperative derived from acting in the public interest. Prerequisites: none

PUAD 777 POLIT ECON NON PROF ORGANIZATN (3.00): Study of the role of nonprofit activity in the development and administration of public policy. Topics include the political economy of nonprofit organizations and the nonprofit sector. Nonprofit management and the relationships among government, business and nonprofit activity are examined within the current context of issues and future trends.

PUAD 781 INFO TECH & PUB SECT APP (3.00): Design and implementation of public-sector IS and IT projects, including current developments and issues in the application of available technology to public-sector management. The role of technology in enhancing intergovernmental coordination, improving service, increasing efficiency and reducing government spending. Technologies examined include distributed transaction-oriented databases; data warehousing, management information systems

and executive- and group-decision support systems; geographic information systems; office automation, voice response systems and document imaging; electronic data interchange and kiosks; and electronic commerce over public networks.

PUAD 785 PUBLIC SECT PERF MEASUREMENT (3.00): Structuring data collection and analysis techniques to determine precisely what an agency is attempting to do and what it accomplishes through its outputs. Emphasis is on shaping the outputs to have a measurable positive impact on customers and other stakeholders.

PUAD 790 INTERNSHIP (3.00): Designed to broaden the educational experience of students through work assignments with appropriate governmental agencies. Eligible for continuing studies grade. Required of all pre-service students. prerequisite: approval of program director and monitoring faculty member

PUAD 797 NONPROFIT MGMT (3.00): Exploration of topics in nonprofit management of mutual interest to faculty and students, such as program evaluation, risk management, communications and board management. Content varies according to demand. Specific topic is listed in the schedule of classes. May be repeated for credit as topics change.

PUAD 798 PROBLEM SOLVING IN PA (3.00): Capstone course requires students to integrate and apply analytical skills, knowledge bases, managerial principles and normative frameworks learned in M.P.A. core courses to concrete management situations. Student must earn a B grade or better to graduate. prerequisites: completion of PUAD 621, PUAD 622, PUAD 623, PUAD 624, PUAD 625, PUAD 627, PUAD 628, PUAD 629 and PUAD 630 with grades of B- or better prior to enrolling in course (students may be concurrently enrolled in PUAD 626) or permission of Master of Public Administration program director

PUAD 805 D.P.A. SPECIAL TOPICS (3.00): Coverage of selected topics of current interest to D.P.A. students or to a special segment of D.P.A. students. Registration is by permission of instructor only.

PUAD 809 D.P.A: INDIVIDUAL RESEARCH (1.00 - 3.00): Individual research on an academically sound project of interest to the D.P.A. student in consultation with a monitoring faculty member. Depending on the scope and depth of research, 1 to 3 credits may be earned for the successful completion of this course. prerequisite: approval of D.P.A. director and monitoring faculty member

PUAD 810 FOUNDATIONS OF PUBLIC AD (3.00): Major questions, answers and concerns that have framed the development of a self-aware study of public administration. The political, social and cultural contexts in which administrative solutions have been sought. The role of preceding theories, or sometimes the rejection of them, in helping to shape modern answers to administrative questions. Prerequisite: DPAD majors only.

PUAD 811 STRAT MGT IN PUB SECTOR (3.00): Covers the rise of a customer-based, results-oriented approach to solving public-sector problems. The historical foundations of such an approach and the public-sector initiatives by which it has been introduced. Modern techniques and tools for using strategic management to handle current governmental issues.

PUAD 812 ADV INFO RESOURCE MGT (3.00): Prepares public- and third-sector managers to deal effectively with issues related to the design and implementation of information systems in their agencies. Examines tools and techniques for identifying and structuring information requirements and needs (e.g., process mapping) and for managing IT implementation projects, including both in-house development and external procurements. Also explores the planning and implementation problems related to the redesign of public organizations and the way they provide services in the information age. prerequisite: PUAD 626 or permission of instructor

PUAD 813 SEMINAR IN DOCTORAL RESEARCH (3.00): Overview of both quantitative and qualitative research methods that are applicable to the field of public administration. Emphasis on development of research questions, measurement and sampling, data collection and analysis techniques in both paradigms.

PUAD 814 SEMINAR IN POL MAKING / IMPLEM (3.00): Study of the theory and design of public policies and their implementation. Topics include the stages of the policy process, public policy paradigms, and the formulation and implementation of public programs.

PUAD 815 PUBLIC SECTOR FIN ANALYS (3.00): Introduces advanced techniques employed by financial analysts in the public sector. Topics include forecasting techniques, performance measurement construction, Activity-Based Costing and expenditure analysis techniques.

PUAD 816 ADV PUBLIC-SEC MGT/ DECIS TECH (3.00): Familiarizes students with various analytical tools to aid in the executive decision-making and management of public-agency operations, including staffing, facility location, future planning and the wise allocation of scarce resources. Although such techniques are commonly used in the private sector, they are less common in the public sector, largely because public-sector objective functions are more difficult to quantify. Thus, an important component of the course is the application of such techniques to public-sector problems and the construction of objective functions that capture the trade-offs among quantitative and qualitative (subjective) "public goods."

PUAD 817 SEMINAR IN PRG AND POLI EVAL (3.00): Provides doctoral students with an introduction to program and policy evaluation in the public and nonprofit sectors. Students understand and are able to design the major components of evaluation: needs assessment, implementation evaluation, impact evaluation (formative and summative), and assessment of merit and worth. Students design evaluations that are sensitive to the requirements and constraints of particular evaluation settings.

PUAD 824 DOCTORAL SEMINAR IN ORGANIZATI (3.00): Deals with public-sector organization systems as they relate to democratic forms of governance.

PUAD 830 SURVEY RESEARCH (3.00): In-depth exposure to survey sampling, questionnaire construction, different means of collecting survey data (mail, phone, Web) and analysis of data developed from surveys. Students develop survey instruments and perform extensive analysis of data from surveys. Prerequisite: PUAD 813.

PUAD 831 CASE STUDY AND QUALITATIVE MET (3.00): In-depth exposure to different types of case studies (single case and multiple cases), sampling for cases, data collection methods frequently used for case studies and methods of analysis for qualitative data. prerequisite: PUAD 813

PUAD 832 QUANTITATIVE METHODS (3.00): In-depth exposure to issues in using administrative data and research data sets collected by other entities. Also use of advanced statistical analyses including an in-depth exposure to multiple regression and its assumptions, logistic regression, factor analysis, discriminant function analysis and time series analysis. prerequisite: PUAD 813

PUAD 835 PRACTICUM IN PROGRAM EVALUATIO (3.00): Provides doctoral students in public administration with the opportunity to be team members conducting an actual program or policy evaluation. Working with the evaluation sponsors and other stakeholders while also reading and discussing practical books and articles on evaluation methods, students develop their own integrations of evaluation theory and practice that provide guiding frameworks for practicing evaluators. prerequisite: PUAD 817

PUAD 875 DOCTORAL SEMIN IN FED & INTE (3.00): Examines the ways in which various aspects of intergovernmental relations and federalism affect the adoption and implementation of public policy.

PUAD 898 CONTINUOUS ENROLLMENT (1.00): Provides continuing faculty direction, academic support services and enrollment services for students who have completed all course requirements for the degree but have not completed a thesis or final project. Students continue the independent work leading to finishing the thesis or final project that is significantly under way. Course may be repeated for credit as needed. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. prerequisite: completion of all course requirements for degree program

PUAD 899 DISSERTATION RESEARCH (3.00 - 12.00): A written descriptive and prescriptive evaluation of the management practices of an existing agency to determine the efficacy of its structure and/or procedures. The project is directed by a faculty adviser and results in a written product for which there is an oral defense before a committee of three faculty members. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail.

## **REED - Finance**

REED 312 REAL ESTATE PRIN & TRANSACTION (3.00): Identifies the framework in which the acquisition and development of real estate are arranged. Particular attention is paid to financing techniques and the underlying financial structures involved in real estate investment choices. Emphasis is placed on development issues including site acquisition and evaluation, environmental regulation, market analysis and interaction with constituent groups.

REED 315 REAL PROPERTY LAW (3.00): Focuses on how law impacts real estate, its ownership, conveyance and development. Emphasis is on real property ownership interests, restrictions on such interests, methods of transferring such interests, private and public land use controls, and legal transactions involving real estate, such as gifts, sales and leases. prerequisite: BULA 151 or equivalent

REED 475 REAL ESTATE MARKET ANALYSIS (3.00): Emphasizes real estate markets with specific attention given to understanding the market forces affecting real estate at the urban and regional levels. The main focus is on providing insight into the operation of urban land and nonresidential markets and the process of urban growth and regional development. Prerequisites: REED 312 / Merrick School of Business student or by permission of the instructor.

REED 480 PROPERTY MANAGEMENT (3.00): This course addresses the issues involved with managing commercial property including residential, office, retail and industrial. Topics include tenant relations and retention, insurance and risk management, leasing, environmental issues, and maintenance. Prerequisite: REED 312

REED 495 INTERNSHIP IN REAL ESTATE & (3.00): Provides students with practical real world experience in an organization. The course requires a minimum of 120 hours of practical work with a qualified firm based on explicit statements of student responsibilities and faculty/firm monitoring mechanism. Students will work closely with both the firm and a faculty member. Prerequisite: completion of 9 hours of real estate courses, with a minimum GPA of 3.0. Completion of MGMT 330 is recommended. Permission of the department chair is required..

REED 497 SPECIAL TOPICS IN REAL ESTATE (3.00): The real estate faculty, from time to time, offer an opportunity to integrate new material into the undergraduate program reflecting changes in the field and in the educational needs of students. Prerequisite ECON 312

### **RMGT - Risk Management**

RMGT 301 MANAGING PROPERTY AND CASUALTY (3.00): This course examines the basic operational functions of a property-liability insurer and how the market and regulatory environments affect insurer operations. Key topics addressed in the course include industry structure, regulation, distribution systems, underwriting, ratemaking and insurance pricing, reinsurance, loss control and solvency. Throughout the course current issues affecting insurer options are examined. This course evaluates property, net income, cyber, environmental, and liability loss exposures, analysis of insurance contracts, specific insurance coverages designed to handle the above exposures and other industry related topics.

RMGT 495 INTERNSHIP IN RISK MANAGEMENT (3.00): Provides students with practical real world experience in an organization. The course requires a minimum of 120 hours of practical work with a qualified firm based on explicit statements of students responsibilities and faculty/firm monitoring mechanism. Students will work closely with both the firm and a faculty member. Prerequisites: Completion of minimum of 9 credits of business core with a cumulative GPA of 3.0. Completion of FIN 420. Completion of MGMT 330 is recommended. Permission of the instructor is required.

RMGT 497 SPECIAL TOPICS: RISK MANAGEMEN (3.00): An exploration of emerging risks in the workplace that students may face when they enter the workforce. Students will learn how to research emerging risk and how to apply the research to create real-world solutions to risks as they emerge. Refer to the current Class Schedule for topic offered. Prerequisites: As specified in the class schedule.

### **SOCI - Sociology**

**SOCI 100 INTRODUCTION TO SOCIOLOGY (3.00):** Provides an introduction to basic concepts, theoretical principles and research methods of sociology and applies these tools to the analysis of human societies, including the study of social structures and institutions such as the family and religion, culture, social interaction, groups, social inequality, deviance and social change. [GIK] [QQT] [SBS]

**SOCI 303 URBAN SOCIOLOGY (3.00):** An ecological approach to urban society emphasizing the dynamics of urban regions as demonstrated in their growth and structure. The values and methods people have employed to achieve desired ends are examined in the light of modern industrialization and communication. Special emphasis is given to factors of race, housing, planning and organization.

## **SPAN - Spanish**

## **TAXA - Taxation**

**TAXA 650 TAX RESEARCH & WRITING (3.00):** Covers research and writing projects on federal tax subjects with analysis and instruction in tax research techniques, materials and methodology. Students are required to prepare legal memoranda.

**TAXA 651 FUND FEDERAL INCOME TAX I (3.00):** Covers basic concepts in federal income taxation, including gross income, exclusions, adjusted gross income, deductions, exemptions, credits, assignment of income, identification of the taxpayer, tax rates, depreciation and the alternative minimum tax.

**TAXA 652 CORPORATE TAXATION (3.00):** Covers federal income taxation of corporations and their shareholders with emphasis on the formation of the corporation, capital structure, operational alternatives, distributions, partial and complete liquidations, personal holding companies and the accumulated earnings tax. Formation, operation and liquidation of S corporations discussed briefly. Prerequisite: TAXA 651

**TAXA 653 PARTNERSHIP TAXATION (3.00):** Explores problems encountered in the formation, operation and liquidation of a partnership, including the acquisition of partnership interests, compensation of the service partner, the treatment of partnership distributions and problems associated with the disposition of partnership interests or property by sale. Prerequisite: TAXA 651

**TAXA 654 TAX PRACTICE & PROCEDURE (3.00):** Covers aspects of practice before the Internal Revenue Service, including ruling requests, handling of audits, assessment of deficiencies and penalties, closing agreements, tax liens, statutes of limitations, claims for refunds, appeals conferences and practice before the U.S. Tax Court, U.S. District Courts, Claims Court and appellate courts. Also includes analysis of the problems encountered in parallel civil and criminal proceedings, problems involving government investigatory powers and taxpayer rights and privileges. Prerequisite: TAXA 651

**TAXA 655 TAX POLICY (3.00):** A study of the evolution and structure of the federal income tax system from a public-policy perspective with a focus on legal, economic, social and practical considerations. Alternatives, including current legislative proposals, are considered. Students prepare a paper on a tax policy issue approved by the professor. Prerequisite: TAXA 651

**TAXA 656 MARYLAND TAXES (3.00):** This course will explore the substantive law and procedure of the Maryland taxes administered by the Maryland Comptroller, with a particular focus on Maryland income tax, corporate tax and sales and use tax. Other Maryland taxes administered by the Maryland Comptroller will be discussed briefly. In addition, this course will cover Maryland tax procedure, including how liabilities are calculated, types and methods of assessment, the dispute process, the state's authority to collect and collection alternatives available. Prerequisite: Fundamentals of Federal Income Tax I.

**TAXA 658 INVESTIGATION, PROSECUTION, AND (3.00):** This course examines the lifecycle of a criminal tax case, including the warning signs that a civil tax case may be referred for criminal investigation, applicable privileges, potential defenses, the opening of an administrative investigation, sources of information, authorization of a grand jury investigation and prosecution, best practices in plea negotiations, trial strategies, sentencing, and collateral and civil tax consequences. The course will also address current priorities of IRS Criminal Investigation and the Department of Justice, and cases pulled from the headlines. Prerequisite: Fundamental of Federal Income Tax I. Recommended: Tax Practice and Procedure

**TAXA 660 ESTATE AND GIFT TAX (3.00):** Covers the basic principles of federal estate and gift taxation, including computation of the taxable estate, inter vivos transfers, transfers in contemplation of death, transfers with retained interests or powers, joint interests, life insurance proceeds, property subject to powers of appointment, the marital deduction and the unified credit. Prerequisite: TAXA 651

**TAXA 662 FOREIGN TAXATION (3.00):** Analysis of the federal income tax provisions applying to U.S. inbound and outbound transactions and investments. Course covers U.S. resident status, source-of-income rules, graduated tax on effectively connected income, withholding tax on FDAP income, branch profits tax, FIRPTA, tax treaties, foreign tax credit, foreign earned income exclusion, Subpart F and transfer pricing. Prerequisite: TAXA 651

**TAXA 663 QUAL PENSION & PROFIT SHARE (3.00):** An introduction to pension and profit-sharing law with particular emphasis on Title 2 (IRS) of ERISA. Geared toward understanding all of the pension and profit-sharing rules that must be met for plan qualification, with emphasis on qualified plan planning for both incorporated and unincorporated forms of business. Prerequisite: TAXA 651

**TAXA 664 EXECUTIVE COMPENSATION (2.00):** Covers methods of providing tax-free and tax-deferred compensation to employees, including section 83 tax planning, stock option tax planning, incentive compensation arrangements and methods of funding nonqualified plans. Prerequisite: TAXA 651

**TAXA 665 TAX EXEMPT ORGANIZATIONS (2.00):** An analysis of provisions relating to the qualification for exemption from federal income tax, with emphasis on section 501(c)(3) organizations, private foundations and the treatment of unrelated business income. Prerequisite: TAXA 651

**TAXA 667 ESTATE PLANNING (972) (3.00):** Examines methods of disposing of estates by will, life insurance, inter vivos arrangements and the consideration of resulting tax and administrative problems. Also focuses on gathering and analyzing facts in the planning and drafting of trusts, wills and related documents. additional prerequisite: TAXA 660

**TAXA 668 BUSINESS PLANNING (3.00):** An integrated study of the impact of tax, securities, corporate law and partnership law on business transactions. Topics include selection of the form of business enterprise, acquisitions and dispositions of business interests, and professional responsibility issues. Students prepare writing projects relating to the course material. additional prerequisites: TAXA 652 and TAXA 653

**TAXA 670 INC TAX OF ESTATES & TRUSTS (3.00):** Covers federal income taxation of decedents' estates, simple and complex trusts, charitable trusts and grantor trusts. Also covers the preparation of fiduciary income tax returns with emphasis on unique tax issues such as income in respect of a decedent, distributable net income and fiduciary accounting. Prerequisite: TAXA 651

**TAXA 671 CORPORATE REORGANIZATIONS (3.00):** Analysis of the tax treatment of corporations and shareholders in corporate acquisitions, divisions, reincorporations, and recapitalizations, including a discussion of section 338 and the net operating loss carryover rules. Prerequisites: Federal Income Tax and Corporate Taxation. This course is a combined J.D. and Graduate Tax Program offering. [Open Enrollment]

**TAXA 672 STATE AND LOCAL TAX (3.00):** This course will explore federal and state constitutional and statutory limitations on state authority to tax individuals and business entities, including those that conduct multistate and multinational business. Featured topics will include the Due Process Clause and the Commerce Clause of the U.S. Constitution, taxation of individuals and business entities, sales and use tax nexus, and PL 86-272 limitations on state income taxation. In addition, the course will cover general sales and use tax (SUT) principles, apportionment of income derived from a multistate business, combined versus separate entity reporting, and state property taxes. Maryland's broad array of state and local taxes also will be examined briefly. Prerequisite: TAXA 651

**TAXA 674 CONSOLIDATED CORPORATIONS (2.00):** An analysis of the techniques used by multiple, related corporations to report income and losses. Detailed examination of the consolidated income tax regulations and consideration of other problems encountered by affiliated groups of corporations. additional prerequisite: TAXA 652

**TAXA 675 ADVANCED REAL ESTATE TAXATION (2.00):** An analysis of the effect of income taxes on real estate transactions; a comparison of the various entities used for the ownership and development of real estate; real estate syndications, basis and basis adjustments; alternative financing techniques such as the sale-leaseback; depreciation, amortization and obsolescence; passive activity and at-risk rules; and REITS. additional prerequisite: TAXA 678

**TAXA 676 FEDERAL TAX LEGISLATION WKSP (3.00):** A workshop course that examines the process of formulating and enacting federal tax legislation, as well as areas ripe for current federal tax legislative proposals; these areas may include income tax rates, capital gains taxation, tax expenditures, and the federal estate tax. Students will engage in drafting and other exercises that simulate the process of creating such legislation from the standpoint of staffers on Congressional committees. Prerequisite: TAXA 651 (Fundamental Federal Income Tax I)



TAXA 678 FUND OF FEDERAL INCOME TAX II (3.00): A continuation of basic tax concepts, including cash and accrual methods, capital gains and losses, 1231 transactions, recapture, original issue discount and imputed interest, below-market loans, installment sales, like-kind exchanges, involuntary conversions, at-risk rules and passive loss rules. Prerequisite: TAXA 651

TAXA 679 WELFARE BENEFIT PLANS (2.00): Welfare benefit plans are employee-sponsored plans that provide employees with benefits other than pension and retirement plans and deferred compensation. Welfare benefit plans include life insurance, health insurance, disability insurance, vacation pay, severance pay, educational reimbursement, group legal services and dependent assistance care plans. This course focuses on federal income tax requirements for various welfare benefit plans, including fringe benefits and health-care continuation coverage under COBRA. Examines the income tax consequences to employers who sponsor, and employees who participate in, welfare plan benefits. Discusses the various mechanisms for offering welfare benefit plans, such as cafeteria plans under section 125 and VEBA's under section 501(c)(9). Prerequisite: TAXA 651

TAXA 680 ADVANCED QUAL PENSION & PROF- (3.00): Building on the foundation provided by Qualified Pension and Profit-Sharing Plans, this in-depth examination of defined contribution and defined benefit plans includes current IRS positions; final, proposed and temporary regulations; and developing case law. Tax sheltered annuities are considered. additional prerequisite: TAXA 663

TAXA 682 BANKRUPTCY TAXATION (2.00): An introduction to the basics of bankruptcy law and creditors' rights and an analysis of tax issues that arise. Prerequisite: TAXA 651

TAXA 684 S-CORPORATIONS (1.00): Covers federal income taxation of S corporations and their shareholders with emphasis on the creation of the S corporation, capital structure, operational alternatives, distributions and liquidations. Prerequisite: TAXA 651

TAXA 685 ACCOUNTING FOR INCOME TAXES (2.00): An analysis of FASB ASC 740 Income Taxes. Such analysis will include the standards of financial accounting and reporting for income taxes that result from a company's activities during the current and preceding year. The course will analyze income taxes that are currently payable under the respective income tax statutes as well as the tax consequences of those items that are deferred for federal income tax purposes but included for financial reporting purposes. Prerequisites: Fundamentals of Federal Income Tax I or Federal Income Taxation; Fundamentals of Federal Income Tax II

TAXA 689 ADV PARTNERSH TAXATION (3.00): This course builds upon the ideas presented in Partnership Taxation and provides students with additional skills that are valuable when practicing in the area of partnership taxation. Requires an ability and willingness to engage in critical thinking and problem-solving. Topics covered include the issues surrounding family limited partnerships; transferring property into and out of a partnership on a tax-deferred basis; recognizing transactions considered tax shelters or "abuses of subchapter K" under the current climate; and the international tax concepts. additional prerequisite: TAXA 653

TAXA 690 STATE TAX POLICY ISSUES SEM (2.00): This advanced state and local tax seminar consists of discussions of articles written by leading state tax theoreticians and practitioners regarding the

present condition and likely future of state taxation in the 21st century. Each student will be expected to moderate at least one group discussion during the semester. The grade will be based on class participation and the completion of one publishable paper on a state tax policy topic of the student's choice, subject to the instructor's approval.

**TAXA 692 INTRO TAX OF FINANCIAL PROD (2.00):** Study of the taxation of basic financial building blocks (equity, debt, options, notional principal contracts and forward contracts) and their various combinations. Financial equivalencies among traditional and derivative instruments that are taxed under widely varying tax regimes. Use of financial instruments to change the timing, character and source of income. Gaps in existing law, possible future tax regimes and emerging financial products.

**TAXA 799 INDEPENDENT STUDY (1.00 - 2.00):** Students may study an area of particular interest to them, not covered in a significant way elsewhere in the program, via an independent study. To qualify, students must submit a written proposal and obtain the consent of a faculty member who supervises the project. The proposal must be approved by both the supervising faculty member and the program director. Prerequisite: TAXA 651

### **UNIV - Sophomore Seminar**

**UNIV 201 SOPHOMORE SEMINAR: INTELLECTUA (3.00):** (Reserved for CAS students ) Serves as a bridge from the first year to a student's major area of study, building on skills gained in First-Year Seminar: Introduction to University Learning, learning communities and other general education courses. All sophomores participate in a common academic experience designed to enhance their critical thinking and to enable them to make connections among their academic work, personal aspirations and professional goals. Student engage a common reading across seminar sections, exploring academic discourse in broad areas, and apply core skills in communication, research, information literacy and team building to real-world issues. prerequisite: WRIT 101; prerequisite or corequisite: INFO 110 (may be waived for students who enroll with 45 credits or more) [CTE]

**UNIV 202 SOPHOMORE SEMINAR: INTELLECTUA (3.00):** (Reserved for CPA students) Serves as a bridge from the first year to a student's major area of study, building on skills gained in First-Year Seminar: Introduction to University learning, learning communities and other general-education courses. All sophomores participate In a common academic experience designed to enhance their critical-thinking and to enable them to make connections among their academic work, personal aspirations and professional goals. Students engage a common reading across seminar sections, exploring academic discourse in broad areas, and apply core skills in communication, research, information literacy and team building to real-world issues. Prerequisite: WRIT 101; prerequisite or corequisite INFO 110 (may be waived for students who enroll with 45 credits or more). ) [CTE]

**UNIV 203 SOPHOMORE SEMINAR: INTELLECTU (3.00):** (Reserved for MSB students ) Serves as a bridge from the first year to a student's major area of study, building on skills gained in First-Year Seminar: Introduction to University Learning, learning communities and other general-education courses. All sophomores participate in a common academic experience designed to enhance their critical-thinking and to enable them to make connections among their academic work, personal aspirations and professional goals. Students engage a common reading across seminar sections, exploring academic

discourse in broad areas, and apply core skills in communication, research, information literacy and team building to real-world issues. prerequisite: WRIT 101; prerequisite or corequisite: INFO 110 (may be waived for students who enroll with 45 credits or more). [CTE]

## **WRIT - Writing**

**WRIT 100 READING & WRITING PROCESS (3.00):** Corequisite study with WRIT 101 to help students use reading, writing, discussion and research for discovery, intellectual curiosity and personal academic growth. Students work in collaborative groups to share, critique and revise their reading and writing. They compose a variety of documents for a range of academic audiences; develop a metacognitive understanding of their reading, writing and thinking processes; and improve their college-level reading and writing skills as they learn to adopt and adapt recursive writing processes. Graded Pass/Fail.

Pre-requisite: Directed Self Placement

Co-requisite: College Composition

**WRIT 101 COLLEGE COMPOSITION (3.00):** Helps students develop fluency in writing clear, forceful, effective prose and acquire the college-level reasoning, reading and writing skills that they will find necessary for success in other college courses. prerequisite: adequate score on placement test or completion of designated developmental writing courses with a grade of C- or higher [WRIT] [COM] [COMP]

**WRIT 190 ENGLISH COMP TUTORIAL (1.00):** Fundamental methods for developing expository essays, exploring how writers use descriptions, stories, -reasoning, and the techniques of persuasion in essays that aim to define, identify, classify, analyze, compare, and contrast events, objects and ideas. Although primary emphasis is on the forms of the essay as a whole, students also learn principles of organization and cohesion at the sentence and paragraph level. With the instructor's guidance, students practice strategies for brainstorming, planning, drafting, and revising their essays. Short readings are assigned as models and examples of forms of discourse students. Restricted to students who have not already fulfilled the lower-division English Composition requirement.

**WRIT 200 PRACTICUM IN WRITING (3.00):** Designed to review skills developed in WRIT 101 or equivalent and prepare students for successful completion of WRIT 300. Students build skills in critical reading, rhetorical analysis and writing from sources while maintaining a focus on textual conventions. Students write in a variety of genres for inclusion in a final course portfolio. Passing grade is C-or higher. prerequisite: adequate score on placement or placement waiver

**WRIT 300 COMPOSITION AND RESEARCH (3.00):** This course helps students expand their skills in writing effective prose for a variety of audiences, including academic, professional and personal. The course, which emphasizes discipline-specific writing projects, builds on skills previously acquired in lower-level writing courses. It is designed to help students develop additional writing skills needed for success in college and their respective majors. prerequisites: Successful completion of WRIT 101 or equivalent; and a qualifying score on the Upper-Division Writing Placement Test or successful completion of WRIT 200. [WRIT] [COM] [UCOMP]