

# **THE UNIVERSITY OF BALTIMORE**

## **Graduate Catalog**

### **2024-25**



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

# ACADEMIC CALENDARS

## Fall 2024 Academic Calendar Undergraduate and Graduate

Online Registration Begins via MyUBalt		
Date	Undergraduate	Graduate
April 1	Fully online programs, International students and Veterans	
April 2	100+ credits	24+ credits
April 3	75+ credits	15+ credits
April 4	60+ credits	6+ credits
April 5	All students	All students

Academic Calendar				
	15 - Week Term	10 - Week Term	1 <sup>st</sup> 7-Week Term	2 <sup>nd</sup> 7-Week Term
Session Dates	Aug. 26-Dec. 15	Sept. 7-Nov. 15	Aug. 26-Oct. 13	Oct. 23-Dec. 15
Online registration open	April 1-Sept.3	April 1-Sept. 16	April 1-Sept. 3	April 1-Nov. 6
Tuition due	July 16	July 16	July 16	Sept. 11
Last day to drop with 100% refund	Aug. 25	Sept. 6	Aug. 25	Oct. 22
<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. 26	Sept. 7	Aug. 26	Oct. 23
<b>Sept. 2-4: Labor Day Holiday.</b>				
Late Add/Drop period	Aug. 26-Sept. 3	Sept. 7-16	Aug. 26-Sept. 3	Oct. 23-Nov. 6
Last day to drop without a "W"	Sept. 3	Sept. 6	Sept. 3	Nov. 6
<b>Sept. 5: Last day to apply for Fall 2024 graduation.</b>				
Midterm grade rosters open	Oct. 3	N/A	N/A	N/A
Midterm grades due	Oct. 11	N/A	N/A	N/A
Last day to drop with a "W"	Nov. 1	Oct. 21	Sept. 24	Nov. 25
<b>Nov. 27: UBalt School of Law day classes only; no Undergraduate or Graduate classes. Nov. 28-Dec. 1: Closed for Thanksgiving Break.</b>				
Last day of classes	Dec. 8	Nov. 1	Oct. 13	Dec. 15
Exams	Dec. 9-15	<i>Exams are given the last day of class.</i>		
Session ends	Dec. 175	Nov. 15	Oct. 13	Dec. 15
Grade rosters open to faculty	Dec. 16	Nov. 16	Oct. 14	Dec. 16
Grades due	Jan. 2	Nov. 20	Oct. 19	Jan. 2
<b>10-week Saturday classes: The last meeting date is Nov. 9.</b>				

### Additional Calendars:

- [Refund and Reduction Calendar](#)

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

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

## WINTER 2025 UNDERGRADUATE AND GRADUATE ACADEMIC CALENDAR

<b>Online Registration Begins via MyUBalt</b>		
<b>Date</b>	<b>Undergraduate</b>	<b>Graduate</b>
Oct. 27	Fully online programs, International Students and Veterans	
Oct. 28	100+credits	24+ credits
Oct. 29	75 + credits	15+ credits
Oct. 30	60+ credits	6+ credits
Oct. 31	All Students	

<b>Academic Calendar</b>	
Session Dates	Jan. 2-22
Tuition Due	Nov. 19
Last day to drop and receive 100% refund	Jan. 1
<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. 2
Late add and drop period	Jan. 2-3
Last day to drop without a "W" grade	Jan. 3
Last day to drop with a "W"	Jan. 12
<b>Jan. 15: University closed for Martin Luther King, Jr. Day; no classes meet.</b>	
Last day of classes	Jan. 22
Grade Rosters open to Faculty	Jan. 23
Grades due	Jan. 25

**Additional Calendars:**

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

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

## SPRING 2025 UNDERGRADUATE AND GRADUATE ACADEMIC CALENDAR

<b>Online Registration Begins via MyUBalt</b>				
<b>Date</b>	<b>Undergraduate</b>		<b>Graduate</b>	
Oct. 27	Fully online programs, International students and Veterans			
Oct. 28	100+ credits		24+ credits	
Oct. 29	75+ credits		15+ credits	
Oct. 30	60+ credits		6+ credits	
Oct. 31	All students		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. 27-May 18	Feb. 1-April 18	Jan. 27-March 14	March 24-May 9
Online registration open	Oct. 27-Feb. 3	Oct. 27-Feb. 7	Oct. 27-Feb. 3	Oct. 27-March 31
Tuition due	Dec. 17	Dec. 17	Dec. 17	Dec. 17
Last day to drop with 100% refund	Jan. 26	Jan. 31	Jan. 26	March 23
<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. 27	Feb. 1	Jan. 27	March 24
Late Add/Drop period	Jan. 27-Feb. 3	Feb. 1-7	Jan. 27-Feb. 3	March 24-31
<b>Feb. 3 Last day to apply for spring 2025 graduation</b>				
Last day to drop without a "W"	Feb. 3	Feb. 7	Feb. 3	March 31
Midterm grade rosters open	March 5	N/A	N/A	N/A
Midterm grades due	March 12	N/A	N/A	N/A
<b>March 17-23: Spring Break no Undergraduate or Graduate classes.</b>				
Last day to drop with a "W"	April 7	March 16	Feb. 25	April 22
Last day of classes	May 10	April 18	March 14	May 9
Exams	May 12-17	<i>Exams are given the last day of class.</i>		
Session ends	May 18	April 18	March 14	May 9
Grade rosters open to faculty	May 19	April 19	March 15	May 10
Grades due	May 23	April 23	March 19	May 23
<b>Commencement Ceremony: TBD</b>				

### Additional Calendars:

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

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

## SUMMER 2024 UNDERGRADUATE AND GRADUATE ACADEMIC CALENDAR

	First 5 Weeks	Second 5 Weeks	8-Week Session	10-Week Session
Session Dates	April 23	April 23	April 23	April 23
<i>Registration Begins:</i>				
<i>March 5: Fully Online programs, Veterans and International Students.</i>				
<i>March 6: All other Undergraduate and Graduate Students</i>				
Tuition Due	April 21	April 23	April 23	April 23
Last day to drop and receive 100% refund	June 1	July 6	June 1	June 1
<i>If you do not pay or drop by this date you will be considered registered and held responsible for any charges (whether you or not you attend classes.)</i>				
<b>May 26: University Closed for Memorial Day. June 19: University Closed for Juneteenth.</b>				
Classes Begin	June 2	July 7	June 2	June 2
Late Add/Drop period	June 2-9	July 7-14	June 2-9	June 2-11
Last day to drop without a "W"	June 9	July 14	June 9	June 11
<b>June 11: Last day to apply for summer graduation</b>				
Last day to drop with a "W"	June 23	July 28	July 8	July 15
<b>July 4: Independence Holiday: No Undergraduate and Graduate Classes.</b>				
Last day of classes	July 6	Aug. 10	July 27	Aug. 12
<i>Exams given the last day of class for all summer term classes.</i>				
Grade rosters open	July 7	Aug. 11	July 28	Aug. 13
Grades due	July 10	Aug. 14	Aug. 1	Aug. 17

### Additional Calendars:

- [Refund and Reduction Calendar](#)
- [University of Baltimore School of Law Academic Calendars](#)
- [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 s 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: [academicsuccess@ubalt.edu](mailto:academicsuccess@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](http://ubalt.edu/centers).

## **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.

One such accommodation is the ability to record a lecture as a form of note-taking. There are software products available that can transcribe recordings, adding accuracy over traditional note takers. By law, students may only use such recordings and transcriptions for their own personal study use, and no part of that recording may be reproduced in any form or shared with others. Students sign a release acknowledging they understand this restriction. Faculty members who use Panopto or other technologies to record class discussion or student comments are to notify students by email, in the syllabus or in some other written form that they will be recorded, but the recording is for the limited purpose of providing an accommodation to a student who is entitled to it through the Americans with Disabilities Act or for the limited purpose of providing students with access to the recordings for study purposes. Course recordings are not available after courses conclude and are always protected by a UBalt login process.

## **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 nine 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**

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 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 aid. If the conditions are not met, the student is not thereafter eligible for 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 \$4,500 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 for Master degree and certificate students, 3 credits for Doctorate students). 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 and state 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/VIII-2.70.pdf](http://usmd.edu/regents/bylaws/SectionVIII/VIII-2.70.pdf).

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. Classes added after the add period don't count toward financial aid eligibility.

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 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](#).

## **RECORDING STATEMENT**

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.

# 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.
- Suspended students are bound by the University's continuous enrollment policy if the period of suspension exceeds the total number of semesters allowed by that policy and must reapply for admission after being approved for reinstatement by the appropriate academic dean. 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, students 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 four major semesters (fall-spring-fall-spring or spring-fall-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**

Some 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

Ivan Sascha Sheehan, associate dean

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

Lexi Wick , academic program coordinator

Chelsey Barrett, academic program coordinator

Tylis Cooper, academic program coordinator

[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 Public Safety Innovation, and the Center for Advancing Prevention Excellence. The Center for Public Safety Innovation (CPSI) 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. The Center for Advancing Prevention Excellence (CAPE) seeks to advance prevention efforts in communities across the nation by supporting them in the identification, implementation, and evaluation of evidence-based strategies for substance use and behavioral health prevention.

## **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**

Heather Pfiefer, executive director and program director, M.S. in Criminal Justice

Debra Stanley, 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

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

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 forensics. 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**

Dawnsha Mushonga, executive director

Tina DiFranco, 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 and human services administration

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

Jennica Larrison , 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

Ñusta Carranza Ko, M.A. in Global Affairs and Human Security

Mariglynn Edlins, , 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 PUBLIC SAFETY INNOVATION**

Jeff Beeson, executive director

Funded entirely through external grants, the CDPP 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.

## **CENTER FOR ADVANCING PREVENTION EXCELLENCE**

Lora Peppard, executive director  
Patty Ferssizidis, associate director

A focus on translating the science, navigating approaches and resources, and connecting to peers and resources guides CAPE as it brings evidence-based strategies to life for numerous audiences. Practice, research, and community collaboration are at the forefront of CAPE initiatives along with an understanding of the strengths and opportunities within the field of prevention science. Youth, young adults, and family populations will receive special attention by CAPE as new programs, practices, and policies emerge.

CAPE applies lessons learned from prevention science to support communities in developing and implementing a thoughtful approach to strengthening the wellbeing of their communities. Given the focus on prevention, primary populations of interest include youth, young adults, and families.

CAPE services and resources include training, consultation, resource development, and other types of support. CAPE leverages the expertise of University of Baltimore faculty and staff and collaborates with an extended network of prevention partners at community, regional, state, and national levels.

## **STUDENTS**

The approximately 750 students enrolled in the College of Public Affairs represent about 24 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.)
- Cyber Forensics (M.S.)
- Global Affairs and Human Security (M.A.)
- Health Administration (M.S.)
- 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**

- Diversity, Equity, and Inclusion
- Essentials in Conflict Resolution
- Global Engagement
- Health Systems Management
- Human Services Administration
- Nonprofit Leadership
- Public Safety Leadership
- Trauma-Informed

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 financial aid. Prerequisites at the undergraduate level are not eligible for 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,

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)
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**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)
<b>or</b>	
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 620	Management and Supervision in Criminal Justice (3)
CRJU 676	Systems and Applications in Criminal Justice (3)
CJRU 708	Leadership Development in Criminal Justice (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

Colin Starger, 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 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)

**or**

LAW 612 Introduction to Lawyering Skills/Civil Procedure I (6)<sup>1</sup>

LAW 601 Civil Procedure II (3)

LAW 602 Contracts I (3)

**or**

LAW 611 Introduction to Lawyering Skills/Contracts I (6)<sup>1</sup>

LAW 603 Contracts II (3)

LAW 604 Criminal Law (3)

**or**

LAW 614 Introduction to Lawyering Skills/Criminal Law (6)<sup>1</sup>

LAW 607 Property (4)

LAW 608 Torts (4)

**or**

LAW 610 Introduction to Lawyering Skills/Torts (7)<sup>1</sup>

LAW 613 Introduction to Advocacy (2)

LAW 650 Constitutional Law I (4)

LAW 651 Evidence (3)

LAW 652 Professional Responsibility (3)

LAW 655 Constitutional Law II (2)

#### *One Law in Context class:*

LAW 620 Jurisprudence (3)

LAW 621 American Legal History (3)

LAW 622 Comparative Law (3)

LAW 623 Critical Legal Theory (3)

LAW 624 Law and Economics (3)

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

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

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

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

Choose additional electives for a total of 78 law credits.

### **Criminal Justice Courses (18 credits)**

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

### **Culminating Coursework (3-6 credits)**

CRJU 777	Capstone in Criminal Justice (3)
<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 FORENSICS**

[www.ubalt.edu](http://www.ubalt.edu) > cpa > majors > cyber-forensics

Frank Xu, program director (Baltimore campus)

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

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 Forensics 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 Forensics 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, online, or at the Universities at Shady Grove.

## UNCONDITIONAL ADMISSION STANDARDS

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

For detailed information about specific admission requirements, visit [www.ubalt.edu](http://www.ubalt.edu) › cpa › majors › cyber-forensics

## DEGREE REQUIREMENTS

### Core Courses (30 credits)

CYFI 601	Legal Issues in High-Technology Crime (3)
CYFI 605	Information Retrieval: Paper and Electronic
CYFI 610	AI Technology in Criminal Justice (3)
CYFI 620	Forensic Investigative Techniques I (3)
CYFI 625	Information Systems, Threats, Attacks and Defense Strategies
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 750	Cyber Forensic Capstone (3)

## TRAUMA-INFORMED CERTIFICATE

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

Debra Stanley, program director

FACULTY: Pfeifer, Stanley, Wasileski

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: DiFranco (UBalt), (UBalt), Gillingham (UBalt), Hudgins (CSU), Pearson (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)

## **CERTIFICATE IN HUMAN SERVICES ADMINISTRATION**

Bridal Pearson, program director, University of Baltimore

John Hudgins, program director, Coppin State University

The 12-credit post baccalaureate certificate in Human Services Administration serves to provide a link for students to demonstrate the ability to apply the skills necessary to manage a human service program, to

understand best practices of program development, exhibit knowledge of how politics and policy impact the administration of human services programs, to apply decision-making models, and to work independently and coordinate with others to complete micro-level and macro-level objectives

## **ADMISSION STANDARDS**

For acceptance into the Certificate in Human Services Administration, applicants are expected to have:

- a bachelor's degree with a minimum grade point average of 3.0 from a regionally accredited college or university and 3-5 years of work-related experience

## **CERTIFICATE REQUIREMENTS**

HSAD 602	History and Foundations of Human Services Systems (3)
HSAD 620	Leadership and Supervision (3)
HSAD 603	Contemporary Issues in Human Services Administration (3)
HSAD 621	Administrative Decision Making (3)

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

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

Tina Di Franco, program director

FACULTY: Di Franco, Kang, Lyles, 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	Private Health Insurance, Public Programs, and the Uninsured (3)
HSMG 699	Health Finance and Economics (3)

### **Additional Degree Requirement (3 credits)**

HSMG 752	Internship (3)
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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,

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)

Ñusta Carranza Ko, program director

FACULTY:Carranza Ko, Clay-Robinson, Larrison, Lyles, 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 Global Governance (3)

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

GAHS 600 Managing NGOs (3)  
GAHS 625 Atrocities, Genocide, and Prevention (3)  
CNCM 506 Understanding and Assessing Conflict (3)  
CNCM 740 Ethnic and Cultural Factors in Conflict (3)  
GAHS 610 International Development (3)  
PUAD 629 Public Program Evaluation  
**or**  
CNCM 750 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.*

## **CERTIFICATE IN GLOBAL ENGAGEMENT**

Ñusta Carranza Ko, program director

FACULTY: Ko, Clay-Robinson, Larrison, Sheehan,

The 12-credit post baccalaureate certificate in Global Engagement serves to provide a link for students to develop the necessary skills and problem-solving lenses to address local and global matters. Students in this program will learn to engage from a global perspective to approach and resolve social, economic and political issues.

## **ADMISSION STANDARDS**

For acceptance into the Certificate in Global Engagement, applicants are expected to have:

- a bachelor's degree with a minimum grade point average of 2.75 from a regionally accredited college or university

## **CERTIFICATE REQUIREMENTS**

GAHS 504 Human Security and Social Change (3)

CNCM 506 Understanding and Assessing Conflict (3)

GAHS 508 Global Governance (3)

GAHS 610 International Development (3)

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

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

Rae Tan, program director

FACULTY: Carranza Ko, Clay-Robinson, Larrison, 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 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)
CNCM 750	Research Methods (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.

## **CERTIFICATE IN ESSENTIAL CONFLICT RESOLUTION**

Rae Tan, program director

FACULTY: Carranza Ko, Clay-Robinson, Larrison, Sheehan, Tan

The 12-credit post baccalaureate certificate in Essential Conflict Resolution is designed for working professionals in various industries and sectors who wish to develop or increase their negotiation, conflict analysis, and conflict management/resolution knowledge and competencies in ways that will enhance their qualifications and career advancement prospects. This certificate program is also ideal for working professionals who desire to switch careers and pursue vocational opportunities or professions that require fundamental knowledge and skills in negotiation and conflict management and resolution.

### **ADMISSION STANDARDS**

For acceptance into the Certificate in Essential Conflict Resolution, applicants are expected to have:

- a bachelor's degree with a minimum grade point average of 3.0 from a regionally accredited college or university and have at least one year of professional or work-related experience

### **CERTIFICATE REQUIREMENTS**

CNCM 506 Understanding and Assessing Conflict (3)

CNCM 508 Approaches to Managing Conflict/Methods of Dispute Resolution (3)

CNCM 513 Negotiation—Theory and Practice (3)

CNCM 515 Mediation—Theory and Practice (3)

## **JURIS DOCTOR/MASTER OF SCIENCE IN NEGOTIATIONS AND CONFLICT MANAGEMENT**

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

Rae Tan, program director

Colin Starger, 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)

*or*

LAW 612      Introduction to Lawyering Skills/Civil Procedure I (6)<sup>1</sup>

LAW 601      Civil Procedure II (3)

LAW 602      Contracts I (3)



**or**  
LAW 611 Introduction to Lawyering Skills/Contracts I (6)<sup>1</sup>  
LAW 603 Contracts II (3)  
LAW 604 Criminal Law (3)

**or**  
LAW 614 Introduction to Lawyering Skills/Criminal Law (6)<sup>1</sup>  
LAW 607 Property (4)  
LAW 608 Torts (4)

**or**  
LAW 610 Introduction to Lawyering Skills/Torts (7)<sup>1</sup>  
LAW 613 Introduction to Advocacy (2)  
LAW 650 Constitutional Law I (4)  
LAW 651 Evidence (3)  
LAW 652 Professional Responsibility (3)  
LAW 655 Constitutional Law II (2)

*One Law in Context class:*

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

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

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

**Law School Courses—Strongly Recommended**

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

Choose additional electives for a total of 78 law credits.

**Negotiations Courses**

CNCM 504 The Conflict Management Profession (3)  
CNCM 506 Understanding and Assessing Conflict (3)  
CNCM 508 Approaches to Managing Conflict/Methods of Dispute Resolution (3)  
CNCM 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 750 Research Methods (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, Gourrier, Pearson, Stickney, Weiss, Wyatt-Nichol

ADJUNCT FACULTY: Cotten, 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	Intro to 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	Global Governance (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)
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### **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.

## **CERTIFICATE IN NONPROFIT LEADERSHIP**

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

ADJUNCT FACULTY: Cotten, Kessler

The 12-credit post baccalaureate certificate Nonprofit Leadership is designed to strengthen the qualifications and marketability of nonprofit leaders who do not have a nonprofit-focused graduate

degree, but do have an undergraduate degree and practical industry experience. Students are introduced to the fundamental principles of the nonprofit industry, and exposed to financial management of nonprofits along with fundraising, grant writing and organizational leadership. These core skills are the foundation of aspiring and current professionals in the industry and provide a valuable segue to professional development and expanded career opportunities across the field.

## **ADMISSION STANDARDS**

For acceptance into the Certificate in Nonprofit Leadership, applicants are expected to have:

- a bachelor's degree with a minimum grade point average of 2.75 from a regionally accredited college or university

## **CERTIFICATE REQUIREMENTS**

PUAD 700	Intro to Nonprofits (3)
PUAD 734	Strategic Planning (3)
HSAD 600	Fundraising and Grant Writing (3)
GAHS 600	Managing NGOs (3)

## **MASTER OF PUBLIC ADMINISTRATION**

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

Joseph Adler, program director

FACULTY: Adler, g, Ekpagu, Gibson, Gourrier, Naylor, Thomas, Wachhaus,, Wyatt-Nichol

AFFILIATED FACULTY: Cotten,

ADJUNCT FACULTY: , 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, online, and 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.

### **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 Tools in Public Administration (3)<sup>1</sup>

#### **Capstone Experience**

- PUAD 798 Problem-Solving Seminar in Public Administration (3)<sup>1</sup>

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

### **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 700	Intro to Nonprofits (3)
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	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	Global Governance (3)
GAHS 510	Global Governance (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.

### **CERTIFICATE IN DIVERSITY, EQUITY AND INCLUSION**

Joseph Adler, program director

FACULTY: Adler, Clay-Robinson, Ekpagu, Naylor, Tan, Wyatt-Nichol



The 12-credit post baccalaureate certificate in Diversity, Equity and Inclusion is designed for students seeking a broad focus on DEI, both in employee matters as well as in the policies and programs provided by government and nonprofit organizations serving the public.

## **ADMISSION STANDARDS**

For acceptance into the Certificate in Diversity, Equity and Inclusion, applicants are expected to have:

- a bachelor's degree with a minimum grade point average of 2.75 from a regionally accredited college or university

## **CERTIFICATE REQUIREMENTS**

PUAD 621	Human Resources Management in Public and Nonprofit Organizations (3)
PUAD 703	Urban Management (3)
PUAD 704	Managing Diversity (3)
CNCM 506	Understanding and Assessing Conflict (3)

## **JURIS DOCTOR/MASTER OF PUBLIC ADMINISTRATION**

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

Joseph Adler, program director

Colin Starger, 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 Tools in Public Administration (3) <sup>2</sup>
PUAD 798	Problem-Solving Seminar in Public Administration (3)

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

<sup>3</sup>

Total Credits: 108  
 LAW Credits: 78  
 M.P.A. Credits: 30

**DOCTOR OF PUBLIC ADMINISTRATION**

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

Mariglynn Edlins, program director

FACULTY: Ekpagu, Gibson, Lyles, Naylor, Thomas, Wachhaus, 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 will complete a culminating project of public scholarship. 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. 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)
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- 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      Private Health Insurance, Public Programs, and the Uninsured
- 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 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)
- GAHS 625      Atrocities, Genocides, and Prevention (30)

**DPA Seminar & Synthesis Core (12 credits)**

- PUAD 890      Theory and Practice of Public Scholarship (3)
- PUAD 895      Applied Public Scholarship (3)
- PUAD 899      Dissertation Research\* (6)

\*taken in separate terms

Students must complete all 36 credits of coursework prior to registering for PUAD 890 and 899. 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

N. Raju Balakrishnan, 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 six academic disciplines and Dr. Ven Sriram is the Chair of the Faculty.

## 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 700 students are enrolled in programs in the Merrick School of Business, with more than 400 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.; joint degree with Towson University)\*
- Online Accounting and Business Advisory Services (M.S.)
- Business–Finance (M.S.)\*
- Cybersecurity Leadership (M.S.)\*
- Artificial Intelligence for Business (M.S.)\*
- Taxation (M.S.; Managed by the School of Law effective 7/1/2024)
- Nonprofit Management and Social Entrepreneurship (M.S.; offered in partnership with the College of Public Affairs)

\*Denotes STEM designated programs

### **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
- 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. Students with an undergraduate GPA of 3.0 or higher are not required to submit a letter of recommendation.
- 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:

- Students with a bachelor's degree in business from an AACSB accredited institution may have all foundational courses waived provided admission was not conditional and maintained employment in the field.
- Students who have not maintained employment in the field must have graduated within the previous five years.
- Students who received condition admission due to GPA will have foundational courses waived if a B or better was earned.
- Students with a bachelor's degree in any field from a non-AACSB accredited institution may have one or more foundational courses waived provided their cumulative GPA was 3.0 or higher, earned a B or better in foundational courses, and maintained employment in the field.
- Conditionally admitted students who have not maintained employment in the field must have graduated within the previous 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 director graduate programs must approve course content
- Credit for prior learning through industry certification is available

## **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.

Consistent and timely academic advising is strongly related to student success. To enhance the services we provide to students and to increase the likeliness for success and on-time degree completion, UBalt requires mandatory milestone advising for all new graduate students as of Spring 2023. Milestone advising is anchored at two specific touch points and aligned with the personal, professional and academic goals of students at those points:

- 12 credits: Advisors will work with students to prepare for potential internships, global field studies and refinement of elective options. Students will be reintroduced to the support services offered by the Career and Internship Center.
- 24 credits: Advisors will focus on the final steps to graduation and career opportunities related to their degree and interests

Students who have reached these important milestones must meet with their advisers to discuss their next steps for registration, course scheduling and other key academic topics before they register for classes. Advisers will release the milestone advising service indicator on students' accounts at the conclusion of the advising meetings.

## **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 and replace 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. Positions are competitive in nature and applications are received through the Career and Internship Center online portal.

## **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 3.2, 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

Mikhail Pevzner, graduate program director

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**

### **Undergraduate Courses**

ACCT 201	Introduction to Financial Accounting (3)
ACCT 202	Introduction to Managerial Accounting (3) <b>or</b> equivalents
ECON 200	The Economic Way of Thinking (3) <b>or</b> 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 (16.5 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)
OPRE 605	Business Analytics (1.5)

### **Flexible Core Courses (10.5 credits)**

*Choose one of the following:*

MGMT 615	Managing in a Dynamic Environment (3)
MGMT 625	Collaboration, Negotiation and Conflict Management (3) or CNCM 513 Negotiations: Theory and Practice (3)

*Choose one of the following:*

MKTG 635	Entrepreneurial Marketing (3)
MKTG 645	Customers and Markets (3)

*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 wants 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**

\*No longer accepting applications effective Fall 2024

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. This joint degree is a STEM designated program with an optional specialization in data analytics.

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 (18 credits)

ACCT 740	Advanced Topics in Assurance Services (3)
ACCT 752	Topics in Accounting Systems (3)
FIN 605	Financial Management (1.5)
FIN 625	Corporate Finance (1.5)
ACCT 624	Accounting Analytics (3)
ACCT 680	Taxation of Entities (3)
ACCT 720	Design of Managerial Cost and Control Systems (3)

### **Elective Courses (12 credits)**

#### **Group A (At least 6 credits from Group A, no more than 6 credits from Group B)**

##### UBALT Courses:

ACCT 635	Financial Statement Analysis (3)
FIN 700	Financial Reporting (3)
FIN 715	Investment Analysis (3)
FIN 720	Global Finance (3)
FIN 724	Applications of Business Analytics and Machine Learning (1.5)
FIN 725	Risk Management (3)
FIN 750	Real Estate Investment (3)
FIN 755	Real Estate Finance (3)
FIN 780	Business Valuation (3)

##### TU Courses:

ECON 601	Introduction to Econometrics (3)
ECON 631	Computational Economics (3)
ECON 632	Machine Learning for Economics (3)
EBTM 602	Introduction to Supply Chain Management (3)
EBTM 604	Introduction to Project Management (3)
EBTM 625	Project Leadership and Communication (3)
EBTM 720	Supply Chain Analytics (3)
AIT 600	Information Technology Infrastructure (3)
AIT 610	Systems Development Process (3)
AIT 612	Information Systems Vulnerability and Risk Analysis (3)
AIT 614	Network Security (3)
AIT 632	Database Management (3)

Note: Additional data analytics-driven electives may be added to this list as they are developed and approved by UBALT or TU faculty.

Students may petition for the following UBalt courses: ACCT 797, FIN 797, MGMT 797 or the following TU courses: ACCT 695, ACCT 795, ACCT 697 to be considered for Group A depending upon the content. Approval will be granted by the program director, where appropriate.

#### **Group B (At least 6 credits from Group A, no more than 6 credits from Group B)**

##### UBALT Courses:

ACCT 513	Intermediate Accounting III (3)
ACCT 514	Fundamentals of Income Taxation (3)
ACCT 650	Law, Regulation, and Professional Responsibility (3)
ACCT 655	Tax Policy (3)
ACCT 701 <sup>1</sup>	Accounting Ethics (3)
ACCT 702	Federal and State Government Accounting (3)
ACCT 755	Advanced Financial Reporting Issues (3)
ACCT 795 <sup>1</sup>	Graduate Accounting Internship (3)
ACCT 797 <sup>2</sup>	Special Topics in Accounting (3)
FIN 797 <sup>2</sup>	Special Topics in Financial Management (3)

##### TU Courses:

ACCT 695 <sup>2</sup>	Independent Research in Accounting (3)
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ACCT 697 <sup>2</sup>	Graduate Accounting Internship (3)
ACCT 750	Forensic Accounting (3)
ACCT 780	Sustainability Accounting (3)
PHIL 563 <sup>1</sup>	Business Ethics (3)
PRWR 621	Business Writing (3)

1. Students may not take both the UBalt and Towson version of a course for credit.
2. Students may not complete more than 3 credits of independent study, internship or special topics courses.

### **Data Analytics Specialization (12 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)
INSS 722	Visual Business Intelligence (3)
Any Group A elective (3)	

## **ONLINE 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 online with a specializations in data analytics, taxation or nonprofit financial management. 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 (15 credits)

ACCT 624	Accounting Analytics (3)
ACCT 680	Taxation of Entities (3)
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)

### Electives (15 credits or Specialization + Electives)

Students should work with the program director to determine what coursework works best for them to satisfy their 15 credit hours of electives, 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.

ACCT 513	Intermediate Accounting III/Advanced Accounting (3) <sup>2,3</sup>
ACCT 514	Fundamentals of Income Taxation (3) <sup>2,3</sup>
ACCT 605	Performance Management and Accounting Controls (3) <sup>2,3</sup>
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 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 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.*

### **Specialization Requirements**

Students will need to complete additional coursework beyond the specialization courses listed below to satisfy elective credit requirements. Students may select any course from the elective list above to satisfy remaining credits of electives.

#### **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)
INSS 722	Visual Business Intelligence (3)

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

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

PUAD 700	Concepts and Practices of Nonprofits (3)
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##### **Elective (3 credits)-Choose one course from below:**

ACCT 605	Performance Management & Accounting Controls (3)
ACCT 702	Federal & State Governmental Accounting (3)
ACCT 720	Strategic Probability Analysis (3)
ACCT 755	Advanced Financial Reporting Issue (3)

##### **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)

**Taxation Specialization (9 credits)**

ACCT 514	Fundamentals of Income Taxation (3)
<i>or</i>	
TAXA 651	Fundamentals of Federal Income Tax 1 (3)
TAXA 654	Tax Practice and Procedure (3)
ACCT 680	Taxation of Entities (3)
<i>or</i>	
TAXA 652	Corporate Taxation (3)

Note: If ACCT 514 or ACCT 680 were taken as part of prior undergraduate degree, a substitution must be made from the courses below or any other TAXA course not listed above by approval of the program director.

TAXA 650  
TAXA 653  
ACCT 655

## **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 is a STEM designated program.

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:

#### Competency 1: Managing Performance and Risk

LO 1.1: Students will use accounting-based and operational information to assess and forecast firm and portfolio performance in order to solve business problems and recommend actions that maximize shareholder value.

LO 1.2 Students are able to evaluate the ESG practices of a company and assess how these practices impact its performance and valuation.

#### Competency 2: Value Business Entities

LO 2.1 Students are able to use financial concepts, tools, and models to estimate a firm's cost of capital and value.

#### Competency 3: Leveraging Technology and Business Intelligence

LO 3.1 Students will evaluate and apply selected analytics techniques to assess entity's financial performance and valuation.

#### Competency 4: Manage Foreign Exchange Risk and Interest Rate Risk

LO 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 (10.5 CREDITS)**

ACCT 505	Accounting Essentials (1.5)
FIN 505	Essentials of Finance (1.5)
FIN 605	Financial Management (1.5)
FIN 625	Corporate Finance (1.5)
OPRE 505	Fundamentals of Statistics (1.5)
OPRE 506	Managerial Statistics (1.5)
OPM 505	Introduction to Operations Management (1.5)

### **DEGREE REQUIREMENTS**

Thirty credits are required to complete the program as follows:

#### **Required Courses (15 credits)**

FIN 624	Finance and Accounting Analytics (3) <sup>1</sup>
FIN 715	Investment Analysis (3)
FIN 724	Applications of Business and Machine Learning (3)
INSS 611	Data Science Toolkit 1 (1.5)
INSS 612	Data Science Toolkit 2 (1.5)
INSS 722	Visual Business Intelligence (3)
OPM 615	Innovation and Project Management (3)
OPRE 605	Business Analytics (1.5)

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

FIN 700	Financial Reporting (3) <sup>1</sup>
FIN 720	Global Finance (3)
FIN 725	Risk Management (3)
FIN 750	Real Estate Investment (3)
FIN 755	Real Estate Finance (3)
FIN 780	Business Valuation (3)

Other courses from FIN and ACCT where the faculty explicitly agrees to dedicate a substantial amount of the course to financial analytics (e.g. through a project or an assignment).

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

## MASTER OF SCIENCE IN CYBERSECURITY LEADERSHIP

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

Danielle Fowler, program director

Becoming a leader in the cybersecurity field is more than assessing a threat analysis and developing a vulnerability assessment. It takes an interdisciplinary approach to lead in the industry. Prepare to meet the demand for cybersecurity leaders in business, government and the military through an innovative, interdisciplinary program that brings together business, psychology and criminal justice. Build your leadership skills, learn to evaluate and mitigate risk, develop key skills in accounting and analytics, create policy and explore cybersecurity strategy.

**Mission Statement:** The mission of the Master of Science in Cybersecurity Leadership program at the Merrick School of Business is to provide students with the knowledge and skills needed to advance to the highest levels of leadership in the cybersecurity industry.

### PROGRAM LEARNING GOALS

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

#### Competency 1: Information Security

**Learning Objective 1.1:** Students will understand and apply the concepts surrounding the regulatory environment of different business sectors with respect to information security.

**Learning Objective 1.2:** Students will analyze data and interpret their findings to identify information security issues such as fraud or security breaches.

#### Competency 2: Business Problem Solving and Analysis

**Learning Objective 2.1:** Students will be able to define the information needs pertaining to a strategic business problem arising from cyber security issues.

**Learning Objective 2.2:** Students will demonstrate the ability to analyze and suggest changes to business continuity processes.

#### Competency 3: Ethics

**Learning Objective 3.1:** Students will identify and analyze ethical dilemmas raised by cyber security issues and recommend appropriate resolutions.

#### Competency 4: Managerial Reporting

**Learning Objective 4.1:** Students will prepare written reports, using appropriate data, analysis, and conclusions

#### Competency 5: Leadership

**Learning Objective 5.1:** Students will analyze the factors and behaviors associated with effective leadership.

## 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)  
*Prerequisite: INSS 611*  
INSS 621 Digital Transformation (1.5)  
INSS 622 Digital Innovation (1.5)  
*Prerequisite: FIN 605*  
INSS 722 Visual Business Intelligence (3)  
*Prerequisite: INSS 605*  
MGMT 615 Managing in a Dynamic Environment (3)  
*Prerequisite: MGMT 605*  
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 ARTIFICIAL INTELLIGENCE FOR BUSINESS

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

Mikhail Pevzner, program director

Our **M.S. in Artificial Intelligence for Business** program is uniquely designed to build careers of managers in all fields so they clearly understand AI's capabilities and limitations of the technology such as bias in algorithms or how to examine data to create accurate results.

## PROGRAM LEARNING GOALS

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

### Competency 1: AI and Machine Learning

**LO 1.1:** Students will articulate how to design, train, and evaluate AI and Machine Learning models that can be used in solving business challenges.

### Competency 2: Application of AI and Machine Learning Tools in Business

**LO 2.1** Students will be able to employ discipline-specific knowledge to identify proper models and critical features for solving business problems (including general and strategic human resource management, financial management, entrepreneurship, marketing, and operations and supply chain management).

**LO 2.2** Students will be able to evaluate and address ethical, legal, and regulatory implications of applying Artificial Intelligence for Business.

### Competency 3: Communication and Presentation Skills

**LO3.1** Students will be able to effectively communicate their recommendations and guidance on AI applications in various business disciplines to their constituents.

## DEGREE REQUIREMENTS

### Required Core Courses (18 credits)

INSS 611	Data Science Tool Kit 1 (1.5)
INSS 611	Data Science Tool Kit 2 (1.5)
INSS 625	Introduction of AI in Business (3)
INSS 630	Machine Learning for Business (3)
ECON 740	Business, Ethical, and Regulatory Perspectives of AI (3)
OPRE 505	Fundamentals of Statistics (1.5)*
OPRE 506	Managerial Statistics (1.5)*
OPRE 605	Business Analytics (1.5)
OPRE 605	Data Mining for Business (1.5)

### Electives (12 credits)

ENTR 740	Business Applications of Artificial Intelligence in Entrepreneurship (3)
FIN 624	Finance and Accounting Analytics (3)
MGMT 740	Applications of Artificial Intelligence for Human Resources and General Management (3)
MKTG 740	Application of Artificial Intelligence in Marketing (3)
OPM 740	Applications of Artificial Intelligence for Operations and Supply Chain Management (3)

\*Students who have completed the undergraduate equivalent of OPRE 505 and 506 will substitute that requirement with an additional 3 credits of electives from the list above.

## MASTER OF SCIENCE IN TAXATION

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

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

\*Effective July 1, 2024 the MS in Taxation program will be managed by the School of Law. See SOL catalog for further information.

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.

## **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 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>

<b>or</b>	
FIN 715	Investment Analysis (3) <sup>1</sup>
ACCT 635	Financial Statement Analysis (3)
<b>or</b>	
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)
<i>or</i>	
ACCT 740	Advanced Auditing (3)
ACCT 605	Performance Management and Accounting Controls (3)
<i>or</i>	
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) <i>or</i> 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.

## STUDENTS

The approximately 800 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. Psychology students can use the lab for independent and classroom research.

Advanced laboratories in the Liberal Arts and Policy Building 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 Academic Center 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.Sc.)

### **Master's Programs**

- Counseling Psychology (M.S.)
- Creative Writing & Publishing Arts (M.F.A.)
- Industrial and Organizational Psychology (M.S.)
- Integrated Design (M.A.)
- Integrated Design (M.F.A.)
- Interaction Design and Information Architecture (M.S.)
- Legal Studies (M.A.)

### **Graduate Certificate Programs**

- Advanced UX Research
- 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 COLLEGE OF ARTS AND SCIENCES**

### **MASTER OF SCIENCE IN COUNSELING PSYCHOLOGY**

<https://www.ubalt.edu/cas/graduate-programs-and-certificates/degree-programs/counseling-psychology/index.cfm>

Courtney Gasser, program director

FACULTY: Donahue, Frederick, Gasser, Richardson, Soheilian, Vinson

ADJUNCT FACULTY: Caraballo, Mason, Pandit, Passley, Whitten, Yarnell



The Counseling Psychology Program at the University of Baltimore (UBalt) adheres to a generalist training philosophy that is rooted in the scientist-practitioner model of training. The program is designed for students who are interested in becoming licensed mental health counselors, as well as those interested in doctoral work in the helping professions. Flexible curriculum offerings aim to support students who enter the program directly from undergraduate work, career changers, and working adults. The program prepares students for practice in multidisciplinary clinical settings such as hospital- and community-based mental health, private practice, school-based mental health, and substance abuse treatment facilities. Students prepare to provide a range of clinical and advocacy services in the counseling profession. The program focuses on education in professional identity and ethics, and contextual factors in developmental, vocational, educational, social, health, and mental health issues. The curriculum emphasizes research and theory as they inform evidence-based practice, integrative theoretical treatment conceptualization, assessment and advanced treatment interventions. The common factors model is embedded in the program's clinical curriculum, emphasizing the importance of therapeutic relationships and strengths-based counseling interventions. The program infuses multicultural and social justice advocacy awareness in all coursework.

The faculty emphasize self-awareness and self-reflection as a cornerstone of effective clinical practice. Students are challenged to enhance their professional development through self-reflection exercises embedded in coursework and by engaging in interpersonally-oriented instruction and supervision. Students are guided to understand their own cultural biases and lenses as well as the inherent cultural/contextual nature of counseling work. The program requires experiential clinical training exercises in many courses, in addition to practicum and internship requirements.

## **PROGRAMS OF STUDY**

The counseling psychology program 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 Examination, 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. 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 program offers two programs of study: a 48-credit option and a 60-credit option. The 48-credit general counseling psychology track is designed for students who work full-time and wish to become professional licensed counselors or for students who wish to continue their studies in a doctoral program, and requires students to complete a minimum of 200 clinical hours. For students who work full-time and want to become professional licensed counselors, the 48-credit program 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. The 60-credit practitioner specialization is designed for students aiming for a career as an LCPC and requires students to complete a minimum of 700 hours of clinical experience. 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 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](#).

The program is an in-person program with occasional alternative offerings. Classes are typically 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
- a professional or academic letter of recommendation submitted on the student's behalf
- a statement of personal interest
- a vignette-based essay(s) on topics related to culture, diversity, and responses to clinical supervision.

## **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 <https://www.ubalt.edu/cas/graduate-programs-and-certificates/degree-programs/counseling-psychology/admission-requirements.cfm> .

## **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).

### **General Counseling Psychology Track (48 credits)**

#### **Core Courses (36 credits):**

APPL 601	The Biological Basis of Behavior (3)
APPL 602	Professional Identity, Ethics, and Legal Issues in the Practice of Counseling & Psychology (3)
APPL 603	Learning and Cognition (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 633 Research and Evaluation (3)

*Choose one of the following:*

- APPL 608 Applied Assessment Procedures (3)
- APPL 617 Personality Assessment (3)
- APPL 618 Intellectual Assessment (3)

**Supervised Field Experience (6 credits)**

- APPL 703 Practicum in Counseling (3)<sup>2</sup>

<sup>2</sup> *Must be taken for two semesters, for a total of 6 credits.*

**Elective (6 credits)**

**Practitioner Specialization (60 credits)**

**Core Courses (36 credits):**

- APPL 601 The Biological Basis of Behavior (3)
- APPL 602 Professional Identity, Ethics, and Legal Issues in the Practice of Counseling & Psychology (3)
- APPL 603 Learning and Cognition (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 633 Research and Evaluation (3)

*Choose one of the following:*

- APPL 608 Applied Assessment Procedures (3)
- APPL 617 Personality Assessment (3)
- APPL 618 Intellectual Assessment (3)

**Supervised Field Experience (9 credits)**

- APPL 703 Practicum in Counseling (3)
- APPL 708 Internship in Counseling (3)<sup>2</sup>

<sup>2</sup> *Must be taken for two semesters, for a total of 6 credits.*

**Specialization Required Courses (9 credits)**

- APPL 621 Family Therapy (3)
- APPL 626 Treatment of Substance Use Disorders (3)

*Choose one of the following:*

APPL 616      Advanced Treatment Techniques (3)

APPL 662      Treatment of Trauma (3)

APPL 663      Treatment of Depressive Disorders (3)

APPL 666      Treatment of Anxiety Disorders (3)

**Elective (6 credits)**

## **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).

## **MASTER OF SCIENCE IN INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY**

<http://www.ubalt.edu/iopsychology>

Sharon Glazer, program director

FACULTY: Donahue, Farley, Frederick, Glazer, Kahlil

ADJUNCT FACULTY: Edwards, Lasson, Roach

The 42-credit industrial and organizational psychology (IOP) Master of Science (M.S.) program applies psychological principles developed from evidence-based, 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 degree offers relevant coursework and international collaborative projects (both virtual and in-person), such as with the European Erasmus Plus Winter School program.

## **MISSION**

The Master of Science program in IOP prepares students for careers as practitioners and researchers, or for doctoral studies in this and related fields, by emphasizing a curriculum of evidence-based practice and course activities that enhance student experiential learning. The state-of-the-art curriculum provides grounding in psychological theory, research knowledge and skills, ethics, international and cross-cultural competencies, and evidence-based practices. Principles drawn from social, cross-cultural, behavioral, cognitive, and biological psychology are learned and applied in traditional classroom settings or in hybrid course instruction, which is a combination of in-class and asynchronous instruction. Students also (1) complete courses individually with faculty members in independent studies, (2) participate in faculty research, (3) complete coursework with students in other countries at other universities, (4) conduct theses, or (5) participate in supervised, hands-on experience in practica and internships.

Classes are offered during the late afternoons and evenings; some courses are offered in the winter and summer terms.

## **UNCONDITIONAL ADMISSION STANDARDS**

For unconditional acceptance into the M.S. in Applied Psychology program, applicants are required to have:

- bachelor's degree in psychology with a minimum cumulative grade point average of 3.0 from a regionally accredited college or university.
- grades of B or better in statistics and research methods courses; and
- professional or academic letter of recommendation submitted on the student's behalf.
- statement of personal interest.

## **CONDITIONAL ADMISSION STANDARDS**

Applicants not meeting the requirements for unconditional admission—including holding a bachelor's degree in psychology—may, with the approval of the program's admission committee, be accepted on a conditional basis. Conditional admission requires the completion of specified undergraduate psychology courses, at either 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/iopsychology](http://ubalt.edu/iopsychology).

## 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. Various courses in IOP and other disciplines (criminal justice, management, human services administration, legal and ethical studies, negotiations and conflict management, public administration, and integrated design) may be permitted as electives. A maximum of 12 credits outside of the IOP program may be taken subject to the documented approval of the program director. See the online course descriptions at [ubalt.edu/coursedescriptions](http://ubalt.edu/coursedescriptions).

## SUMMARY OF IOP M.S. CURRICULUM

### IOP Curriculum Overview M.S. in IOP

Core Courses	12
Flexible Capstone	3 to 9
Personnel/Work Psychology Area	6
Organizational Psychology Area	6
Occupational Health Psychology & Organizational Consulting Area	6
Electives	Up to 9
<b>Total</b>	<b>42</b>

## IOP COURSES (42-credit hour program)

### **Core (12 credits)** (*\*Must be taken sequentially in the first two semesters of attendance*)

*APPL 631	Intermediate Statistics for the Behavioral Sciences (3)
*APPL 632	Research Methods (3)
APPL 641	Organizational Psychology (3)
APPL 644	Personnel Psychology (3)

### **Flexible Capstone Required (3 to 9 credits)**

APPL 655	Practical Applications in IOP (3)
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**~OR~**

#### ***Practical Experience Track***

APPL 707	Practicum in Industrial/Organizational Psychology (1-4)
AND	
APPL 704	Practicum in Research (3-6)
OR	
APPL 706	Practicum in Applied Psychology (3-6)
OR	
APPL 779	Directed Study in Applied Psychology (1-3)

**~OR~**

#### ***Research Experience Track***

APPL 789	Research Proposal Development (3)
AND	
APPL 799	Thesis in Applied Psychology (3-6)

### **Personnel/Work Psychology Area (6 credits)**

APPL 639	Special Topics: Applied Statistics (3)
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APPL 645	Personnel Assessment (3)
APPL 646	Employment Law in Human Resources Management (3)
APPL 648	Employee Selection (3)
APPL 649	Special Topics in IOP (3)
APPL 651	Job Analysis (3)
APPL 657	Personality at Work (3)

**Organizational Psychology Area (6 credits)**

APPL 612	Human Relations (3)
APPL 642	Motivation, Satisfaction, & Leadership (3)
APPL 647	Training & Organizational Development (3)
APPL 649	Special Topics in IOP (3)
APPL 650	Work Groups in Organizations (3)
APPL 659	Cross-Cultural Organizational Psychology (3)

**Occupational Health Psychology & Organizational Consulting Area (6 credits)**

APPL 609	Occupational Stress & Health Psychology (3)
APPL 649	Special Topics in IOP (3)
APPL 652	Organizational Theory & Development (1-3)
APPL 653	Consulting Skills (3)
APPL 654	Survey Development & Implementation (3)
APPL 658	Change Management (3)

**ELECTIVES (up to 9 credits)** Select from any of the above or other courses at the University in consultation and with written approval of the Program Director.

## MASTER OF ARTS IN INTEGRATED DESIGN

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

Jacob DeGeal, program director

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

ADJUNCT FACULTY: Munchel, Patschke, Blum

Combining theory and practice, the M.A. in Integrated Design program combines 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. 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.

- DESN 501 Introduction to Web Development (3)  
*Cannot be counted toward the 36 credits required for the degree*
- DESN 502 Introduction to Graphic Design Principles (3)  
*Cannot be counted toward the 36 credits required for the degree*
- DESN 503 Workshop in Written Communication (3)  
*Can count under certain circumstances toward the credits required for the degree*

### **Required Courses (18 credits)**

- DESN 610 Visual & Verbal Rhetoric (3)
- DESN 612 Creative Methodologies (3)
- DESN 615 Typography I (3)
- DESN 660 Web Development (3)
- DESN 735 Portfolio (3)
- DESN 740 Seminar in Publications Design (3)

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

*Choose one course from the following:*

- DESN 603 Editorial Style (3)
- DESN 604 Writing for the Marketplace (3)
- DESN 605 Public & Private Languages (3)
- DESN 611 The Craft of Popularization (3)
- DESN 613 Design Writing (3)
- DESN 691 Art of the Interview (3)
- DESN 692 Writing for Digital Environments (3)
- DESN 693 Magazine Writing (3)
- DESN 750 Writing: Special Topics (3)
- CWPA 781 Electronic Publishing

### **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: Blodget, Boyd, DeGeal, Keohane, Meikle, Rhee, Simon, Smedley, Summers, Walsh, Winik, Yarrison

ADJUNCT FACULTY: 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, exhibitions, 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 610	Visual & Verbal Rhetoric (3)
DESN 612	Creative Methodologies (3)
DESN 617	Creative Concepts (3)
DESN 713	Integrated Design Studio I: Principles (3)
DESN 714	Integrated Design Studio II: Typography (3)
DESN 715	Integrated Design Studio III: Readings & Research

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

DESN 791	Practicum in Integrated Design (3)
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### **Capstone (9 credits)**

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

DESN 793	Proseminar in Integrated Design (3)
DESN 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
- completion of all coursework, except DESN 793: Proseminar in Integrated Design and DESN 799: Integrated Design Thesis
- a minimum 3.0 GPA.

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

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

Greg Walsh, 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 in the evenings. 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.

The program does not admit students after August 1st for Fall semester and does not admit students after January 1st for Spring semester.

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 in two ways:

### **Thesis Option:**

Complete 30 credits and a thesis/project for 6 credits, for a total of 36 credits. No credits with grades lower than B can be applied to the degree.

All core courses must be completed before thesis work begins. Thesis work must 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.

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

IDIA 612      Interaction Design (3)

IDIA 630	Information Architecture (3)
IDIA 640	Humans, Computers and Cognition (3)
IDIA 642	Applied User Research for UX (3)

### **Technical Course (3 credits)**

*Students choose one course from the following:*

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

### **Focus Area (3 credits)**

*Students choose one course from the following:*

IDIA 712	Topics in 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 approval of the program director, students complete four electives from the following list:

- IDIA 602 Graphic Design Principles
- IDIA 614 Sequential Visualization and Analysis
- IDIA 616 Designing for Mobile Web
- IDIA 712 Advanced Interaction Design
- IDIA 715 Managing UX Projects
- IDIA 730 Topics in Advanced Information Architecture
- IDIA 740 Topics in Computers and Cognition
- IDIA 742 Topics in Advanced User Research
- IDIA 750 Special Topics
- IDIA 841 Statistics and Quant Analysis for UX
- IDIA 842 Experimental Methods for User Research
- APPL 601 The Biological Basis of Behavior
- APPL 603 Learning and Cognition

Thesis/Project (6 credits)

IDIA 799	Thesis/Project (3-6)
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### **Non-thesis Option:**

Complete the following 36 credits. No credits with grades lower than B can be applied to the degree.

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

IDIA 612	Interaction Design (3)
IDIA 630	Information Architecture (3)
IDIA 640	Humans, Computers and Cognition (3)
IDIA 642	Applied User Research for UX (3)
IDIA 740	Topics in Computers and Cognition (3)
IDIA 742	Topics in User Research (3)
IDIA 841	Statistics and Quant Analysis for UX
IDIA 842	Experimental Methods for User Research

### **Technical Course (3 credits)**

*Students choose one course from the following:*

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

### **Focus Area (3 credits)**

*Students choose one course from the following:*

- IDIA 712        Topics in Advanced Interaction Design (3)
- IDIA 730        Topics in Advanced Information Architecture (3)

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

With the approval of the program director, students complete four electives from the following list:

- IDIA 602 Graphic Design Principles
- IDIA 614 Sequential Visualization and Analysis
- IDIA 616 Designing for Mobile Web
- IDIA 618 Dynamic Web Sites
- IDIA 619 Programming for UX Design
- IDIA 712 Advanced Interaction Design
- IDIA 715 Managing UX Projects
- IDIA 730 Topics in Advanced Information Architecture
- IDIA 742 Topics in Advanced User Research
- IDIA 750 Special Topics
- APPL 601 The Biological Basis of Behavior
- APPL 603 Learning and Cognition

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

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

Justin Hollimon, program director

FACULTY: Hollimon, Kassner

ADJUNCT FACULTY: McDermitt, Moran, Trumpbou

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 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.

## **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.Sc. in Information and Interaction Design program offers an engaged, critical approach to information and interaction design for humans. Through interdisciplinary courses in topics including 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 mostly offered during the evenings, 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 (3-4 days). Students may pursue the doctoral 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 1) meet the needs of a global and diverse audience, and 2) 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 at the graduate level.

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**

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 740	Topics in Computers & Cognition
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)

## **GRADUATE CERTIFICATES OFFERED BY THE COLLEGE OF ARTS AND SCIENCES**

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

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

Jacob DeGeal, 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 can augment their skills and widen their knowledge base, allowing them to make 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 aspects of digital communication that are most relevant to them and their careers.

Classes are offered primarily in the evenings.

### **ADMISSION REQUIREMENTS**

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
- [Visit the Certificate Admission Requirements](#) for detailed information

### **CERTIFICATE REQUIREMENTS**

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:*

DESN 719      Design Thinking (3)

DESN 720      The Digital Economy (3)

**Electives (9 credits)**

*With the help of an adviser, students choose three courses from the following:*

DESN 602      Introduction to Digital Video (3)

DESN 613	Design Writing
CWPA 781	Electronic Publishing
DESN 638	Digital Photo
DESN 672	Motion Graphics 2
DESN 647	Information Design (3)
DESN 660	Introduction to Web Development (3)
DESN 661	Advanced Web Design (3)
DESN 662	Design for Digital Environments (3)
DESN 670	Motion Graphics for Interactive Media (3)
DESN 671	Motion Graphics I (3)
DESN 692	Writing for Digital Environments (3)
DESN 720	The Digital Economy (3)
DESN 617	Creative Concepts (3)
IDIA 614	Sequential Visualization and Analysis (3)
IDIA 630	Information Architecture (3)

## CERTIFICATE IN PROFESSIONAL COUNSELING STUDIES

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

John Donahue, program director

FACULTY: Donahue, Gasser, Richardson, Soheilian, Vinson

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 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: Consistent with our practice since the onset of the COVID-19 pandemic, the GRE admissions requirement will continue to be waived for the 2023-2024 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](#).

<b>Required Core Content Area (3 graduate credits each)</b>	<b>Corresponding Courses at The University of Baltimore (each course is 3 graduate credits)*</b>
(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, Roach

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 industrial and organizational (IO) psychology (IOP) program. The certificate 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 IOP professionals 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, prior to graduation, their intent to earn the certificate along with their M.S. degree

*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, and
- have a master's or doctoral degree, **with a minimum cumulative grade point average of 3.0**, from a regionally accredited college or university or
- 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 and
- **have a professional or academic letter of recommendation submitted on your behalf** (if not already a graduate student at The University of Baltimore), and
- 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 industrial and organizational 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)

## GRADUATE CERTIFICATE IN USER EXPERIENCE (UX) DESIGN

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

Greg Walsh, program director

FACULTY: Blodgett, T. Harper, Ketel, Kohl, Oldenburg, Shrestha, Summers, Vincenti, Walsh

ADJUNCT FACULTY: Feist, L. Harper, Lazier

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 in the evenings. 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.

The program does not admit students after August 1st for Fall semester and does not admit students after January 1st for Spring semester.

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 Design (3)
IDIA 630	Information Architecture (3)

IDIA 640 Humans, Computers and Cognition (3)  
IDIA 642 Applied User Research for UX (3)

## **GRADUATE CERTIFICATE IN ADVANCED UX RESEARCH**

[ubalt.edu/user\\_research](http://ubalt.edu/user_research)

Greg Walsh, program director

FACULTY: Blodgett, T. Harper, Ketel, Kohl, Oldenburg, Shrestha, Summers, Vincenti, Walsh

ADJUNCT FACULTY: Feist, L. Harper, Lazier

This 12-credit Graduate Certificate in Advanced UX Research is intended for working UX professionals who want to deepen their competence in research design and gain experience in performing research with special populations, including children, older individuals, English language learners, people with mild cognitive disabilities or limited literacy skills, and people who use assistive technology.

With classes in experimental and applied research design, statistics, neuro-design, and hands-on experiences in performing research with special populations, this program prepares experienced practitioners to add experimental rigor and depth to their practice and to advance into leadership roles.

Classes are offered in the evenings. Most classes are synchronous online courses, with one exception: IDIA 742 Topics in User Research is a hybrid course held synchronously online but with one four-day residential segment held in the University of Baltimore User Research Lab.

### **STUDENT LEARNING OUTCOMES:**

- Students will use and defend mixed methods research
- Students will evaluate the statistical validity of quantitative research
- Students will evaluate the quality, validity, and generalizability of user research conducted by others
- Students will differentiate between experimental and applied research methods
- Students will design, conduct, and evaluate user research with special populations

### **ADMISSION STANDARDS**

For acceptance into the Graduate Certificate in Advanced UX Research program, applicants are expected to have a bachelor's degree with a minimum cumulative grade point average of 3.5 from a regionally accredited college or university.

Applicants are also expected to have prior experience with applied user research and at least one prior course in human-computer interaction. Applicants with extensive industry experience in applied user research will be considered with a minimum 3.0 undergraduate GPA.

The program does not admit students after August 1st for Fall semester and does not admit students after January 1st for Spring semester.

For detailed information about specific admission requirements, visit [ubalt.edu/user\\_research](http://ubalt.edu/user_research).

### **PREREQUISITE**

Students are expected to complete IDIA 642: Applied User Research with a grade of B or above 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 practical work experience as approved by the program director.

## **CERTIFICATE REQUIREMENTS**

Students must complete four required courses, for a total of 12 credits.

### **Required Courses (12 credits)**

IDIA 740	Topics in Computers and Cognition (3)
IDIA 742	Topics in User Research (3)
IDIA 841	Statistics and Quant Analysis for UX (3)
IDIA 842	Experimental Methods for User Research (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, 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

Ralph Mueller, Provost

Ph.D., Virginia Tech  
M.A., Wake Forest University  
B.A., Elon 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

Raju Balakrishnan, Dean, Merrick School of Business

Ph. D., Purdue University

M.S., University of Kentucky  
B.E. University of Madras

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