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CAPELLA UNIVERSITY

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Undergraduate and Graduate Programs

School of Undergraduate Studies

School of Business and Technology

School of Education

School of Human Services

School of Public Service Leadership

Harold Abel School of Psychology



CAPELLA UNIVERSITY

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A Message from the President

Welcome to Capella University



Christopher Cassirer, ScD, MPH
University President

Capella University, an accredited online university, is committed to meeting the educational needs of working adults. Capella respects the multiple commitments its learners meet and values the personal and professional experience they bring to their courses. The university's focus on helping learners fulfill their potential is evident in their achievements and enthusiasm.

Our learners talk about the quality and energy of the learning experience at Capella. What they find in our courserooms is an active and engaging learning community that invites them to include their own knowledge and experience and to profit from the knowledge and experience of others.

Learners tell us that interaction with faculty and professional peers from around the world has increased the breadth and depth of their knowledge and enhanced their critical thinking skills. Additionally, they discover academic content that relates specifically to their own professions and professional goals and that has immediate application to their work.

At Capella University, we provide an array of online services to minimize time spent on the day-to-day details associated with higher education.

Our learners have convenient online access to enrollment, financial aid, and support from academic advisors, as well as a full range of academic library resources through Capella University Library.

We believe that Capella University delivers the quality and impact working adults expect from higher education.

Thanks for joining us.

Christopher Cassirer, ScD, MPH
University President

About Capella University

University Mission Statement

The mission of Capella University is to extend access to high quality bachelor's, master's, specialist, doctoral, and certificate programs for adults who seek to maximize their personal and professional potential. This mission is fulfilled through innovative programs that are responsive to the needs of adult learners and involve active, engaging, challenging, and relevant learning experiences offered in a variety of delivery modes.

Educational Philosophy

Capella University's educational philosophy focuses on developing scholar-practitioners through learning that incorporates both theoretical knowledge and relevant experience. Learners synthesize scholarship with practical application appropriate to their level—as reflective-practitioners at the baccalaureate level, as practitioner-scholars at the master's level, and as scholar-practitioners at the doctoral level. Capella University faculty are themselves scholar-practitioners or as appropriate, practitioner-scholars. They guide and facilitate learner development through dissemination of knowledge and the formation of learning communities. They promote active learning, and they model what it means to be scholar-practitioners and life-long learners. Capella's philosophy also emphasizes collaboration: learners with their peers and learners with faculty. Learners and faculty reflect together on their experiences, build and apply knowledge, participate in communities of learning, and make theoretical and practical contributions in their fields.

University History

In 1992, Stephen Shank, former CEO of Tonka Corporation, provided the vision, leadership, and a portion of the initial funding for the incorporation of a distance-learning institution. Mr. Shank observed that adults were underserved by traditional universities for several reasons. Most significantly, attending classes is difficult or impossible for working adults due to employment and family obligations, and traditional curriculum often does not correspond with the professional goals of mature adults. He envisioned a barrier-free university that people could attend from remote locations such as their homes.

Capella University, initially named The Graduate School of America (TGSA), offered master's and doctoral degree programs in Education, Human Services, and Organization and Management. Two years after accreditation, TGSA became Capella University and went on to establish the schools of Business, Education, Human Services, Psychology, and Technology. Today, Capella University offers certificates and bachelor's, master's, specialist, and doctoral degrees across its six schools.

The undergraduate learning experience was enhanced by a reorganization of schools in 2004 to form the School of Undergraduate Studies and the School of Business and Technology in addition to the existing schools of Education, Human Services, and the Harold Abel School of Psychology. In 2009, to better meet the professional needs of its learners in public service fields, Capella formed a sixth school—the School of Public Service Leadership.

In 1993, Dr. Harold Abel, an experienced leader in higher education and a former president of three universities, joined Mr. Shank to serve as founding president and academic leader of Capella. Dr. Abel assembled a premier faculty, built graduate curricula, and guided the university toward academic accreditation. In 1997, during the presidency of Dr. Bruce Francis, Capella achieved accreditation by The Higher Learning Commission (HLC) and became a member of the North Central Association of Colleges and Schools.

In 2001, Dr. Michael Offerman, formerly a leader within the University of Wisconsin system, became president of Capella University. A major milestone achieved during his presidency occurred in 2003, when The Higher Learning Commission (HLC) of the North Central Association granted Capella permission to offer a full four-year bachelor's program. In 2008, Capella's accreditation was reaffirmed by HLC. Capella's next accreditation reaffirmation process is scheduled for the 2014–2015 academic year.

In addition to its institutional accreditation with The Higher Learning Commission (HLC), Capella University has attained specialized program accreditations for several of its specializations. In 2003, Capella University's Mental Health Counseling specialization (now a degree program) received program accreditation from the American Counseling Association's Council for Accreditation of Counseling and Related Educational Programs (CACREP), and in 2005, Capella's Marital, Couple, and Family Counseling/Therapy specialization (now a degree program) also received CACREP accreditation. Most recently, in 2008, the Bachelor and Master of Science in Information Technology specializations in Project Management were accredited by the Project Management Institute (PMI®) Global Accreditation Center for Project Management (PMI-GAC), and in 2009, the Master of Science in School Counseling received CACREP accreditation.

As part of its commitment to outcomes-based education, Capella University has taken a leadership role in the national higher education consumer information initiative, Transparency by Design (TbD). In 2007, Capella joined 13 other TbD member institutions in a commitment to report publicly, on a single Web site, their expected learning

About Capella University, *continued*

outcomes by degree program level, the methods used to measure their achievement and the results of those measures, as well as other information to assist higher education consumers as they decide where to pursue their education.

In 2009, Dr. Christopher Cassirer was appointed university president, and Kevin Gilligan joined Capella as chief executive officer of Capella Education Company.

Institutional Accreditation



Capella University
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Affirmative Action

Capella University is an affirmative action employer.

Ownership of University

Capella University is wholly owned by Capella Education Company, a Minnesota corporation.

Academic Freedom

Capella University is committed to freedom of expression and inquiry and strives to promote an atmosphere in which rigorous academic dialogue is maintained, while respect for collegiality, civility, and diversity is embraced.

Degree Options

Capella University offers graduate certificates, the Bachelor of Science (BS), Bachelor of Science in Nursing (BSN), Bachelor of Public Administration (BPA), Master of Science (MS), Master of Science in Nursing (MSN), Master of Business Administration (MBA), Master of Public Administration (MPA), Master of Public Health (MPH), Education Specialist (EdS), Doctor of Philosophy (PhD), Doctor of Education (EdD), Doctor of Public Administration (DPA), and Doctor of Psychology (PsyD).

Course Formats

Courses are offered online and in directed study formats. Courses designated as directed study are available to doctoral learners in the schools of Business and Technology, Education, and Human Services. Directed study courses, in which learners work one-to-one with a faculty tutor, are offered quarterly. Additional details and requirements related to these course formats can be found in the [University Policies](#) section of this catalog and on iGuide.

Residencies

Most doctoral programs, clinically focused master's programs, and post-master's certificate programs require learners to attend residencies (e.g., residential colloquia, year-in-residence) offered in various locations. Residencies provide opportunities for learners to become familiar with Capella University resources, develop or affirm academic skill sets, acquire clinical skill competencies, learn research methodologies, and prepare for the comprehensive examination and dissertation processes.

Through these face-to-face experiences, learners extend participation in Capella's learning community by networking, focusing on academic success strategies, interacting with peers and faculty, and developing academic competencies that support program completion. Capella believes that the sense of community developed during residencies will endure throughout the program and become an essential part of a successful learner experience. Additional details regarding [residency requirements](#) can be found on iGuide.

Capella's Commitment to Learner Success

Capella University is committed to helping learners succeed. To that end, the university has developed a unique combination of course work and support services intended to facilitate a strong start for learners. New learners can expect the following support:

- The University Orientation Seminar provides all new learners with the knowledge, skills, and advice they need to be successful in Capella's online learning environment. Learners navigate Capella's online courseroom, take a virtual tour of university support services, and engage in an online discussion with an orientation facilitator and other new learners.
- Learners begin with an outstanding first course that sets the stage for the rest of their program.

About Capella University, *continued*

Learner Services

For day-to-day needs, Capella's learner support services are available online through iGuide, via email, and through toll-free calls within the United States.

- **iGuide**—iGuide allows learners to access Capella's services in one convenient place. Learners can enroll in courses, apply for financial assistance, view an unofficial transcript, and access a variety of other convenient resources, including the Learner Handbook and University Catalog. iGuide can be found at www.capella.edu. For questions or concerns regarding enrollment, courses, access, financial aid, billing, or technical problems that are not answered on iGuide, learner support associates are available to assist learners at 1.888.CAPELLA (227.3552) or LearnerSupport@capella.edu.
- **Advisors**—Academic advisors help learners make a successful transition into their program and serve as an ongoing source of support throughout their education. Advisors communicate with learners on an ongoing basis, providing academic and personal strategies and support, clarifying university procedures, tracking and discussing academic progress, and providing information about any changes that may affect learners.
- **Academic Records**—The Registrar's Office maintains confidential, accurate academic records of learners as they progress through their program. Learners may request official transcripts and view and print their unofficial transcripts any time on iGuide.

Learners must submit a written request for release of their academic record to a third party. Unless otherwise specified, academic record information released to a third-party requestor includes only the official transcript, admission applications, admission decisions, the final disposition of any disciplinary actions, and changes to enrollment status.

- **Academic Success Resources**—Capella's academic success resources help learners maximize their personal and professional potential by offering engaging opportunities through a variety of delivery modes, including math, computer, and general study skills modules; free academic tutoring; motivation and time management strategies; effective online learning and degree planning tools; and additional academic skills resources on topics such as critical thinking and reading, scholarly writing, and academic honesty. Learners can access these resources any time on iGuide.
- **Alumni Association**—Alumni benefit from networking opportunities, professional and career services, alumni grants, selected use of library resources, alumni newsletters and other communications, and other opportunities to

stay involved as a graduate of Capella University. More information on the Capella University Alumni Association can be found on iGuide.

- **Bookstore**—Textbooks and software may be purchased through the bookstore, which is accessible on iGuide.
- **Armed Forces and Veterans Support**—Armed Forces and Veterans Support services are available to Capella learners who are affiliated with the armed forces. Armed Forces and Veterans Support team members assist learners who are experiencing an interruption in their program due to military obligations with military leave of absence requests and answer questions about military and veterans benefits, including tuition assistance, military scholarships, GoArmyEd, MyCAA, and VA vocational rehabilitation and employment. For more information about the resources and support available to servicemembers, veterans, and their families, visit Armed Forces Support on iGuide or email Armed Forces and Veterans Support at ArmedForcesSupport@capella.edu.
- **Career Center**—Career Center services are designed to help learners successfully navigate the career planning and development process as they pursue and complete their degree. Although the Career Center does not guarantee employment upon degree completion or provide placement services, it provides career counseling, job search advising, and career management support to all Capella learners and alumni. Career Center staff interacts with learners via email and telephone to assist with career-related activities such as resume, CV, and cover letter development; interview preparation; effective job search strategy; and career advancement efforts. Career Center resources are helpful to learners in gathering occupational information and trends, accessing job postings, and viewing sample job search documents. For more information about these resources and services, visit the Career Center on iGuide, and use the "Ask a Career Counselor" email feature to connect with a counselor.
- **Disability Services**—Capella University recognizes its obligations to accommodate the needs of learners with disabilities under the ADA Amendments Act of 2008, the Americans with Disabilities Act (ADA) of 1990, and the Rehabilitation Act of 1973. Capella is committed to providing reasonable accommodations to qualified learners with disabilities in university programs and activities. For more information, visit Disability Services on iGuide or email DisabilityServices@capella.edu.

About Capella University, *continued*

- **Enrollment Services**—Capella University's Enrollment Services team assists prospective learners from the point of initial inquiry through the application, admission, and enrollment phases. Call 1.888.CAPELLA (227.3552) for assistance.
- **Faculty and Mentors**—Learners work with faculty and mentors who assist them during important phases of their program. Faculty and mentor biographies by school can be found on iGuide.
- **Financial Aid**—Financial aid counselors help learners explore the options available for financing their education. Capella's online financial aid resources provide learners with information about federal loans, federal undergraduate grants, veteran's benefits, special aid programs, and employer tuition reimbursement. For more information, including the Capella Guide to Federal Financial Aid, visit Finances on iGuide, call Learner Support at 1.888.CAPELLA (227.3552), or email LearnerSupport@capella.edu.
- **Learner Accounts**—The Learner Accounts team is responsible for ensuring accurate, timely billing of learner accounts for tuition and fees, employer reimbursement, and financial aid disbursements. For questions about statements or billing, call Learner Support at 1.888.CAPELLA (227.3552) or email LearnerSupport@capella.edu.
- **Library**—Capella provides a full range of academic library resources and services in an online environment. The Capella University Library Web site, accessible on iGuide, provides access to thousands of full-text articles, citations, abstracts, technical reports, and electronic books (e-books). Learners may also request books, copies of articles, and other resources from university libraries nationwide. In addition, Capella reference librarians are available to assist learners and faculty with research questions, help learners use library databases effectively, and teach learners to successfully navigate the library Web site. Learners may contact a reference librarian by calling 1.888.375.8221 or emailing Librarian@capella.edu.
- **New Learner Experience Team**—Capella University's New Learner Experience team provides support to new learners in adjusting to the Capella learning community and their degree program through the facilitation of the University Orientation Seminar. Learners may contact the New Learner Experience team by calling Learner Support at 1.888.CAPELLA (227.3552) or by visiting iGuide.
- **Office of Research and Scholarship**—Capella University's Office of Research and Scholarship supports the Capella community to ensure all research conducted under its purview meets the highest ethical standards. Researchers can access information about research ethics and compliance, including the federal guidelines for ethical research, Capella's Institutional Review Board (IRB) application process forms and dates, and other resources. The Office of Research and Scholarship also offers an IRB blog, "Across the Board," accessible at <http://blogs.capella.edu/theirb/>. For more information, visit the Office of Research and Scholarship on iGuide or email ResearchandScholarship@capella.edu.
- **Online Writing Center**—To help learners improve their written communication skills, Capella offers a variety of writing resources, including writing courses, online tutoring, writing self-assessment tools, and writing guidelines and references. The Online Writing Center, accessible on iGuide, also offers face-to-face writing instruction at residential colloquia in school- and writing-focused sessions.

Computer Requirements

Review these requirements carefully; computer hardware, software, and an Internet connection are the primary means of participating in courses and thus are significant contributors to academic success. Capella provides learners with the opportunity to purchase Microsoft® Office, Visio®, and Project® at a significant discount (see Software Discounts in the Bookstore for exact pricing). These requirements are subject to change. The most current requirements are published on iGuide and are reflected in the [Computer Check-Up tool](#), also available on iGuide.

Internet connection: Capella University's technical support staff strongly recommends a broadband (cable modem or DSL) Internet connection. Though not required, subscribing to a broadband connection may be the most important investment learners can make to improve their online learning experience.

All Learners	Minimum	Recommended
Internet Connection*	56KB modem	Broadband (cable or DSL)
Email Capabilities	Email client Unique email address (not shared by others in a family or company)	Microsoft® Outlook® or Outlook Express 5+ MB of email storage HTML email capabilities
Hardware**	20GB of hard disk space	30GB of hard disk space
Software**	Macintosh®: MS Office 98 or higher PC: MS Office 2000 or higher Anti-virus software	Macintosh: MS Office 2004 PC: MS Office 2003 Symantec Norton AntiVirus Software
Plug-ins*** (free downloads)	Windows Media Player 9® Adobe Acrobat® Reader 8 Flash Player 8 Java 1.5.0	Windows Media Player 10® Adobe Acrobat® Reader 9 Flash Player 9 Java 1.6.0_03
Peripherals	Video card and monitor display capable of 1024x768 pixel resolution Speakers Sound card	Video card and monitor display capable of 1024x768 pixel resolution

* Courses requiring the use of a webcam or headset will require a broadband connection with a minimum speed of 256kbps upload and 512kbps download.

** Specific courses or programs may have additional requirements. Pop-up blockers will impede the ability to use Capella's online resources.

*** Capella University provides Computer Check-Up, a learner tool for verifying and correcting browser settings, including plug-ins.

PC*	Minimum	Recommended
Processor	1GHz	2GHz
Operating System	Windows® 2000 Pro Windows XP Home/Pro Windows® Vista Home	Windows® XP SP2 Pro
RAM	256MB	512MB
Browser** (only 1 needed)	Microsoft Internet Explorer 6.0 Firefox 1.5 Netscape 7.2	Microsoft Internet Explorer 7.0 Firefox 2.0 Netscape 7.2 (Netscape 8 is unsupported)
Macintosh*	Minimum	Recommended
Processor	G3 800MHz	G4 1.25GHz
Operating System	OS X (10.3)	OS X (10.5)
RAM	256MB	512MB
Browser** (only 1 needed)	Firefox 1.0 Safari 1.3	Firefox 2.0 Safari 3.0

* Capella recommends that new learners use or purchase a computer with the recommended standards listed above at the beginning of their program and review these technical standards on a regular basis.

** While other browsers and platforms may perform adequately, Capella cannot provide technical support for browsers other than those listed above. Browsers listed first are Capella's first choice for best performance.

Information technology courses and some MBA courses also require:

- Windows XP Pro, Vista Business, or Vista Home Premium for IIS functionality
- Macintosh users will need Virtual PC and Windows XP Pro or later
- Backup storage device

- 30GB of free hard disk space
- 1GB or greater of RAM highly recommended

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Netscape is a registered trademark of AOL Corporation.

University Policies

Capella University policies apply to all Capella learners. Since some policies may be updated after publication, learners, faculty, and staff should refer to iGuide for current policies and procedures. Learners are responsible for understanding and following the most current version of all [Capella University policies](#).

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University Policies, *continued*

POLICY

1.01.08 Course Numbering

Each Capella University course will be identified by a unique number consisting of three sections: a subject area up to four digits in length, a designator code if applicable, and a four-digit catalog number. These numbers are established and maintained by the Registrar's Office and reflect the general subject area of the course, a specific designator code, if applicable, and a catalog number reflecting the level of the course. The catalog number reflects the following information:

Catalog Number

Each catalog number represents a unique education experience and is an indicator of the level of learning (learning outcomes) for that course, as follows:

- Numbers beginning with 1 and 2 represent lower-level undergraduate courses.
- Numbers beginning with 3 and 4 represent upper-level undergraduate courses.
- Numbers beginning with 5 and 6 represent master's-level graduate courses.
- Numbers beginning with 7 and 8 represent doctoral-level graduate courses.
- Numbers beginning with 9 represent comprehensive examination and dissertation courses.

ADMISSION

2.01.01 Admission

Capella University was founded with a commitment to extend access to high-quality higher education and is dedicated to the success of its learners. As a part of the admission process, the university seeks to assess an applicant's potential to succeed in its online environment. Applicants must meet the program-specific admission requirements outlined in the accompanying table to be offered admission to Capella University. Although particular emphasis is placed on the applicant's academic history, non-academic factors may also be considered when evaluating an application for admission. Therefore, additional information and/or application materials may be requested and considered on an individual basis. Exceptions to admission requirements for graduate programs may be granted by a designated assistant registrar upon recommendation of the school dean. There are no exceptions to admission requirements for the Doctor of Psychology program.

International Applicants

International applicants must have attended an internationally recognized institution. All applicants are expected to read, speak, write, and understand the English language fluently. Those whose language of instruction is not English are required to take one of the following tests: the Test of English as a Foreign Language (TOEFL), Michigan English Language Assessment Battery (MELAB), or International English Language Testing System (IELTS). The only exception to this requirement is reserved for learners who have earned a postsecondary degree from a U.S.-accredited university. The minimum acceptable TOEFL score established by the university for admission into all programs is 550 for the paper-based test, 213 for the computer-based test with a score of 4.0 or higher on the Test of Written English (TWE), or a score of 79 for those completing the Internet-based examination. The minimum acceptable MELAB score established by the university for admission into all programs is 80, and the minimum acceptable score for the IELTS is 6.5.

Equal Opportunity and Nondiscrimination

Capella University prohibits discriminatory practices and pledges to seek out and minimize all forms of discrimination in all of its activities and programs. The university supports federal and state legislation prohibiting discrimination against any person based on race, color, creed, religion, sex, national origin, age, marital status, disability, sexual orientation, or status with regard to public assistance. Further, it is the university's policy to assure equal opportunity to all persons with disabilities, disabled veterans, and veterans of the Vietnam era. The university complies with Title IX of the Education Amendments of 1972, Titles VI and VII of the Civil Rights Act of 1964 and regulations, Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, and the ADA Amendments Act of 2008.

PROCEDURES

I. Application Materials

- A. Graduate applicants must complete the admission application and submit an official transcript for the highest degree conferred, as well as any post-degree course work.
- B. An evaluation of work history and achievements as demonstrated by a resume, statement of purpose and—when required by the program—letters of recommendation, and/or other relevant material may also be considered for applicants who do not meet minimum admission standards.

University Policies, *continued*

ADMISSION COMPONENTS

School	Undergraduate Studies	Business and Technology	Education	Human Services	Public Service Leadership	Harold Abel School of Psychology
Acknowledgement Agreement	✓	✓	✓	✓	✓	✓
Official Transcript from Previous Institution	BSN RN-to-BSN Degree Completion specialization	✓	✓	✓	✓	✓
International Applicants: Proof of English Equivalency	✓	✓	✓	✓	✓	✓
Letters of Recommendation				PhD General Counselor Education and Supervision specialization		PsyD Clinical Psychology specialization; MS School Psychology specialization
Faculty Interview						PsyD Clinical Psychology specialization; MS School Psychology specialization
Bachelor of Science in Nursing (BSN) RN License Verification and Work Experience Acknowledgement Form	BSN RN-to-BSN Degree Completion specialization					
Licensure Disclosure & Responsibilities Acknowledgement			✓	✓		✓
Certification of Teaching Experience Form			PhD, EdS, and MS Leadership in Educational Administration specializations; PhD, Special Education Leadership specialization			
Certification of Licensed Teaching Form			MS Curriculum and Instruction, Early Childhood Education, K–12 Studies in Education, Reading and Literacy, and Special Education Teaching specializations			
Cohort Auto-Registration Form			EdD Educational Leadership and Management specialization		DPA General Public Administration specialization	

University Policies, *continued*

ADMISSION REQUIREMENTS

Capella Degree/ Certificate	Minimum Level of Education Completed	Minimum Cumulative Grade Point Average (on a 4.0 scale)	Additional Requirements
BS	High school diploma or equivalent.	None	Applicants must be at least 24 years old. (This age requirement may be waived for active military applicants, veterans, and applicants with 90 or more quarter credits of prior college/university course work.)
BSN	Associate's degree in nursing or diploma in nursing from an institution accredited by a U.S. Department of Education-accrediting agency or an internationally recognized institution.	2.00 cumulative GPA from an associate's degree or diploma granting institution.	Applicants must be at least 24 years old. (This age requirement may be waived for active military applicants, veterans, and applicants with 90 or more quarter credits of prior college/university course work.) Applicants to the School of Undergraduate Studies' BSN degree program must have a current, unrestricted RN license to practice in the United States and one year of licensed RN work experience.
BPA	High school diploma or equivalent.	None	Applicants must be at least 24 years old. (This age requirement may be waived for active military applicants, veterans, and applicants with 90 or more quarter credits of prior college/university course work.)
Post-Bachelor's Certificate	Bachelor's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	2.30 cumulative GPA from a bachelor's degree granting institution.	
MS	Bachelor's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	2.30 cumulative GPA from a bachelor's degree granting institution.	Applicants to the School of Education's MS Leadership in Educational Administration specialization must have three years of licensed teaching experience. Applicants to the School of Human Services' MS in Addiction Counseling, MS in Marriage and Family Therapy, MS in Mental Health Counseling, and MS in School Counseling degree programs will be assessed on professionalism and academic fit to the program as determined by the school.
MSN	Bachelor's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	2.30 cumulative GPA from a bachelor's degree granting institution.	Applicants to the School of Public Service Leadership's MSN Nurse Educator specialization must have a current, unrestricted RN license to practice in the United States and a bachelor's degree in nursing. Applicants to the School of Public Service Leadership's MSN Nurse Educator Bridge specialization must have a current, unrestricted RN license to practice in the United States and a bachelor's degree in a field other than nursing.
MBA	Bachelor's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	2.30 cumulative GPA from a bachelor's degree granting institution.	
MPA	Bachelor's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	2.30 cumulative GPA from a bachelor's degree granting institution.	
MPH	Bachelor's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	2.30 cumulative GPA from a bachelor's degree granting institution.	
Post-Master's Certificate	Master's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	3.00 cumulative GPA from a master's degree granting institution.	Applicants to the Harold Abel School of Psychology's Specialist Certificate in School Psychology must have a master's degree with a specialization in School Psychology from Capella University.

University Policies, *continued*ADMISSION REQUIREMENTS, *continued*

Capella Degree/ Certificate	Minimum Level of Education Completed	Minimum Cumulative Grade Point Average (on a 4.0 scale)	Additional Requirements
EdS	Master's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	3.00 cumulative GPA from a master's degree granting institution.	Applicants to the School of Education's EdS Leadership in Educational Administration specialization must have three years of licensed teaching experience.
PhD	Master's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	*3.00 cumulative GPA from a master's degree granting institution.	<p>Applicants to the School of Education's PhD Leadership in Educational Administration specialization must have three years of licensed teaching experience.</p> <p>Applicants to the School of Education's PhD Nursing Education specialization must have a current license as a registered nurse and a master's degree in nursing.</p> <p>Applicants to the School of Education's PhD Special Education Leadership specialization must have a master's degree in education, a certification or license in special education, and three years of licensed teaching experience.</p> <p>Applicants to the School of Human Services' PhD in Counselor Education and Supervision degree program must have completed a CACREP-accredited or CACREP curriculum equivalent master's degree program. Applicants will also be assessed on professionalism and academic fit to the program as determined by the school.</p>
EdD	Master's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	3.00 cumulative GPA from a master's degree granting institution.	
DPA	Master's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	3.00 cumulative GPA from a master's degree granting institution.	
PsyD	Master's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	3.00 cumulative GPA from a master's degree granting institution or a combined score of 1,000 on the GRE General Exam.	Applicants to the Harold Abel School of Psychology's PsyD Clinical Psychology specialization must have a master's degree in psychology or a related field. Applicants will also be assessed on professionalism and academic fit to the program as determined by the school.

* Selected degree programs have higher GPA and/or additional admission requirements. Refer to the procedures section II of this policy and Capella's *University Catalog* for more information.

University Policies, *continued*

2.01.01 Admission, *continued*

C. Truth in Information

If unexplained discrepancies appear between statements or documents provided to Capella University as a part of admission materials and information otherwise obtained, applicants may be rejected for admission, admission may be revoked, or learners may be administratively withdrawn.

II. Additional Admission Requirements

The following degree programs and specializations require additional admission requirements due to accreditation, licensing, and other determining factors.

- A. Applicants to the School of Human Services' PhD in Counselor Education and Supervision degree program are required to have a 3.25 minimum cumulative grade point average (GPA) from a master's degree granting institution.
- B. Applicants to the School of Human Services' MS in Addiction Counseling, MS in Marriage and Family Therapy, MS in Mental Health Counseling, and MS in School Counseling degree programs are required to have a 2.7 minimum cumulative GPA from a bachelor's degree granting institution.
- C. Applicants to the Harold Abel School of Psychology's MS School Psychology specialization are required to have a 3.0 minimum cumulative GPA from a bachelor's degree granting institution.

III. Evaluation Process

The submitted information is reviewed by the Registrar's Office using a specific set of guidelines. Clinical programs may also require faculty interviews of applicants. The review of all application material produces one of the following recommendations:

- A. Courses meet established transfer equivalency requirements developed by the appropriate school for admission into the desired program; the institution awarding the highest degree to the applicant is appropriately accredited; and, if applicable, the grade point average (GPA) criteria are met. The application is referred to the Registrar's Office for admission.
- B. The application meets all criteria except for business rules. The application is referred to the school for a decision. If the school approves the application, it is referred to the Registrar's Office for admission.
- C. Conditional Admission
 - 1. Applicants who have not submitted all official transcripts and any other required documents may be granted conditional admission and matriculate into their program.

- 2. Conditional admission is available to all applicants, with the exception of the PhD in Counselor Education and Supervision degree program in the School of Human Services and the PsyD program in the Harold Abel School of Psychology.
- 3. Learners granted conditional admission have until the end of the first full quarter following their program start date to submit all required documentation and are allowed to enroll in their second quarter only upon acceptance of their admission offer.
- 4. Failure to complete the application, submit all official transcripts and other required documents, or failure to meet admission criteria will result in the learner being administratively withdrawn from the university.
- D. The application does not meet admission criteria. Admission is denied.

IV. Supervised Internships or Practica

To ensure availability, appropriate supervision, and an equivalent experience, clinical internships or practica in the following specializations must be completed in the United States, Canada, Guam, Puerto Rico, or the Virgin Islands.

A. School of Education

- 1. Leadership in Educational Administration (PhD, EdS, and MS)
- 2. K–12 Studies in Education (PhD and MS)
- 3. Curriculum and Instruction (PhD, EdS, and MS)
- 4. Special Education Leadership (PhD)
- 5. Special Education Teaching (MS)
- 6. Early Childhood Education (MS)
- 7. Reading and Literacy (MS)

B. School of Human Services

- 1. General Counselor Education and Supervision (PhD)
- 2. General Addiction Counseling (MS)
- 3. General Marriage and Family Therapy (MS)
- 4. General Mental Health Counseling (MS)
- 5. General School Counseling (MS)

C. Harold Abel School of Psychology

- 1. Clinical Psychology (PsyD and MS)
- 2. Counseling Psychology (MS)
- 3. School Psychology (specialist certificate)

University Policies, continued

Note: All individuals admitted to the above specializations must be eligible to work within the United States, Canada, Guam, Puerto Rico, or the Virgin Islands at the time of the internship or practicum and must agree that this experience will be completed within the United States, Canada, Guam, Puerto Rico, or the Virgin Islands. Capella University is not able to offer visas or other types of work permits; therefore, obtaining any necessary authorization is the sole responsibility of the learner.

V. Readmission

Learners who do not enroll in courses for four consecutive quarters must apply for readmission and be readmitted prior to re-enrolling. Readmitted learners must meet the program requirements effective in the catalog current at the time of readmission.

2.01.02 Maximum Time to Degree Completion

Capella University requires learners to complete all degree or certificate program requirements within specific time limits in order to be eligible to graduate. Learners who do not complete their degree or certificate program within required time limits, which are based on their degree or certificate level, will be administratively withdrawn from the university. These time limits are the outside dates for completion and do not supersede the obligation to maintain satisfactory academic progress throughout the learner's program of study. Time limits for degree and certificate programs are outlined in this policy.

Time limits for Capella University degree and certificate programs are as follows:

Degrees and Certificates	Maximum Time from Program Start Date to Completion
Bachelor's Degree	8 years
Master's Degree*	4 years
Graduate Certificate**	3 years
Education Specialist Degree	4 years
Doctoral Degree	7 years

* Learners enrolled in the Master of Science in Education with a specialization in Special Education Teaching have a maximum of six years to complete their degree program.

* Learners enrolled in the Master of Science in Addiction Counseling, Master of Science in Marriage and Family Therapy, Master of Science in Mental Health Counseling, or Master of Science in School Counseling have a maximum of six years to complete their degree program.

* Learners enrolled in the Master of Science in Nursing have a maximum of six years to complete their degree program.

* Learners enrolled in the Master of Public Health with a specialization in General Public Health, Health Management and Policy, or Social and Behavioral Sciences have a maximum of five years to complete their degree program.

** Learners enrolled in the Specialist Certificate in School Psychology have a maximum of four years to complete their certificate program.

PROCEDURES

I. Federal Financial Aid Impact

This is a university policy separate from financial aid policies. Therefore, the listed time limits may not align with financial aid eligibility requirements. For further information, contact a financial aid counselor or see the financial aid policies located on iGuide.

II. Advanced Doctoral Learners

A. Maximum time to completion for advanced doctoral learners in the comprehensive examination phase of their program will be monitored in conjunction with the timely and successful completion of the comprehensive examination course, as described in university policy 3.01.06 *Comprehensive Examination Requirements*.

B. Maximum time to completion for advanced doctoral learners in the dissertation phase of their program will be monitored in conjunction with the timely and successful completion of each of the required dissertation milestones, as described in university policy 3.01.07 *Dissertation Requirements*.

III. Failure to Meet Maximum Time To Completion

A. Learners will be notified via email one quarter prior to the last date of eligibility for maximum time to completion that they will be administratively withdrawn from the university unless they have a signed Degree Extension Form (DEF), granting them an exception that extends their maximum time to completion deadline.

B. Learners will be notified via email that they have been administratively withdrawn from the university effective as of the last date of their maximum time to completion.

IV. Maximum Time to Completion Extensions

A. Extension Criteria

- Extensions requested due to change of degree or certificate program or specialization or extenuating circumstances may be approved by the faculty chair and validated by the Registrar's Office. Extensions are generally limited to between two and four quarters, unless the learner's circumstance warrants a longer period, as approved by the dean or dean's designee.
- Extenuating circumstance
 - A leave of absence may qualify as an extenuating circumstance.

University Policies, *continued*

- b. Time spent during a military leave of absence does not count toward maximum time to completion.

B. Extension Application Process

Bachelor's, master's, specialist, doctoral, and certificate learners may apply for an extension by contacting their academic advisor to discuss their status.

1. Learners consult with their academic advisors to identify their remaining degree or certificate program requirements, propose a new time frame for completion if necessary, and discuss any potential financial aid impact.
2. Learners complete the Degree Extension Form (DEF) located on iGuide that reflects the new completion date based on the proposed extension.
3. Learners and their academic advisors sign the DEF and submit it to the dean's designee for review, along with appropriate academic rationale.

C. Extension Approvals

1. The dean's designee reviews the proposed DEF and rationale and determines if they meet the criteria for approval.
2. If the extension request is approved, the decision and rationale are filed in the learner's official academic record.
3. If the extension request is not approved, the learner is notified that he or she will be administratively withdrawn from the university when the maximum time to completion deadline has expired.
4. The decision of the dean's designee is final.

D. Failure to Meet DEF Terms

Learners who cannot complete their degree or certificate program within the time frame of their DEF will be administratively withdrawn from the university, with no option to appeal.

V. Change of Degree or Certificate Program and Maximum Time to Completion

Learners who change their degree or certificate program are assigned a new program start date and catalog.

VI. Readmission and Maximum Time to Completion

A. Readmission Eligibility

1. Learners who have discontinued from the university or who have been administratively withdrawn after four consecutive quarters of inactivity may apply for readmission at any time.

2. Learners who have been administratively withdrawn from the university as a result of not completing their degree or certificate program within the maximum time to completion deadline may apply for readmission after four full quarters.

B. Readmission Program Start Date

Learners who are readmitted are assigned a new program start date and catalog.

UNIVERSITY AND COURSE ENROLLMENT

2.02.01 Academic Year

Capella University operates on a July 1 through June 30 calendar. Four quarters of course offerings are scheduled each year.

See Academic Calendar on pages 22–23.

2.02.02 Course Enrollment

Learners' university enrollment status is based on course enrollment. Upon course enrollment, learners agree to pay tuition and fees to Capella University as stated in university policy *4.03.01 Tuition and Fees*. Learners may not enroll in more than three concurrent courses. Doctoral learners enrolled in comprehensive examination and dissertation courses may only enroll in courses in the comprehensive examination and dissertation course sequence. Learners are allowed one opportunity to repeat a course they have completed and for which they have been assigned a grade.

Learners who wish to cancel their course enrollment must adhere to the deadlines outlined in the academic calendar. A learner may drop a course during the first 12 calendar days of the course without academic penalty. A learner may withdraw from a course on or after the 13th calendar day of the course through the last day to withdraw from a course, as defined in this policy.

PROCEDURES

I. Enrollment

- A. Learners enroll in courses using iGuide's online course enrollment process. Some courses require a more specific enrollment process, as follows:

1. Pre-enrollment
 - a. Learners work with their advisor to create a degree plan. During this process, learners may request pre-registration.
 - b. Advisors create a case that will be automatically processed when enrollment for the quarter has begun.

University Policies, continued

- c. Once learners have enrolled in their courses, they will receive an auto-email confirming their enrollment has been completed.
- 2. Permission-based
 - a. Enrollment in certain courses (e.g., practica, internships, and special topics courses) requires the consent of the appropriate school. Learners must complete the required application documents in order to enroll in practica, internships, or special topics courses.
 - b. Prior to enrolling in special topics or directed study courses in the schools of Business and Technology, Human Services, or Public Service Leadership, learners must have a course learning plan (CLP) approved by the appropriate school's faculty leadership.
 - c. If approved, the school will issue the learner a permission number for the course, and the learner may proceed with enrollment.
 - d. The learner will use the permission number to enroll in the course through iGuide's Student Center.

B. Upon course enrollment, learners agree to pay tuition and fees to Capella University as stated in university policy *4.03.01 Tuition and Fees*.

C. Learners should refer to the current academic calendar available on iGuide for course enrollment dates and deadlines.

II. Concurrent Course Enrollment for Comprehensive Examination and Dissertation Learners

- A. Doctoral learners enrolled in comprehensive examination and dissertation courses may only be enrolled in courses in the comprehensive examination and dissertation course sequence.
- B. With the exception of internship or practicum course enrollment, doctoral learners enrolled in courses outside of the comprehensive examination and dissertation course sequence will be dropped from their other courses by school administrative staff. Learners will be informed of the administrative course drop via email.
- C. Doctoral learners may request an exception from their school allowing them to take a course outside of the comprehensive examination and dissertation course sequence.

III. Course Load

- A. Learners may not enroll in more than three concurrent courses.
- B. Residency enrollment will not be counted toward a learner's course load.

IV. Repeating Courses

- A. Learners are allowed one opportunity to repeat a course they have completed for which they have been assigned a grade.
- B. Courses from which learners withdraw and receive a Withdrawal ("W") grade on their transcript are not considered completed courses; therefore, the single repeat restriction does not apply.
- C. In exceptional circumstances, learners who wish to repeat a course more than once may request an exception to this policy. Learners must obtain written approval for the exception from the school dean or designee prior to course enrollment.
- D. While federal financial aid may be used to cover the cost of the first repeat of a course, learners approved to repeat a course more than once may not use federal financial aid to cover the cost of the additional course repeats.
- E. When a course is repeated, the grade considered for credit and grade point average (GPA) calculations will be the highest grade earned.
 - 1. Each attempt at the course appears on the transcript, and all attempts are used to evaluate the learner's completion percentage for evaluation of financial aid satisfactory academic progress.
 - 2. Only one course attempt is included in the GPA calculation.
- F. For a course to be considered a repeat of a previous course, the learner must complete the same course, as defined by the title and course number. If a new course has been designated by the school as the original course's equivalent, it will be considered an identical course for purposes of this policy. If a course is retired, it will no longer be possible to repeat the course.
- G. The school may approve course substitutions in lieu of repeating a course to fulfill graduation requirements for the content area, but the credit and GPA calculations for both courses are included in the cumulative statistics.
- H. Special topics courses may not be repeated.

University Policies, *continued*

ACADEMIC CALENDAR - 10 WEEK (EXCLUDES MBA PROGRAM)

ACADEMIC DEADLINES	WINTER QUARTER 2010				SPRING QUARTER 2010			
	January	February	Mid-Feb	March	April	May	Mid-May	June
Course Enrollment Begins	10-08-09	10-08-09	10-08-09	10-08-09	01-14-10	01-14-10	01-14-10	01-14-10
Quarterly and Monthly Start Courses Begin	01-11-10	02-08-10		03-08-10	04-12-10	05-10-10		06-07-10
Quarterly and Monthly Start Enrollment Ends	01-13-10	02-10-10		03-10-10	04-14-10	05-12-10		06-09-10
Last Day to Drop Course Without "W"	01-22-10	02-19-10		03-19-10	04-23-10	05-21-10		06-18-10
Midquarter Courses Begin	01-11-10		02-15-10		04-12-10		05-17-10	
Midquarter Course Enrollment Ends	01-13-10		02-17-10		04-14-10		05-19-10	
Last Day to Drop Midquarter Course Without "W"	01-22-10		02-26-10		04-23-10		05-28-10	
Last Day to Drop Midquarter Course With "W"	02-04-10		03-11-10		05-06-10		06-10-10	
Midquarter Courses End	02-12-10		03-19-10		05-14-10		06-18-10	
Last Day to Drop Course With "W"	03-01-10	03-29-10		04-26-10	05-31-10	06-28-10		07-26-10
End of Quarter	03-19-10	04-16-10		05-14-10	06-18-10	07-16-10		08-13-10

FINANCIAL DEADLINES								
Last Day to Drop Quarter and Monthly Start Courses With 100% Refund	01-15-10	02-12-10		03-12-10	04-16-10	05-14-10		06-11-10
Last Day to Drop Quarter and Monthly Start Courses With 75% Refund	01-22-10	02-19-10		03-19-10	04-23-10	05-21-10		06-18-10
Last Day to Drop Midquarter Course with 100% Refund	01-15-10		02-19-10		04-16-10		05-21-10	
Last Day to Drop Midquarter Course with 75% Refund	01-22-10		02-26-10		04-23-10		05-28-10	

MBA ACADEMIC CALENDAR - 12 WEEK

ACADEMIC DEADLINES	WINTER QUARTER 2010				SPRING QUARTER 2010			
	January		Mid-Feb		April		Mid-May	
Course Enrollment Begins	10-08-09		10-08-09		01-14-10		01-14-10	
Quarterly and Monthly Start Courses Begin	01-11-10		02-22-10		04-12-10		05-24-10	
Quarterly and Monthly Start Enrollment Ends	01-13-10		02-24-10		04-14-10		05-26-10	
Last Day to Drop Course Without "W"	01-22-10		03-05-10		04-23-10		06-04-10	
Last Day to Drop Course With "W"	02-09-10		03-23-10		05-11-10		06-22-10	
End of Quarter	02-19-10		04-02-10		05-21-10		07-02-10	

FINANCIAL DEADLINES								
Last Day to Drop Quarter and Monthly Start Courses With 100% Refund	01-15-10		02-26-10		04-16-10		05-28-10	
Last Day to Drop Quarter and Monthly Start Courses With 75% Refund	01-22-10		03-05-10		04-23-10		06-04-10	

2010 Holiday Schedule

Capella will observe the following holiday schedule in 2010. The office switchboard will be closed on the following dates:

New Year's Day Friday, January 1, 2010

Martin Luther King Day Monday, January 18, 2010

Memorial Day Monday, May 31, 2010

Independence Day (observed) Monday, July 5, 2010

Labor Day Monday, September 6, 2010

Thanksgiving Day Thursday, November 25, 2010

Day after Thanksgiving Friday, November 26, 2010

Christmas Eve Day (observed) Thursday, December 23, 2010

Christmas Day (observed) Friday, December 24, 2010

University Policies, *continued***ACADEMIC CALENDAR - 10 WEEK (EXCLUDES MBA PROGRAM)**

ACADEMIC DEADLINES	SUMMER QUARTER 2010				FALL QUARTER 2010			
	July	August	Mid-Aug	September	October	November	Mid-Nov	December
Course Enrollment Begins	04-15-10	04-15-10	04-15-10	04-15-10	07-15-10	07-15-10	07-15-10	07-15-10
Quarterly and Monthly Start Courses Begin	07-12-10	08-09-10		09-13-10	10-11-10	11-08-10		12-06-10
Quarterly and Monthly Start Enrollment Ends	07-14-10	08-11-10		09-15-10	10-13-10	11-10-10		12-08-10
Last Day to Drop Course Without "W"	07-23-10	08-20-10		09-24-10	10-22-10	11-19-10		12-17-10
Midquarter Courses Begin	07-12-10		08-16-10		10-11-10		11-15-10	
Midquarter Course Enrollment Ends	07-14-10		08-18-10		10-13-10		11-17-10	
Last Day to Drop Midquarter Course Without "W"	07-23-10		08-27-10		10-22-10		11-26-10	
Last Day to Drop Midquarter Course With "W"	08-05-10		09-09-10		11-04-10		12-09-10	
Midquarter Courses End	08-13-10		09-17-10		11-12-10		12-17-10	
Last Day to Drop Course With "W"	08-30-10	09-27-10		11-01-10	11-29-10	12-27-10		01-24-11
End of Quarter	09-17-10	10-15-10		11-19-10	12-17-10	01-14-11		02-11-11

FINANCIAL DEADLINES

Last Day to Drop Quarter and Monthly Start Courses With 100% Refund	07-16-10	08-13-10		09-17-10	10-15-10	11-12-10		12-10-10
Last Day to Drop Quarter and Monthly Start Courses With 75% Refund	07-23-10	08-20-10		09-24-10	10-22-10	11-19-10		12-17-10
Last Day to Drop Midquarter Course with 100% Refund	07-16-10		08-20-10		10-15-10		11-19-10	
Last Day to Drop Midquarter Course with 75% Refund	07-23-10		08-27-10		10-22-10		11-26-10	

MBA ACADEMIC CALENDAR - 12 WEEK

ACADEMIC DEADLINES	SUMMER QUARTER 2010				FALL QUARTER 2010			
	July		Mid-Aug	September	October		Mid-Nov	
Course Enrollment Begins	04-15-10		04-15-10	04-15-10	07-15-10		07-15-10	
Quarterly and Monthly Start Courses Begin	07-12-10		08-23-10	09-13-10	10-11-10		11-22-10	
Quarterly and Monthly Start Enrollment Ends	07-14-10		08-25-10	09-15-10	10-13-10		11-24-10	
Last Day to Drop Course Without "W"	07-23-10		09-03-10	09-24-10	10-22-10		12-03-10	
Last Day to Drop Course With "W"	08-10-10		09-21-10	10-12-10	11-09-10		12-21-10	
End of Quarter	08-20-10		10-01-10	10-22-10	11-19-10		12-31-10	

FINANCIAL DEADLINES

Last Day to Drop Quarter and Monthly Start Courses With 100% Refund	07-16-10		08-27-10	09-17-10	10-15-10		11-26-10	
Last Day to Drop Quarter and Monthly Start Courses With 75% Refund	07-23-10		09-03-10	09-24-10	10-22-10		12-03-10	

University Policies, *continued*

2.02.02 Course Enrollment, *continued*

V. Enrollment Status Based on Course Enrollment

A. Graduate Learners

- Graduate learners enrolled in six or more credits of Capella courses each quarter are considered to be enrolled on a full-time basis.
- Graduate learners enrolled in three or more but fewer than six credits of Capella courses each quarter are considered to be enrolled on a half-time basis.
- Doctoral learners enrolled in comprehensive examination and dissertation courses are certified as full time.

B. Undergraduate Learners

- Undergraduate learners enrolled in 12 or more credits of Capella courses each quarter are considered to be enrolled on a full-time basis.
- Undergraduate learners enrolled in six or more but fewer than 12 credits of Capella courses each quarter are considered to be enrolled on a half-time basis.

VI. Late Course Enrollment

- Learners must request and receive permission from the appropriate school to enroll in a course between the end of open course enrollment and the eighth calendar day of the course.

B. Late Course Enrollment Process

- Learners may request permission to enroll in a course between the end of open course enrollment and the eighth calendar day of the course by contacting their advisor.
- The request is reviewed by the Registrar’s Office and the school in which the learner requests the late course enrollment.
- If approved, Capella enrolls the learner in the course, and the learner receives a course enrollment confirmation via email.

VII. Course Drop or Withdrawal

	Course Drop Period	Course Withdrawal Period	Unable to Withdraw (Late Withdrawal)
3-week course session	0 – 12 calendar days	13 – 15 calendar days	16 days – end of session
5-week course session	0 – 12 calendar days	13 – 25 calendar days	26 days – end of session
6-week course session	0 – 12 calendar days	13 – 30 calendar days	31 days – end of session
10-week course session	0 – 12 calendar days	13 – 50 calendar days	51 days – end of session

- Learners canceling, dropping, or withdrawing from their course(s) are encouraged to refer to university policy *4.03.02 Tuition Refunds* to determine the financial implications of their actions.
- Advanced Doctoral Learners

Advanced doctoral learners should refer to university policies *3.01.06 Comprehensive Examination Requirements* and *3.01.07 Dissertation Requirements* for details pertaining to their programs.
- Course Drop
 - Learners are responsible for executing course drops and must conduct them either online through iGuide’s Student Center or via telephone by contacting Learner Support.
 - A learner may drop a course during the first 12 calendar days of the course without academic penalty. A course drop during this time does not appear on the learner’s transcript and does not affect grade point average (GPA).
 - Learners should refer to university policy *4.03.02 Tuition Refunds* to determine the financial implications of a course drop.
- Course Withdrawal
 - A course withdrawal may be requested on the 13th calendar day of the course through the official last day to withdraw from a course.
 - The following consequences apply to a learner who withdraws from a course from the 13th calendar day of the course through the last day to withdraw:
 - The learner receives a grade of “W” for the course.
 - The grade of “W” appears on the learner’s transcript.
 - The grade of “W” does not affect GPA, but course credits are included in attempted credits when monitoring financial aid satisfactory academic progress, as described in university policy *3.01.05 Financial Aid Satisfactory Academic Progress*.
 - Once the course has been in session past the official last day to withdraw from a course, this option is no longer available to learners. Should unforeseen extenuating circumstances arise after the deadline to withdraw from a course has passed, learners may refer to section VIII of this policy for recourse.

University Policies, *continued*

VIII. Late Course Withdrawal

- A. If unforeseen extenuating circumstances require learners to withdraw from their course(s) following the official last day to withdraw, learners may petition for a late course withdrawal to receive a Withdrawal (“W”) grade on their academic record for the course(s) by providing proper documentation of the circumstance. Such requests must be submitted prior to the end of the course. If the extenuating circumstance does not allow the learner to submit the request by the deadline, third-party documentation demonstrating this fact must be provided.
- B. Learners are encouraged to discuss the situation with their instructor to determine, given the circumstances of the need for late course withdrawal, if a course withdrawal or an Incomplete (“I”) grade request best suits the situation. In instances when “I” grades are requested and approved, learners have no longer than the last day of the 10-week course of the next academic quarter (or sooner, if so noted by the instructor) to complete their course work in compliance with university policy *3.04.08 Incomplete Grades*.
- C. If it is determined that the learner needs to withdraw from the course, the learner should contact his or her advisor, who will initiate the request. Learners who receive federal financial aid should discuss the potential financial implications of a late course withdrawal with a financial aid counselor.
- D. Extenuating circumstances may include but are not limited to the death of a family member, job-required relocation, or severe physical injury or illness. Documentation of the circumstance must be provided by parties other than the learner; for example, a death certificate, a letter from the learner’s supervisor, or a letter from the learner’s physician must accompany the request.
- E. In order to be considered for a late course withdrawal accommodation, learners must be able to demonstrate ongoing participation in the course(s) in question up to the time of their documented extenuating circumstance. The case is determined based on the documentation/evidence supplied by the learner.
- F. The school’s designee will review and approve or deny the request. The decision and rationale will be forwarded to the Registrar’s Office for validation.
- G. Advising contacts learners to notify them of the denial decision. The Registrar’s Office emails learners to notify them of the approval decision, copying their instructors and advisors.

- H. Military learners called to active duty should refer to university policy *2.02.08 Leave of Absence*.
- I. University policy *4.03.02 Tuition Refunds* remains in effect and does not provide any financial accommodation for late course withdrawals.
- J. No grades can be changed to a “W” for any previous terms.

IX. Appealing a Denied Late Course Withdrawal

- A. To request an appeal of a late course withdrawal denial decision, learners must contact their advisor and provide their rationale.
- B. The learner’s advisor forwards the appeal request to the appropriate school, where it is referred to the dean.
- C. The dean will review the appeal request and issue a decision no later than 14 calendar days following its referral.
- D. The decision of the dean is final.
- E. The decision and rationale will be forwarded to the Registrar’s Office for validation.
- F. Advising contacts learners to notify them of the appeal denial decision. The Registrar’s Office emails learners to notify them of the appeal approval or denial decision, copying their instructors and advisors.

2.02.03 Multiple Program Enrollments

Learners may not be enrolled in more than one Capella degree program concurrently. Within a degree program, learners may not pursue more than one specialization concurrently.

Certificates may be completed at the same time that learners are enrolled in a degree program.

2.02.05 Directed Study Enrollment

Capella University offers learners an opportunity to complete a limited number of courses in a one-on-one independent study format. This format is primarily available to assist learners in meeting their degree requirements in those circumstances in which Capella’s existing offerings do not meet the learners’ needs. Learners who enroll in a directed study course must complete a course learning plan (CLP) with a designated faculty member, articulating course topic, competencies, and outcomes in accordance with the requirements stated in the course guide. Directed study enrollments must be approved by the school’s faculty chair. Doctoral learners may elect to utilize directed study format courses for no more than 25 percent of all course work in their required degree completion plan (DCP).

University Policies, *continued*

2.02.07 Changing Degree Program, Specialization, Certificate

Learners may apply to change their degree, specialization, or certificate program at Capella at any point in their program studies pursuant to the procedures established to support this policy. If accepted, the change becomes effective at the start of the next academic quarter. Learners must adhere to the degree requirements as listed in Capella's University Catalog in effect at the time of the change. Learners may not enroll in more than one Capella degree program or specialization concurrently.

PROCEDURES

I. Change in Degree Program

A. Change in Degree Program Requirements

1. Prior to initiating a degree program change, learners are encouraged to consult with their advisor to discuss options and considerations for the change.
2. Learners may not pursue more than one Capella degree program concurrently.
3. If accepted, learners begin the new degree program at the start of the next academic quarter.

B. Current Course Enrollment

Learners will remain enrolled in their current course(s) unless they initiate a course drop or withdrawal. The course withdrawal process is governed by university policy *2.02.02 Course Enrollment*.

C. Admission Process

1. For all degree program changes, learners must apply for admission to the new school and/or program using the [Degree or Certificate Program Change Request Form](#) on iGuide.
2. Application fees are waived for degree program change applications.
3. Learners who are approved for admission to new schools and/or programs must meet the program requirements in effect at the time they are admitted to the new school and/or program.
4. Learners receive new course and credit evaluations (CCE) and advisor and/or mentor assignments. Learners are responsible for documenting new degree completion plans (DCP).
5. Learners are expected to take the first courses affiliated with their new school and/or program.

II. Change in Specialization

A. Change in Specialization Requirements

1. Prior to initiating a specialization change, learners are encouraged to consult with their advisor to discuss options and considerations for the change.
2. Learners may not pursue more than one specialization concurrently.
3. If accepted, learners begin the new specialization at the start of the next academic quarter.

B. Current Course Enrollment

Learners will remain enrolled in their current course(s) unless they initiate a course drop or withdrawal. The course withdrawal process is governed by university policy *2.02.02 Course Enrollment*.

C. Admission Process

1. For all specialization changes, learners must apply for admission to the new specialization and/or program using the [Change of Specialization Request Form](#) on iGuide.
2. Learners who are approved for a change in specialization must meet the program requirements in effect at the time they are admitted to the new specialization.
3. A change in specialization requires a new course and credit evaluation (CCE). When necessary, learners receive new advisor and/or mentor assignments. Learners are responsible for documenting new degree completion plans (DCP).

III. Change in Certificate Program

A. Change in Certificate Program Requirements

1. Prior to initiating a certificate program change, learners are encouraged to consult with their advisor to discuss options and considerations for the change.
2. Learners may change certificate programs within their current school or in a different school.
3. If accepted, learners begin the new certificate program at the start of the next academic quarter.

B. Current Course Enrollment

Learners will remain enrolled in their current course(s) unless they initiate a course drop or withdrawal. The course withdrawal process is governed by university policy *2.02.02 Course Enrollment*.

University Policies, *continued*

C. Admission Process

1. For all certificate program changes, learners must apply for admission to the new program using the [Change of Degree or Certificate Program Request Form](#) on iGuide.
2. Application fees are waived for certificate program change applications.
3. Learners who are approved for admission to new certificate programs must meet the program requirements in effect at the time they are admitted to the new certificate program.

2.02.08 Leave of Absence

Capella learners may request a planned leave of absence from their academic program when medical conditions, military deployments, or national emergencies prevent their active enrollment and engagement in their course(s).

Under extreme circumstances, a leave of absence from an academic program may be granted for reasons other than medical conditions, military deployments, or a national emergency. Learners with loan obligations are advised to contact their lender(s) to discuss their circumstances and loan repayment status during their leave of absence.

PROCEDURES

I. General Terms for all Categories of Leave of Absence

A. Access to Services

During a leave of absence, learners have access to Learner Support services (including advising). However, access to academic services (such as academic support, the Capella University Library, or mentoring support) is not permitted.

B. Academic Standing and Financial Aid Satisfactory Academic Progress

Learners on academic probation per university policy *3.01.04 Academic Standing* or on federal financial aid probation per university policy *3.01.05 Financial Aid Satisfactory Academic Progress* at the time of their leave of absence will remain at the same status upon restarting a course(s) at the conclusion of the leave.

C. Catalog

Learners granted a leave of absence who restart a course(s) at the conclusion of the leave will remain under the same catalog in effect at the time the leave of absence was granted.

D. Last Day of Attendance

If learners do not re-enroll in a course(s) at the conclusion of their leave, the last day of the quarter in which the learner was enrolled in a course(s) is designated as the last date of attendance.

II. Medical Leave of Absence

A. Criteria

1. Learners may request a planned medical leave of absence for circumstances protected under the Family Medical Leave Act (FMLA).
2. Learners must be enrolled in a course(s) when requesting a medical leave of absence.
3. A medical leave of absence status is not granted retroactively.

B. Request for Medical Leave of Absence

1. Learners may request a medical leave of absence by completing and submitting the [Leave of Absence Request Form](#) on iGuide. Learners must also submit documentation from a medical provider with their request. The documentation must include a statement from the doctor certifying the need for the leave. The request will not be considered until documentation from a medical provider is submitted.
2. Medical leave of absence requests must be submitted by the close of course enrollment for the quarter in which the learner is requesting the leave. The start and end dates of the request must coincide with the start and end dates of the quarter.
3. Learners may not request a medical leave of absence for more than a total of 180 calendar days in any 12-month period.

C. Granting of Approval

Medical leave of absence requests will be reviewed by the Registrar's Office. If approved and applicable, the learner will be dropped from any course(s) and/or residency(ies) in which the learner is enrolled during the period of the leave of absence.

University Policies, *continued*

D. Incompletes

Learners who have been issued Incomplete (“I”) grades prior to requesting a medical leave of absence must contact their course instructor(s) prior to the start of the leave. When deemed appropriate by the faculty, Capella will accommodate an incomplete grade extension for learners granted a medical leave of absence. Documentation for the incomplete grade extension must be completed and submitted prior to the start of the leave. If an incomplete grade extension is not requested and granted, the “I” grade will be converted to either a Failing (“F”) or Not Satisfactory (“NS”) grade (depending on the learner’s grading option) after the end of the following academic quarter.

E. Return from Medical Leave of Absence

Learners returning from a medical leave of absence may resume courses only at the beginning of a quarter.

III. Military Leave of Absence

A. Criteria

1. Members of the United States military, including reserve forces, may be eligible for a military leave of absence. This policy follows the guidelines established in the HEROES Act of 2003 in determining appropriate accommodations for military servicemembers who are responding to a war, national emergency, or other military operation. In accordance with the HEROES Act, Capella University provides the following accommodations to learners who experience a disruption in their program due to active military service:
 - a. Learners granted a military leave of absence will be offered the option of withdrawing (resulting in a grade of “W”) from their course(s) or requesting an Incomplete (“I”) grade for any course(s) in which they were enrolled when granted the leave. Learners who withdraw from their course(s) as a result of active military duty will be offered the option of a tuition credit or appropriate refund for the course(s) they were unable to complete. Learners who request an “I” grade must get approval from the instructor(s) of their course(s) and be able to complete the required assignments independently, outside of the courseroom. Learners who request an “I” grade are not issued a tuition credit.

- b. Learners on a military leave of absence are not required to meet financial obligations to Capella while on approved leave.
 - c. Time spent during a military leave of absence does not count toward the maximum time for completion of the program.
 - d. Faculty will be flexible and offer accommodations to academic deadlines for learners on a military leave of absence.
 - e. Capella will provide flexibility and accommodations to administrative deadlines for learners on a military leave of absence.
2. Learners must coordinate this process through Armed Forces and Veterans Support.

B. Request for Military Leave of Absence

1. Learners may request a military leave of absence by completing and submitting the [Military Leave of Absence Request form](#) on iGuide. Learners must indicate the date they are affected and the anticipated date of return. Learners must also fax one the following pieces of documentation to Armed Forces and Veterans Support at their earliest possible convenience:
 - a. Deployment orders, including dates affected.
 - b. An official letter from a commanding officer, including dates affected.
2. Upon receipt of the request form for a military leave of absence, Armed Forces and Veterans Support will send learners an email indicating approval or denial of the request. If the request is approved, Capella University will report the learner’s leave status to the National Student Clearinghouse.

C. Reinstatement

1. Armed Forces and Veterans Support will track learners’ anticipated date of return and will contact learners to reintegrate them into their program.
2. Upon return, learners are responsible for completing and submitting the [Returning from a Military Leave of Absence form](#) on iGuide.
3. Armed Forces and Veterans Support will then work with the learner to determine next steps in reintegrating the learner to Capella.
4. Learners returning from a military leave of absence may resume courses only at the beginning of a quarter.

University Policies, *continued*

IV. National Emergency Leave of Absence

A. Criteria

1. The U.S. Department of Education directs schools to provide educational and financial accommodations to learners affected by national emergencies, both at the time of the event and upon re-enrollment. Capella University provides the following accommodations to learners who experience a disruption in their program due to national emergency:
 - a. Learners granted a national emergency leave of absence will be offered the option of withdrawing (resulting in a grade of “W”) from their course(s) or requesting an Incomplete (“I”) grade for any course(s) in which they were enrolled when granted the leave. Learners who withdraw from their course(s) as a result of a national emergency will be offered the option of a tuition credit or appropriate refund for the course(s) they were unable to complete. Learners who request an “I” grade must get approval from the instructor(s) of their course(s) and be able to complete the required assignments independently, outside of the courseroom. Learners who request an “I” grade are not issued a tuition credit.
 - b. Learners on a national emergency leave of absence are not required to meet financial obligations to Capella while on approved leave.
 - c. Time spent during a national emergency leave of absence does not count toward the maximum time for completion of the program.
 - d. Faculty will be flexible and offer accommodations to academic deadlines for learners on a national emergency leave of absence.
 - e. Capella will provide flexibility and accommodations to administrative deadlines for learners on a national emergency leave of absence.

B. Request for National Emergency Leave of Absence

Learners may request a national emergency leave of absence by contacting Learner Support. Learners must indicate the date they are affected and the anticipated date of return. In extreme circumstances, learners can be placed on a national emergency leave of absence in advance of contact with a Learner Support representative or course instructor(s). Learners are encouraged to contact Capella University as soon as possible.

C. Reinstatement

1. Learner Support will track the learners’ anticipated date of return and will contact learners to reintegrate them into their program. On an annual basis, Capella will contact learners on national emergency leave of absence to discuss their plans for the future.
2. Upon return, learners are responsible for completing and submitting the Return From National Emergency form on iGuide.
3. Learner Support staff will work with the learner to address incomplete course(s), if applicable, and determine next steps in reintegrating the learner to Capella. Learners cannot enroll in a new course(s) without first contacting their instructor(s) to discuss a course completion plan for or withdrawal from any “I”-designated course(s). Learners withdrawing due to a national emergency will be subject to the refund policy at the time of the disaster.
4. Learners returning from a national emergency leave of absence may resume courses only at the beginning of a quarter.

V. Other Circumstances

Capella learners requesting an interruption in their academic program for circumstances other than medical conditions, active military duty, or national emergency should follow the procedural criteria outlined for learners requesting a medical leave of absence.

2.02.10 Separation from the University

Learners may be separated from the university through administrative withdrawal, suspension, or dismissal. Separations may result from violations of university policy or for administrative reasons. The specific procedures and conditions for separation are contained in each relevant policy, as referenced in the procedure section of this policy.

Learners who are administratively withdrawn or suspended may be eligible for readmission to Capella when stated conditions have been met.

Learners who are suspended may be eligible for re-enrollment when stated conditions have been met.

Learners who are dismissed are not eligible for readmission.

All actions are taken as a result of a final decision, as more specifically addressed in each policy.

University Policies, *continued*

DEFINITIONS

Administrative Withdrawal

Administrative withdrawal is a temporary separation of a learner from the university. The learner may be eligible to return to enrolled status when stated conditions are met.

Dismissal

Dismissal is a permanent separation of a learner from the university.

Suspension

Suspension is a temporary status during which a learner is denied access to the courseroom and is prohibited from engaging in university activities until stated conditions have been met.

PROCEDURES

Relationship to Other Policies

The specific procedures and conditions for administrative withdrawal, suspension, or dismissal are contained in the following policies:

A. Administrative Withdrawal

- 2.01.01 Admission
- 2.01.02 Maximum Time to Degree Completion
- 2.02.06 Continuous Enrollment for Advanced Doctoral Learners
- 3.04.01 Academic Readiness
- 4.02.02 Learner Code of Conduct
- 4.02.04 Discrimination, Harassment, and Assault
- 4.02.05 Drugs and Alcohol
- 4.03.01 Tuition and Fees
- 4.03.02 Tuition Refunds

B. Suspension

- 3.01.04 Academic Standing
- 4.02.02 Learner Code of Conduct

C. Dismissal

- 3.01.01 Academic Honesty
- 3.01.04 Academic Standing
- 3.01.05 Financial Aid Satisfactory Academic Progress
- 3.01.06 Comprehensive Examination Requirements
- 3.01.07 Dissertation Requirements
- 4.02.02 Learner Code of Conduct
- 4.02.03 Learner Grievance
- 4.02.04 Discrimination, Harassment, and Assault
- 4.02.05 Drugs and Alcohol

ACADEMIC STANDARDS

3.01.01 Academic Honesty

Learners are expected to be the sole authors of their work. Use of another's ideas must be accompanied by proper citation and reference. In addition, a learner may not submit the same or similar work for credit in more than one course. Capella extends the concept of academic integrity to include issues of copyright and trademark violation. Learners must assume that collaboration in the completion of written assignments is prohibited unless explicitly permitted by the instructor. Learners must acknowledge any collaboration and its extent in all submitted course work.

Capella faculty, learners, and university staff all share the responsibility to promptly report any suspected violation of academic honesty.

The disciplinary consequences of plagiarism and other forms of academic dishonesty include but are not limited to non-acceptance of work submitted (an opportunity to resubmit work may be given at the discretion of the faculty member or instructor), a failing grade on the assignment, a failing grade in the course, written warning, suspension, and dismissal from the university.

DEFINITIONS

Academic Honesty

Academic honesty provides protection for intellectual property by giving proper credit for the work of other scholars and practitioners. Capella considers any submission of work not created by the learner to be a violation of this policy. This includes but is not limited to submission of work in the name of another learner; intentional misuse of quantitative data; and failure to give proper credit of borrowed material by use of citation in any submitted courseroom assignments, whether in the form of a formal research paper, courseroom posting, PowerPoint presentation, or any other method used to meet course requirements.

Plagiarism

Plagiarism is presenting someone else's ideas or work as your own. Plagiarism includes not only copying verbatim, but also rephrasing the ideas of another without properly acknowledging the source. Learners must take great care, whether in a draft or final version of a paper or project, to distinguish their own ideas and language from information acquired from outside sources. Sources include published primary and secondary materials, electronic media, and information and opinions gained through other people.

University Policies, *continued*

Proper Form for References and Citations

The Publication Manual of the American Psychological Association (APA) is helpful in assessing what must be referenced and how work must be cited. To avoid any instances that may be construed as plagiarism, the learner should consult this guide to identify the proper citation format.

PROCEDURES

I. Reporting of Suspected Violation of Academic Honesty

- A. Anyone may report an alleged violation of academic honesty.
- B. The alleged violation should be reported verbally or in writing to the faculty member or university official responsible for the course or activity during which the alleged violation occurred.
- C. The individual receiving the report of the alleged violation will bring it to the attention of the faculty member directly associated with the course or activity during which the alleged violation occurred, should the report be made to someone other than this faculty member.

II. Initial Resolution Process

Whenever possible, alleged violations of academic honesty should be resolved at the discretion of the faculty member directly associated with the course or activity during which the alleged violation occurred.

- A. The faculty member responsible for the course or activity during which the alleged violation occurred will review the circumstances surrounding the alleged violation and with the learner, will determine the appropriate action.
 1. The faculty member will contact the learner to notify him or her of the alleged violation.
 2. The learner will be given the opportunity to explain or refute the alleged violation.
 3. The faculty member will advise the learner of the next steps in the process.
- B. If deemed appropriate by the faculty member, a sanction such as requiring resubmission of the assignment, receiving a failing grade on the assignment in question, or receiving a failing grade for the course may be imposed.
- C. In the case of a faculty-imposed sanction, the faculty member will notify the learner in writing of the decision to impose a sanction and provide an associated rationale.

- D. The faculty member will forward a copy of the decision notification and any evidence of the violation to the appropriate school designee to be filed in the learner's official academic record.
- E. The learner has the right to appeal the faculty member's decision, as described in section III.

III. Formal Resolution Process

If the learner rejects the faculty member's decision, if a second instance of a suspected violation occurs, or if the initial instance is blatant enough to warrant a more severe sanction, the matter will be referred to an independent review panel.

- A. Upon receiving the learner's appeal request or notification of a second suspected violation, the panel designee will acknowledge receipt of the request or notification and inform all involved parties that a formal resolution process has been initiated.
- B. Within 10 calendar days of being sent notification that a formal resolution process has been initiated, all involved parties must submit information regarding the matter to the panel designee. This information must include:
 1. The individual(s) against whom the alleged violation is directed.
 2. A brief description of the alleged violation, including dates, times, and places.
 3. Any efforts to resolve the matter during the initial resolution process.
 4. The corrective action the faculty member or learner is seeking.
- C. Following referral of matter, the panel will convene to review the materials and issue a decision as soon as practicable.
 1. The panel will investigate all evidence supporting and/or refuting the alleged violation, the learner's complete academic record, any further issues surrounding the alleged violation, and the school's response.
 2. The panel will provide adequate opportunity to hear from all involved parties and for each party to state his or her respective case in writing. Upon request, either party will be provided the opportunity to appear before the panel, either in person or via telephone.
 3. Upon evaluation of the evidence and hearing from all involved parties, the panel will issue a decision and set forth a resolution to be implemented.

University Policies, *continued*

4. In cases of policy violation, the panel will determine the appropriate sanction, which may include a written warning, a failing grade on the assignment or the course, suspension, or in cases of serious and/or repeated violations, dismissal from the university.
5. The panel designee will report the panel's decision and associated sanction to all involved parties as soon as practicable. A record of the panel's decision and sanction will become part of the learner's official academic record.
6. Both parties have the right to appeal the panel's decision, as described in section IV.

IV. Formal Appeal Process

If either party chooses to appeal the panel's decision, he or she must submit a formal, written appeal request to the director of University Learner Affairs. The appeal request must be submitted via mail or email and within 10 calendar days of being sent notification of the panel's decision.

- A. Upon receiving the appeal request, the director of University Learner Affairs will acknowledge receipt of the request and inform all involved parties that a formal appeal process has been initiated.
- B. The director of University Learner Affairs will receive and review all prior evidence, records, evaluations, and faculty and panel decisions associated with the alleged violation.
- C. Following the review, the director of University Learner Affairs will issue a decision and report it to all involved parties as soon as practicable. The decision will either 1) uphold the findings of the panel, 2) reverse the findings of the panel, or 3) direct the panel to provide additional information, or 4) determine his or her own findings. In the event the director of University Learner Affairs requests additional information from the panel, the involved parties will be notified of a revised time frame for the determination of the grievance.
- D. The decision of the director of University Learner Affairs is final.
- E. A record of the final decision and all related materials will become part of the learner's official academic record and upon request, will be made available to all Capella boards and any appropriate regulatory bodies.

3.01.03 Academic Honors

Learners at the bachelor's level may be eligible to graduate with honors based on minimum cumulative grade point average (GPA) and other academic requirements established in this policy and procedures.

GPA Requirements

Graduation with Honors—Cum Laude:
3.500–3.7499

Graduation with High Honors—Magna Cum Laude:
3.7500–3.8499

Graduation with Highest Honors—Summa Cum Laude:
3.8500 or higher

PROCEDURES

I. Academic Requirements

- A. No credit-bearing course may be taken under the Satisfactory/Not Satisfactory ("S"/"NS") option.
- B. No Incomplete ("I") grades may be considered.
- C. No grade may be lower than a "C."
- D. No course may be repeated.

II. Academic Honors Calculation

Honors will be determined at the time of graduation and will only include academic work completed at Capella.

III. Academic Honors Notation

This distinction will be noted on the learner's official transcript and diploma.

3.01.04 Academic Standing

Capella University requires that all learners maintain good academic standing. Academic standing is determined by academic performance and is measured by the cumulative grade point average (GPA). In order to maintain good academic standing, learners must meet specific minimum cumulative GPA requirements based on undergraduate or graduate course work.

Requirements

Undergraduate learners are required to maintain a GPA of 2.0 or higher.

Graduate learners are required to maintain a GPA of 3.0 or higher.

Doctoral learners engaged in the comprehensive examination and dissertation phases of their program must meet additional requirements described in this policy and procedures.

Cumulative GPA is calculated separately for undergraduate and graduate course work.

University Policies, *continued*

Failure to maintain good academic standing may result in probation or dismissal. Learners may appeal pursuant to the procedures contained in this policy.

PROCEDURES

I. Grade Point Average (GPA) Requirements

- A. Undergraduate learners are required to maintain a cumulative GPA of 2.0 or higher.
- B. Graduate learners are required to maintain a cumulative GPA of 3.0 or higher.

II. Factors Impacting Academic Standing

A. Grades

No Grade (“NG”), Withdrawal (“W”), Incomplete (“I”), In Progress (“IP”), Satisfactory (“S”), and Not Satisfactory (“NS”) grades are included in the course completion ratio but do not impact the learner’s cumulative grade point average (GPA).

B. Repeated Courses

When a course is repeated, the grade considered for the credit and GPA calculations will be the higher of the two grades earned. Each attempt will be used in evaluating course completion rates. Refer to university policies *2.01.02 Maximum Time to Degree Completion*, *2.02.02 Course Enrollment*, *3.01.05 Financial Aid Satisfactory Academic Progress*, *3.04.07 Grading*, and *3.04.08 Incomplete Grades* for more information.

III. Measuring Academic Standing

- A. Learners must meet the minimum cumulative grade point average (GPA) requirement for their undergraduate or graduate course work.
- B. Capella University measures academic standing at the end of each academic quarter.
- C. Academic standing is first measured after the first full quarter of academic activity.

Examples:

Learners who initially enroll in courses during a monthly start are measured at the end of quarter two based on academic activity from their initial start date through the end of quarter two.

Learners who enroll in courses at the beginning of a quarter are measured at the end of quarter one based on academic activity from their initial start date through the end of quarter one.

- D. Learners who fail to meet the minimum cumulative GPA requirement for their undergraduate or graduate course work are placed on probation or dismissal status.

- E. Learners’ academic standing is measured only following quarters in which they are enrolled in one or more credit-bearing courses. Learners’ academic standing does not change following a quarter of academic inactivity.

- F. Learners’ current status remains on their official record until there is academic activity for evaluation.

- G. Learners return to Capella at the same academic status as when they departed.

H. Notification of Academic Status

Learners receive an email notification when they have been placed on probation or dismissal status. However, it is the learner’s responsibility to know these standards, and failure to receive the notification does not nullify the academic status.

- I. Learners in the comprehensive examination and dissertation phases of their program are also evaluated based on the criteria described in sections VII and VIII.

IV. Probation

A. Criteria/Notification

Learners are placed on probation when they fail to meet the minimum cumulative grade point average (GPA) requirement for their undergraduate or graduate course work.

Learners receive an email notification when they have been placed on probation stages one, two, three, four, or five. A record of the notification will become part of the learner’s official academic record.

Probation status cannot be appealed.

B. Probation—Stages One and Two

1. Learners placed on probation stages one or two will be directed to tools to use in developing a plan for their return to good academic standing and future academic success.
2. Learners placed on probation stages one or two are encouraged to work with their academic advisor in developing their plan to return to good academic standing and future academic success.

C. Probation—Stage Three

1. Learners placed on probation stage three must work with their academic advisor in developing a Learner Support Plan (LSP) for their return to good academic standing and future academic success.

University Policies, *continued*

2. Learners must complete and submit the LSP to their advisor.
3. Learners placed on probation stage three will be required to have an advisor-approved LSP before they are permitted to enroll in any future courses.
4. Learners placed on probation stage three will be permitted to complete the courses for the quarter in which they are currently enrolled.

D. Probation—Stages Four and Five

1. Learners placed on probation stage four or five must contact their academic advisor to review and/or revise their LSP before they are permitted to enroll in any future courses.
2. Learners placed on probation stage four or five will be permitted to complete the courses for the quarter in which they are currently enrolled.

E. Academic Standing and LSP Extensions

1. In some circumstances, learners may be granted an LSP extension beyond probation five to return to good academic standing.
2. LSP extension criteria
 - a. Learners must show quarterly GPA improvement.
 - b. Learners must meet the following minimum cumulative quarterly GPA standards:
 - i. 2.0 cumulative quarterly GPA for undergraduate learners.
 - ii. 3.0 cumulative quarterly GPA for graduate learners.
 - c. Learners must meet both criteria to be granted an LSP extension.

G. Reinstatement to Good Academic Standing

1. Learners placed on probation are removed from probation when their GPA meets the requirement for their undergraduate or graduate course work.
2. Learners receive an email notification when they have been removed from probation.
3. A record of the notification will become part of the learner's official academic record.

V. Dismissal

A. Criteria/Notification

Learners are dismissed from the university when they fail to meet the terms of the school-approved Learner Support Plan (LSP) extension after probation stage five. Learners dismissed from the university are ineligible to enroll in any Capella course (including non-credit courses, residencies, etc.) and are ineligible for readmission to any Capella program at any time in the future.

B. Dismissal Appeal

1. Learners must appeal their dismissal status within seven calendar days of being sent notification of their dismissal.
2. Learners must complete and submit the Academic Standards Dismissal Appeal Form located on iGuide.
3. Learners must include an explanation of the extenuating circumstances surrounding their dismissal and the impact they had on their academic progress. The case is determined by the documentation/evidence supplied by the learner.
4. Learners must indicate their plan for future academic success.
5. Learners are not permitted to enroll in any Capella course (including non-credit courses, residencies, etc.) pending the outcome of their appeal.
6. The director of University Learner Affairs reviews the appeal and makes a determination.
 - a. Within 10 calendar days of the receiving the appeal and all supporting documentation, the director of University Learner Affairs will email the learner to notify him or her of the decision.
 - b. The decision of the director of University Learner Affairs is final.

VII. Comprehensive Examination Learners

A. Criteria

1. Learners are considered to be in good academic standing when they enter the comprehensive examination phase of their program.
2. Academic standing for learners in the comprehensive examination phase of their program is measured by the timely and successful completion of the comprehensive examination course.

University Policies, continued

3. Learners are considered out of compliance when they fail to successfully complete the comprehensive examination course, as described in university policy *3.01.06 Comprehensive Examination Requirements*.
4. Learners are notified by their courseroom mentor when they fail to meet the minimum comprehensive examination course requirements.

B. Extensions

1. It is expected that learners making good academic progress will require no more than one additional quarter to complete their comprehensive examination course requirements.
2. In exceptional circumstances, learners may request to enroll in an additional continuation course with the approval of the dean of their school.

C. Dismissal

Learners who fail to meet the minimum comprehensive examination course requirements will be dismissed from the university pursuant to section V of this policy.

VIII. Dissertation Learners**A. Criteria**

1. Learners are considered to be in good academic standing when they enter the dissertation phase of their program.
2. Academic standing for learners in the dissertation phase of their program is measured by the timely and successful completion of each of the required dissertation milestones, as described in university policy *3.01.07 Dissertation Requirements*.
3. Learners are considered out of compliance when they fail to successfully complete the dissertation milestones.
4. Learners are notified by their mentor when they fail to meet the minimum dissertation milestone requirements.

B. Extensions

1. It is expected that learners making good academic progress will require no more than two additional quarters to complete the minimum dissertation milestone requirements.
2. In exceptional circumstances, learners may request extensions pursuant to university policy *3.01.07 Dissertation Requirements*.

C. Dismissal

Learners who fail to meet the minimum dissertation milestone requirements will be dismissed from the university pursuant to section V of this policy.

IX. Recording Academic Standing

Probation and dismissal are official statuses. Dismissal is noted on the learner's official academic transcript.

3.01.05 Financial Aid Satisfactory Academic Progress

Federal regulations require that all learners who are issued federal financial aid must maintain satisfactory academic progress. Learners must meet minimum requirements as described in the program requirements section of this policy and related procedures in order to qualify for federal financial aid. Learners may only use federal financial aid for a maximum number of credits attempted for their degree program. Failure to maintain satisfactory academic progress may result in probation from or ineligibility for financial aid. Learners may appeal financial aid ineligibility pursuant to the procedures contained in this policy.

Undergraduate Degree Program Requirements

Undergraduate learners are required to maintain a cumulative grade point average (GPA) of 2.0 or better and complete a minimum of two out of every three attempted credits (completion ratio of 67 percent of cumulative attempted credits).

Additionally, undergraduate learners will not be eligible for federal financial aid for any attempted credits that exceed 150 percent of the undergraduate degree requirements described in their catalog.

Graduate Degree Program Requirements

Graduate learners are required to maintain a cumulative grade point average (GPA) of 3.0 or better and complete a minimum of one out of every two total attempted credits (completion ratio of 50 percent of cumulative attempted credits).

Additionally, graduate learners will not be eligible for federal financial aid for any attempted credits that exceed 200 percent of the graduate degree requirements described in their catalog.

Doctoral learners engaged in the comprehensive examination and dissertation phases of their program must meet additional requirements described in the procedures section of this policy.

University Policies, *continued*

PROCEDURES

I. Factors Impacting Financial Aid Satisfactory Academic Progress (FASAP)

A. Grades

No Grade (“NG”), Withdrawal (“W”), Incomplete (“I”), In Progress (“IP”), Satisfactory (“S”), and Not Satisfactory (“NS”) grades are included in the course completion ratio but do not impact the learner’s grade point average (GPA).

B. Repeated Courses

When a course is repeated, the grade considered for the credit and GPA calculations will be the higher of the two grades earned. Each attempt will be used in evaluating course completion rates. Refer to university policies *2.02.02 Course Enrollment*, *3.04.07 Grading*, and *3.04.08 Incomplete Grades* for more information.

II. Measuring Satisfactory Academic Progress for Financial Aid

Satisfactory academic progress is measured for all federal financial aid learners. In addition to common measurements, there are individual measurements for learners enrolled in undergraduate programs and graduate programs, as described in sections II.B and II.C.

A. Common Measurements for All Learners

1. A learner’s academic progress may be measured only following quarters during which the learner is enrolled in one or more courses. A learner’s financial aid eligibility will not change following a quarter of academic inactivity.
2. A learner’s current status remains on record until there is academic activity for evaluation.
3. Learners whose total number of attempted credits exceeds the limit for their degree or certificate program will be denied access to federal financial aid for all future quarters. This is evaluated quarterly.
4. Grade point average (GPA) and course completion ratio are the required standards. The specific GPA and ratio standards are described in sections II.B and II.C.
5. The initial evaluation will begin after the first full quarter of activity.

Examples:

Learners who initially enroll during a monthly start will be measured at the end of quarter two based on activity from their initial start date through the end of quarter two.

Learners who enroll at the beginning of a quarter will be measured at the end of quarter one based on activity from their initial start date through the end of quarter one.

6. All requirements are thereafter evaluated for each quarter there is academic activity.
7. Transfer credits
 - a. Transfer credits applied toward a learner’s degree program reduce the number of credits required for the completion of that degree program.
 - b. The number of transfer credits impacts the learner’s maximum limit of earned credits required, as follows:
 - i. Example: BS requires 180 earned credits; the learner transfers in 70 credits, resulting in 110 credits remaining.
 - ii. In the above example, the degree program requirements are based on the number of earned credits remaining for a learner to complete his or her degree program; in this case, 110 earned credits.
 - iii. The number of earned credits remaining is the basis for the maximum attempted credits calculation, as defined in sections II.B.2 and II.C.2.
8. Notification of academic status

Learners will receive an email notification from the Financial Aid Office when they have been placed on federal financial aid probation or become ineligible for financial aid. However, it is the learner’s responsibility to know these requirements, and failure to receive the notification will not nullify the financial aid status.

B. Undergraduate Programs

Undergraduate learners are evaluated for satisfactory academic progress on two distinct requirements. Learners must be in compliance with both to maintain satisfactory academic progress. These requirements are described as follows:

1. Satisfactory academic progress requirements
 - a. Minimum GPA
 - i. Undergraduate learners must maintain a cumulative GPA of 2.0 or better.
 - ii. The cumulative GPA is calculated specifically for all undergraduate activity.

University Policies, *continued*

b. Course completion ratio

Undergraduate learners must complete a minimum of two out of every three attempted credits (completion ratio of 67 percent of cumulative attempted credits).

2. Maximum attempted credits

Undergraduate learners are not eligible for federal financial aid for any attempted credits that exceed 150 percent of the undergraduate degree program requirements.

- a. Example: If the number of earned credits required to meet degree program requirements (after applied transfer credits) is 110, the maximum number of attempted credits allowed is 165 (110 x 150 percent).
- b. Learners will be notified by the Financial Aid Office when they are within 18 to 24 credits of exceeding the 150 percent rule.
- c. Learners will become immediately ineligible for federal financial aid once they have exceeded the 150 percent rule.

C. Graduate Programs

Graduate learners are evaluated on two distinct requirements. Learners must be in compliance with both to maintain satisfactory academic progress. In addition, doctoral learners engaged in comprehensive examination and dissertation phases of their program must meet additional requirements.

1. Satisfactory academic progress requirements

- a. Minimum GPA
 - i. Learners must maintain a cumulative GPA of 3.0 or better.
 - ii. The cumulative GPA is calculated specifically for all graduate activity.
- b. Course completion ratio
 - i. Learners must complete a minimum of one out of every two attempted credits (completion ratio of 50 percent of cumulative attempted credits).
 - ii. The completion ratio is calculated specifically for all graduate activity.

2. Maximum attempted credits

Learners are not eligible for federal financial aid for any attempted credits that exceed 200 percent of the graduate degree program requirements.

- a. Example: If the number of earned credits required to meet degree program requirements (after applied transfer credits) is 110, the maximum number of attempted credits allowed is 220 (110 x 200 percent).

- b. Learners will be notified by the Financial Aid Office when they are within 16 to 20 credits of exceeding the 200 percent rule.
- c. Learners will become immediately ineligible for federal financial aid once they have exceeded the 200 percent rule.

3. Advanced doctoral learners

Doctoral learners engaged in comprehensive examination and dissertation phases of their program must meet additional requirements related to timely completion of their comprehensive examination and dissertation course work as noted in university policy *3.01.04 Academic Standing*.

D. Comprehensive Examination Learners

1. Learners who enter the comprehensive examination phase of their program are considered in compliance with this policy.
2. Financial aid satisfactory academic progress (FASAP) for learners in the comprehensive examination phase of their program is measured by the successful completion of the comprehensive examination course requirements within the prescribed deadlines described in university policy *3.01.04 Academic Standing*.

E. Dissertation Learners

1. Learners who enter the dissertation phase of their program are considered in compliance with this policy.
2. FASAP for learners in the dissertation phase of their program is measured by the successful completion of the dissertation milestone requirements within the prescribed deadlines described in university policy *3.01.04 Academic Standing*.

III. Failure to Maintain Satisfactory Academic Progress

This section applies only to learners in undergraduate and graduate programs. Advanced doctoral learners in the comprehensive examination and dissertation phases of their program are referred to section IV.

University Policies, *continued*

A. Federal Financial Aid Probation

1. Criteria/Notification

- a. Learners will be placed on federal financial aid probation when they fail to maintain the minimum requirements described in section II.
- b. Learners will receive an email notification from the Financial Aid Office when they have been placed on federal financial aid probation.

2. Removal of financial aid satisfactory academic progress (FASAP) probationary status

- a. Learners will be removed from federal financial aid probation upon meeting the minimum requirements described in section II.
- b. Learners will receive an email notification of this change in status from the Financial Aid Office.

B. Ineligibility for Federal Financial Aid

1. Criteria/Notification

- a. Learners will no longer be eligible for federal financial aid when they fail to maintain the minimum requirements described in section II of this policy following two consecutive quarters.
- b. Learners will receive an email notification of this change in status from the Financial Aid Office.

2. Appeal of ineligibility for federal financial aid

- a. Learners may only appeal the time period for which they are ineligible for federal financial aid.
- b. Learners must complete the Financial Aid Satisfactory Academic Progress Appeal Form located on iGuide.
- c. Learners must include an explanation of the extenuating circumstances surrounding their ineligibility and the impact they had on their academic progress. The case will be determined on the documentation/evidence supplied by the learner.
- d. Learners must indicate how they will work to improve their academic progress.
- e. Learners have seven calendar days from the date the notification of their ineligibility was sent to submit their appeal. Learners who do not meet this deadline will be unable to appeal until after their next full quarter of activity.
- f. The Financial Aid Satisfactory Academic Progress Appeals Committee will review the appeal and make a determination.

- i. The appeals committee has 10 calendar days from the receipt of the appeal and all supporting documentation to make a determination and notify the learner via email.
- ii. The committee's decision is final.

g. Appeal results

- i. Learners whose appeals are approved will be placed on federal financial aid probation and will remain eligible for federal financial aid for the current quarter. At the end of the quarter, learners will be reviewed for financial aid satisfactory academic progress and will be held to the standards outlined in this policy.
- ii. Learners whose appeals are denied will be ineligible for federal financial aid (Stafford and Grad PLUS loans and/or Pell, SMART, and TEACH Grants) until they are able to meet the minimum FASAP standards. Learners whose appeals are denied must pay any outstanding tuition charges within seven calendar days of the being sent notification. Learners who do not pay any outstanding tuition charges will be withdrawn from all courses in which they are currently enrolled, and charges for the quarter will be reversed.

3. Removal of FASAP ineligibility

- a. Learners will be removed from federal financial aid ineligibility and reinstated to satisfactory academic progress upon meeting all the minimum requirements described in section II and after they have completed a quarter of activity while not receiving federal financial aid.
- b. Learners will receive an email notification of this change in status from the Financial Aid Office.

IV. Failure to Maintain Financial Aid Satisfactory Academic Progress (FASAP)—Comprehensive Examination and Dissertation Phase Learners Only

Comprehensive Examination and Dissertation Phases

A. Criteria

Learners will be considered out of compliance with FASAP when they fail to maintain good academic standing as defined in sections II.D and II.E., and will be dismissed pursuant to university policy

3.01.04 Academic Standing.

B. Procedures

The procedures for maintaining compliance are described in university policy *3.01.04 Academic Standing.*

University Policies, *continued*

3.01.06 Comprehensive Examination Requirements

Capella University requires that all doctoral learners enrolled in degree programs that require a comprehensive examination successfully complete the comprehensive examination course prior to advancing to the dissertation. Learners are required to maintain good academic standing as defined in university policy *3.01.04 Academic Standing*. Failure to successfully complete the comprehensive examination course in the stated time frame will result in a failing grade of Not Satisfactory (“NS”). An “NS” grade indicates failure of the comprehensive examination and failure to maintain good academic standing and may result in dismissal from the university.

DEFINITIONS

Completion of the Comprehensive Examination

A comprehensive examination course is complete when all its requirements have been reported as complete by the courseroom/faculty mentor.

Extenuating Circumstances

Extenuating circumstances refer to situations beyond the learner’s control that make it difficult or impossible to complete the required comprehensive examination course requirements on time. Generally, extenuating circumstances include those described in university policy *2.02.08 Leave of Absence*, but they may also include the death of a family member, severe physical injury, or illness. Documentation of the circumstance must be provided by parties other than the learner; for example, a death certificate, or a letter from the learner’s physician.

Initial Comprehensive Examination Attempt

This term refers to a learner’s first enrollment in the comprehensive examination course, and includes the initial submission of responses to the three comprehensive examination questions and rewritten responses (if applicable).

Initial Comprehensive Examination Submission

This term refers to the learner’s first submission of responses to the three comprehensive examination questions for grading by a mentor and readers.

Retake

Learners who receive a Not Satisfactory (“NS”) grade on their initial comprehensive examination attempt have one opportunity to retake the examination, including the rewrite, per the requirements stated in the procedures section of this policy.

Rewrite

Learners who receive a “no-pass” decision for their initial comprehensive examination submission are granted the opportunity to rewrite and resubmit their responses within the allotted time frame stated in the procedures section of this policy.

PROCEDURES

I. Eligibility

Learners must successfully meet the following criteria to be eligible for enrollment in the comprehensive examination course:

- A. Completion of all course work with a cumulative grade point average (GPA) of 3.0 or higher.
- B. Completion of necessary practica, if applicable.
- C. Completion of all residencies (for learners enrolled since 2005).

II. Continuous Enrollment

- A. Once learners enroll in their comprehensive examination course and complete the first 12 days, or after they receive their comprehensive examination questions, whichever comes first, they must remain continuously enrolled until the conclusion of the dissertation phase.
- B. Learners who need to request a leave of absence during the comprehensive examination phase of their program should contact their advisor.

III. Grades

A grade of Satisfactory/Not Satisfactory (“S”/“NS”) will be issued to learners who have met the comprehensive examination requirements, pursuant to university policy *3.04.07 Grading*.

IV. Drop/Withdrawal

Learners who wish to drop or withdraw from their comprehensive examination course once they have enrolled must make the request by contacting their advisor, who will work with them to determine their options.

A. Drops

Learners may choose to drop their comprehensive examination course within the first 12 days of the quarter, or until they receive their comprehensive examination questions, whichever comes first.

University Policies, *continued*

B. Withdrawals

Under extenuating circumstances, learners may choose to withdraw from their comprehensive examination course after the first 12 days of the quarter or after they receive their comprehensive examination questions, and prior to the last official day to withdraw, or prior to the due date of their first comprehensive examination submission, whichever comes first.

1. Learners who wish to withdraw within this time frame must do so by contacting their advisor.
2. A course withdrawal is reflected as a grade of “W” on the learner’s transcript, pursuant to university policy *2.02.02 Course Enrollment*.

V. Comprehensive Examination Completion Requirements

This section outlines the requirements for completing the comprehensive examination. Refer to the latest version of the Comprehensive Examination Manual, located on iGuide, for further information.

A. Time to Complete

1. Learners may start the comprehensive examination at any time prior to the last week of the course.
2. Learners who require more than one quarter to complete the comprehensive examination course may enroll in one additional quarter.

B. Receipt of Questions

Learners receive the comprehensive examination questions electronically from their courseroom/faculty mentor.

C. Writing and Submitting Responses

1. Beginning from the time the three comprehensive examination questions are sent via email, learners have 28 calendar days to complete their responses.
2. Requesting an extension due to extenuating circumstances
 - a. Learners may request an extension by providing evidence of extenuating circumstances that prevented their timely completion of the comprehensive examination questions. All extension requests must be approved by the learner’s school dean or designee. Courseroom/faculty mentors are not authorized to approve extensions to the comprehensive examination. Extension requests must be received at least one business day prior to the examination deadline.

- b. The maximum extension granted is not to exceed 14 calendar days, unless otherwise approved by the dean or designee.
3. Failure to meet initial submission deadline

Learners who do not submit their initial comprehensive examination responses by the deadline will automatically enter the 14-calendar day rewrite period. Learners who enter the rewrite period have up to 14 calendar days to submit their responses. Learners who enter the rewrite period by failing to submit their initial responses by the deadline forfeit the opportunity for a rewrite.
 4. Failure to meet the rewrite submission deadline
 - a. Learners who fail to submit rewritten responses to comprehensive examination questions for which they did not receive a passing grade on the initial submission by the deadline will be considered to have failed the comprehensive examination.
 - b. Learners who fail the comprehensive examination will receive a Not Satisfactory (“NS”) grade.

VI. Comprehensive Examination Results

- A. Learners will be notified of their comprehensive examination results within 14 calendar days of submitting their responses.
- B. To pass the comprehensive examination, two or more readers must issue a “pass” decision on each of the learner’s responses.
- C. Learners do not pass the comprehensive examination when two or more readers issue a “no pass” decision on one or more responses.
- D. Learners who do not pass their initial comprehensive examination attempt automatically enter the rewrite period, pursuant to section VII.
- E. Learners who do not pass the initial comprehensive examination submission may choose the option of not rewriting and resubmitting “no pass” answers, receiving a Not Satisfactory (“NS”) grade, or completing a retake of the examination pursuant to section VIII.

University Policies, *continued*

VII. Rewrite Process

A. Rewrites

1. Learners who receive a “no-pass” on their initial comprehensive examination submission will be granted a rewrite period of 14 calendar days, beginning immediately upon being notified of the “no-pass” decision.
2. Learners must submit rewritten responses to all comprehensive examination questions for which they received a Not Satisfactory (“NS”) grade by 11:59 p.m. Central Time no later than 14 calendar days from the date of being notified of the “no-pass” decision.
3. Requesting an extension due to extenuating circumstances
 - a. Learners may request an extension by providing evidence of extenuating circumstances that prevented timely completion and submission of their comprehensive examination responses. All extension requests must be approved by the learner’s school dean or designee. Courseroom/faculty mentors are not authorized to approve extensions to the comprehensive examination. Extension requests must be received at least one business day prior to the examination deadline.
 - b. The maximum extension granted is not to exceed seven calendar days, unless otherwise approved by the dean or designee.

B. Rewrite Deferrals Due to Extenuating Circumstances

1. Learners who are unable to complete the rewrite within the 14-calendar day time frame due to extenuating circumstances may request a deferral by completing and submitting a [Rewrite Deferral Petition Form](#) located on iGuide. Learners requesting a rewrite deferral must do so within seven calendar days of being notified of the “no-pass” decision. Learners must obtain final approval from their school’s dean or designee.
2. Learners who receive approval for a deferred rewrite period must begin their rewrite period within 42 calendar days of being notified of the “no-pass” decision. The beginning date of the deferred rewrite period will be stated on the approval notice.
3. If the requested deferred rewrite period extends into the subsequent quarter, learners will receive an In Progress (“IP”) grade for the comprehensive examination and must enroll in a comprehensive examination extension course for the next quarter.

4. Learners completing rewrites during a deferred rewrite period will receive a new comprehensive examination question for each question they did not pass.
5. The courseroom/faculty mentor has seven calendar days from the beginning date of the deferred rewrite period to write and submit new comprehensive examination questions.
6. Learners have nine calendar days per question from the receipt of the new questions to complete and submit rewrites to their courseroom/faculty mentor no later than 11:59 p.m. Central Time on the examination deadline.

VIII. Comprehensive Examination Retake

Failure to Pass the Initial Comprehensive Examination Attempt

- A. Learners who fail the initial comprehensive examination attempt will receive a Not Satisfactory (“NS”) grade.
- B. Learners who fail the initial comprehensive examination attempt will have one opportunity to retake the examination. Learners may initiate this process by completing the request form located on iGuide. The following conditions will apply:
 1. Learners agree to a Learning Agreement approved by the school.
 2. Learners have at least one quarter to complete the Learning Agreement.
 3. By following the terms of their Learning Agreements, learners will be considered to have remained continuously enrolled.
 4. Learners must retake the comprehensive examination during the quarter immediately following the completion of the Learning Agreement.
 5. Learners retake the examination under the same conditions as learners who are taking the examination for the first time. The same policies and procedures apply.

- C. Learners who fail the comprehensive examination retake will be dismissed from the university.

IX. Final Comprehensive Examination Conference Call

- A. Learners who successfully complete the comprehensive examination may progress to a final conference call as determined by the school.
- B. Learners who do not pass the comprehensive examination may participate in a final conference call for additional feedback as determined by the school.

University Policies, *continued*

X. Appeal of Not Satisfactory (“NS”) Grade (Capricious Grading or Error)

- A. Learners may appeal an “NS” grade earned as a result of their academic performance on either the initial comprehensive examination attempt or the retake, pursuant to university policy *3.04.09 Appealing a Grade*.
- B. Learners whose appeal of an “NS” grade for the initial comprehensive examination attempt is denied may retake the examination as described in section VIII.
- C. Learners who complete a retake of the examination and receive a grade of “NS,” and whose appeal of the “NS” grade is denied, will be dismissed from the university.

XI. Appeal of Dismissal

Learners who are dismissed from the university may appeal their dismissal pursuant to university policy *3.01.04 Academic Standing*.

3.01.07 Dissertation Requirements

Capella University requires that all doctoral learners enrolled in degree programs that require a dissertation successfully complete the dissertation phase of their program in order to graduate. The dissertation phase is considered complete when learners successfully meet all of the designated milestones within the time frames established by the university. Learners in the dissertation phase are required to maintain good academic standing as defined in university policy *3.01.04 Academic Standing* and remain continuously enrolled. Failure to successfully complete the dissertation phase in the stated time frame will result in a failing grade of Not Satisfactory (“NS”). An “NS” grade indicates failure of the dissertation and failure to maintain good academic standing and may result in dismissal from the university.

DEFINITIONS

Dissertation Milestones

Dissertation milestones are sequenced steps in the successful production of a doctoral research project at Capella University. Completion of all of the milestones indicates the completion of the dissertation requirements and is verified by submission of the appropriate milestone completion form by the mentor. The milestones include:

1. Dissertation committee approved by the school
2. Learner completes the Collaborative Institutional Training Initiative (CITI) Program, including both basic training and special modules as required by the dissertation topic

3. Proposal approved by mentor
4. Proposal approved by dissertation committee
5. Proposal approved by school (if appropriate)
6. Institutional Review Board (IRB) application approved by university IRB
7. Proposal conference call completed
8. Chapter Four draft approved by mentor
9. Chapter Five and full dissertation approved by mentor
10. Dissertation approved by dissertation committee
11. Dissertation approved by school (if appropriate)
12. Formatting edits completed
13. Dissertation conference call completed
14. Final manuscript approved by mentor
15. Manuscript submitted for publication
16. Final dean approval

Dissertation Phase

The dissertation phase of most doctoral degree programs typically begins only after learners have successfully completed their comprehensive examination (see university policy *3.01.06 Comprehensive Examination Requirements*). In the dissertation phase, successful progress is marked by the completion of dissertation milestones, which are sequenced steps in the production of a successful research project at Capella University. Completion of all milestones within the approved time frames indicates successful completion of the requirements of the dissertation phase. Learners must be enrolled in the dissertation phase of their doctoral program for a minimum of four quarters to earn the 20 required dissertation credits. Learners who need additional quarters to complete the dissertation phase may continue to be enrolled as long as they maintain good academic standing and don’t exceed the maximum time to complete (see university policies *2.01.02 Maximum Time to Degree Completion* and *3.01.04 Academic Standing*). For specific degree program requirements, including comprehensive and dissertation phase requirements, learners are encouraged to consult Capella’s *University Catalog*.

Established Time Frames

The university has established reasonable time periods for the completion of each of the dissertation milestones. These time frames reflect the average amount of time Capella learners require to complete these tasks. Learners who are unable to complete a milestone within the established time frame should follow the procedures in sections V.A., V.B., or V.C.

University Policies, *continued*

Extenuating Circumstances

Extenuating circumstances refer to situations beyond the learner's control that make it difficult or impossible to complete a required dissertation milestone on time. Generally, extenuating circumstances include those described in university policy *2.02.08 Leave of Absence*, but they may also include the death of a family member or severe physical injury or illness. Documentation of the circumstance must be provided by parties other than the learner; for example, a death certificate or a letter from the learner's physician.

PROCEDURES

I. Continuous Enrollment

- A. Learners enrolled in the dissertation phase must remain continuously enrolled until the conclusion of the dissertation phase.
- B. Learners who need to request a leave of absence during the dissertation phase of their program should contact their advisor.

II. Grades

A grade of Required ("R") will be issued to learners who have met the dissertation milestone requirements, pursuant to university policy *3.04.07 Grading*.

III. Drop/Withdrawal

Learners who wish to drop or withdraw from their dissertation course once they have enrolled must make the request by contacting their advisor, who will work with them to determine their best option.

A. Drops

Learners may choose to drop their dissertation course within the first 12 calendar days of the quarter.

B. Withdrawals

1. Under extenuating circumstances, learners may choose to withdraw from their dissertation course after the first 12 calendar days of the quarter and up to the last official day to withdraw.
 - a. Learners who withdraw within this time frame must do so by contacting their advisor.
 - b. A course withdrawal is reflected as a grade of "W" on the learner's transcript, pursuant to university policy *2.02.02 Course Enrollment*.
2. Learners who withdraw from a dissertation course must enroll in the dissertation course from which they withdrew the following quarter.

IV. Dissertation Phase Completion Requirements

- A. Learners in the dissertation phase of their program must successfully complete each of the dissertation milestone requirements listed in the table in the [Dissertation Manual](#) located on iGuide.
- B. Learners will be considered noncompliant with university policy *3.01.04 Academic Standing* should they fail to meet the minimum dissertation milestone requirements described in section IV.A.
- C. Learners will be notified by their mentor should they fail to meet the minimum dissertation milestone requirements.

V. Request for Milestone Extension

A. Request for Initial Milestone Extension

1. Learners may request an initial milestone extension directly from their mentor up to five calendar days prior to the due date. Their request must indicate the reason for the delay, a rationale for granting the extension, and a plan of action to achieve good academic standing.
2. The mentor may grant the extension based on the agreed-upon plan.
3. Each dissertation milestone requirement will be treated separately for the purposes of this section. Any extension given for one milestone will not affect any other milestone deadline.
4. Between the time the learner is notified of failure to complete a dissertation milestone requirement and the time the learner receives the extension decision, the learner will remain in good academic standing.
5. If the mentor denies the initial milestone extension, the learner will be considered noncompliant with university policy *3.01.04 Academic Standing* and will be ineligible for financial aid (if applicable) and dismissed from the university.
6. Learners may appeal the initial milestone extension denial decision.
 - a. Learners must submit a request to the school's dean or designee indicating the reason for the delay, a rationale for granting the extension, and a plan of action to achieve good academic standing. The learner's mentor must also submit his or her rationale for appealing the extension denial decision to the school's dean or designee.
 - b. Learners will receive notification of the dean or designee's decision within seven calendar days.

University Policies, *continued*

- c.

If the dean or designee denies the initial milestone extension and the learner is dismissed from the university, the learner may appeal the dismissal decision by following the procedures described in section V.D.
- B.

Request for Additional Milestone Extension

1.

Learners may request an additional milestone extension from the school’s dean or designee up to five calendar days prior to the deadline. Their request must indicate the reason for the delay, a rationale for granting the additional extension, and a plan of action to achieve good academic standing. The learner’s mentor must also submit a recommendation to the school’s dean or designee, expressing his or her perspective on the request.

2.

Learners will receive notification of the dean or designee’s decision within seven calendar days.

3.

Each dissertation milestone requirement will be treated separately for the purposes of this section. Any extension given for one milestone will not affect any other milestone deadline.

4.

Between the time the learner is notified of the second failure to complete a dissertation milestone requirement and the time the learner receives the extension decision, the learner will remain in good academic standing.

5.

If the dean or designee denies the additional milestone extension, the learner will be considered noncompliant with university policy *3.01.04 Academic Standing* and will be ineligible for financial aid (if applicable) and dismissed from the university.

6.

Learners may appeal the dismissal decision by following the procedures described in section V.D.

7.

For those learners who have received an approved extension and continue to make progress toward completing their milestone, the dean or dean’s designee may approve an additional extension pursuant to the procedures outlined in sections V.B.2 through V.B.6.

C.

Dismissal

1.

Learners will be dismissed from the university upon failure to meet the dissertation milestone requirements as described in section V.

2.

Should they be dismissed from the university, learners will receive a notification of the change in status from the Registrar’s Office.

3.

Learners may appeal the dismissal decision.

- D.

Appeal of Dismissal

Learners must appeal the dismissal decision pursuant to university policy *3.01.04 Academic Standing*.

3.01.08 Academic Degree Requirements

Academic degree and certificate requirements serve as the university standard for degree and certificate program development and learners’ degree and certificate program completion. Schools develop all degree and certificate programs and specializations to align with the requirements described in this policy.

Degree and certificate program requirements must be explicitly described, defined, and published in the *University Catalog* edition for which those requirements take effect. In order to be awarded the degree or certificate for the program in which they are enrolled, Capella learners must satisfactorily fulfill all program requirements, as described in the catalog in effect at the time of their enrollment in that program.

All degree and certificate requirements must also comply with all other university policies.

Approval of Degree and Certificate Requirements

The Capella University Board of Directors reviews and approves the requirements for each academic degree and certificate level upon recommendation of the University Leadership Team (ULT).

Degree and certificate program requirements are developed to ensure alignment with: 1) the academic standards of the field of study for that degree or certificate level; 2) advancements emergent in the academic discipline; 3) prevailing professional standards; and where applicable, 4) professional accreditation standards and states’ regulatory standards. These considerations will guide the development and revision of degree and certificate program requirements and will furnish the rationale for those proposed requirements that vary from the standards typical to other Capella degree and certificate programs at an equivalent degree or certificate level.

Degree and certificate program requirements will be determined for the following categories:

- Credit totals for the degree or certificate level
- Grade point average (GPA) standards for the degree or certificate level
- Formal engagement in the scholarly community, such as online course discussions, learning cohorts, practica, and residencies
- Comprehensive assessments of learning such as portfolios, integrative projects, and comprehensive examinations
- Demonstrations and extensions of knowledge such as capstone projects, internships, and doctoral dissertations

University Policies, *continued*

Upon the recommendation of the ULT, the Capella University Board of Directors has established academic requirements for each degree level. Degree and certificate program requirements are described, defined, and published in the *University Catalog* for the quarters during which those requirements are to take effect.

Degree Program Requirements

Doctoral degree requirements: Degrees at the doctoral level typically require:

- 120 quarter credits
- a formal engagement in the scholarly community, such as the residential colloquium, learning cohort, or equivalent experience
- a comprehensive assessment, such as an examination or portfolio
- an original research component, such as a dissertation
- a minimum standard cumulative GPA of 3.0

Specialist degree requirements: Degrees at the specialist degree level, such as the Education Specialist degree, typically require:

- 48 quarter credits
- a formal engagement in the scholarly community
- a minimum standard cumulative GPA of 3.0

Master's degree requirements: Degrees at the master's level typically require:

- 48 quarter credits
- a final master's project
- a minimum standard cumulative GPA of 3.0

Bachelor's degree requirements: Degrees at the bachelor's level typically require:

- 180 quarter credits, including general education requirements and a capstone course
- General education requirements fulfill the standards for the bachelor's degree and include study in a minimum of four categories: communication, humanities, natural science and mathematics, and social science,
- a minimum standard cumulative GPA of 2.0

Certificate Program Requirements

Post-master's certificate requirements: Post-master's certificates typically require:

- 16 quarter credits
- a minimum standard cumulative GPA of 3.0

Graduate certificate requirements: Certificates at the post-baccalaureate level typically require:

- 16 quarter credits of graduate study
- a minimum standard cumulative GPA of 3.0

Degree and Certificate Program Requirement Exceptions and Substitutions

Capella University learners are expected to complete all degree and certificate program requirements. However, in some circumstances, a learner may request to waive a requirement or substitute an alternate Capella course in place of a required course. If approved, the exception or substitution of a requirement does not affect the total number of credits required by a learner's degree program. Requirement exceptions and substitutions are only valid for the degree or certificate program, specialization, and catalog for which they are approved.

3.01.09 Degree and Certificate Conferral

Capella University learners will be eligible for degree or certificate conferral upon successful completion of all degree or certificate program requirements pursuant to Capella's *University Catalog* and this policy. Successful completion is determined by a degree audit conducted by the Registrar's Office.

PROCEDURES

I. Degree and Certificate Conferral Requirements

A. Degree and Certificate Conferral

1. Learners complete the degree or certificate program requirements, including courses, course grade point average (GPA), credit total, residences, internships, and practica described in the relevant *University Catalog*.
2. Information about catalog and catalog changes is located in university policies 2.02.07 *Changing Degree Program, Specialization, Certificate* and 4.01.04 *University Catalog*.
3. Learners are encouraged to contact their advisor should they have questions about their current catalog.

II. Submitting the Graduation Application

A. Learners requesting consideration for degree or certificate conferral must submit the [Graduation Application](#) located on iGuide.

1. The learner follows the link appropriate to their degree or certificate level (e.g., BS, MS, PhD, etc.).
2. The learner provides the information requested on the form.
3. The learner submits the application.

B. The Registrar's Office will conduct a degree audit of the learner's record upon receipt of the Graduation Application.

University Policies, *continued*

C. Upon completion of the degree audit, the Registrar's Office will notify the learner of his or her graduation application status. Learner's status will be designated as either:

1. Applied
 - a. The learner has completed and submitted a Graduation Application, but has at least one course in which to enroll.
 - b. The learner will be asked to reapply at a later time.
2. Approved
 - a. The learner has applied for graduation, completed all academic requirements up to the final course(s), and is either enrolled in or has enrolled in, the final course(s) needed to complete his or her degree or certificate program.
 - b. If a doctoral learner is enrolled in a degree program that requires a dissertation, the learner must have completed eight or more dissertation milestones.
 - c. Incomplete ("I") or missing grades from previous quarters will prevent the learner from being issued an approved status.
 - d. The learner's academic progress will be monitored. The learner will not be required to resubmit the Graduation Application.
 - e. Approved learners will be billed the graduation fee appropriate to their degree or certificate level.
3. Awarded
 - a. The learner has applied for graduation and the Registrar's Office has confirmed that all academic requirements have been completed for his or her degree or certificate to be conferred.
 - b. If in a degree program, the learner's degree will be conferred on the last day of the month in which all requirements were met.

III. Graduation and Commencement

Graduation and commencement information is located on iGuide.

RESEARCH

3.03.01 Human Research Protections

All learners conducting research under the program requirements at Capella University, including all doctoral learners conducting dissertation research and all employees or agents performing research pursuant to institutionally designated authority or responsibility of Capella, are required to obtain Institutional Review Board (IRB) approval prior to beginning research-related interactions with human participants/subjects and/or their records. Research conducted outside the purview of Capella as described above is not governed by the [Capella University IRB](#).

Capella University's IRB is responsible for assessing all research proposals involving human participants/subjects and/or their records and protecting them from the risk of physical, psychological, social, economic, or legal harm. In the review and conduct of research involving human participants/subjects, Capella's IRB is guided by the ethical principles set forth in the Belmont Report (i.e., respect for persons, beneficence, and justice). In addition, Capella University requires that all research conducted under its auspices be performed in accordance with Title 45 Code of Federal Regulations, Part 46 (45 CFR 46).

3.03.02 Publication of Dissertations

Capella University requires all doctoral learners to publish a dissertation written in partial fulfillment of their doctoral degree.

In relation to learner dissertations, Capella University has perpetual, royalty-free rights to the following: copying and distributing dissertations as part of Capella University's normal dissertation review process; placing copies of dissertations on Capella University's Web site or archiving them with the Capella-approved Web site; making the dissertations available to accrediting bodies, regulators, and other external groups who ask to review the dissertations for purposes of Capella's business operations status; and performing any other action with respect to dissertations that is required by law, accreditation, or regulation. Further, Capella University has the right to publish dissertations, subject to learners' advance approval; that approval must not be unreasonably withheld or delayed. The use of publication embargoes or restrictions is not permitted under this policy. Capella University strongly encourages learners to include a copyright notice on their dissertations and to register their dissertations with the United States Copyright Office.

University Policies, *continued*

3.03.03 Use of Confidential Information

Capella University faculty or staff members will not accept information from learners under an obligation of confidentiality, except as described in this policy's procedures. Information that could be subject to confidentiality requirements includes but is not limited to information obtained from an employer, unpatented inventions, and information obtained pursuant to a nondisclosure agreement. Information that is subject to an obligation of confidentiality and may not be used in any part of Capella University's learning process includes but is not limited to Web postings, materials prepared for a course, dissertation work, and comprehensive examinations.

PROCEDURES

Disclosure of Confidential Information

Faculty and staff members do not have authority to modify this policy. Therefore, Capella recommends that learners complete the following steps prior to disclosing any information to faculty members:

- A. Apply for patent protection for any patentable inventions and advise the faculty member to whom information is disclosed of the patent application and the scope thereof.
- B. Obtain a release for any information that could be considered proprietary by any third party, and submit this release to the faculty or staff member or committee prior to the time of the disclosure.

3.03.05 Conflict of Interest in Research

All learners conducting research under the program requirements at Capella University, including all doctoral learners conducting dissertation research and all employees or agents performing research pursuant to institutionally designated authority or responsibility of Capella, are required to ensure that academic, financial, or other personal interests do not compromise the objectivity with which their research is designed, conducted, and reported. Institutional Review Board (IRB) committee members will not participate in the review of research protocols with which they have a conflict of interest in accordance with Title 45 Code of Federal Regulations, Part 46 (45 CFR 46), with the exception of providing information requested by the IRB.

Capella University's IRB has established procedures to ensure that researchers' or IRB committee members' conflicts of interest do not impede the rights and welfare of human research participants/subjects.

ASSESSMENT, CREDITS, AND GRADING

3.04.01 Academic Readiness

To participate in Capella University programs, all learners must display academic readiness by successfully completing Capella's first course. In addition, undergraduate learners must demonstrate fundamental writing skills and logical reasoning competence as described in the procedures contained within this policy.

DEFINITIONS

Administrative Withdrawal

Administrative withdrawal is the temporary separation of a learner from the university. The learner may be eligible to return to enrolled status when stated conditions have been met.

Concurrent Course

A concurrent course is a course that runs simultaneously, either in its entirety or partially, with another course, including first course.

PROCEDURES

I. First Course Enrollment

At the time of admission, enrollment counselors enroll learners in their required first course and discuss with them the importance of its successful completion.

II. Successful Completion of First Course

- A. Undergraduate learners must receive a passing grade in first course, which requires successful completion of the Writing and Logical Reasoning assessments.
- B. Learners who successfully complete first course may enroll in the next course(s) of their programs.

III. Failure to Meet Academic Readiness Standards

- A. Learners who earn a grade of "F" in first course have not demonstrated the standards of academic readiness. They will be connected with academic readiness tools and will work with their academic advisor to develop a plan to strengthen areas in need of improvement. Learners will remain enrolled in their concurrent course(s) unless they initiate a course drop or withdrawal. They will not be allowed to enroll in any additional courses or continue their program until they successfully complete first course.

University Policies, *continued*

- B. Learners who receive an Incomplete (“I”) grade in first course have not demonstrated the standards of academic readiness. They will be connected with academic readiness tools and will work with their academic advisor to develop a plan to strengthen areas in need of improvement. Learners will remain enrolled in their concurrent course(s) unless they initiate a course drop or withdrawal. They will not be allowed to enroll in any additional courses or continue their program until they successfully complete first course in compliance with university policy *3.04.08 Incomplete Grades*.
- C. Learners who drop first course have not demonstrated the standards of academic readiness. They will not be allowed to complete courses in which they are concurrently enrolled at the time of the first course drop. They will not be allowed to enroll in any additional courses or continue their program until they successfully complete first course.
- D. Learners who withdraw from first course have not demonstrated the standards of academic readiness. They will be connected with academic readiness tools and will work with their academic advisor to develop a plan to strengthen areas in need of improvement. Learners will remain enrolled in their concurrent course(s) unless they initiate a course drop or withdrawal. They will not be allowed to enroll in any additional courses or continue their program until they successfully complete first course.
- E. University policy *4.03.02 Tuition Refunds* remains in effect and does not provide any financial accommodation for first course failure.

IV. Second First Course Attempt

- A. Learners who fail first course on their initial attempt are allowed a second first course attempt at the beginning of a quarter at their discretion.
- B. Learners who drop or withdraw from first course are allowed to re-enroll in first course at the beginning of a quarter at their discretion.
- C. Learners who enroll in a second first course attempt will not be allowed to enroll in any concurrent course(s).
- D. Learners enroll in their second first course attempt by contacting their academic advisor.
- E. Learners who change programs must complete the first course affiliated with their new school and/or program.
- F. Learners who fail first course on their second attempt will be administratively withdrawn from the university.
- G. Learners are responsible for meeting the guidelines of all university policies to be eligible to enroll in a second first course attempt.

V. Administrative Withdrawal Appeal Due to Extenuating Circumstances

- A. Within seven calendar days of the administrative withdrawal notice being sent to the learner, he or she may appeal the administrative withdrawal decision due to extenuating circumstances occurring during the quarter of first course failure.
- B. Extenuating circumstances may include but are not limited to the death of a family member, job-required relocation, or severe physical injury or illness. Documentation of the circumstance must be provided by parties other than the learner; for example, a death certificate, a letter from the learner’s supervisor, or a letter from the learner’s physician must accompany the request.
- C. Learners must be able to demonstrate satisfactory, ongoing participation in the first course up to the time the extenuating circumstances occurred.
- D. Upon receipt of the appeal and all supporting documentation, the school dean or designee will review the appeal and issue a decision. The dean’s decision is final.
- E. If the appeal is approved, the learner may only enroll in first course. Learners will not be allowed to enroll in any additional courses or continue their program until they successfully complete first course.
- F. Readmission
Learners administratively withdrawn from the university for any provision of the academic readiness policy and procedures may reapply to the university.

3.04.02 Credit for Prior Learning

As a competency-based institution, Capella allows learners to document their prior learning through Prior Learning Assessment (PLA). Capella University awards credit for learning that has been achieved outside of the university classroom through the following three assessment processes: nationally recognized examination programs such as CLEP and DANTES; American Council on Education (ACE)-recommended credits for military training, corporate training, and business-related certifications; and PLA through documentation of learning. Through PLA, learners use assessment means that are appropriate to the learning content to demonstrate that they have mastered the competencies of one or more specific Capella courses. If mastery of the competencies is successfully demonstrated, learners are granted credit for the Capella course(s) as described in this policy and its related procedures.

University Policies, *continued*

DEFINITIONS

Academically Approved

Academically approved indicates approval by an appropriate combination of the Higher Learning Commission, regional accreditors, and Capella University.

Competencies

Competencies are the defined outcomes of the learning experience as determined for each course in Capella University's academic programs. Learners must demonstrate these abilities to successfully complete a course.

Lower-Division Courses

Lower-division courses are undergraduate courses at the 1000 and 2000 levels.

Prior Learning Assessment (PLA)

Prior Learning Assessment is any academically approved means of evaluating and measuring (assessing) knowledge that is accomplished prior to beginning a Capella degree program.

Some prior learning is assessed by other institutions and accepted by Capella. This type of PLA includes transfer credit from other regionally accredited institutions, ACE-recommended credit, and national examinations such as CLEP and DANTES.

If prior learning has not been assessed through an external process but includes learning accomplishments that are the same as what learners accomplish through a Capella course in their degree program, then this prior learning can be assessed through Capella's own PLA process.

Prior Learning Documentation

Prior learning documentation is information provided by the learner verifying his or her claims of competency. It is used to perform a valid assessment of learning.

Upper-Division Courses

Upper-division courses are undergraduate courses at the 3000 and 4000 levels.

PROCEDURES

I. Prior Learning Assessment (PLA) at the Graduate Level

A. Eligibility

Capella currently grants credit for prior learning for a limited number of graduate courses. In order to document prior learning through the PLA process, a learner must:

1. Be enrolled in a degree program throughout the PLA process.
2. Verify with his or her advisor that he or she has not exceeded the credit allocation specified in section I.B.

3. Verify with his or her advisor that the courses being petitioned apply to the courses outlined in his or her degree completion plan (DCP).

B. Credit Allocation

The total number of credits awarded through the transfer and PLA processes for most degree programs cannot exceed the equivalent of five graduate courses. For a list of degree programs that accept PLA and their associated credit allocation limits, learners must refer to the Prior Learning Assessment Center located on iGuide.

C. Capella PLA

1. Learners must demonstrate they have mastered the competencies of one or more specific Capella courses. If mastery of the specific course competencies is successfully demonstrated, learners are granted credit for the Capella course(s).
2. Learners must prepare separate documentation for each course for which they are seeking credit.
3. Capella PLA fees are non-refundable. Fees per credit are located in the tuition and fees schedule.

II. Prior Learning Assessment (PLA) at the Undergraduate Level

A. Eligibility

Capella currently grants credit for prior learning for a number of undergraduate courses. In order to document prior learning through the PLA process, a learner must:

1. Be enrolled in a degree program throughout the PLA process.
2. Verify with his or her advisor that he or she has not exceeded the credit allocation specified in section II.B.
3. Verify with his or her advisor that the courses being petitioned apply to the courses outline in his or her degree completion plan (DCP).

B. Credit Allocation

1. The total number of credits awarded through the transfer process, national examinations, ACE-recommended credits, and PLA cannot exceed 75 percent of the total degree credit requirements.
2. At least 25 percent of the total degree credit requirements must be earned through the completion of upper-division Capella courses.
3. A maximum of 45 nationally recognized examination credits may be applied toward a Capella bachelor's degree.

University Policies, *continued*

4. Undergraduate credit earned through documented PLA credits cannot exceed 50 percent (48 credits) of upper-division requirements and cannot exceed 50 percent (90 credits) of the total credits for the undergraduate degree.
5. Internal Capella PLA credits may not be used to fulfill the 45-credit general education requirement.

C. External Learning Assessments

1. Nationally recognized examination programs (bachelor's degree only)
 - a. Advanced Placement (AP) exams: Scores of 3 or higher on AP exams are awarded six quarter credits. When applicable, these credits are counted toward the completion of general education requirements and lower-division electives.
 - b. International Baccalaureate (IB) exams: Learners who have earned an IB diploma with composite scores of 30 or higher are awarded 12 quarter credits for each higher-level exam and three quarter credits for each standard-level exam. Learners who participated in an IB program but did not receive an IB diploma, or received a composite score lower than 30, are awarded 12 quarter credits for each higher-level exam on which they scored 5 or higher. When applicable, these credits are counted toward the completion of general education requirements.
 - c. College-Level Examination Program (CLEP) exams: Credit is awarded for the successful completion of CLEP exams as outlined by ACE recommendations. When applicable, these credits are counted toward the completion of general education requirements.
 - d. Defense Activity for Non-Traditional Education Support (DANTES) exams: Credit is awarded for successful completion of DANTES exams as outlined by ACE recommendations. When applicable, these credits are counted toward the completion of general education requirements.
2. ACE-recommended credits
 - a. Capella grants credit for learning obtained through military training, college-level course work, corporate training programs, and business-related certifications that have been reviewed and recommended for credit by the ACE.
 - b. The maximum credit recommended by ACE is awarded for all ACE-reviewed training and course work.

D. Capella PLA

1. Learners must demonstrate they have mastered the competencies of one or more specific Capella courses. If mastery of the specific course competencies is successfully demonstrated, learners are granted credit for the Capella course(s).
2. Learners must prepare separate documentation for each course for which they are seeking credit.
3. Capella PLA fees are non-refundable. Fees per credit are located in the tuition and fees schedule.

Residents of Washington may receive credit for prior learning by these means only in the bachelor's and MBA programs.

3.04.03 Transfer of Credit

Capella University evaluates official transcripts from regionally accredited or internationally recognized institutions to determine acceptance of transfer credit. Capella may accept transfer credit from some non-regionally accredited institutions or programs with alternate national, professional, or specialized accreditation recognized by the U.S. Secretary of Education, the Council for Higher Education Accreditation (CHEA), or the Council on Postsecondary Accreditation (COPA)/Commission on Recognition of Postsecondary Accreditation (CORPA). Transfer credit from a non-regionally accredited institution or program is reviewed on a case-by-case basis. The university reserves the right to limit the number of transfer credits accepted toward the requirements of specific degree programs.

PROCEDURES

I. Transfer Credit Criteria

- A. To be considered for transfer credit, course work must have been completed at an academic institution or program accredited prior to the learner's withdrawal from the institution. Transfer credit will be considered if an institution or program had provisional accreditation at the time the learner withdrew from the institution.
- B. Developmental, vocational, or remedial course work will not be accepted for transfer credit.
- C. Transfer credits awarded by other universities, such as petition for credit courses, portfolio assessments, or credit by examination, will not be accepted for transfer credit.
- D. Transfer credits cannot be applied to Capella certificate programs.

University Policies, continued

- E. Only courses that meet the Council for Accreditation of Counseling and Related Educational Programs (CACREP) Standards will be accepted for transfer to the PhD in Counselor Education and Supervision degree program.
- F. In order to maintain currency and quality within academic programs, courses that were completed 10 years prior to the date of application will not be accepted for transfer credit to the Harold Abel School of Psychology.

II. International Transfer Credit

International transfer credits will be reviewed by a third-party evaluator, who will assess their equivalency to U.S. courses or degrees. Both an official transcript (or equivalent) and a diploma (if a degree has been awarded) must be submitted to complete the evaluation process.

III. Maximum Transfer Credit**A. Undergraduate Credit**

- 1. Applicants with previous undergraduate course work from institutions meeting Capella's qualifications for transfer credit may only be awarded transfer credit for course work completed with a grade of "C" (or equivalent) or better.
- 2. Applicants with an Associate of Arts (AA) degree granted in 1994 or later from a regionally accredited Minnesota Transfer Curriculum institution will have fulfilled the 45-quarter credit general education requirement.
- 3. Learners must complete a minimum of 50 percent of their upper-division courses at Capella University.

B. Graduate Credit

- 1. Schools of Business and Technology and Education
 - a. Applicants with previous graduate course work from institutions meeting Capella's qualifications for transfer credit may only be awarded transfer credit for course work completed with a grade of "B" (or equivalent) or better.
 - b. Applicants may transfer up to a maximum of 12 quarter credits toward a master's degree or MBA and a maximum of 48 quarter credits toward a PhD.
 - c. EdS program applicants with previous post-master's course work from institutions meeting Capella's qualifications may transfer up to 12 quarter credits toward an EdS degree.

2. School of Human Services

- a. Applicants with previous graduate course work from institutions meeting Capella's qualifications for transfer credit may only be awarded transfer credit for course work completed with a grade of "B" (or equivalent) or better.
- b. Applicants may transfer up to a maximum of 12 quarter credits toward a master's degree and a maximum of 48 quarter credits toward a PhD.
- c. Applicants to the PhD in Counselor Education and Supervision degree program transfer 60 quarter credits toward a PhD.

3. School of Public Service Leadership

- a. Applicants with previous graduate course work from institutions meeting Capella's qualifications for transfer credit may only be awarded transfer credit for course work completed with a grade of "B" (or equivalent) or better.
- b. Applicants may transfer a maximum of 12 quarter credits toward a master's degree and a maximum of 48 quarter credits toward a PhD.
- c. Applicants may transfer a total of 12 quarter credits toward a DPA.

4. Harold Abel School of Psychology

- a. Applicants with previous graduate course work from institutions meeting Capella's qualifications for transfer credit may only be awarded transfer credit for course work completed with a grade of "B" (or equivalent) or better.
- b. Applicants may transfer a maximum of 15 quarter credits toward a master's degree or PsyD, and up to a maximum of 50 quarter credits toward a PhD.

C. Learners must complete a minimum of 50 percent of their concentration credits at Capella University.

D. Exceptions

Transfer credit articulation or alliance agreements approved by the chief academic officer may allow exceptions to maximum transfer credit guidelines.

University Policies, *continued*

IV. Transfer Credit Evaluation

- A. For a current learner considering a change of degree program, the process for evaluating transfer credit may necessitate a new admission application. This process is managed by the Registrar's Office, and the learner's transcript is evaluated against the criteria of this policy.
- B. Official transcripts are required for both the learner's transfer credit evaluation and course and credit evaluation (CCE).
- C. Transfer credit evaluations will be processed by the Registrar's Office after all official transcripts from each external institution eligible for transfer credit have been received or after the end of a learner's first academic quarter if all official transcripts from each external institution eligible for transfer credit have not been received, whichever comes first.
- D. The Registrar's Office reviews the learner or applicant's official transcript and evaluates it against the criteria of the program and this policy. The review results are transferred to a CCE, which is emailed to the learner or applicant and his or her enrollment counselor. The CCE contains a summary of the courses accepted toward the learner's program and the transfer credit awarded for those courses.
 1. If an unofficial transcript was reviewed as part of the evaluation process, the resulting CCE is considered unofficial until the learner or applicant submits an official transcript and another evaluation is conducted. An official CCE will eventually replace the previous unofficial CCE.
 2. In most cases, a current Capella learner changing his or her degree program will receive a new advisor who specializes in the learner's new program. The advisor will assist the learner in completing a new degree completion plan (DCP). Learners should refer to university policy *2.02.07 Changing Degree Program, Specialization, Certificate*.
- E. Undergraduate Learners: Associate of Arts (AA) Evaluation
 1. Capella University will recognize learners with an AA degree granted in 1994 or later from a regionally accredited Minnesota Transfer Curriculum institution and a cumulative grade point average (GPA) of 2.0 or higher as having fulfilled the 45-quarter credit general education requirement.

2. All other transfer evaluation policies and practices remain in effect. Courses that meet specific specialization course requirements and carry a grade of "C" or better will be accepted for transfer credit, but developmental, vocational, or remedial course work will not be accepted for transfer credit.
3. Learners with fewer than the minimum number of credits cited above will have their courses evaluated on a course-by-course basis and therefore may not satisfy all general education requirements.

V. Appeal of Transfer Credit Evaluation

- A. Learners and applicants have the right to appeal their transfer credit evaluation to the Registrar's Office.
 1. To appeal the results of the course and credit evaluation (CCE) conducted by the Registrar's Office, the learner or applicant must submit a formal appeal request to the Registrar's Office by emailing AdmissionsOffice@capella.edu.
 2. Upon receiving the appeal request, the Registrar's Office will acknowledge receipt of the request and inform the learner or applicant that a formal transfer credit evaluation appeal process has been initiated.
 3. The Registrar's Office will receive and review all records of prior transfer credit evaluations.
 4. Following the review, the Registrar's Office will issue a decision and report it to the learner or applicant as soon as practicable.
 5. The duration of the transfer credit evaluation appeal process is determined by the complexities of the case, but is not to exceed 90 calendar days.
- B. The decision of the Registrar's Office is final.

3.04.04 Application of Capella University Credits Toward Certificate and Degree Programs

Course credits previously earned at Capella University are evaluated for applicability to a new certificate, specialization, or degree during the admission process. If appropriate to the new program, learners may be allowed to apply previously earned credits toward a new certificate, specialization, or degree, pursuant to the procedures established to support this policy.

PROCEDURES

I. Applying credits earned at Capella as a non-degree learner

Learners may apply course credits from no more than three Capella courses toward a certificate or degree.

University Policies, *continued*

II. Applying credits earned at Capella as a certificate learner

Course credits earned toward a Capella certificate may be applied to a subsequent degree provided that the courses fulfill the requirements for the degree. However, learners who have completed a certificate may not apply course credits earned for that certificate toward a second certificate, even if they meet the requirements for the second certificate.

III. Applying credits earned at Capella as a bachelor's learner

Bachelor's degree learners changing their specialization may apply previously earned Capella undergraduate course credits to their new undergraduate specialization provided that the courses fulfill the requirements for the new specialization. However, learners who have completed a Capella bachelor's degree may not apply any of the course credits earned for that degree toward a second bachelor's degree, even if they meet the requirements for the second bachelor's degree.

IV. Applying credits earned at Capella as a master's learner

Master's degree learners changing their specialization may apply previously earned Capella graduate course credits to their new specialization provided that the courses fulfill the requirements for the new specialization. However, learners who have completed a Capella master's degree may not apply any of the course credits earned for that degree toward a second master's degree, even if they meet the requirements for the second master's degree. Course credits earned toward a Capella master's degree may be applied to a subsequent doctoral degree provided that the courses fulfill the doctoral degree requirements.

V. Applying credits earned at Capella as an EdS learner

Course credits earned toward a Capella EdS degree may be applied toward a certificate or subsequent doctoral degree provided that the courses fulfill the certificate or doctoral degree requirements.

VI. Applying credits earned at Capella as a doctoral learner

Doctoral degree learners changing their specialization or degree may apply previously earned Capella graduate course credits to their new specialization or degree provided that the courses fulfill the requirements for the new specialization or degree. However, learners who have completed a Capella doctoral degree may not apply any of the course credits earned for that degree toward a second degree or specialization, even if they meet the requirements for the second degree or specialization.

3.04.05 Attendance at Residencies

Capella University requires full attendance at and completion of residencies for learners enrolled in programs that require doctoral or master's residential colloquia or the year-in-residence. Learners must attend each required residency in its entirety in order to be considered to have successfully completed their degree requirements and be eligible for graduation. Residency requirements must be completed prior to enrolling in the final integrative project course (master's learners) or comprehensive examination course (doctoral learners). The execution of this policy will be carried out under the authority of the deans or their designees.

PROCEDURES

I. Residency Requirements by Degree Program and Specialization

Learners must complete the residency requirements for their degree program and specialization as listed in Capella's *University Catalog*.

II. Residency Completion Requirements

A. Doctoral Learners

Doctoral learners with a program start date of July 1, 2005, or later are required to complete all of their residency requirements prior to entering the comprehensive examination and dissertation phases of their doctoral program. In unusual circumstances, an exception to enroll may be granted by the chief academic officer upon the recommendation of the dean of the school.

B. Master's Learners

Master's learners with a program start date of July 1, 2005, or later are required to complete all of their residency requirements prior to enrolling in the final integrative project course(s) in their master's program. In unusual circumstances, an exception to enroll may be granted by the chief academic officer upon the recommendation of the dean of the school.

III. Attendance

A. Requirements

Learners are required to attend the entire residency in order to be considered to have successfully completed the residency.

1. Learners are expected to be signed in at the start time published in their residency program schedule.
2. Learners are expected to participate throughout the course of the residency until the end time published in their residency program schedule.
3. Learners must sign out before leaving the residency.

University Policies, *continued*

B. Exceptions

1. Criteria

- a. In emergency situations, learners may be allowed to arrive late or depart early from a residency.
- b. Failure to make appropriate travel arrangements does not constitute an emergency situation.

2. Requesting an exception

- a. To request an exception, learners may contact their advisor prior to the event or contact the residency information desk during the event.
- b. Requests for exceptions are reviewed and approved by the school dean or designee on a case-by-case basis.
- c. The school dean or designee will determine whether the learner will need to complete an additional assignment to receive credit for the residency.

IV. Tuition and Fees

- A. Tuition is charged separately for each residency, extended seminar, and weekend-in-residence (see iGuide for the current fee schedule). In addition, learners are responsible for the cost of their travel, accommodations, food, and other expenses associated with residencies.
- B. Learners canceling their residency enrollment may be charged a cancellation fee or the full tuition of the residency, depending on when the cancellation is made. Learners who need to cancel a residency enrollment must fill out the [Colloquium/Residency Cancellation Request form](#) on iGuide. See the Residencies section of iGuide for details on enrollment and cancellation fees.

V. Educational Accommodations for Learners with Disabilities

- A. Capella University is dedicated to providing accommodations and services to qualified learners with disabilities so that they may achieve their full academic potential. The type of accommodation provided is dependent on a learner's disability and limitations. Learners with disabilities who require academic accommodations should contact the disabilities coordinator at DisabilityServices@capella.edu.

B. Disability Accommodation Fees

Learners are not charged additional fees for disability accommodations. However, the university reserves the right to use external service agencies to provide the necessary accommodations. Examples of accommodations include but are not limited to sign language interpreters, mobility services, and real-time captionists.

C. Disability Accommodation Cancellation Fee

A learner who is unable to attend an event for which accommodations have been contracted must cancel these accommodations at least seven calendar days prior to start of the event. Learners canceling less than seven calendar prior to the event will be required to pay all cancellation fees incurred by the university in arranging for the service.

3.04.07 Grading

Grades are awarded for all courses taken at Capella University. As a competency-based educational institution, Capella University expects the grade to reflect the degree to which the learner has demonstrated the specific competencies taught and assessed within a course. Matters that affect the demonstration of the course competencies can be factored into the grade only to the extent that they inhibit or interfere with the demonstration of the published competencies.

PROCEDURES

- I. Letter grades are the default grading option for most courses. When stated in Capella's *University Catalog*, learners may choose to be graded on a Satisfactory/Not Satisfactory ("S"/"NS") grading scale. Learners who elect that option must request it within the first 12 calendar days of the course start. Once the 12th calendar day deadline has passed, the grading option cannot be changed. Grading scales for each course are predetermined by the school's administration.
 - A grade of "A" is earned for course work that demonstrates mastery of the published competencies in a manner that exceeds course expectations as defined in the course syllabus or course learning plan. A grade of "A" earns four (4) quality points toward the learner's GPA.
 - A grade of "B" is earned for course work that demonstrates mastery of the published competencies in a manner that meets course expectations as defined in the course syllabus or course learning plan. A grade of "B" earns three (3) quality points toward the learner's GPA.

University Policies, *continued*

- **A grade of “C”** is earned for course work that demonstrates mastery of the published competencies in a manner that minimally meets course expectations as defined in the course syllabus or course learning plan. A grade of “C” earns two (2) quality points toward the learner’s GPA.
- **A grade of “D”** is earned for undergraduate course work that demonstrates mastery of the published competencies in a manner that marginally meets course expectations as defined in the course syllabus or course learning plan. A grade of “D” earns one (1) quality point toward the learner’s GPA. A grade of “D” is for undergraduate courses only and may not be awarded for graduate course work.
- **A grade of “F”** is earned for course work that does not demonstrate mastery of the published competencies or does not meet course expectations as described in the course syllabus or course learning plan. It is also used for learners who had been assigned a grade of “I” but did not meet all of the course requirements by the end of the following quarter. Learners who do not participate in their course(s) will receive a grade of “F.” A grade of “F” earns zero (0) quality points and affects the learner’s GPA. It counts toward attempted credits but not earned credits.
- **A grade of “I” (Incomplete)** may be granted by the instructor. Final work must be completed by the end of the following quarter or earlier, if so directed by the instructor. A grade of “I” does not earn quality points and is not included in the learner’s GPA. It counts toward attempted credits but not earned credits. When the learner completes the final necessary course work prior to the stated deadline, the learner will receive the appropriate grade and will earn the corresponding quality points. If the final course work is not completed prior to the stated deadline, the learner will receive a failing grade for the course. A grade of “I” may also be granted in cases of military leave of absence and national emergency leave of absence.
- **A grade of “S” (Satisfactory)** is earned for course work that demonstrates mastery of the published competencies in a manner that meets course expectations as defined in the course syllabus or course learning plan for those courses in which the learner has received approval to be graded on the “S”/“NS” scale. A grade of “S” is equivalent to a letter grade of “B” or better. It does not earn quality points and is not included in the learner’s GPA. It counts toward attempted credits and earned credits.
- **A grade of “NS” (Not Satisfactory)** is earned for course work that does not demonstrate mastery of the published competencies or does not meet course expectations as defined in the course syllabus or course learning plan for those courses in which the learner has received approval to be graded on the “S”/“NS” scale. It is also used for learners who have received a grade of “IS” but did not meet all of the course requirements by the end of the following quarter. A grade of “NS” does not earn quality points and is not included in the learner’s GPA. It counts toward attempted credits but not earned credits.
- **A grade of “IS” (Incomplete—“S”/“NS” scale)** may be granted for those courses in which the learner has received approval to be graded on the “S”/“NS” scale. Final work must be completed by the end of the following quarter or earlier, if so directed by the instructor. A grade of “IS” does not earn quality points and is not included in the learner’s GPA. It counts toward attempted credits but not earned credits. When the learner satisfactorily completes the final necessary course work by the stated deadline, the learner will receive a final grade of “S.” If the final course work is not completed by the stated deadline, the learner will receive a final grade of “NS.” A grade of “IS” may also be granted in cases of military leave of absence and national emergency leave of absence.
- **A grade of “IP” (In Progress)** is assigned for select courses in which a learner is currently enrolled and actively participating. A grade of “IP” does not earn quality points and is not included in the learner’s GPA. It counts toward attempted credits but not earned credits. When a learner completes, or fails to complete, all course requirements, the learner will receive a final grade of “S,” “NS,” or the appropriate letter grade.
- **A grade of “R” (Required)** indicates that a course is required. A grade of “R” does not earn quality points and is not included in the learner’s GPA. It counts toward attempted credits and earned credits.
- **A Grade of “NG” (No Grade)** is assigned for select internship and practicum courses for all continuing course enrollments (subsequent to the initial course enrollment) or to course enrollments the Registrar’s Office has determined that, due to university curricular changes, “NG” is the appropriate final grade. A grade of “NG” does not earn quality points and is not included in the learner’s GPA. It counts toward attempted credits but not earned credits.

University Policies, continued

- A grade of “W” (Withdrawal)** is assigned when a learner drops a course prior to the final date learners may drop courses without academic consequences as defined in university policy 2.02.02 *Course Enrollment*. A grade of “W” does not earn quality points and is not included in the learner’s GPA. It counts toward attempted credits but not earned credits.
- A grade of “PC” (Petition for Credit)** is assigned when a learner earns credit for learning and competencies gained from previous work or educational experience. A grade of “PC” does not earn quality points and is not included in the learner’s GPA. It counts toward attempted credits and earned credits.
- A grade of “T” (Transfer)** is assigned for courses that are taken at another institution and are accepted for credit at Capella University. A grade of “T” does not earn quality points and is not included in the learner’s GPA. It does not count toward attempted credits or earned credits and only affects the earned credits on the transcript.
- A grade of “NR” (No Grade Report Received)** is assigned for courses for which Capella University has not received a grade report from the course instructor. A grade of “NR” does not earn quality points and is not included in the learner’s GPA. It counts toward attempted credits but not earned credits.

Retired Grades: The grades “NC” (No Credit) and “NP” (Non-Participation) were assigned to courses prior to April 1, 2003. “NC” and “NP” grades do not earn quality points and are not included in the learner’s GPA. They count toward attempted credits but not earned credits. The grade “VR” was assigned to residency courses for which learners met attendance requirements prior to October 1, 2006. A “VR” grade does not earn quality points and is not included in the learner’s GPA. It does not count toward attempted credits or earned credits. The grades “HM” and “HD” were assigned to courses prior to January 1, 2008. “HM” and “HD” grades do not earn quality points and are not included in the learner’s GPA. They do not count toward attempted credits or earned credits.

II. Grade Values Summary

GRADE VALUES SUMMARY					
Grade	Quality Points	Attempted Credits	Earned Credits	GPA	Defaults To
A	4	Y	Y	Y	
B	3	Y	Y	Y	
C	2	Y	Y	Y	
D	1	Y	Y	Y	
F	0	Y	N	Y	
I		Y	N	N	F
S		Y	Y	N	
NS		Y	N	N	
IS		Y	N	N	NS
IP		Y	N	N	
R		Y	Y	N	
NG		Y	N	N	
W		Y	N	N	
PC		Y	Y	N	
T		N	N	N	
NR		Y	N	N	

III. Requesting Satisfactory/Not Satisfactory (“S”/“NS”) Grading

- In order to be graded on the “S”/“NS” scale for a course in which such grading is permitted, learners must request that option by selecting “Edit a Course” in the Student Center on iGuide.
- The “S”/“NS” grading scale must be requested no later than the 12th calendar day of the course. After the 12th calendar day has passed, the grading scale cannot be modified.

IV. Final Grade Submission

- Grades are submitted by the faculty within nine calendar days after the final day of the course.
- Grades are scheduled for posting to iGuide 10 calendar days after the final day of the course.
- Learners access their grades through the Student Center on iGuide.
- Inquiries about grades that have not been posted to iGuide within the 10 calendar day time frame should be directed to the course instructor.

University Policies, *continued*

3.04.08 Incomplete Grades

In the event that a learner is unable to complete the course requirements by the published course end date due to unavoidable and unforeseen circumstances, the learner must request an Incomplete (“I”) grade from the instructor. The instructor may choose to grant a grade of “I” only if the learner can complete the remaining assignments independently (i.e., only have assignments and not discussions to complete). A grade of “I” is not awarded quality points and is not included in a learner’s grade point average (GPA). Incompletes are included as attempted credits but not as earned credits.

When a learner completes the final paper or project prior to the stated deadline, the “I” grade will be changed to the appropriate grade (“A,” “B,” etc., or “S”) and will earn the corresponding quality points. If the course work is not completed by the stated deadline, the learner will be awarded a final Failing (“F”) or Not Satisfactory (“NS”) grade.

PROCEDURES

I. Requesting an Incomplete (“I”) Grade

Learners must request an “I” grade no later than the last day of the course by contacting the instructor.

II. Incomplete Grade Request Process

A. Incomplete Grade Request

To request an Incomplete (“I”) grade, the learner must complete and submit an Incomplete Grade Request Form to his or her instructor. The Incomplete Grade Request Form is located in the Student Center on iGuide.

1. The Web form generates an email that notifies the instructor of the request.
2. The request will contain a list of work products the learner must complete and submit to his or her instructor by a proposed deadline.
3. The instructor will accept, reject, or revise the terms of the request, including the deadline, through email.
4. If the request is accepted, the instructor will assign the learner a grade of “I.”

B. Deadlines

1. If the “I” grade request is not received by the last day of the course, the learner will be graded based on the work that he or she submitted up through the last day of the course.

2. The deadline for completing any remaining course work is not to exceed the end of the following academic quarter.
3. No extensions for completing any remaining course work after the end of the following academic quarter will be granted.

III. Completion of Work

When the remaining course work is completed by the deadline established in the Incomplete Grade Request Form, the instructor will submit the learner’s final grade by completing a Faculty Grade Change Request Form.

IV. Failure to Complete Work

- A. If the remaining course work is not completed and submitted by the deadline established in the Incomplete Grade Request Form, the instructor will submit a Faculty Grade Change Request Form to the Registrar’s Office issuing a grade for the work the learner submitted up until the deadline.
- B. If a Faculty Grade Change Request Form is not completed and submitted, the Incomplete (“I”) grade will be converted to either a Failing (“F”) or Not Satisfactory (“NS”) grade, depending on the learner’s grading option after the end of the following academic quarter.

Note: This procedure is completed through the Blank/Incomplete Grade Conversion process.

3.04.09 Appealing a Grade

Learners at Capella University may appeal a grade that they believe has been assigned as a result of instructor error or capriciousness. Learners may appeal within 30 calendar days following the posting of the course grade.

DEFINITIONS

Capricious Grading

Capricious grading is defined as:

- The assignment of a grade to a particular learner on some basis other than performance in the course.
- The assignment of a grade to a particular learner by more exacting or demanding standards than those applied to other learners in that course.
- The assignment of a grade that is a substantial departure from the faculty member’s established criteria as stated in the course syllabus.

University Policies, *continued*

Instructor Error

An instructor error refers to any mathematical, data entry, or other error made by the instructor that results in the incorrect reporting of a learner's grade.

PROCEDURES

I. Initial Resolution Process

- A. If a learner believes that a grade has been assigned capriciously or erroneously, the learner must first confer with the faculty member. The aim of such a conference is to reach a mutual understanding about the grade, the process by which it was assigned, and to correct errors, if any, in the grade.
- B. Learners should refer to university policy *3.04.07 Grading* for specific grading procedures.
- C. If the problem cannot be resolved, the learner has the right to appeal the grade, as described in section II.

II. Formal Resolution Process

- A. If the learner chooses to appeal the grade, he or she must complete and submit the [Grade Appeal Request Form](#) located on iGuide no later than 30 calendar days following the posting of the course grade. Failure to receive notification of the grade report does not alter the amount of time the learner has to appeal.
- B. The learner must include a request for review of the grade and provide evidence that the grade is either incorrect or capricious as defined in this policy.
- C. The learner must provide a comprehensive statement that fully describes and documents all evidence that supports his or her claim.
- D. Upon receiving the learner's appeal request, a university designee will notify all involved parties that a formal resolution process has been initiated and that the appeal is being referred to an independent review panel.
 1. The panel designee will collect all information to be considered by the panel for the learner's appeal. The panel designee will request the faculty member involved in the appeal to submit a written response to the learner's appeal.
 2. The panel designee will convene the panel once all materials regarding the appeal have been received. The panel designee must provide the panel with the following information:
 - a. The faculty member(s) against whom the appeal is directed.

- b. A brief narrative of the circumstances surrounding the appeal, including the dates, times, and places.
 - c. Any efforts to resolve the matter during the initial resolution process.
 - d. The corrective action the learner is seeking.
3. Following referral of the matter, the panel will convene to review the materials and issue a decision as soon as practicable.
 - a. The panel will investigate all evidence supporting and/or refuting the validity of the grade appeal, the learner's complete academic record, and any further issues surrounding the grade appeal.
 - b. The panel will provide adequate opportunity to hear from all involved parties and for each party to state his or her respective case in writing.
 - c. Upon evaluation of the evidence and hearing from all involved parties, the panel will issue a decision and set forth a resolution to be implemented.
 - d. The panel designee will report the panel's decision to all involved parties as soon as practicable. A record of the panel's decision will become part of the learner's official academic record.
 - e. Both parties have the right to appeal the panel's decision, as described in section III.

E. Duration of Process

The duration of the formal resolution process is dependent on the timing and complexities of the individual circumstance. Learners will be notified of the status of their grade appeal as soon as practicable upon submitting their Grade Appeal Request Form.

III. Formal Appeal Process

If either party chooses to appeal the panel's decision, he or she must submit a formal, written appeal request to the director of University Learner Affairs. The appeal request must be submitted via mail or email and within 10 calendar days of the being sent notification of the panel's decision.

- A. Upon receiving the appeal request, the director of University Learner Affairs will acknowledge receipt of the request and inform all involved parties that a formal appeal process has been initiated.
- B. The director of University Learner Affairs will receive and review all evidence, records, evaluations, and faculty member and panel decisions.

University Policies, *continued*

- C. Following the review, the director of University Learner Affairs will issue a decision and report it to all involved parties as soon as practicable. The decision will either 1) uphold the findings of the panel, 2) reverse the findings of the panel, 3) direct the panel to provide additional information, or 4) determine his or her own findings. In the event the director of University Learner Affairs requests additional information from the panel, the involved parties will be notified of a revised time frame for the determination of the grievance.
- D. The decision of the director of University Learner Affairs is final.
- E. A record of the final decision and all related materials will become part of the learner's official academic record and upon request, will be made available to all Capella boards and any appropriate regulatory bodies.
- F. Duration of Process

The duration of the formal appeal process is dependent on the timing and complexities of the individual circumstance. Learners will be notified of the status of their formal appeal as soon as practicable upon submitting their appeal in writing via mail or email.

RECORDS AND DOCUMENTS

4.01.01 FERPA and Learner Directory Information

Capella University complies with the provisions of the 1974 Family Educational Rights and Privacy Act (FERPA) 1974, which regulates the confidentiality of data in learner education records and the terms for its disclosure. A copy of the act is on file in the Registrar's Office. The university registrar is the official responsible for ensuring compliance with the act and creating relevant policies and procedures regarding the release of learner education records and related information under the act.

DEFINITIONS

Annual Notification of Rights

The Registrar's Office will submit the required annual notification for learners to the communications department for distribution during the summer quarter.

Education Records

Section 99.3 of FERPA defines education records as "(1) directly related to a student; and (2) maintained by an educational agency or institution or by a party acting for the agency or institution."

Withholding Consent for Disclosure

Learners who want to withhold consent for the disclosure of their directory information may do so on iGuide. Registrar's Office staff will identify the records of these learners, and their directory information will not be released.

PROCEDURES

I. Education Records

- A. At Capella University, education records include the following documents, whether in electronic or any other format:
 - 1. Documents collected or created during the application process, including but not limited to the university application, professional history, and transcripts.
 - 2. Documents collected or created during the course of an academic program, including but not limited to transcripts, test scores, grades, university advising records, financial aid information, academic dishonesty records, learner conduct files, and records of educational services provided to the learner.
 - 3. Official correspondence to or from a learner pertaining to his or her academic progress, advising, financial status, learning disability records, physical disability records, academic dishonesty records, and disciplinary and learner conduct records.
- B. Education records do not include the following documents:
 - 1. Records and notes of instructional, supervisory, administrative, and certain educational personnel that are the sole possession of their originator and are not accessible or revealed to any other individual except a substitute performing the duties of the individual who originated the records and/or notes.
 - 2. Records related to individuals employed by the institution that are made and maintained in the normal course of business, that are related to individuals exclusively in their capacity as employees, and that are not used for any other purpose.

University Policies, *continued*

3. Records relating to a learner that are 1) originated or maintained by a physician, psychiatrist, psychologist, or paraprofessional acting in his or her professional capacity or assisting in a paraprofessional capacity, 2) used solely in connection with providing treatment to the learner, and 3) not disclosed to anyone other than individuals providing such treatment. These records must be available to a physician or other appropriate professional of the learner's choice. "Treatment" in this context does not include remedial educational activities or activities that are part of the program of instruction at the institution.
4. Institutional records that contain only information related to previous learners (e.g., information gathered on the accomplishments of alumni).

II. Notification of Rights under the Family Educational Rights and Privacy Act (FERPA)

FERPA provides learners certain rights with respect to their education records. The rights include:

- A. *The right to inspect and review the learner's education records within 45 days of the university receiving a request for access.* Learners must submit a written request to the Registrar's Office identifying the record(s) they wish to review. The Registrar's Office will make arrangements for access and notify the learner of procedures for records access and inspection.
- B. *The right to request the amendment of the learner's education records where the learner believes information is inaccurate or misleading.* Learners may ask the university to amend a record they believe is inaccurate or misleading. To do so, learners must submit a written request to the Registrar's Office clearly identifying the part of the record they want changed, specifying why the record is inaccurate or misleading. If the university decides not to amend the record as requested by the learner, the university will notify the learner of the decision and advise the learner of his or her right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the learner when he or she is notified of the right to a hearing.
- C. *The right to consent to disclosure of personally identifiable information contained in education records is permitted under specific circumstances.* FERPA allows disclosure without consent to school officials with legitimate educational interests. A school official is a person employed by the university in an administrative,

supervisory, academic or research, or support staff position (including law enforcement personnel and health staff); a person or company with whom the university has contracted (such as an attorney, auditor, or collection agent); a person serving on the Capella University Board of Directors; or a learner serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing his or her tasks. A school official has a legitimate educational interest if an education record must be reviewed in order to fulfill his or her professional responsibility. Upon request, the university may disclose education records without consent to officials of another school in which a learner seeks or intends to enroll.

- D. *The right to file a complaint with the U.S. Department of Education alleging failures by the university to comply with the requirements of FERPA.* The name and address of the office that administers FERPA is:

Family Policy Compliance Office
U.S. Department of Education
400 Maryland Ave., SW
Washington, DC 20202-4605
phone: 202.260.3887
fax: 202.260.9001

Learners receive notification of their rights under FERPA each July.

III. Right to Withhold Copies of Official Documents

The university reserves the right to deny copies of official transcripts or other records (not including records required to be made available under FERPA) if the learner has past-due financial obligations to the university or if there is an unresolved disciplinary or academic dishonesty action against the learner.

IV. Disclosure of Learner Information

- A. Information contained in a learner's education record that generally would not be considered harmful or an invasion of privacy if disclosed to outside organizations is considered directory information. Directory information may be released without prior learner consent upon request by any individual or agency. At Capella University, directory information is defined as the following:

1. Learner name
2. State or country of residence
3. Email address
4. School affiliation

University Policies, *continued*

5. Program (BS, BSN, BPA, MS, MSN, MBA, MPA, MPH, EdS, PhD, EdD, DPA, PsyD, or certificate)
 6. Major field of study (specialization or concentration)
 7. Class level (freshman, sophomore, junior, senior, graduate, or year in program)
 8. Enrollment status (full-time or part-time)
 9. Certificates or degrees received, and dates conferred
 10. Dates of attendance
 11. Photographs (individual photographs posted by learners in the courseroom or group photographs taken at public events; this does not include photographs to be used for marketing materials)
 12. Anticipated graduation date
- B. FERPA provides learners the right to withhold disclosure of their directory information. Learners are encouraged to carefully consider the ramifications of withholding directory information. Without subsequent written consent from the learner, withholding the disclosure of directory information will prohibit the university from publishing the learner's name in commencement programs, completing employer verifications, and complying with other common requests for directory information.
- C. FERPA generally requires prior written consent from the learner before an educational agency or institution may disclose personally identifiable information from education records to a third party. However, the law contains exceptions to this general rule. Exceptions that permit the release of personally identifiable information without the learner's prior written consent are as follows:
1. *Ex parte order*—permits educational agencies and institutions to disclose personally identifiable information from the learner's education records, without the consent of the learner, to the Attorney General of the United States or designee in connection with the investigation or prosecution of terrorist crimes.
 2. *Lawfully issued subpoena and court order*—allows educational agencies and institutions to disclose education records to the entity or persons designated in a federal grand jury subpoena or law enforcement subpoena without notifying the learner. With all other subpoenas, a reasonable effort will be made to contact the learner prior to the release of information.
 3. *Health or safety emergency*—permits non-consensual disclosure of education records or personally identifiable information in response to a situation that presents imminent danger to a learner or other members of the community, or to avert or diffuse serious threats to the safety or health of a learner or another individual.
 4. *Directory information*—allows a school to disclose directory information as defined in this policy from its education records without prior consent from a learner only after giving notice to learners of the institution's directory information policy and allowing learners the opportunity to deny disclosure of their directory information.
 5. *Disclosure to the Immigration and Naturalization Service (INS)*—permits educational institutions to release personally identifiable information of learners who have signed Form I-20 for the purpose of allowing the INS to determine a learner's nonimmigrant status. Form I-20 contains a consent provision allowing the disclosure of information to the INS.
 6. *Disclosure to federal, state, local, or independent organizations engaged in studies for or on behalf of Capella University*—allows disclosure of personally identifiable information in order to develop, validate, or administer learner aid programs, to administer predictive tests, or to improve education only if the following two conditions are met:
 - a. Capella University receives confirmation that the study will be conducted in a manner that does not permit personal identification of learners or parents by anyone other than a representative of the organization conducting the study; and
 - b. Information that could result in personal identification of learners or parents will be destroyed when it is no longer needed for the study or the purposes for which the study was conducted.

University Policies, *continued*

4.01.03 Retaining Learner Work Products and Grading Records

Capella University requires faculty and learners to retain learner work products and grading records according to this policy and its related definitions and procedures.

Faculty members are required to retain all grading records and learner correspondence related to a learner's final course grade for one calendar year from the end of the quarter during which the course was offered. Final work products are returned to the learner at the end of the quarter during which the learner completed a course. Faculty members retain copies of all such work products for one quarter. Faculty members do not permanently retain copies of learner work products, nor does the university provide learners with archived course materials. Faculty members who take an unplanned leave of absence during the quarter or who leave the university are responsible for forwarding all grading records and active correspondence with learners to the appropriate program's faculty chair.

In the courseroom, each learner has access to a personal file area called My Files. Learners are responsible for maintaining the files in their My Files folder. Learners may not maintain more than 20 megabytes (MB) of files in the My Files area. The university reserves the right to restrict the amount of data learners may upload if they have more than 20MB stored in the My Files area. Files with a Last Modified date older than the beginning of the previous quarter are automatically removed from the My Files folder. Learners are also responsible for removing files created prior to the beginning of the previous quarter from their My Files folder. The File Manager function in the courseroom displays the Last Modified date.

PROCEDURES

Learner Responsibilities

- A. Learners are strongly advised to retain all course-related work and faculty correspondence pertaining to final course grades in their own electronic files.
- B. My Files Storage
 1. In the courseroom, each learner has access to a personal file area called My Files. My Files is a temporary storage area. Any time files are uploaded to the courseroom, a copy of the uploaded file is placed in My Files. Learners may also create and edit text and HTML files, upload and download files, create directories, and move files into this space. Files added to My Files—automatically or by the learner—are stored as part of the courseroom and are not identified by course.
 2. Learners are responsible for maintaining the files in their My Files folder. Learners may not maintain more than 20 megabytes (MB) of files in the My Files area. The university reserves the right to restrict the amount of data learners may upload if they have more than 20MB stored in the My Files area.
 3. Files with a Last Modified date older than the beginning of the previous quarter are automatically removed from the My Files folder. Learners are also responsible for removing files created prior to the beginning of the previous quarter from their My Files folder. The File Manager function in the courseroom displays the Last Modified date.
 4. Only learners enrolled in online courses may access the courseroom and My Files folder.

4.01.06 Official Learner Name of Record

Capella University requires consistent use of the learner's legal name, which is the name associated with the learner's government-issued identification (most often, the Social Security card). The learner's legal name will be the name used in learner records; on transcripts, diplomas, and certificates; and in official university documentation.

PROCEDURES

I. Initial Documentation of Learner Name

Applicants to Capella University provide Capella with their legal name of record at the time of admission application.

II. Changing Learner Name in Learner Record

- A. Changing a learner's name in Capella University's systems and on the learner's transcripts and diploma requires official documentation. Examples of acceptable documentation include:
 1. Social Security card
 2. Passport
 3. Official court documentation of name change
 4. Driver's license
- B. Once documentation has been received via fax or mail, the Registrar's Office will process the name change and send a confirmation email to the learner.
- C. Capella University will not honor requests to use any name other than the learner's legal name of record on any university document.

University Policies, *continued*

RIGHTS AND RESPONSIBILITIES

4.02.01 Learner Disability Accommodations

Capella University is committed to extending educational access to adult learners and is dedicated to providing accommodations and services to qualified learners with disabilities so that they may achieve their full academic potential. Capella University recognizes and fulfills its reasonable accommodations obligations under the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990 (ADA), the ADA Amendments Act of 2008, and similar state laws. The type of accommodation provided is dependent on a learner's disability and limitations. Learners are not charged additional fees for disability accommodations. The university reserves the right to utilize external service agencies to provide the necessary accommodations.

Section 504 of the Rehabilitation Act of 1973 requires that all services, benefits, and programs provided by the university be accessible to any learner with a documented disability. The law is a guide that cannot and does not address all possible situations. It is essential for all parties to understand that there may be a variety of accommodations and that there may be differences regarding which services are appropriate in a given situation. Section 504 requires the university to publish a grievance procedure whereby disputes may be addressed in an impartial and efficient manner. The appeal procedures are used only in situations for which appropriate physician documentation is submitted to Disability Services and one or both of the following circumstances apply:

1. Accommodations requested were denied, or
2. Alternative accommodations, if any, were not considered sufficient by the learner.

PROCEDURES

I. Requesting Disability Accommodations

- A. To request a disability accommodation, learners must:
 1. Complete and submit the [Accommodations for Learners with Disabilities form](#) found on the Disability Services page of iGuide.
 2. Provide required documentation of the disability from an appropriate professional, such as a medical doctor, psychologist, or psychiatrist. Documentation should be current (within the last three years), on professional letterhead, and contain the following information:
 - a. Diagnosis of disability
 - b. The effect the disability's impairments have on a learner's learning/major life activities

- c. Recommendations for academic adjustments that would enable the learner to compensate for those limitations with respect to the educational program. All documentation must be submitted to:

Capella University
ATTN: Disability Services
Capella Tower
225 South Sixth Street, Ninth Floor
Minneapolis, MN 55402

- B. Documentation and accommodation requests must be received at least 21 calendar days prior to the start of a course, residency, or event to allow adequate time to process the request. Late requests will be considered, but there is a risk the request cannot be reasonably evaluated or implemented before the course, residency, or event begins.
- C. Upon receipt of all documentation, a disability services specialist will contact the learner to determine the appropriate accommodations.

II. Canceling a Disability Accommodation

Learners who are unable to attend a residency or any other event for which the university has contracted a disability accommodation on their behalf must cancel these accommodations at least seven calendar days prior to the start of the event. Learners canceling accommodations less than seven calendar days prior to the event may be required to pay all cancellation fees incurred by the university in arranging for the service. To cancel a disability accommodation, learners must submit a written cancellation notification to the disability services specialist at DisabilityServices@capella.edu.

4.02.02 Learner Code of Conduct

Learners are responsible for conducting themselves in a manner guided by respect, collegiality, and honesty. Learner conduct that infringes on the quality of the educational experience is not acceptable; this policy describes the types of conduct that are unacceptable. (Separate university policies address academic honesty and discrimination, harassment, and assault. For further details, see university policies *3.01.01 Academic Honesty* and *4.02.04 Discrimination, Harassment, and Assault*.)

Prohibited learner conduct includes but is not limited to illegal activities, theft, disrespect, interference with university activities, dishonesty, and conduct unbecoming in an academic environment, as described in the definitions section of this policy.

University Policies, *continued*

Learners engaging in prohibited conduct will be subject to disciplinary action, including but not limited to course failure, suspension, summary suspension, or dismissal. Learners who are unable to complete a course as a result of these sanctions are not eligible for tuition refunds.

DEFINITIONS

Dishonesty

Learners may not intentionally provide false information or forge, alter, or falsify university documents. Learners may not misrepresent their academic record or status (which includes referring to oneself publicly as a “doctor” prior to the conferral of an earned doctoral degree). Learners may not present the academic work of others as their own.

Dismissal

Dismissal is the permanent separation of a learner from the university or termination from a program of study. In the case of dismissal from the university, the learner is prohibited from re-enrolling in the university at any time in the future. In the case of dismissal from a program of study, the learner will be prohibited from re-enrolling in course work within that program, but may be permitted to transfer to an alternate program of study.

Disrespect

Learners may not harass, threaten, or embarrass others. Learners may not post, transmit, communicate, promote, or distribute content that is racially, religiously, or ethnically offensive or is harmful, abusive, vulgar, sexually explicit, or otherwise offensive. Learners are expected to behave in an appropriate manner and treat learners and university faculty, staff, and administrators with respect at all times.

Interference with University Activities

Actions that interfere with, obstruct, or disrupt university courses, activities, functions, or events are prohibited. Inappropriate or offensive course postings are considered as interference with university activities.

Sanctions

A sanction is a disciplinary action (e.g., written warning, suspension, summary suspension, and dismissal) that may result from engaging in prohibited conduct.

Summary Suspension

Summary suspension is the immediate suspension of a learner in cases involving egregious violation of the learner code of conduct. Summary suspension is a temporary status during which a learner is denied access to the courseroom and is prohibited from engaging in university activities while an evaluation of the prohibited conduct is being completed.

Suspension

Suspension is a temporary status during which a learner is denied access to the courseroom and is prohibited from engaging in university activities until specified conditions have been met.

Theft

Learners may not take property that is not their own, nor may they post, transmit, promote, or distribute content that violates copyright or other protected intellectual property rights. Unauthorized use of university property is prohibited. Theft and abuse of computer resources is prohibited.

Written Warning

A written warning may result from engaging in prohibited conduct and describes certain conditions learners must meet to continue to have access to the courseroom.

PROCEDURES

I. Reporting of Suspected Prohibited Conduct

- A. Anyone may report an instance of alleged prohibited conduct.
- B. The alleged prohibited conduct should be reported verbally or in writing to any member of university faculty, staff, or administration.
- C. The university faculty, staff, or administration member will report the alleged prohibited conduct verbally or in writing to their supervisor. Should the alleged prohibited conduct occur during a university-sponsored activity or event, the faculty, staff, or administration member will report it to the event manager directly associated with the activity or event.
- D. The individual receiving the report of the alleged prohibited conduct will bring it to the attention of the university official directly associated with the activity or event, should the report be made to someone other than this university official.

II. Initial Resolution Process

Whenever possible, instances of alleged prohibited conduct should be resolved at the discretion of the university official directly associated with the activity or event during which the alleged prohibited conduct occurred.

- A. The university official responsible for the activity or event during which the alleged prohibited conduct occurred will review the circumstances surrounding alleged prohibited conduct and with the learner, will determine the appropriate action.

University Policies, continued

1. The university official will contact the learner to notify him or her of the alleged prohibited conduct.
2. The learner will be given the opportunity to explain or refute the alleged prohibited conduct.
3. The university official will issue a decision.
 - a. If no further action is required, the university official will notify the learner via email of his or her decision and indicate the matter as being resolved.
 - b. If further action is required, the university official will notify the learner of the next steps in the process and include copies of any relevant university policies.

B. The university official will forward a copy of the decision notification and any evidence of the prohibited conduct to the appropriate school designee to be filed in the learner's official academic record.

C. The learner has the right to appeal the university official's decision, as described in section IV.

III. Summary Suspension

- A. In cases of egregious violation of the learner code of conduct, a learner may be immediately suspended (i.e., be issued a summary suspension).
- B. The university official directly associated with the activity or event during which the alleged prohibited conduct occurred is responsible for notifying the learner of the summary suspension decision, including outlining the steps and time line of the impending investigation, and informing the learner of his or her rights for due process and appeal. When a summary suspension is issued, the investigation and formal review process will be completed by the director of University Learner Affairs within seven calendar days. While on summary suspension, learners are denied access to the courseroom and are prohibited from engaging in university activities.

IV. Formal Resolution Process

If the learner rejects the university official's decision, the matter will be referred to an independent review panel.

- A. Upon receiving the learner's appeal request, the panel designee will acknowledge receipt of the request and inform all involved parties that a formal resolution process has been initiated.

B. Within 10 calendar days of being sent notification that a formal resolution process has been initiated, all involved parties must submit information regarding the matter to the panel designee. This information must include:

1. The individual(s) against whom the alleged prohibited conduct is directed.
2. A brief description of the alleged prohibited conduct, including the date(s), time(s), and place(s).
3. Any efforts to resolve the matter during the initial resolution process.
4. The corrective action the learner is seeking.

C. Following referral of the matter, the panel will convene to review the materials and issue a decision as soon as practicable.

1. The panel will investigate all evidence supporting and/or refuting the alleged prohibited conduct, the learner's complete academic record, any further issues surrounding the alleged prohibited conduct, and the school's response.
2. The panel will provide adequate opportunity to hear from all involved parties and for each party to state his or her respective case in writing. Upon request, either party will be provided the opportunity to appear before the panel, either in person or via telephone.
3. Upon evaluation of the evidence and hearing from all involved parties, the panel will issue a decision and set forth a resolution to be implemented.
4. In cases of policy violation, the panel will determine the appropriate sanction, which may include a written warning, suspension, or in cases of serious and/or repeated prohibited conduct, dismissal from the university.
5. The panel designee will report the panel's decision to all involved parties as soon as practicable. A record of the panel's decision and sanction will become part of the learner's official academic record.
6. Both parties have the right to appeal the panel's decision, as described in section V.

University Policies, *continued*

V. Formal Appeal Process

If either party chooses to appeal the panel's decision, he or she must submit a formal, written appeal request to the director of University Learner Affairs. The appeal request must be submitted via mail or email and within 10 calendar days of being sent notification of the panel's decision.

- A. Upon receiving the appeal request, the director of University Learner Affairs will acknowledge receipt of the request and inform all involved parties that a formal appeal process has been initiated.
- B. The director of University Learner Affairs will receive and review all prior evidence, records, evaluations, and university official and panel decisions associated with the alleged prohibited conduct.
- C. Following the review, the director of University Learner Affairs will issue a decision and report it to all involved parties as soon as practicable. The decision will either 1) uphold the findings of the panel, 2) reverse the findings of the panel, 3) direct the panel to provide additional information, or 4) determine his or her own findings. In the event the director of University Learner Affairs requests additional information from the panel, the involved parties will be notified of a revised time frame for the determination of the grievance.
- D. The decision of the director of University Learner Affairs is final.
- E. A record of the final decision and all related materials will become part of the learner's official academic record and upon request, will be made available to all Capella boards and any appropriate regulatory bodies.

4.02.03 Learner Grievance

This policy provides a structured process for resolving problems, complaints or grievances relating to the execution of institutional policies or procedures. Capella University ensures that learners will not be subject to unfair actions as a result of their initiation of a grievance proceeding.

DEFINITIONS

Designee of the Chief Academic Officer

A designee of the chief academic officer is an individual designated by the university president to act on his or her behalf.

Faculty

Faculty members include core faculty, adjunct faculty, and other Capella employees that serve in an instructional capacity (e.g., independent contractors).

Grievance

A grievance is a complaint against an individual based on specific facts that there has been a misinterpretation, misapplication, discriminatory application, or violation of a university policy or procedure that may or may not include a violation of rights as set forth in university policy 4.02.02 *Learner Code of Conduct*. The intent of the grievance process is to resolve a complaint by informal and if necessary, formal means.

Grievance Review Panel (GRP)

A Grievance Review Panel is an independent review panel to which all learner grievances are referred during the formal resolution process. The GRP is appointed by the Office of Learner Management Support (OLMS).

Learner

A learner is someone who is enrolled in a degree or certificate program or is enrolled as a course learner at the time during which the alleged grievance occurred. Many members of the university have dual-constituency status (e.g., a staff member enrolled in academic course work is also a learner). For the purposes of this policy, the constituency affected will dictate the policy and procedure to be invoked.

Staff

Staff members are any university employees other than faculty.

PROCEDURES

I. Policy Scope

This policy and procedure applies under all circumstances except the following:

- A. Learners' grievances against other learners. These will be processed according to the provisions described in university policy 4.02.02 *Learner Code of Conduct*.
- B. Personnel matters occurring outside the academic experience.
- C. Grade appeals or decisions based on academic work, unless there is a claim of harassment and/or discrimination. Such issues will be processed according to university policy 3.04.09 *Appealing a Grade*.

II. Initial Resolution Process

- A. Before filing a formal, written grievance, the aggrieved party is encouraged to first make a good faith effort to confer with the party against whom he or she has a grievance. This represents an effort to achieve a fair and reasonable resolution to the grievance by informal means.
- B. The aggrieved party may contact the Customer Care Office for assistance in the resolution effort.

University Policies, *continued*

III. Formal Resolution Process

If the aggrieved party does not receive an adequate resolution to the grievance, he or she may submit a formal, written grievance to the Office of Learner Management Support (OLMS).

- A. Upon receiving the grievance, the OLMS will acknowledge receipt of the grievance and inform all involved parties that a formal resolution process has been initiated and that the grievance is being referred to a Grievance Review Panel (GRP).
- B. Within 10 calendar days of being sent notification that a formal resolution process has been initiated, all involved parties must submit information regarding the matter to the GRP designee. This information must include:
 1. The individual(s) or department(s) against whom the grievance is directed.
 2. A brief description of the grievance, including the dates, times, and places.
 3. Any efforts to resolve the matter during the initial resolution process.
 4. The corrective action the grievant is seeking.
- C. Following referral of the matter, the GRP will convene to review the materials and issue a decision as soon as practicable.
 1. The GRP will investigate all evidence supporting and/or refuting the grievance, and any further issues surrounding the grievance.
 2. The GRP will provide adequate opportunity to hear from all involved parties and for each party to state his or her respective case in writing. Upon request, either party will be provided the opportunity to appear before the panel, either in person or via telephone.
 3. Upon evaluation of the evidence and hearing from all involved parties, the GRP will issue a decision and set forth a resolution to be implemented.
 4. The GRP designee will report the GRP's decision to all involved parties as soon as practicable. A record of the GRP's decision will become part of the learner's official academic record.
 5. Both parties have the right to appeal the GRP's decision, as described in section III.

IV. Formal Appeal Process

If either party chooses to appeal the Grievance Review Panel's (GRP) decision, he or she must submit a formal, written appeal request to the director of University Learner Affairs. The appeal request must be submitted via mail or email and within 10 calendar days of being sent notification of the GRP's decision.

- A. Upon receiving the appeal request, the director of University Learner Affairs will acknowledge receipt of the request and inform all involved parties that a formal appeal process has been initiated.
- B. The director of University Learner Affairs will receive and review all prior evidence, records, evaluations, and GRP decisions associated with the grievance.
- C. Following the review, the director of University Learner Affairs will issue a decision and report it to all involved parties as soon as practicable. The decision will either 1) uphold the findings of the GRP, 2) reverse the findings of the GRP, 3) direct the GRP to provide additional information, or 4) determine his or her own findings. In the event the director of University Learner Affairs requests additional information from the GRP, the involved parties will be notified of a revised time frame for the determination of the grievance.
- D. The decision of the director of University Learner Affairs is final, except as described in section IV.
- E. A record of the final decision and all related materials will become part of the learner's official academic record and upon request, will be made available to all Capella boards and any appropriate regulatory bodies.

V. External Resolution Process for Arizona, Florida, Georgia, Ohio, South Carolina, and Wisconsin Learners

- A. For Arizona Learners
If the complaint cannot be resolved after exhausting the institution's learner grievance procedure, the learner may file a complaint with the Arizona State Board for Private Postsecondary Education; 1400 W. Washington; Room 260; Phoenix, AZ 85007; 602.542.5709. Learners must contact the state board for further details.
- B. For Arkansas Learners—Schools of Undergraduate Studies and Business and Technology
If a complaint cannot be resolved after exhausting the institution's learner grievance procedure, the learner may file a complaint with the Arkansas Higher Education Coordinating Board; 114 E. Capitol; Little Rock, AR 72201-3918; 501.371.2065.

University Policies, *continued*

C. For Florida Learners

If a complaint cannot be resolved after exhausting the institution's learner grievance procedure, the learner may file a complaint with the Florida Commission for Independent Education; 2650 Apalachee Parkway; Suite A; Tallahassee, FL 32301; 888-224.6684. Learners must contact the commission for further details.

D. For Georgia Learners

If the complaint cannot be resolved after exhausting the institution's learner grievance procedure, the learner may file a complaint with the Georgia Nonpublic Postsecondary Education Commission; 2189 Northlake Parkway; Building 10; Suite 100; Tucker, GA 30084-4113; 770.414.3235. Learners must contact the state board for further details.

E. For Ohio Learners—School of Undergraduate Studies and master's degree programs in the schools of Business and Technology (including MBA), Education, Human Services, Public Service Leadership, and the Harold Abel School of Psychology

If a complaint cannot be resolved after exhausting the institution's learner grievance procedure, the learner may file a complaint with the Ohio Board of Regents; 30 E. Broad St.; 36th Floor; Columbus, OH 43215-3414; 614. 466.6000.

F. For Ohio Certificate Learners

If a complaint cannot be resolved after exhausting the institution's learner grievance procedure, the learner may file a complaint with the Ohio State Board of Career Colleges and Schools; 35 East Gay St.; Suite 403; Columbus, OH 43215-3138; 614.466.2752. Registration No. 04-03-1709T. Learners must contact the state board for further details.

G. For South Carolina Learners

If a complaint cannot be resolved after exhausting the institution's learner grievance procedure, the learner may file a complaint with the South Carolina Commission on Higher Education; 1333 Main St.; Suite 200; Columbia, SC 29201; 803.737.2260.

H. For Wisconsin Learners

If a complaint cannot be resolved after exhausting the institution's learner grievance procedure, the learner may file a complaint with the Wisconsin Educational Approval Board; 30 W. Mifflin St.; Ninth Floor; Madison, WI 53707-8896; 608.266.1354.

4.02.04 Discrimination, Harassment, and Assault

Capella University prohibits the discrimination, harassment, and assault of any members of the university community and any retaliatory behavior related to harassment reports. This policy applies to all interactions that involve learners. Interactions that do not involve learners are covered under the "Sexual and other Unlawful Harassment" policy located on Stella and in the Employee Handbook.

DEFINITIONS

Assault

Assault is the commission of an act with the intent to cause fear of immediate bodily harm or death, or the intentional infliction or attempt to inflict bodily harm upon another.

Discrimination

Discrimination is the segregation or separation of individuals based on race, gender, age, ethnicity, religion, national origin, disability, sexual orientation, marital status, or status with regard to public assistance, as more precisely defined under the Minnesota Human Rights Act and Title VII of the Civil Rights Act.

Harassment

Harassment encompasses any unwanted behavior that results in a hostile environment.

Sexual Harassment

Sexual harassment is unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, including but not limited to the following:

- Submission to such conduct is made either explicitly or implicitly a term or a condition of an individual's employment or education.
- Submission to or rejection of such conduct by an individual is used as a basis for employment or educational decisions affecting such individual.
- The conduct interferes with an individual's work or academic performance or creates an intimidating, hostile, or offensive working or academic environment.
- Unwelcome, unnecessary, or coerced touching, kissing, grabbing, hugging, cornering, or other physical contact that is of a sexual nature or is sexually motivated.
- Unwanted sexual compliments or comments.
- Demand for sexual favors accompanied by implied or overt threats concerning employment, grades, compensation, tangible benefits, or recommendations.
- Unequal academic or employment performance standards, discipline, or work regulations because of sex.

University Policies, *continued*

- Deliberate or careless use of offensive or demeaning language that has a sexual connotation.
- Deliberate or careless dissemination of materials such as cartoons, articles, pictures, or graffiti that have sexual content, which are not necessary for the employment or academic environment, and which are offensive to learners or employees.

4.02.05 Drugs and Alcohol

Capella University is committed to providing an environment free of alcohol and other drugs, including prescription medication and substances causing impaired performance. The unlawful possession, use, or distribution of drugs and alcohol on property owned, leased, or rented by Capella University, or as part of any of the activities of the university, is strictly prohibited. Use of alcohol at Capella events other than those where alcohol is offered, is discouraged. Any impairment caused by drugs or alcohol that prevents the completion of event activities or interferes with the enjoyment of others will result in dismissal from the event. Prohibited conduct is subject to the sanctions and rights contained in this policy and other related policies and procedures.

PROCEDURES

I. Reporting a Violation

To report a violation, contact a university administrative or events staff member.

II. Sanctions

- A. Prohibited conduct will result in sanctions pursuant to university policy 4.02.02 *Learner Code of Conduct*.
- B. Learners may be required to complete an evaluation as a condition of continued enrollment. The cost of this evaluation, as well as any necessary treatment costs, will be the responsibility of the learner.

III. Reporting

Learners who violate the law will be reported to the appropriate law enforcement officials.

4.02.06 Consensual Relationships

Capella University seeks to maintain a professional educational environment. Actions of faculty members, staff, and academic administrators that are unprofessional or appear to be unprofessional are inconsistent with the university's educational mission. It is essential that those in a position of authority or power not abuse, nor appear to abuse, the authority or power with which they are entrusted.

Faculty, staff, and administrators may not engage in consensual relationships with learners whenever an individual has a professional "position of authority" or "power differential" with respect to the learner in such matters as teaching a course, facilitating a residency, or in otherwise evaluating, supervising, mentoring, or advising a learner as part of academic activities.

A violation of this policy will result in disciplinary action.

4.02.07 Nondiscrimination

Capella University does not discriminate on the basis of race, gender, age, ethnicity, religious beliefs, national origin, disability, sexual orientation, marital status, status with regard to public assistance, or in its admission, enrollment, or employment policies or practices.

TUITION AND FEES

See Tuition and Fees table on pages 72-74.

4.03.01 Tuition and Fees

Capella University's executive leadership is authorized to establish a tuition and fee structure for all university programs and activities. Tuition and fees are listed in the tuition and fees schedule published in Capella's *University Catalog* and on the university Web site. Learners are responsible for payment of their tuition and fees according to the schedule and this policy and its related procedures.

PROCEDURES

I. Tuition Structure

A. Per-Course

1. Bachelor's; master's; EdD and DPA (during the course phase); and certificate learners (excluding post-master's certificate) in all schools pay tuition on a per-course basis.
2. PhD and PsyD learners in the Harold Abel School of Psychology pay tuition on a per-course basis.

B. Flat Rate

1. EdS; EdD and DPA (during the dissertation phase); and post-master's certificate learners in the School of Education pay tuition quarterly on a flat rate, not on a per-course basis.
2. PhD learners in the schools of Business and Technology, Education, Human Services, and Public Service Leadership pay tuition quarterly on a flat rate, not on a per-course basis. New doctoral learners entering programs after the beginning of a quarter pay 100 percent for that quarter and receive a prorated tuition charge for the following quarter if they enroll in a course.

University Policies, *continued*

C. Residency

1. Residency tuition and fees
 - a. Learners pay tuition for each residency they attend.
 - b. Learners are responsible for food, travel, and lodging expenses for all residencies.
2. Residency cancellation fee

Learners canceling their residency enrollment may be charged a cancellation fee or may be ineligible for a tuition refund, depending on when the cancellation is made. See university policy *3.04.05 Attendance at Residencies* for full details on residency requirements, tuition, and cancellation fees.

D. Payment of Tuition and Fees

1. American Express, Discover, MasterCard, Visa, wire transfer, paper check, and e-check payments are accepted.*
2. Payment is due prior to the start of the quarter or prior to the start of the course or residency for those courses or residencies beginning mid-quarter.
3. Payments received will be counted toward learners' current and outstanding tuition and fees. Non-financial aid refunds will only be issued to learners whose accounts do not have current and outstanding tuition and fee balances.

II. Other Fees

A. Admission Application Fees

1. A credit card or U.S. bank account (e-check) payment is required with the online admission application.
2. The amount of the admission application fee is automatically determined based on the information provided during the admission process.
3. Refer to the tuition and fees schedule on the Capella University Web site for application and international transcript evaluation fees.

4. All admission application fees are non-refundable.

Three-day cancellation: An applicant who provides written notice of cancellation within three days (excluding Saturday, Sunday, and federal and state holidays) of signing an enrollment agreement is entitled to a refund of all monies paid. No later than 30 days of receiving the notice of cancellation, the school shall provide the 100 percent refund.

B. Official Transcript Fee

1. Capella University charges for official transcripts.
2. The university also reserves the right to withhold the official transcripts of learners who are not in good financial standing with the institution.

C. Prior Learning Assessment Petition Process Fee

1. The petition for credit process requires learners seeking credit for prior learning to pay an evaluation fee for each petition.
2. Refer to the tuition and fees schedule on the Capella University Web site for the petition for credit for prior learning evaluation fee.
3. Petition for credit fees are nonrefundable, regardless of petition outcome.

D. Graduation Fee

All degree applicants must pay a non-refundable graduation fee to cover the costs associated with the final degree audit, the printing of diplomas, academic regalia, and other commencement expenses. The learner's graduation fee and all other fees must be paid in full prior to receiving a diploma or official transcripts.

E. Non-Sufficient Fund (NSF)

1. If a check or e-check is returned to Capella due to non-sufficient funds, closed accounts, or any other reason, an NSF fee will be charged to the learner's account.
2. A fee will be charged for each check or e-check that is returned, reversed, or stopped payment.

*Accepted Payment Methods

Credit Card

Visa, MasterCard, Discover, and American Express are accepted. To pay via credit card, contact Learner Support at 1.888.CAPELLA (227.3552)

Check

Check payments may be sent to the address below. Please include learner ID on the check.

Capella University
 NW 5408 PO Box 1450
 Minneapolis, MN 55485-5408

Domestic Wire Payment

Direct wire payments within the United States using the information below. Include learner name and ID.

Wells Fargo Bank NA
 Sixth and Marquette,
 Minneapolis, MN 55479
 Transit Number: 121000248
 Account Name: Capella University
 Account Number: 1810665687

International Wire Payment

Direct wire payments from outside the United States using the information below. Include learner name and ID. The originating bank may deduct a fee from the submitted payment amount.

Wells Fargo Bank NA
 Swift Code: WFBUIUS6S
 Account Name: Capella University
 Account Number: 1810665687

University Policies, continued**F. Learner ID Card Replacement Fee**

Learners will be charged a fee for replacement learner ID cards.

G. All Fees are due upon assessment.**III. Reimbursement and Discounts****A. Employer Reimbursement**

1. Learners receiving employer tuition assistance must arrange for payment to Capella prior to the start of their course(s).
2. This policy does not affect learners receiving veterans or vocational rehabilitation assistance, active armed forces learners, or learners whose employers arrange to receive an invoice directly from Capella.

B. Direct Bill

1. Direct bills and tuition assistance vouchers are only an option when no specific grade is required by the learner's employer or third party as a condition of reimbursement. Learners must complete and submit direct bills or tuition assistance vouchers prior to the start of the course.
2. Direct bill invoices are created and sent after census.
3. The learner will be responsible for paying any amount remaining from refusal or inability of employer or third party to pay.

C. Employer, Military, or Educational Institution Affiliation Discount

1. Learners may be eligible for an affiliation tuition discount due to an arrangement between Capella University and their employer or a military or educational institution.
2. Affiliation discounts are contingent on an ongoing agreement between Capella University and the employer or military or educational institution.
3. It is the eligible learner's responsibility to request the applicable discount.
4. Capella University will not retroactively apply a discount.
5. Capella University reserves the right to validate the affiliation status of all learners offered a tuition discount prior to and after applying the discount.
6. Learners must maintain the applicable affiliation in order to continue to receive the discount. Learners may be subject to yearly verification of their affiliation.

7. If a learner qualifies for more than one affiliation discount, the most favorable discount to the learner applies.
8. If the learner provides evidence of the affiliation status after the requested time frame, the discount will be applied to future quarters only.
9. Tuition discounts do not apply to residency tuition.

IV. Special Business Office Hold (SBOH)

- A. All learners with an outstanding balance may be placed on SBOH.
- B. While on SBOH, learners are not granted access to university activities or academic personnel or services, including advisors, mentors, courses, or the library.
- C. Access to the courseroom may be regained upon resolution of the account balance within the time lines communicated to affected learners.
- D. Learners who do not pay their outstanding account balance while on SBOH may be administratively withdrawn from the university.
- E. Learners who are administratively withdrawn for SBOH will be sent to a third party collection agency and reported to the credit bureaus.

V. Collection Agency/Credit Reporting

Any learner who refuses or is unable to pay an outstanding past-due balance may have their account forwarded to a collection agency and/or reported to a credit bureau.

University Policies, *continued*

TUITION AND FEES

The following charges apply as of this catalog's effective date, January 11, 2010, and are subject to change. For current pricing, visit the Capella University Web site at www.capella.edu. See applicable schools' degree and certificate programs.

	SOUS	SOBT	SOE	SOHS	SOPSL	HASOP
ALL PROGRAMS						
Application fee (non-refundable)	\$50	\$75	\$75	\$75	\$75	\$75
International transcript evaluation fee (non-refundable)	\$100	\$100	\$100	\$100	\$100	\$100
Learner ID card replacement fee	\$15	\$15	\$15	\$15	\$15	\$15
BACHELOR OF SCIENCE (BS) PROGRAM						
Capella Prior Learning Assessment per credit (non-refundable)	\$75					
Tuition per 6-credit upper-division course (3000–4000 level)	\$1,950					
Tuition per 4-credit upper-division course (3000–4000 level)	\$1,300					
Tuition per 3-credit upper-division course (3000–4000 level)	\$975					
Tuition per 6-credit lower-division course (1000–2000 level)	\$1,590					
Tuition per 3-credit lower-division course (1000–2000 level)	\$795					
Tuition per 5-credit graduate course for combined option	\$1,625					
Tuition per 4-credit graduate course for combined option	\$1,300					
Tuition per 2-credit graduate course for combined option	\$650					
BS graduation fee	\$250					
BACHELOR OF SCIENCE IN NURSING (BSN) PROGRAM						
Capella Prior Learning Assessment per credit (non-refundable)	\$75					
Tuition per 6-credit upper-division course (3000–4000 level)	\$1,950					
Tuition per 4-credit upper-division course (3000–4000 level)	\$1,300					
Tuition per 6-credit lower-division course (1000–2000 level)	\$1,590					
Tuition per 3-credit lower-division course (1000–2000 level)	\$795					
BSN graduation fee	\$250					
BACHELOR OF PUBLIC ADMINISTRATION (BPA) PROGRAM						
Capella Prior Learning Assessment per credit (non-refundable)	\$75					
Tuition per 6-credit upper-division course (3000–4000 level)	\$1,950					
Tuition per 4-credit upper-division course (3000–4000 level)	\$1,300					
Tuition per 6-credit lower-division course (1000–2000 level)	\$1,590					
Tuition per 3-credit lower-division course (1000–2000 level)	\$795					
BPA graduation fee	\$250					
MASTER OF SCIENCE (MS) PROGRAM						
Capella Prior Learning Assessment per credit (non-refundable)		\$125		\$125	\$125	
Tuition per 6-credit course			\$2,460			
Tuition per 5-credit course						\$1,950
Tuition per 4-credit course		\$2,192	\$1,640	\$1,692	\$1,692	\$1,560
Tuition per 3-credit course			\$1,230			\$1,170
Tuition per 2-credit course			\$820	\$846	\$846	\$780
Tuition per 1-credit course			\$410	\$423		\$390
Tuition per residential colloquium*				\$1,495	\$1,495	\$1,495
Year-in-residence tuition per weekend-in-residence*						\$239
Year-in-residence tuition per week-in-residence*						\$995
Year-in-residence tuition per extended seminar*						\$2,890
MS graduation fee		\$350	\$350	\$350	\$350	\$350

University Policies, *continued*

TUITION AND FEES, *continued*

	SOUS	SOBT	SOE	SOHS	SOPSL	HASOP
MASTER OF SCIENCE IN NURSING (MSN) PROGRAM						
Tuition per 4-credit course					\$1,420	
MSN graduation fee					\$350	
MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAM						
Capella Prior Learning Assessment per credit (non-refundable)		\$125				
Tuition per 3-credit course		\$1,935				
MBA graduation fee		\$350				
MASTER OF PUBLIC ADMINISTRATION (MPA) PROGRAM						
Tuition per 4-credit course					\$1,692	
MPA graduation fee					\$350	
MASTER OF PUBLIC HEALTH (MPH) PROGRAM						
Tuition per 4-credit course					\$1,692	
MPH graduation fee					\$350	
EDUCATION SPECIALIST (EDS) PROGRAM						
Quarterly Tuition			\$4,485			
Residential Colloquium Per Residency*			\$1,495			
EdS Graduation Fee			\$450			
DOCTOR OF PHILOSOPHY (PHD) PROGRAM						
Quarterly tuition		\$4,485	\$4,485	\$4,485	\$4,485	
Quarterly tuition for comprehensive examination and dissertation courses		\$3,945	\$3,945	\$3,945	\$3,945	\$2,495
Tuition per 5-credit course						\$2,300
Tuition per 3-credit course						\$1,380
Tuition per 2-credit course						\$920
Tuition per 1-credit course						\$460
Tuition per residential colloquium*		\$1,495	\$1,495	\$1,495	\$1,495	\$1,495
PhD graduation fee		\$450	\$450	\$450	\$450	\$450
DOCTOR OF EDUCATION (EDD) PROGRAM						
Tuition per 6-credit course			\$3,480			
Quarterly tuition for dissertation courses			\$3,480			
EdD graduation fee			\$450			
DOCTOR OF PUBLIC ADMINISTRATION (DPA) PROGRAM						
Tuition per course pair (two 4-credit courses)					\$4,300	
Quarterly tuition for dissertation courses					\$3,945	
DPA graduation fee					\$450	

University Policies, *continued*

TUITION AND FEES, *continued*

	SOUS	SOBT	SOE	SOHS	SOPSL	HASOP
DOCTOR OF PSYCHOLOGY (PSYD) PROGRAM						
Quarterly tuition for comprehensive examination and dissertation courses						\$2,495
Tuition per 5-credit course						\$2,300
Tuition per 3-credit course						\$1,380
Tuition per 2-credit course						\$920
Tuition per 1-credit course						\$460
Year-in-residence tuition per weekend-in-residence*						\$239
Year-in-residence tuition per extended seminar*						\$2,890
PsyD graduation fee						\$450
CERTIFICATE PROGRAM						
Tuition per course		\$2,192		\$1,692	\$1,692	\$1,950
Tuition per quarter, post-master's certificate			\$4,485			
Tuition per residential colloquium (Track I only)*			\$1,495			
Tuition per 3-credit practicum course						\$1,170
Tuition per 2-credit practicum course						\$780
Year-in-residence tuition per weekend-in-residence*						\$239
Year-in-residence tuition per week-in-residence*						\$995
Year-in-residence tuition per extended seminar*						\$2,890

* Learners are responsible for the cost of their travel, accommodations, food, and other expenses associated with residencies. See university policy [3.04.05 Attendance at Residencies](#) and the [Residencies](#) page on iGuide.

SOUS	School of Undergraduate Studies
SOBT	School of Business and Technology
SOE	School of Education
SOHS	School of Human Services
SOPSL	School of Public Service Leadership
HASOP	Harold Abel School of Psychology

University Policies, *continued*

4.03.02 Tuition Refunds

Capella University's executive leadership is authorized to establish the tuition and fees refund structure and schedule for all university programs and activities as established in this policy and its related procedures and schedules. Individual states may require a separate tuition refund schedule.

PROCEDURES

I. Tuition Structure and Fees

A. Per-Course

1. Bachelor's; master's; EdD and DPA (during the course phase); and certificate learners (excluding post-master's certificate) in all schools pay tuition on a per-course basis. Learners who completely withdraw from Capella University or drop one or more courses will have their tuition refunded as specified in the tuition refund schedules outlined in section II of this policy.
2. PhD and PsyD learners in the Harold Abel School of Psychology pay tuition on a per-course basis. Learners who completely withdraw from Capella University or drop one or more courses will have their tuition refunded as specified in the tuition refund schedules outlined in section II of this policy.

B. Flat Rate

1. EdS; EdD and DPA (during the dissertation phase); and post-master's certificate learners in the School of Education pay tuition quarterly on a flat rate, not on a per-course basis. Learners who completely withdraw from Capella University or drop one or more courses will have their tuition refunded as specified in the tuition refund schedules outlined in section II of this policy.
2. PhD learners in the schools of Business and Technology, Education, Human Services, and Public Service Leadership pay tuition quarterly on a flat rate, not on a per-course basis. Learners who completely withdraw from Capella University or drop one or more courses will have their tuition refunded as specified in the tuition refund schedules outlined in section II of this policy.

C. Fees

Capella University does not provide refunds for books, supplies, or other listed fees.

Note: No tuition refund is given if a learner remains enrolled in one or more courses. For more information about course drops and withdrawals, refer to university policy 2.02.02 Course Enrollment.

II. Tuition Refund Schedule

- A. The following schedule applies to learners residing in locations other than Georgia, North Dakota, South Carolina, and Wisconsin:

Withdrawal or Drop Date From the Class Start Date	Tuition Refund
Through fifth calendar day	100%
6 – 12 calendar days	75%
Remainder of the term	No refund

B. Georgia Residents Refund Policy

1. The refund policy applicable to Georgia learners is the Capella University institutional refund policy or the following minimum refund policy as stipulated by Georgia law, whichever is more favorable to the learner. If a Georgia applicant requests a refund within three business days after making a payment to Capella University, the applicant will receive a full refund, provided that the class start date has not passed.
2. Georgia learners who withdraw or are administratively withdrawn after the start date of a course but before 50 percent of the course term has passed are entitled to a pro rata refund as follows. (All percentages are based on the total number of calendar days in the course.)

% of Total Calendar Days	Tuition Refund
1 day – 5%	95%
6% – 10%	90%
11% – 25%	75%
26% – 50%	50%
51% +	No refund

As part of this policy, Capella University may retain an administrative fee of no more than \$150. This administrative cost may be in addition to the percentage of tuition, which may be retained by the institution as provided above.

3. Georgia learners should notify Capella if they wish to withdraw from a program or drop a course. Refunds are calculated using the date provided by the learner, unless the learner immediately contacts Capella requesting an earlier withdrawal date and provides acceptable verification that no academic interaction occurred after the requested date. Capella University issues the appropriate refund in full to the learner within a maximum of 30 calendar days of receiving the notification. All or a portion of the refund will be used to pay grants, loans, scholarships, or other financial aid in adherence with federal and state laws.

University Policies, *continued*

C. North Dakota Residents Refund Policy

1. North Dakota regulations require Capella University to apply a separate refund policy to North Dakota learners when written notice of cancellation is given by the learner in accordance with the following schedule.
2. When notice is received prior to or within 30 calendar days after completion of the first day of instruction, or prior to the completion of one-fourth of the educational services, all tuition and other charges except 25 percent thereof must be refunded to the learner.
3. When notice is received upon or after completion of one-fourth of the educational services, but prior to the completion of one-half of the educational services, all tuition and other charges except 50 percent thereof must be refunded to the learner.
4. When notice is received upon or after the completion of 50 percent of the educational services, no tuition or other charges may be refunded to the learner.

Withdrawal or Drop Date From the Class Start Date	Tuition Refund
0 – 7 calendar days	100%
8 – 30 calendar days after course start or prior to completion of one-fourth of the course	75%
One-fourth to one-half of the course	50%
Later than 50%	No refund

D. South Carolina Residents Refund Policy

1. South Carolina regulations require Capella University to apply a separate refund policy to South Carolina learners. Refund credits will be processed in two steps. Each may be reflected on separate days and/or separate monthly statements. Capella's refund will be recorded first, and South Carolina's refund (if applicable) will be recorded as a second line item. All refunds will be applied within 40 calendar days of the withdrawal date.
2. South Carolina learners will receive a full refund of all tuition money paid if they withdraw from a course within a three-business-day cancellation period from the course start date.
3. South Carolina learners who withdraw or are administratively withdrawn after the start date of a course but before 60 percent of the course term has passed are entitled to a pro rata refund as follows. (All percentages are based on the total number of calendar days in the course.)

% of Total Calendar Days	Tuition Refund
4th day – 9%	90%
10% – 19%	80%
20% – 29%	70%
30% – 39%	60%
40% – 49%	50%
50% – 59%	40%
60% +	No refund

As part of the percentage breakdown, Capella may retain a one-time administrative fee of no more than \$100. Learners will receive the tuition credit within 40 calendar days of the withdrawal date.

4. Learners pay tuition for each residency they attend. Learners are responsible for their food, travel, and lodging expenses for all residencies. Federal financial aid may not cover these costs, so it is the learner's responsibility to budget for these expenses. Payment is due prior to the start of each residency.

E. Wisconsin Residents Refund Policy

1. Wisconsin regulations require Capella University to apply a separate refund policy to Wisconsin learners. Refund credits will be processed in two steps. Each may be reflected on separate day and/or separate monthly statements. Capella's refund will be recorded first, and Wisconsin's refund (if applicable) will be recorded as a second line item. All refunds will be applied within 40 calendar days of the withdrawal date.
2. Wisconsin learners will receive a full refund of all tuition money paid if they withdraw from a course within a three-business-day cancellation period from the course start date.
3. Wisconsin learners who withdraw or are administratively withdrawn after the start date of a course but before 60 percent of the course term has passed are entitled to a pro rata refund as follows. (All percentages are based on the total number of calendar days in the course.)

% of Total Calendar Days	Tuition Refund
4th day – 9%	90%
10% – 19%	80%
20% – 29%	70%
30% – 39%	60%
40% – 49%	50%
50% – 59%	40%
60% +	No refund

University Policies, *continued*

As part of the percentage breakdown, Capella may retain a one-time administrative fee of no more than \$100. Learners will receive the tuition credit within 40 calendar days of the withdrawal date. Learners must notify the institution of their intention to withdraw from courses either by phone or in writing. The effective date of the withdrawal will be the date the institutions receive the proper notification. All or a portion of the refund will be used to pay grants, loans, scholarships, or other financial aid in adherence with federal and state law.

ACADEMIC SERVICES

4.04.01 Interlibrary Loan

Capella University Library (CUL) utilizes printed materials from other libraries for use by current Capella University learners, faculty, and staff, at their request. Borrowers are limited to 25 interlibrary items per quarter. The loan period is determined by the lending library. CUL will notify borrowers of due dates. Books must be returned promptly according to specified due dates to avoid penalties. Charges incurred because of overdue or lost items will be charged to learners' university accounts. Interlibrary loans are administered through this policy's procedures.

PROCEDURES

I. Loan Period

The loan period is determined by the lending library. Capella University does not control the loan period. Books must be returned promptly according to specified due dates.

II. Restrictions

- A. The following items are not available through interlibrary loan:
 1. Required textbooks
 2. Dissertations
 3. Materials available in Capella University Library (CUL) resources
 4. Reference books
 5. Entire issues or several articles from the same journal
 6. Non-academic related items (such as books on a best-seller list or books on hobbies)
 7. Media: videos, films, CDs
- B. Borrowers are limited to 25 interlibrary loan items of standard cost per quarter. If the cost to CUL for a request exceeds \$60, borrowers will be asked if they want to continue with the request at a charge of two requests toward their 25-item limit.

- C. Interlibrary loan book requests submitted by learners outside of the continental United States and Canada can be fulfilled electronically only. Requests to Canada are handled on a case-by-case basis. CUL can provide a table of contents of the book for review, and specific chapters may be requested in lieu of sending the book.
- D. Post office boxes will not be accepted as a deliverable address for book requests. Learners must provide a current street address for all interlibrary loan book requests.

III. Overdue Books

- A. The Capella University Library (CUL) reserves the right to limit or refuse interlibrary loan service to borrowers who repeatedly lose or return items late.
- B. Overdue notices are courtesy notices only. Failure to receive overdue notices will not be accepted as grounds to cancel fines. Books that are not returned or renewed by the date due will be assessed a fine at the rates listed below.
- C. If a book is returned at any time between seven and 30 days past the due date, accumulated charges will be applied. All charges are irreversible.
- D. All interlibrary loan users will be subject to the following penalties for overdue and lost interlibrary loan materials:
 1. Seven calendar days overdue:
Fine of \$1/day applied from due date.
 2. Thirty calendar days overdue:
 - a. The material is considered lost.
 - b. In addition to the accumulated fine, a \$30 processing fee will be assessed on the 30th calendar day.
 - c. Future interlibrary loan requests will not be processed until the book is returned or payment is received.
 - d. Replacement charges as determined by the lending library will also be assessed.
 - e. Charges will be applied to the learner's account.
- E. Overdue books returned after billing will have the book replacement fee removed from account upon receipt of the book and processing of return by CUL.

University Policies, *continued*

IV. Book Recalls

- A. On occasion, a lending library will recall a book from Capella in order to sufficiently meet demand for materials. If a book is recalled, it must be returned immediately even if the original loan period has not yet expired.
- B. If a book is returned at any time between seven and 30 days past the recall notice, appropriate charges will be applied. All charges are irreversible.
- C. The following penalties will be applied for recalled items that are not returned promptly:
 - 1. Seven calendar days following recall notice:
Fine of \$1/day applied from due date.
 - 2. Thirty calendar days following recall notice:
 - a. The book is considered lost.
 - b. In addition to the accumulated fine, a \$30 processing fee will be assessed on the 30th calendar day.
 - c. Future interlibrary loan requests will not be processed until the book is returned or payment is received.
 - d. Replacement charges as determined by the lending library will be assessed.
 - e. Charges will be applied to the learner's account.
- D. Recalled books returned after billing will have book replacement fees removed from account.

4.04.02 Licensure

Capella University offers academic programs leading toward advanced degrees in a number of fields for which professional practice requires licensure or certification by state, local, or professional boards. Capella University makes no representation, warranty, or guarantee that successful completion of the course of study will result in the learner obtaining the necessary licensure or certification.

Learners may not enroll in a Capella University degree program for which licensure or certification may ultimately be required without signing a statement of agreement acknowledging that compliance with state or professional licensure and certification requirements is the learner's sole responsibility.

As with all programs involving endorsement, licensure, or certification, individual states have varying requirements. Capella University cannot guarantee that licensure, endorsement, or certification will be granted. For this reason, it is important that learners interested in these programs contact the appropriate authorities in their state.

Financial Aid

Capella University offers assistance to learners who would like to secure educational funding to help finance their academic program. Learners can find out more about financial aid by calling 1.888.CAPELLA (227.3552) or on iGuide at Resources, Finances.

Financial Aid Satisfactory Academic Progress

Federal and state laws require learners to make satisfactory academic progress during their period of enrollment to remain eligible for financial aid. In compliance with federal and state regulations, Capella University has established policies for all learners regarding satisfactory academic progress, academic probation, academic progress review, and the appeals process.

These policies are described in detail on iGuide at Resources, University Policies.

Course Repeat Policy

Capella University's Financial Aid Office does not permit learners to use federal financial aid to pay for a course they have attempted more than twice during their program and paid for both times with federal financial aid. Learners are not able to use federal financial aid to repeat a course for which they have received a passing grade.

Scholarships

Capella offers many scholarship options, including two internal scholarships—the Robert C. Ford Human Services Scholarship and the Scott Sathers Memorial Scholarship. Learners are also encouraged to apply for external scholarships that are offered specifically to Capella learners. These scholarships vary and are updated regularly on iGuide. Free [scholarship search engines](#) are also available on iGuide.

Veterans' Educational Benefits

Capella University is approved by the Minnesota State Approving Agency for veterans' educational benefits. Eligible learners may apply for benefits by calling the Veterans Administration (VA) Office for assistance at 1.888.442.4551. The original application should be mailed or faxed to the Armed Forces and Veterans Support Office.

To receive full-time veterans' educational benefits, learners must meet the following criteria based upon their program of study.

Undergraduate learners must complete a minimum of 12 quarter credits per quarter. The date of course completion is determined by the last day of the quarter. Learners who do not complete at least 12 credits per quarter will not qualify to receive full-time benefits for that quarter. The date of course completion is determined by the last day of the quarter.

Graduate learners must complete a minimum of six quarter credits per quarter or be in the comprehensive examination or dissertation phase of their program to qualify for full-time benefits. Learners who do not complete the required credits per quarter will not qualify to receive full-time benefits for that quarter. The date of course completion is determined by the last day of the quarter.

Certificate learners must complete a minimum of six quarter credits per quarter to qualify for full-time benefits. The date of course completion is determined by the last day of the quarter.

In order to receive veterans' education benefits, all post-high school transcripts must be submitted to the Registrar's Office prior to enrollment. Learners who fail to satisfy the requirements for veterans' educational benefits are personally responsible for tuition payments.

Payment is based upon pursuit as defined by the VA. This means that Capella University will certify the day the course begins and the day the course ends as the period during which learners are pursuing education. The eligibility of benefits is based upon the number of days between the start and end of the course(s).

Additional [information for veterans](#) can be found on the Capella University Web site under the U.S. Armed Forces tab and on iGuide.

Capella reserves the right to change these requirements if there are changes in the structure of a particular program.

Refund Procedure for Financial Aid Recipients

Learners receiving financial aid should contact the Financial Aid Office before canceling course enrollment and requesting a refund. They may be required to pay back all or part of the financial aid award prior to receiving any refund from Capella University.

Financial aid recipients who completely withdraw from their program or drop all of their courses prior to the 60 percent point of a term are subject to the Federal Return of Title IV Funds policy regulations for any federal aid not earned. Details of actual refund calculations are available upon request from the Financial Aid Office. Financial aid funds will be returned to the appropriate agency in the following order:

- Unsubsidized Federal Stafford Loans
- Subsidized Federal Stafford Loans

The amount of the refund is in direct correlation to the learner's approved withdrawal date as determined by the Registrar's Office. If learners withdraw from Capella and have received financial aid, specific procedures will be followed, which can be found in the [Tuition Refunds policy](#) located on iGuide.

Information Access, Doctoral Recognition, Graduation, and Commencement

Access to Learning Resources

Capella University recognizes the need to provide limited access to the online courseroom, the Capella University Library, iGuide, and other Capella University learning resources to persons other than Capella learners, alumni, faculty, and staff, as described below.

Courseroom Access

For regulatory, accreditation, and other business purposes, the courseroom may be accessed and observed by persons other than Capella learners, faculty, and staff. Access to the courseroom will be authorized by the chief academic officer only after the review of such a request and the determination that access is necessary and appropriate, does not infringe on the activities of learners and faculty, and does not threaten the academic integrity of the courseroom. Although the courseroom is not open to public access upon demand, it is not a private nor confidential domain; neither learners nor faculty should assume privacy within the courseroom.

Library and iGuide Access

For regulatory, accreditation, and other business purposes, access to the Capella University Library, iGuide, and other Capella learning resources may be granted to persons other than Capella learners, alumni, faculty, and staff. Access to these resources will be authorized by the chief academic officer only after the review of such a request and the determination that access is necessary and appropriate and does not threaten the integrity of the university.

Contact Information for Learners

Learners are responsible for keeping their contact information accurate and current. Learner information may be updated at any time on iGuide or via Learner Support. The primary form of official communication from Capella University is through email. Learners are required to maintain active email addresses. To ensure receipt of important communications, learners should make sure that spam filters are set to receive email from Capella University.

External Requests

The university maintains a record of external requests for learners' education records, except for directory information, and of the disposition of the requests. The university may disclose education records to authorized agencies and appropriate institutions as specified in the [FERPA policy](#) located on iGuide.

Completion of Advanced Graduate Study (CAGS)

Recognizing Doctoral Learner Achievement

Capella University's Completion of Advanced Graduate Study (CAGS) recognizes a learner's achievement of a significant doctoral milestone: successful completion of all requirements necessary to begin comprehensive examination courses. The CAGS recognition marks a specific level of doctoral achievement; it is not an academic degree or credential.

Eligibility

To be eligible for Completion of Advanced Graduate Study (CAGS) recognition, a learner must currently be admitted to a doctoral program in any of Capella University's four graduate schools and enrolled in doctoral course work. Eligible learners must have completed all core, specialization, and elective courses and all other program and residency requirements, including field work, with a minimum cumulative grade point average of 3.0 on a 4.0 scale.

Applying

Doctoral learners at Capella University may apply for Completion of Advanced Graduate Study (CAGS) recognition once they have met all eligibility requirements and any time thereafter prior to graduation but may not receive more than one CAGS recognition. Any learners who are currently enrolled and active in courses at Capella University and who have completed all requirements for CAGS recognition should visit iGuide for contact information and CAGS application material or call Learner Support at 1.888.CAPELLA (227.3552).

Graduation Requirements and Commencement

Graduation requirements include all academic requirements as stated in the *University Catalog*. Learners in undergraduate degree programs must have a minimum cumulative GPA of 2.0 in their degree program. Learners in graduate degree programs must have a minimum cumulative GPA of 3.0 in their degree program. Also, in order to graduate, doctoral learners must successfully complete their dissertation. Successful completion requires learners to remain continuously enrolled until they complete all dissertation milestones. See university policies *2.02.06 Continuous Enrollment for Advanced Doctoral Learners* and *3.01.07 Dissertation Requirements* for more information.

Information Access, Doctoral Recognition, Graduation, and Commencement, *continued*

Graduation Application

Undergraduate, master's, education specialist, or certificate learners enrolled in their final quarter of courses or doctoral learners who have seven or fewer remaining dissertation milestones to complete are eligible to apply for graduation. Learners must complete and submit the [Graduation Application](#) located on iGuide.

A graduation audit is completed at the time learners apply for graduation. There are three types of degree status that learners will go through when applying for graduation.

- **Applied**—the learner has completed and submitted the Graduation Application available on iGuide.
- **Approved**—the learner is currently completing or is enrolled in his or her last academic requirements or has seven or fewer remaining dissertation milestones to complete.
- **Awarded**—the learner has finished all of his or her academic requirements.

If learners have completed all academic requirements for graduation, the degree or certificate will be conferred on the last day of the month in which all academic requirements were met. If the Graduation Application is submitted after learners have met all academic requirements, the degree or certificate will be conferred on the last day of the month in which the Graduation Application was received. The conferral date will appear on official transcripts and diplomas.

Commencement

Commencement is the ceremony that celebrates the awarding of a degree or certificate. Participation in the commencement ceremony is optional for those who are eligible. Learners who plan to participate must complete the Graduation Application and Commencement RSVP, and order academic regalia to wear during the ceremony.

For more information on graduation and commencement, see the [Graduation and Commencement](#) page on iGuide.

Transcripts

Learners may [request transcripts](#) on iGuide or by calling Learner Support at 1.888.CAPELLA (227.3552). Capella University reserves the right to withhold the official transcripts of learners who are not in good financial standing with the institution.

Transferability of Capella University Credits

The transferability of Capella credits to another institution is solely at the discretion of that institution.

School of Undergraduate Studies



School of Undergraduate Studies



Feranda Williamson, EdD
Dean

From the Dean

I am pleased to extend you a warm welcome to the School of Undergraduate Studies at Capella University. The School of Undergraduate Studies is dedicated to the development of our learners' knowledge, skills, and values, offering programs that have an immediate and long-term impact on learners' lives and careers as they demonstrate increased leadership, scholarship, and service. Our curricula help learners expand their experience in the global community through interactive technology, broad-based discussions, and a recognition of the importance and impact of diversity and culture. School of Undergraduate Studies programs are designed around industry standards and key professional organizations so that our learners are prepared to meet today's challenges of a rapidly changing work environment in business, technology, nursing, psychology, public administration, and public safety.

Bachelor's degree programs in the School of Undergraduate Studies are designed for working adult learners who want to develop relevant skills in a variety of areas in the fields of business, information technology, nursing, psychology, public administration, and public safety.

The Bachelor of Science in Business degree program integrates the mastery of business fundamentals with practical application related to current issues. Learners in the Bachelor of Science in Information Technology degree program benefit from a relevant curriculum that addresses essential IT competencies. The Bachelor of Public Administration degree program combines business and public sector fundamentals with a practical application approach that provides learners with the knowledge and skills necessary for effective public sector program and policy implementation. The specialization and concentration curriculum of Capella's Bachelor of Science in Public Safety degree program prepares learners to assess and address complex public safety issues. The School of Undergraduate Studies most recent addition, the Bachelor of Science in Nursing degree program, provides its learners with the additional knowledge, skills, and proficiencies required of bachelor's-prepared nurse generalists. Another new addition, the Bachelor of Science in Psychology degree program, engages learners in a curriculum across the broad science of psychology, emphasizing the knowledge, skills, and values identified by the American Psychological Association (APA) as fundamental in undergraduate psychology study.

Our experienced faculty provide a high-quality learning experience for our learners and are committed to sharing their knowledge and passion for their subject areas. School of Undergraduate Studies faculty are scholar-practitioners who are active in the business, information technology, nursing, psychology, public administration, and public safety fields. They link theory, research, and practice in order to deliver a superior learning experience for our learners.

The faculty and staff of the School of Undergraduate Studies are committed to assisting you on your journey toward achieving your personal and professional goals, and they join me in welcoming you.

Feranda Williamson, EdD
Dean

About the School of Undergraduate Studies

School Mission Statement

The mission of the School of Undergraduate Studies is to create competency-based, online degree programs that serve a collaborative community of learners. Capella University provides an invigorating and challenging educational experience for adult working professionals and is dedicated to the development of learners' knowledge, values, and skills. The programs in the School of Undergraduate Studies have an immediate and long-term impact on learners' lives and careers as they demonstrate increased leadership, scholarship, and service.

Degree Programs

Bachelor of Science (BS) in Business

The Bachelor of Science in Business degree program integrates the mastery of business fundamentals with practical application in a rich, interactive learning environment that enhances learners' personal and organizational effectiveness in their chosen field of study. The curriculum provides an integrated approach to complex organizational systems, preparing learners to work in collaboration with diverse work groups and functional areas. Learners may pursue a specialization in Accounting, Business Administration, Finance, Health Care Management, Human Resource Management, Management and Leadership, Marketing, Project Management, or Retail Management.

Bachelor of Science (BS) in Information Technology

The Bachelor of Science in Information Technology degree program integrates technology skill development with the business enterprise knowledge needed in today's rapidly changing, global workplace. The curriculum focuses on key elements of the IT lifecycle, including requirements analysis,

architecture, software construction, and support and maintenance. Learners develop a fundamental understanding of software, hardware, networks, databases, human-computer interaction, project management, and security and gain knowledge of both theory and practice that are required of today's IT professional. Building on all of these concepts and skills, learners then specialize in fields that prepare them for specific IT careers. Learners may pursue a specialization in General Information Technology, Health Informatics, Information Assurance and Security, Network Technology, Project Management, or Software Architecture.

This degree program offers a Combined BS/MS in Information Technology option for some specializations. This option is available for qualified learners of exceptional ability and interest in information technology. Learners who qualify to take this option begin the graduate experience earlier, completing a specified number of graduate quarter credits as part of their bachelor's degree program. Successful completion of the graduate course work will be applied toward the requirements for both the bachelor's and master's Information Technology degree programs.

Bachelor of Science (BS) in Psychology

The Bachelor of Science in Psychology degree program provides undergraduate learners with instruction across the broad science of psychology. The curriculum emphasizes the knowledge, skills, and values identified by the American Psychological Association (APA) as fundamental in the undergraduate study of psychology and is designed to foster understanding of the complexities of human behavior and thought and the development of the analytical, quantitative, and communication skills associated with psychology study. Successful graduates of this program are prepared to continue

their studies at the graduate level or pursue careers in a variety of public and private employment settings in which psychology knowledge and skills are used to promote human welfare.

This degree program offers a Combined BS/MS in Psychology option. This option is available for qualified learners of exceptional ability and interest in psychology. Learners who qualify to take this option begin the graduate experience earlier, completing a specified number of graduate quarter credits as part of their

SCHOOL OF UNDERGRADUATE STUDIES DEGREE PROGRAMS AND SPECIALIZATIONS

Bachelor of Science (BS) in Business

Accounting
Business Administration
Finance
Health Care Management
Human Resource Management
Management and Leadership
Marketing
Project Management
Retail Management

Bachelor of Science (BS) in Information Technology

General Information Technology
Health Informatics
Information Assurance and Security
Network Technology
Project Management
Software Architecture

Bachelor of Science (BS) in Psychology¹

General Psychology

Bachelor of Science (BS) in Public Safety

Criminal Justice
Emergency Management
Homeland Security

Bachelor of Science in Nursing (BSN)¹

RN-to-BSN Degree Completion

Bachelor of Public Administration (BPA)

General Public Administration

¹ Review of this program is pending in AL, AZ, FL, GA, ND, SC, VA, and WA.

About the School of Undergraduate Studies, *continued*

bachelor's degree program. Successful completion of the graduate course work will be applied toward the requirements for both the bachelor's and master's Psychology degree programs.

Bachelor of Science (BS) in Public Safety

The Bachelor of Science in Public Safety degree program provides undergraduate learners with knowledge of the processes and procedures involved in public safety. Learners may pursue a specialization in Criminal Justice, Homeland Security, or Emergency Management. Successful graduates of this program are prepared to pursue careers in the field of public safety such as border patrol agent, central intelligence analyst/officer, detective, law enforcement officer, intelligence analyst, public safety director, U.S. marshal, juvenile detention officer, emergency response specialist, anti-terrorism task force coordinator, corporate security manager, and mediation specialist.

Bachelor of Science in Nursing (BSN)

The Bachelor of Science in Nursing (BSN) degree program provides licensed registered nurses with the additional knowledge, skills, and complex decision-making proficiencies required of bachelor's-prepared nurse generalists. The curriculum incorporates the Essentials of Baccalaureate Education for Professional Nursing Practice established by the American Association of Colleges of Nursing (AACN) and is designed to expand learners' knowledge of health care systems and policies, patient education, health promotion, and technology integration. Throughout the program, learners explore culturally competent, evidenced-based professional nursing practices and the ways they can be applied to foster health care promotion and disease management and prevention in individuals and diverse populations.

Bachelor of Public Administration (BPA)

The Bachelor of Public Administration (BPA) degree program provides undergraduate learners with knowledge of the critical-thinking, decision-making, and professional communication skills needed to serve the public with fairness, efficiency, and equity. The curriculum addresses methods used to assess resource requirements, direct the use of those resources, and solve public problems. Upon successful completion of this program, learners are prepared to pursue public administration roles in a variety of service settings and bring public value to the field.

General Education Requirements

General education courses develop the knowledge, skills, and abilities foundational to a baccalaureate degree and advanced study. Capella University's general education curriculum works in concert with the course work in a learner's field of study to develop reflective-practitioners at the bachelor's level. Reflective-practitioners learn to use analytical and relational skills to improve their professional practices through action, reflection, and adaptation.

At Capella University, the general education curriculum is structured around the development of knowledge and skills within four major categories.

1. Communication: Capella learners develop the communication skills necessary to effectively use the English language to communicate both verbally and in written form. They develop the thinking skills necessary to critically evaluate information, integrate differing points of view, and establish a reasoned course of action for effectively solving problems. These critical thinking skills are reinforced throughout the program and through reading, writing, speaking, and listening.

2. Humanities: Capella learners develop an understanding of the arts and humanities as an expression of human culture, and through the critical analysis of works of art, literature, and philosophy, they develop the ability to form their own aesthetic judgments. Through reflection on their own values and positions, as well as those of others, they learn what it means to be a socially responsible citizen in today's world and develop the ability to appropriately exercise that citizenship.

3. Natural Science and Mathematics:

Capella learners develop an understanding of the scientific methods used to study the natural sciences phenomena and an appreciation of the role scientific inquiry plays in addressing the critical issues facing today's world. They develop an understanding of mathematical and logical reasoning and the ability to use mathematics and logic to address problems in their personal and professional lives.

4. Social Science: Capella learners develop an understanding of the scientific methods used to study human behavior and interaction and acquire knowledge of the predominant social science theories.

About the School of Undergraduate Studies, *continued*

General Education Courses

Choose 45 quarter credits with a minimum of 6 quarter credits from each category.

Communication

ENG1000 ^{1,2}	English Composition
ENG2000	Research Writing
ENG3300	Business and Technical Writing (6 quarter credits)
SPC1000	Public Speaking (3 quarter credits)
SPC2000	Intercultural Communication
SPC2050	Visual Design in Communications (3 quarter credits)

¹ Strongly recommended for learners who have not satisfied the communications requirement.

² Required for General Psychology specialization.

Humanities

ART2000	Art History Survey
HUM1000	Introduction to the Humanities
HUM1050	World Religions (3 quarter credits)
HUM3300	Global Multiculturalism and World Religions
LIT2001	Introduction to Literature: Short Stories (3 quarter credits)
LIT2100	Women's Literature (3 quarter credits)
PHI1000	Introduction to Philosophy
PHI2000 ¹	Ethics
PHI2050	Human Nature and Ethics (3 quarter credits)
PHI2100	Introduction to Logic
PHI3200	Ethics in Health Care

¹ Required for General Psychology specialization.

Natural Science and Mathematics

BIO1000 ¹	Human Biology
BIO1050	Biology and Society (3 quarter credits)
BIO2000	Environmental Health
CHM1000	Chemistry for Changing Times
CHM1050	Chemistry and the Environment (3 quarter credits)
PHY1000	Introduction to Astronomy
MAT1050	College Algebra
MAT1051	Pre-Calculus
MAT2001 ²	Statistical Reasoning
MAT2050 ³	Statistical Literacy (3 quarter credits)
MAT2051 ^{4,5}	*Discrete Mathematics

¹ Required for General Psychology specialization.

² Required for Accounting, Finance, Marketing, Project Management (Business), and General Psychology specializations.

³ Required for Criminal Justice, Emergency Management, Homeland Security, and Security Management specializations.

⁴ Required for Information Assurance Security, Network Technology, and Software Architecture specializations.

⁵ Strongly recommended for General Information Technology and Project Management (Information Technology) specializations.

Social Science

ECO1050	Microeconomics
ECO1051	Macroeconomics
HIS1000	Immigrants in the American City (3 quarter credits)
HIS3200	History of Health Care in America (3 quarter credits)
PSYC1000 ¹	Introduction to Psychology
POL1000	The Politics of American Government
POL2000	Globalization
SOC1000	Introduction to Human Society
SOC2000	Cultural Diversity

¹ Required for General Psychology specialization.

In addition, choose 21 quarter credits of additional undergraduate courses from general education courses above.

Residents of Arkansas must complete Arkansas general education requirements.

Lower-Division Courses

Lower-division courses may not be used to fulfill general education requirements.

BUS1000	Introduction to Business (3 quarter credits)
IT1000	Introduction to Information Technology (3 quarter credits)
IT2210	Introduction to Web Systems and Technologies
IT2230	Introduction to Database Systems (3 quarter credits)
IT2240	Introduction to Programming (3 quarter credits)
IT2250	Introduction to Network Technology (3 quarter credits)

All courses are 6 quarter credits except as noted.

* Denotes courses that have prerequisites.
Refer to the descriptions for further details.

School of Undergraduate Studies Degree Programs and Specializations

Bachelor of Science (BS) in Business Specializations

Accounting

Accounting professionals design, examine, and manage accurate financial recording and reporting procedures for financial and business transactions. Undergraduate learners in the Accounting specialization acquire and apply various methods of ethically maintaining accurate and up-to-date records. The specialization provides learners with an understanding of a wide array of accounting-related services, including budget analysis, financial and investment planning, and financial statement and internal control auditing. These skills prepare graduates for a profession in financial, managerial, or government accounting. In addition to accounting expertise, learners in this specialization demonstrate the interpersonal and communication skills required to present information to both internal and external clients, influencing organizational effectiveness at all levels of their organization. This specialization is not designed to prepare learners for a CPA exam.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Required course:

MAT2001 Statistical Reasoning

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 42 quarter credits

- BUS3004 Developing a Business Perspective
- BUS3010 Fundamentals of Management and Leadership
- BUS3020 Fundamentals of E-Business
- BUS3030 Fundamentals of Marketing and Sales
- BUS3040 Fundamentals of Human Resource Management
- BUS3050 Fundamentals of Organizational Communication
- BUS3060 Fundamentals of Finance and Accounting

Specialization courses - 48 quarter credits

- BUS4060 * Financial Accounting Principles
- BUS4061 * Managerial Accounting Principles
- BUS4062 * Intermediate Financial Accounting Topics and Trends
- BUS4063 * Advanced Financial Accounting Topics and Trends
- BUS4064 * Cost Accounting for Planning and Control
- BUS4065 * Income Tax Concepts and Strategies
- BUS4066 * Contemporary Auditing: An Ethical Perspective
- BUS4070 * Foundations in Finance

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

BUS4993 Business Capstone Project

Total

180 quarter credits

Business Administration

Undergraduate learners in the Business Administration specialization develop the business, interpersonal, and professional thinking skills to impact organizational effectiveness across all functional levels of organizations in manufacturing, service, professional, and government arenas. Learners select elective courses based on their individual professional needs.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 42 quarter credits

- BUS3004 Developing a Business Perspective
- BUS3010 Fundamentals of Management and Leadership
- BUS3020 Fundamentals of E-Business
- BUS3030 Fundamentals of Marketing and Sales
- BUS3040 Fundamentals of Human Resource Management
- BUS3050 Fundamentals of Organizational Communication
- BUS3060 Fundamentals of Finance and Accounting

Specialization courses - 48 quarter credits

Required course:

BUS4801 Ethics and Enterprise

In addition, choose 42 quarter credits of upper-division Business courses.

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

BUS4993 Business Capstone Project

Total

180 quarter credits

Finance

Finance professionals help organizations find and manage the resources needed to grow, make investments and acquisitions, plan for the future, and manage existing assets. Undergraduate learners in the Finance specialization build the finance knowledge and skills needed to advance in the financial services industry or as a finance professional within a public or private organization. In addition to finance expertise, learners demonstrate the management, interpersonal, and professional thinking skills needed to impact effectiveness across all levels of their organization. Learners select elective courses based on their individual professional needs.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Required course:

MAT2001 Statistical Reasoning

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 42 quarter credits

- BUS3004 Developing a Business Perspective
- BUS3010 Fundamentals of Management and Leadership
- BUS3020 Fundamentals of E-Business
- BUS3030 Fundamentals of Marketing and Sales
- BUS3040 Fundamentals of Human Resource Management
- BUS3050 Fundamentals of Organizational Communication
- BUS3060 Fundamentals of Finance and Accounting

Specialization courses - 48 quarter credits

- BUS4070 * Foundations in Finance
- BUS4071 * Financial Markets and Institutions
- BUS4072 * Analysis for Financial Management
- BUS4073 * Investments and Portfolio Management
- BUS4801 Ethics and Enterprise

In addition, choose 18 quarter credits from the following courses:

- BUS4074 * Entrepreneurial Finance
- BUS4075 * Public and Nonprofit Finance
- BUS4076 * Issues in International Finance
- BUS4077 * Risk Management Strategies
- BUS4078 * Financial Institution Management
- BUS4079 * Real Estate Finance

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

BUS4993 Business Capstone Project

Total

180 quarter credits

All courses are 6 quarter credits except as noted.

* Denotes courses that have prerequisites. Refer to the descriptions for further details.

School of Undergraduate Studies Degree Programs and Specializations, *continued*

BS in Business Specializations, continued

Health Care Management

The bachelor's Health Care Management specialization is designed to provide learners with a broad understanding of basic health care business functions, including accounting, finance, human resources, communications, and marketing, as well as a more focused understanding of quality assurance, risk management, and health care operations. Other specialization topics include health care laws and regulations, leadership, and ethics. Successful graduates of this specialization are prepared to pursue leadership or management roles in today's challenging health care environment.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 42 quarter credits

BUS3006	Developing a Health Care Management Perspective
BUS3010	Fundamentals of Management and Leadership
BUS3025	Introduction to Health Care, Wellness, and Disease
BUS3030	Fundamentals of Marketing and Sales
BUS3040	Fundamentals of Human Resource Management
BUS3050	Fundamentals of Organizational Communication
BUS3060	Fundamentals of Finance and Accounting

Specialization courses - 48 quarter credits

BUS4121 *	Ethics and Decision Making in Health Care
BUS4122 *	Health Care Economics
BUS4123 *	Quality Assurance Risk Management
BUS4124 *	Health Care Marketing and Strategic Planning
BUS4125 *	Legal Aspects of Health Care Management
BUS4126 *	Health Care Information Management
BUS4127 *	Evidence-Based Health Care Management
BUS4128 *	Cultural Competence in Health Care

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

BUS4993	Business Capstone Project
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Total **180 quarter credits**

Human Resource Management

The human resource professional wears many hats, and his or her specific duties depend upon the nature and size of the organization. Typical responsibilities may include staffing the organization, training and developing employees at all levels, maintaining a fair and equitable compensation system, developing personnel policies and procedures, and developing strategies to meet the HR needs for the organization's future. Undergraduate learners in the Human Resource Management specialization develop the human resource management, interpersonal, and professional thinking skills needed to manage talent, develop intellectual capital, work in networked relationships, deal with continuous change, and impact organizational effectiveness as HR leaders and managers at all levels of their organizations.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 42 quarter credits

BUS3004	Developing a Business Perspective
BUS3010	Fundamentals of Management and Leadership
BUS3020	Fundamentals of E-Business
BUS3030	Fundamentals of Marketing and Sales
BUS3040	Fundamentals of Human Resource Management
BUS3050	Fundamentals of Organizational Communication
BUS3060	Fundamentals of Finance and Accounting

Specialization courses - 48 quarter credits

BUS4043 *	Compensation and Benefits Management
BUS4044 *	Legal Issues in Human Resource Management
BUS4045 *	Recruiting, Retention, and Development
BUS4046 *	Employee and Labor Relations
BUS4047 *	Employee Training and Development
BUS4048 *	International Human Resource Management Issues
BUS4801	Ethics and Enterprise
BUS4802	Change Management

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

BUS4993	Business Capstone Project
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Total **180 quarter credits**

Management and Leadership

Management involves coordinating, implementing, promoting, supervising, and directing the activities of individuals, organizations, and businesses. The focus of the Management and Leadership specialization is to develop individuals who have the skills and competencies necessary to successfully lead people and manage organizations in a dynamic, global environment. Undergraduate learners in this specialization demonstrate the management, interpersonal, and professional thinking skills needed to impact organizational effectiveness as leaders and managers at all levels of their organizations.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 42 quarter credits

BUS3004	Developing a Business Perspective
BUS3010	Fundamentals of Management and Leadership
BUS3020	Fundamentals of E-Business
BUS3030	Fundamentals of Marketing and Sales
BUS3040	Fundamentals of Human Resource Management
BUS3050	Fundamentals of Organizational Communication
BUS3060	Fundamentals of Finance and Accounting

Specialization courses - 48 quarter credits

BUS4011 *	Virtual Team Collaboration
BUS4012 *	Leadership in Organizations
BUS4013 *	Organizational Structure, Learning, and Performance
BUS4014 *	Operations Management for Competitive Advantage
BUS4015 *	Strategic Planning and Implementation
BUS4016 *	Global Business Relationships
BUS4801	Ethics and Enterprise
BUS4802	Change Management

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

BUS4993	Business Capstone Project
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Total **180 quarter credits**

All courses are 6 quarter credits except as noted.

* Denotes courses that have prerequisites.
Refer to the descriptions for further details.

School of Undergraduate Studies Degree Programs and Specializations, *continued*

BS in Business Specializations, continued

Marketing

The undergraduate Marketing specialization provides learners with fundamental business knowledge and emphasizes marketing research; sales, marketing, and channel management processes; brand identity and marketing communications; change management; and business ethics. Learners may choose to focus on the fundamentals of sales and marketing or broaden their study to include a stronger emphasis on marketing strategy, international marketing, customer behavior, services marketing, or public relations. Upon successful completion of this specialization, learners have gained the marketing expertise and the management, interpersonal, and professional thinking skills needed to increase organizational effectiveness.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Required course:

MAT2001 Statistical Reasoning

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 42 quarter credits

BUS3004 Developing a Business Perspective
 BUS3010 Fundamentals of Management and Leadership
 BUS3020 Fundamentals of E-Business
 BUS3030 Fundamentals of Marketing and Sales
 BUS3040 Fundamentals of Human Resource Management
 BUS3050 Fundamentals of Organizational Communication
 BUS3060 Fundamentals of Finance and Accounting

Specialization courses - 48 quarter credits

BUS4022 * E-Business Sourcing, Marketing, and Sales
 BUS4031 * Marketing, Sales, and Channel Management
 BUS4033 * Brand Identity and Marketing Communications
 BUS4036 * Marketing Research
 BUS4801 Ethics and Enterprise
 BUS4802 Change Management

In addition, choose 12 quarter credits from the following courses:

BUS4024 * Customer Behavior
 BUS4025 * Sales and Sales Management
 BUS4026 * Services Marketing
 BUS4027 * Public Relations
 BUS4034 * Marketing Strategy
 BUS4035 * Marketing Across Borders

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

BUS4993 Business Capstone Project

Total 180 quarter credits

Project Management

The Project Management specialization provides undergraduate learners with a foundational education in the processes, procedures, tools, and techniques of coordinating and managing projects in an organizational setting. The curriculum focuses on the basics of project management, resource allocation, risk assessment, and teamwork. Learners examine the role of project manager as a change agent—working with others to create value for an organization. Successful graduates of this specialization are prepared to pursue careers as project coordinators, project managers, business analysts, and program managers.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Required course:

MAT2001 Statistical Reasoning

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 42 quarter credits

BUS3004 Developing a Business Perspective
 BUS3010 Fundamentals of Management and Leadership
 BUS3020 Fundamentals of E-Business
 BUS3030 Fundamentals of Marketing and Sales
 BUS3040 Fundamentals of Human Resource Management
 BUS3050 Fundamentals of Organizational Communication
 BUS3060 Fundamentals of Finance and Accounting

Specialization courses - 48 quarter credits

BUS4090 * Introduction to Project Management
 BUS4091 * Project Management I
 BUS4092 * Project Management II
 BUS4093 * Contracts and Procurement
 BUS4094 * Managing Project Risk
 BUS4095 * Motivating Project Teams
 BUS4801 Ethics and Enterprise
 BUS4802 Change Management

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

BUS4993 Business Capstone Project

Total 180 quarter credits

Retail Management

The Retail Management specialization provides undergraduate learners with knowledge of the history and fundamentals of managing in a retail environment. Specialization topics include retail management and store operations, competitive analysis and planning, communication and teamwork, leadership, diversity and globalization, and the legal and ethical considerations of managing a retail operation. This specialization prepares learners to pursue careers in the field of retail management, including store operations supervisor or manager, inventory analyst, buyer analyst, inventory analyst, store associate, demand planning analyst, and department lead.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 42 quarter credits

BUS3004 Developing a Business Perspective
 BUS3010 Fundamentals of Management and Leadership
 BUS3020 Fundamentals of E-Business
 BUS3030 Fundamentals of Marketing and Sales
 BUS3040 Fundamentals of Human Resource Management
 BUS3050 Fundamentals of Organizational Communication
 BUS3060 Fundamentals of Finance and Accounting

Specialization courses - 48 quarter credits

BUS4080 * Fundamentals of Retail Management
 BUS4081 * Brand Building and Channel Development
 BUS4082 * Marketing, Merchandising, and Advertising
 BUS4083 * Retailing Analytical Tools and Techniques
 BUS4084 * Pricing Management
 BUS4085 * Management and Operational Issues in Retail
 BUS4801 Ethics and Enterprise
 BUS4802 Change Management

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

BUS4993 Business Capstone Project

Total 180 quarter credits

All courses are 6 quarter credits except as noted.

* Denotes courses that have prerequisites.
 Refer to the descriptions for further details.

School of Undergraduate Studies Degree Programs and Specializations, continued

Bachelor of Science (BS) in Information Technology Specializations

General Information Technology

In the General Information Technology specialization, undergraduate learners explore a range of information technology topics. This specialization consists of a set of core courses that cover the fundamental IT domains of networking, database, Web development, systems analysis and design, and project management. Learners have an opportunity to select a variety of more advanced IT courses that allow them to develop deeper and broader knowledge and skills in IT topics including Web development, networking, project management, and graphics and multimedia.

Learners enrolled in this specialization may qualify to take the Combined BS/MS in Information Technology option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of graduate course work. Successful completion of the graduate course work will be applied toward the requirements for both the bachelor’s specialization and the corresponding master’s General Information Technology specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Recommended course:

MAT2051 * Discrete Mathematics

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 48 quarter credits

- IT3006 Communication Strategies for the Information Technology Professional
- IT3120 Fundamentals of Project Management
- IT3160 Ethical and Human Side of Information Technology
- IT3200 Enterprise Architecture
- IT3300 * Human-Computer Interaction
- IT3310 * Hardware and Operating Systems Architecture
- IT3340 * Fundamentals of Software Architecture
- IT3350 * Network and Security Architecture

Specialization courses - 42 quarter credits

Choose 42 quarter credits of upper-division Information Technology courses.

Combined BS/MS in Information Technology option

Specialization courses - 42 quarter credits

Choose 30 approved quarter credits of upper-division Information Technology courses.*

* Some undergraduate Information Technology courses correspond with graduate Information Technology courses. Combined BS/MS in Information Technology option learners may not earn credit for both the undergraduate Information Technology course and its corresponding graduate Information Technology course.

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses. The School of Undergraduate Studies recommends that 18 of these quarter credits be earned through undergraduate Information Technology courses.

Capstone course - 6 quarter credits

Taken during the learner’s final quarter:

IT4990 Integrated Action Learning Project

Total 180 quarter credits

Health Informatics

Health informatics professionals design, implement, test, deploy, and maintain clinical applications and networks in health care environments. The Health Informatics specialization allows undergraduate learners to acquire and apply various processes, tools, technologies, and methods used to support clinicians who gather, store, and manipulate clinical data. Specialization topics include anatomical and medical terminology, electronic medical records and other clinical data systems, data management, statistical analysis, and information security. Learners evaluate methods of designing clinical data systems to support data extraction and manipulation by clinical researchers and examine the organizational and market-based issues of the health care industry. Upon successful completion of this specialization, learners have gained the skills necessary to be successful in health care information technology and informatics environments. The Health Informatics specialization prepares learners for possible careers as clinical systems architects, software developers, data architects, database administrators, and network administrators in health care settings.

Learners enrolled in this specialization may qualify to take the Combined BS/MS in Information Technology option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of graduate course work. Successful completion of the graduate course work will be applied toward the requirements for both the bachelor’s specialization and the corresponding master’s Health Information Management specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 48 quarter credits

- IT3006 Communication Strategies for the Information Technology Professional
- IT3120 Fundamentals of Project Management
- IT3160 Ethical and Human Side of Information Technology
- IT3200 Enterprise Architecture
- IT3300 * Human-Computer Interaction
- IT3310 * Hardware and Operating Systems Architecture
- IT3340 * Fundamentals of Software Architecture
- IT3350 * Network and Security Architecture

Specialization courses - 42 quarter credits

- IT4610 Anatomical and Medical Terminology
- IT4620 * Managing Data in Multiple System Environments
- IT4630 * Statistical Analysis for Health Care
- IT4640 * Electronic Health Records/Clinical Systems
- IT4650 * Decision Support/Quality Management
- IT4660 * Information Security and Privacy in Health Care
- IT4670 * Health Care Organization and Management

Combined BS/MS in Information Technology option

Specialization courses - 42 quarter credits

- IT4610 Anatomical and Medical Terminology
- IT4630 * Statistical Analysis for Health Care
- IT4640 * Electronic Health Records/Clinical Systems
- IT4650 * Decision Support/Quality Management
- IT4670 * Health Care Organization and Management
- TS5615 Health Informatics (4 quarter credits)
- TS5620 Databases in Health Care Environments (4 quarter credits)
- TS5625 System Security in Health Care Environments (4 quarter credits)

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses. The School of Undergraduate Studies recommends that 18 of these quarter credits be earned through undergraduate Information Technology courses.

Capstone course - 6 quarter credits

Taken during the learner’s final quarter:

IT4990 Integrated Action Learning Project

Total 180 quarter credits

All courses are 6 quarter credits except as noted.
* Denotes courses that have prerequisites. Refer to the descriptions for further details.

School of Undergraduate Studies Degree Programs and Specializations, *continued*

BS in Information Technology Specializations, continued

Information Assurance and Security

Information assurance and security professionals design, install, configure, manage, and troubleshoot an organization's security policies, processes, network, hardware, and software infrastructure. They apply tools and technologies to ensure that the organization is secure. The Information Assurance and Security specialization allows undergraduate learners to acquire and apply various processes, tools, technologies, and methods of securing an enterprise, including security policies, social engineering, access control, authentication, perimeter security, disaster recovery and business continuity, risk management, incident response, viruses, malware, spam, encryption, and other infrastructure security techniques. In addition to information assurance and security expertise, learners in this specialization demonstrate the business, interpersonal, and communication skills required to influence internal decision making and overall organizational effectiveness.

Learners enrolled in this specialization may qualify to take the Combined BS/MS in Information Technology option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of graduate course work. Successful completion of the graduate course work will be applied toward the requirements for both the bachelor's specialization and the corresponding master's Information Assurance and Security specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Required course:

MAT2051 * Discrete Mathematics

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 48 quarter credits

IT3006	Communication Strategies for the Information Technology Professional
IT3120	Fundamentals of Project Management
IT3160	Ethical and Human Side of Information Technology
IT3200	Enterprise Architecture
IT3300 *	Human-Computer Interaction
IT3310 *	Hardware and Operating Systems Architecture
IT3340 *	Fundamentals of Software Architecture
IT3350 *	Network and Security Architecture

Specialization courses - 48 quarter credits

IT4803 *	System Assurance Security
IT4070 *	Cyber Defense and Countermeasures
IT4071 *	Cyber Attacks and Ethical Hacking
IT4072 *	Operating Systems Security
IT4073 *	Organizational Security
IT4074 *	Applications Security
IT4075 *	Computer Forensics
IT4076 *	Security Management and Policies

Combined BS/MS in Information Technology option

Specialization courses - 48 quarter credits

IT4803 *	System Assurance Security
IT4071 *	Cyber Attacks and Ethical Hacking
IT4072 *	Operating Systems Security
IT4073 *	Organizational Security
IT4074 *	Applications Security
IT4076 *	Security Management and Policies
TS5311	Enterprise Security (4 quarter credits)
TS5531	Security Management Practices (4 quarter credits)
TS5534	Computer Forensics and Investigations (4 quarter credits)

Elective courses - 33 quarter credits

Choose 33 quarter credits of additional undergraduate courses. The School of Undergraduate Studies recommends that 18 of these quarter credits be earned through undergraduate Information Technology courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

IT4990 Integrated Action Learning Project

Total

180 quarter credits

Network Technology

Network technology professionals analyze, design, implement, test, deploy, administer, and maintain an organization's custom network architecture. The Network Technology specialization allows undergraduate learners to acquire and apply various processes, tools, technologies, and methods used to build and administer networks. Learners study proposal development, network requirements analysis, the architectural elements of networks, network construction, network administration, and support and maintenance. Upon successful completion of this specialization, learners have gained information technology-related organizational, communications, and decision-making skills. The Network Technology specialization prepares learners for possible careers as network engineers, network architects, network administrators, system administrators, and support specialists.

Learners enrolled in this specialization may qualify to take the Combined BS/MS in Information Technology option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of graduate course work. Successful completion of the graduate course work will be applied toward the requirements for both the bachelor's specialization and the corresponding master's Network Architecture specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Required course:

MAT2051 * Discrete Mathematics

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 48 quarter credits

IT3006	Communication Strategies for the Information Technology Professional
IT3120	Fundamentals of Project Management
IT3160	Ethical and Human Side of Information Technology
IT3200	Enterprise Architecture
IT3300 *	Human-Computer Interaction
IT3310 *	Hardware and Operating Systems Architecture
IT3340 *	Fundamentals of Software Architecture
IT3350 *	Network and Security Architecture

All courses are 6 quarter credits except as noted.

* Denotes courses that have prerequisites.
Refer to the descriptions for further details.

School of Undergraduate Studies Degree Programs and Specializations, *continued*

BS in Information Technology Specializations, *continued*

Specialization courses - 42 quarter credits
Choose 42 quarter credits from the following courses:

IT4040 *	Network Administration
IT4041 *	Advanced Network Administration
IT4045 *	Network Analysis and Design
IT4140 *	Introduction to Internetworking
IT4141 *	Advanced Internetworking
IT4803 *	System Assurance Security
IT4813	Operating Systems
IT4815	Introduction to Telecommunications

Combined BS/MS in Information Technology option

Specialization courses - 42 quarter credits

TS5321	Local Area Network Architectures (4 quarter credits)
TS5322	Wide Area Network Architectures (4 quarter credits)
TS5325	Enterprise Network Analysis (4 quarter credits)

In addition, choose 30 quarter credits from the following courses:

IT4040 *	Network Administration
IT4140 *	Introduction to Internetworking
IT4141 *	Advanced Internetworking
IT4803 *	System Assurance Security
IT4813	Operating Systems
IT4815	Introduction to Telecommunications

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses. The School of Undergraduate Studies recommends that 18 of these quarter credits be earned through undergraduate Information Technology courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

IT4990	Integrated Action Learning Project
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Total **180 quarter credits**

Project Management

The Project Management specialization focuses on developing the skills required to effectively lead and manage a complex information technology project, including IT, business, and human interaction skills. Undergraduate learners are introduced to a variety of topics, including assessing product requirements; establishing configuration management; understanding the impact of evolving legal and regulatory issues on a project; understanding team dynamics; and using tools for project planning, estimation, budgeting, and risk management. Learners ultimately integrate IT fundamentals, professional practice, and specialization course work in an integrated action learning project.

Learners enrolled in this specialization may qualify to take the Combined BS/MS in Information Technology option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of graduate course work. Successful completion of the graduate course work will be applied toward the requirements for both the bachelor's specialization and the corresponding master's Project Management specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Recommended course:

MAT2051 *	Discrete Mathematics
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Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 48 quarter credits

IT3006	Communication Strategies for the Information Technology Professional
IT3120	Fundamentals of Project Management
IT3160	Ethical and Human Side of Information Technology
IT3200	Enterprise Architecture
IT3300 *	Human-Computer Interaction
IT3310 *	Hardware and Operating Systems Architecture
IT3340 *	Fundamentals of Software Architecture
IT3350 *	Network and Security Architecture

Specialization courses - 42 quarter credits

IT4030 *	Project Estimation and Budgeting
IT4031 *	Risk Management in Information System Development
IT4063 *	Project Integration and Scope Management
IT4064 *	Project Communications
IT4065 *	Project Human Resources Management
IT4067 *	Project Quality Assurance
IT4068 *	Project Procurement Management

Combined BS/MS in Information Technology option

Specialization courses - 42 quarter credits

IT4030 *	Project Estimation and Budgeting
IT4063 *	Project Integration and Scope Management
IT4064 *	Project Communications
IT4067 *	Project Quality Assurance
IT4068 *	Project Procurement Management
TS5332	Project Management Planning, Execution, and Control (4 quarter credits)
TS5334	Project Risk Assessment and Control (4 quarter credits)
TS5335	Project Leadership and Management (4 quarter credits)

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses. The School of Undergraduate Studies recommends that 18 of these quarter credits be earned through undergraduate Information Technology courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

IT4990	Integrated Action Learning Project
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Total **180 quarter credits**

All courses are 6 quarter credits except as noted.

* Denotes courses that have prerequisites.
Refer to the descriptions for further details.

School of Undergraduate Studies Degree Programs and Specializations, *continued*

BS in Information Technology Specializations, continued

Software Architecture

Software architecture professionals analyze, design, implement, test, deploy, and maintain an organization's custom software architecture, which includes Web, traditional, and mobile applications. The Software Architecture specialization allows undergraduate learners to acquire and apply various processes, tools, technologies, and methods used to create software. Learners study proposal development; software requirements analysis; the architectural elements of software, database, and applications; software construction; and support and maintenance. Upon successful completion of this specialization, learners have gained information technology-related organizational, communications, and decision-making skills. The Software Architecture specialization prepares learners for possible careers as software engineers, software architects, software developers, data architects, database administrators, and applications architects.

Learners enrolled in this specialization may qualify to take the Combined BS/MS in Information Technology option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of graduate course work. Successful completion of the graduate course work will be applied toward the requirements for both the bachelor's specialization and the corresponding master's Enterprise Software Architecture specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Required course:

MAT2051 * Discrete Mathematics

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 48 quarter credits

IT3006	Communication Strategies for the Information Technology Professional
IT3120	Fundamentals of Project Management
IT3160	Ethical and Human Side of Information Technology
IT3200	Enterprise Architecture
IT3300 *	Human-Computer Interaction
IT3310 *	Hardware and Operating Systems Architecture
IT3340 *	Fundamentals of Software Architecture
IT3350 *	Network and Security Architecture

Specialization courses - 42 quarter credits

IT4710 *	Software Requirements Architecture
IT4715 *	Applications Architecture
IT4720 *	Software Construction I: Design and Modeling
IT4725 *	Software Construction II: Database Development
IT4770	Support and Maintenance of Software Systems

In addition, choose one of the following groups:

For a focus in Web development:

IT4730 *	Software Construction III: Web Application Development
IT4735 *	Software Construction IV: Advanced Web Application Development

For a focus in application development:

IT4760 *	Software Construction III: Application Development
IT4765 *	Software Construction IV: Advanced Application Development

Combined BS/MS in Information Technology option

Specialization courses - 42 quarter credits

IT4715 *	Applications Architecture
IT4720 *	Software Construction I: Design and Modeling
IT4725 *	Software Construction II: Database Development
IT4760 *	Software Construction III: Application Development
IT4770	Support and Maintenance of Software Systems
TS5351	Architecture Requirements Analysis (4 quarter credits)
TS5356	Advanced Application Development (4 quarter credits)
TS5357	Enterprise Software Architecture Quality Assurance (4 quarter credits)

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses. The School of Undergraduate Studies recommends that 18 of these quarter credits be earned through undergraduate Information Technology courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

IT4990	Integrated Action Learning Project
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Total 180 quarter credits

Bachelor of Science (BS) in Psychology Specialization

General Psychology

Undergraduate learners in the General Psychology specialization integrate psychology knowledge with associated skills by engaging in a curriculum that presents fundamental psychological concepts, theories, empirical findings, and historical trends. In particular, learners focus on social, abnormal, positive, and biological psychology and lifespan development, motivation and performance, learning and cognition, research methodology, culture and diversity, and ethics. Successful graduates of this specialization are prepared to build on their knowledge and skills at the graduate level or pursue careers in a variety of settings, including education, public service, law enforcement and corrections, business, human development, and rehabilitation and mental health.

Learners enrolled in this specialization may qualify to take the Combined BS/MS in Psychology option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of graduate course work. Successful completion of the graduate course work will be applied toward the requirements for both the bachelor's General Psychology specialization and the learner's chosen master's Psychology specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Required courses:

BIO1000	Human Biology
ENG1000	English Composition
MAT2001	Statistical Reasoning
PHI2000	Ethics
PSYC1000	Introduction to Psychology

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 54 quarter credits

PSYC3002	Developing a Psychology Perspective
PSYC3210 *	Human Lifespan Development
PSYC3500 *	Learning and Cognition
PSYC3520 *	Introduction to Social Psychology
PSYC3540 *	Culture, Ethnicity, and Diversity
PSYC4100 *	History and Modern Systems of Psychology
PSYC4310 *	Biological Psychology
PSYC4600 *	Research Methods in Psychology
PSYC4700 *	Statistics for the Behavioral Sciences

All courses are 6 quarter credits except as noted.

* Denotes courses that have prerequisites.
Refer to the descriptions for further details.

School of Undergraduate Studies Degree Programs and Specializations, *continued*

BS in Psychology Specialization, continued

In addition, choose 12 quarter credits from the following courses:

- PSYC3110 * Abnormal Psychology
 PSYC3770 * Psychology of Human Motivation and Performance
 PSYC4110 * Positive Psychology

Combined BS/MS in Psychology option

Learners enrolled in the Combined BS/MS in Psychology option complete graduate Psychology courses that correspond with undergraduate Psychology courses. Combined BS/MS in Psychology option learners may not earn credit for both the undergraduate Psychology course and its corresponding graduate Psychology course.

For an MS specialization in General Psychology; Child and Adolescent Development; Educational Psychology; Evaluation, Research, and Measurement; Industrial/Organizational Psychology; Leadership Coaching Psychology; Organizational Leader Development; Sport Psychology; Clinical Psychology; Counseling Psychology; or School Psychology:

- PSY7620 Inferential Statistics (5 quarter credits, corresponds with PSYC4700)
 PSY7650 Research Methods (5 quarter credits, corresponds with PSYC4600)
 PSY5922 Selected Topics for Combined Option Learners (2 quarter credits)

Elective courses - 63 quarter credits

Choose 63 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

- PSYC4900 Psychology Capstone Project

Total 180 quarter credits

Review of this specialization is pending in AL, AZ, FL, GA, ND, SC, VA, and WA.

Bachelor of Science (BS) in Public Safety Specializations

Criminal Justice

The Criminal Justice specialization provides undergraduate learners with knowledge of the processes and procedures related to the criminal justice profession. Learners examine the criminal justice system and the relationships among private, local, state, and federal law enforcement organizations. Learners also analyze crime investigation techniques and law enforcement principles. Upon successful completion of this specialization, learners are prepared for entry-level public safety careers such as U.S. Postal Service Inspectors and U.S. marshals; agents of the Drug Enforcement Administration; Internal Revenue Service; Bureau of Alcohol, Tobacco, and Firearms; United States Customs Service; Immigration and Naturalization Service; Department of the Treasury; Bureau of Engraving and Printing; and other local and state law enforcement agencies.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Required course:

- MAT2050 Statistical Literacy

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 48 quarter credits

- PS3004 Communication Strategies for the Public Safety Professional
 PS3100 Introduction to Criminal Justice (4 quarter credits)
 PS3200 Introduction to Emergency Management (4 quarter credits)
 PS3300 Principles of Security Management (4 quarter credits)
 PS3400 Introduction to Homeland Security (4 quarter credits)
 PS3500 Applied Public Safety Theory (4 quarter credits)
 PS3600 Principles of Public Safety Investigation (4 quarter credits)
 PS3700 Justice, Crime, and Ethics (4 quarter credits)
 PS3800 Applied Public Safety Research Methods (4 quarter credits)
 PS3900 History of Violence in the U.S. Society (4 quarter credits)
 PS3950 * Introductory Public Safety Statistical Research

Specialization courses - 44 quarter credits

- PS4105 * White Collar and Organized Crime Investigations (4 quarter credits)
 PS4110 * Corrections, Probation, and Parole (4 quarter credits)
 PS4115 * Juvenile Justice Practice (4 quarter credits)
 PS4120 * Police-Community Relations (4 quarter credits)
 PS4125 * Policing in the U.S. Society (4 quarter credits)
 PS4135 * Race, Crime, and Criminal Justice (4 quarter credits)
 PS4140 * Criminal Law and the Legal Process (4 quarter credits)
 PS4145 * Criminal Law (4 quarter credits)
 PS4150 * History of Drug Control (4 quarter credits)
 PS4155 * Police Administration (4 quarter credits)
 PS4160 * Criminal Procedure and Evidence (4 quarter credits)

Elective courses - 37 quarter credits

Choose 37 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

- PS4990 Public Safety Senior Capstone Project

Total 180 quarter credits

All courses are 6 quarter credits except as noted.

* Denotes courses that have prerequisites. Refer to the descriptions for further details.

School of Undergraduate Studies Degree Programs and Specializations, *continued*

BS in Public Safety Specializations, continued

Emergency Management

The Emergency Management specialization focuses on providing undergraduate learners with the knowledge and skills needed for effective emergency and disaster management. Specialization topics include emergency preparedness and planning, disaster response and recovery, hazard mitigation, and public safety. Upon successful completion of this specialization, learners are prepared to pursue careers in emergency management, emergency services coordination, response and recovery team management, hazard mitigation, emergency preparedness, and risk assessment.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Required course:

MAT2050 Statistical Literacy

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 48 quarter credits

PS3004	Communication Strategies for the Public Safety Professional
PS3100	Introduction to Criminal Justice (4 quarter credits)
PS3200	Introduction to Emergency Management (4 quarter credits)
PS3300	Principles of Security Management (4 quarter credits)
PS3400	Introduction to Homeland Security (4 quarter credits)
PS3500	Applied Public Safety Theory (4 quarter credits)
PS3600	Principles of Public Safety Investigation (4 quarter credits)
PS3700	Justice, Crime, and Ethics (4 quarter credits)
PS3800	Applied Public Safety Research Methods (4 quarter credits)
PS3900	History of Violence in the U.S. Society (4 quarter credits)
PS3950 *	Introductory Public Safety Statistical Research

Specialization courses - 44 quarter credits

PS4210 *	Principles of Emergency Management (4 quarter credits)
PS4220	Emergency Planning (4 quarter credits)
PS4225	Emergency Management and Homeland Security (4 quarter credits)
PS4230	Leadership in Emergency Management (4 quarter credits)
PS4240	Technology in Emergency Management (4 quarter credits)
PS4250	Decision Management in Critical Incidents (4 quarter credits)
PS4260	Hazard Identification and Vulnerability (4 quarter credits)
PS4265 *	Hazard Mitigation and Preparedness (4 quarter credits)
PS4270	Disaster Response Operations and Management (4 quarter credits)
PS4280 *	Disaster Recovery (4 quarter credits)
PS4290	Social Dimensions of Disaster (4 quarter credits)

Elective courses - 37 quarter credits

Choose 37 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

PS4990	Public Safety Senior Capstone Project
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Total 180 quarter credits

Homeland Security

Undergraduate learners in the Homeland Security specialization examine the fundamentals of the homeland security profession and acquire knowledge and skills needed to manage public security in conjunction with federal resources. Specialization topics include world conflict and the geopolitical roots of terrorism, terroristic threat analysis, domestic and international terrorism, and the role of diplomacy and intelligence in homeland security. Successful graduates of this specialization are prepared to pursue careers as Immigration and Customs Enforcement officers, Federal Emergency Management Agency (FEMA) program specialists, Department of Homeland Security policy analysts or criminal investigators, or U.S. Department of Transportation security screening analysts.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Required course:

MAT2050 Statistical Literacy

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 48 quarter credits

PS3004	Communication Strategies for the Public Safety Professional
PS3100	Introduction to Criminal Justice (4 quarter credits)
PS3200	Introduction to Emergency Management (4 quarter credits)
PS3300	Principles of Security Management (4 quarter credits)
PS3400	Introduction to Homeland Security (4 quarter credits)
PS3500	Applied Public Safety Theory (4 quarter credits)
PS3600	Principles of Public Safety Investigation (4 quarter credits)
PS3700	Justice, Crime, and Ethics (4 quarter credits)
PS3800	Applied Public Safety Research Methods (4 quarter credits)
PS3900	History of Violence in the U.S. Society (4 quarter credits)
PS3950 *	Introductory Public Safety Statistical Research

All courses are 6 quarter credits except as noted.

* Denotes courses that have prerequisites.
Refer to the descriptions for further details.

School of Undergraduate Studies Degree Programs and Specializations, *continued*

BS in Public Safety Specializations, continued

Specialization courses - 44 quarter credits

PS4310	Homeland Security in the 21st Century (4 quarter credits)
PS4320	Homeland Security and Multijurisdictional Coordination (4 quarter credits)
PS4325	Homeland Security and Emergency Management (4 quarter credits)
PS4330	Leadership in Homeland Security (4 quarter credits)
PS4340	Technology and Homeland Security (4 quarter credits)
PS4350	Government, Media, and Civil Liberties (4 quarter credits)
PS4360	Domestic and International Terrorism (4 quarter credits)
PS4365 *	World Conflict (4 quarter credits)
PS4370	Diplomatic Approaches to National Security (4 quarter credits)
PS4380	Intelligence Role in Homeland Security (4 quarter credits)
PS4390	Multijurisdictional Approaches to Investigations (4 quarter credits)

Elective courses - 37 quarter credits

Choose 37 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

PS4990	Public Safety Senior Capstone Project
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Total **180 quarter credits**

Bachelor of Science in Nursing (BSN) Specialization

RN-to-BSN Degree Completion

In the RN-to-BSN Degree Completion specialization, undergraduate learners focus on acquiring the health assessment knowledge, communication and collaboration skills, and leadership proficiencies needed to become effective nurse generalists. The curriculum emphasizes health promotion and disease prevention in multicultural and vulnerable populations; associated global wellness strategies; pharmacology and patient safety; patient care technology; collaborative nursing group processes; quality individual, organizational, and systems leadership and management; and policy, law, ethics, and regulations in professional nursing practice. Upon successful completion of this specialization, learners are prepared to apply evidence-based professional nursing theories, research, and best practices from a global community and public service perspective.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Foundational nursing courses - 30 quarter credits

Undergraduate nursing skills course work totaling 30 quarter credits from a CCNE or NLN-accredited nursing program.

Core courses - 42 quarter credits

BSN4000	Orientation to Bachelor's Nursing Concepts
BSN4002 *	Assessment, Communication, and Collaboration
BSN4004 *	Nursing Research and Informatics
BSN4006 *	Policy, Law, Ethics, and Regulations
BSN4008 *	Organizational and Systems Management for Quality Outcomes
BSN4010 *	Health Promotion and Disease Prevention in Vulnerable and Diverse Populations
BSN4012 *	Nursing Leadership and Management

Specialization courses - 18 quarter credits

BSN4014 *	Global Perspectives of Community and Public Service
BSN4016 *	Pharmacology for Patient Safety
BSN4017 *	Collaborative Group Process for Nursing Professionals

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses.

Recommended elective courses:

BPA3025	Introduction to Public Administration
BPA3035	Theoretical Foundations of Public Administration
BPA4101 *	Principles of Organizational Planning and Accountability
BPA4104 *	Introduction to Diversity and Cultural Competence
BUS3010	Fundamentals of Management and Leadership
BUS3025	Introduction to Health Care, Wellness, and Disease
BUS3050	Fundamentals of Organizational Communication
BUS3060	Fundamentals of Finance and Accounting
BUS4011 *	Virtual Team Collaboration
BUS4016 *	Global Business Relationships
BUS4121 *	Ethics and Decision Making in Health Care
BUS4122 *	Health Care Economics
BUS4123 *	Quality Assurance and Risk Management
IT4610	Anatomical and Medical Terminology
IT4640 *	Electronic Health Records/Clinical Systems
IT4660 *	Information Security and Privacy in Health Care
IT4670 *	Health Care Organization and Management
PS4150 *	History of Drug Control
PS4210 *	Principles of Emergency Management
PS4220	Emergency Planning
PS4230	Leadership in Emergency Management
PS4290	Social Dimensions of Disaster
PS4310 *	Homeland Security in the 21st Century
PS4325	Homeland Security and Emergency Management
PSYC3110 *	Abnormal Psychology
PSYC3540 *	Culture, Ethnicity, and Diversity
PSYC3770 *	Psychology of Human Motivation and Performance
PSYC4110 *	Positive Psychology
PSYC4310 *	Biological Psychology
PSYC4600 *	Research Methods in Psychology
PSYC4700 *	Statistics for the Behavioral Sciences

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

BSN4020	Nursing Capstone Project
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Total **180 quarter credits**

Review of this specialization is pending in AL, AZ, FL, GA, ND, SC, VA, and WA.

Admission to the RN-to-BSN Degree Completion specialization requires learners to complete and submit the Bachelor of Science in Nursing (BSN) License Verification and Work Experience Acknowledgement Form.

All courses are 6 quarter credits except as noted.

*** Denotes courses that have prerequisites.
Refer to the descriptions for further details.**

School of Undergraduate Studies Degree Programs and Specializations, *continued*

Bachelor of Public Administration (BPA) Specialization

General Public Administration

The BPA General Public Administration specialization is designed to provide undergraduate learners with the knowledge and skills necessary for effective public sector program and policy implementation and management. Learners engage in a curriculum that presents fundamental public administration topics, including public finance and accounting, human resource management, public-private collaboration, and strategic planning and accountability as well as more field-specific topics such as participative governance and contracting and privatization. The curriculum also emphasizes public administration leadership theory and practice and ethical and legal standards. Building on these concepts and skills, successful graduates of this specialization are prepared to enter or advance in the public administration field at the local, state, regional, or federal level, or pursue positions in nonprofit or community development fields.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 42 quarter credits

- BPA3004 Developing a Public Administration Perspective
- BUS3010 Fundamentals of Management and Leadership
- BPA3025 Introduction to Public Administration
- BPA3035 Theoretical Foundations of Public Administration
- BPA3045 Human Resource Management in the Public Sector
- BUS3050 Fundamentals of Organizational Communication
- BPA3065 Introduction to Public Finance and Accounting

Specialization courses - 48 quarter credits

- BPA4101 * Principles of Organizational Planning and Accountability
- BPA4102 * Public Policies and Regulatory Processes
- BPA4103 * Ethical Standards and Legal Issues in Public Administration
- BPA4104 * Introduction to Diversity and Cultural Competence
- BPA4105 * Creating Public Value
- BPA4106 * Resource Management in the Public Sector
- BPA4107 * The Political and Administrative System
- BPA4108 * Privatization of Government Services

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

- BPA4993 Public Administration Capstone Project

Total 180 quarter credits

Concentration

Only learners enrolled in the BS in Public Safety degree program may take the Security Management concentration.

Security Management

The Security Management concentration presents security management fundamentals and includes course work emphasizing leadership and ethics, security technology, and operational security.

Five Required Courses 20 quarter credits

- PS4410 Introduction to Security Management
- PS4420 Ethics in Security Management
- PS4431 Leadership Principles in Security Management
- PS4440 Technology and Systems in Security Management
- PS4460 Operational Security

Total 20 quarter credits

All courses are 6 quarter credits except as noted.

* Denotes courses that have prerequisites. Refer to the descriptions for further details.

Undergraduate Course Descriptions

In Alphabetical and Numerical Order by Program Prefix

The following course list is correct as of the date this catalog was prepared. These descriptions indicate the general content and topics typically covered in the course. Capella University retains the right to withdraw, modify, or add courses to the existing list without prior notice.

General Education Courses

Communication

ENG1000 - English Composition (6 quarter credits). In this course, learners are introduced to writing research techniques and various forms of writing, including expository writing. Learners focus on strengthening their ability to think critically, develop and organize writing topics, and revise their writing for clarity of purpose, readability, and style.

ENG2000 - Research Writing (6 quarter credits). Learners in the course gain familiarity with evaluating and interpreting information provided by others and writing using source material. Learners focus on developing the skills needed to critically assess sources and incorporate them appropriately into professional or academic writing.

ENG3300 - Business and Technical Writing (6 quarter credits). In this course, learners use fundamental rhetorical skills to write common business communications for a variety of purposes and audiences. Learners also focus on applying technology, teamwork, and ethical standards to business and technical writing.

SPC1000 - Public Speaking (3 quarter credits). In this course, learners study and apply speech organization methods, effective delivery skills, and strategies for minimizing speech anxieties. Learners prepare, rehearse, and deliver a series of short speeches demonstrating different styles and strategies of public speaking.

SPC2000 - Intercultural Communication (6 quarter credits). Learners in this course explore cultural differences associated with values, norms, social interaction, and code systems and examine the effects those differences have on inter- and cross-cultural communication.

SPC2050 - Visual Design in Communications (3 quarter credits). This course introduces learners to the use of visual design in communication. Learners apply fundamental concepts and principles of graphic and visual design, explore methods of analyzing visual images, and evaluate the influence of visual images on communication.

Humanities

ART2000 - Art History Survey (6 quarter credits). In this course, learners survey art of the Western world from prehistoric to modern times. Learners explore museum and gallery art exhibits, analyze buildings and architecture, and examine art in everyday life.

HUM1000 - Introduction to the Humanities (6 quarter credits). In this course, learners are introduced to a variety of humanities-associated fields, including arts, philosophy, and religion, and develop an understanding of the uniqueness and interrelatedness of these fields. Learners also examine the ways the humanities significantly shape the cultures in which they are found and assess the cultural values and vision of the human condition.

HUM1050 - World Religions (3 quarter credits). Learners in this course are introduced to Eastern and Western traditions and religions, including Hinduism, Buddhism, Confucianism, Taoism, Judaism, Christianity, and Islam. Learners explore the history of the world's religions and examine their influences on contemporary society.

HUM3300 - Global Multiculturalism and World Religions (6 quarter credits). In this course, learners develop foundational knowledge of the three families of contemporary world religions: Western Asian, East Asian, and South Asian. Learners examine religion from a cultural perspective, exploring the ways world religions interact with other global cultures.

LIT2001 - Introduction to Literature: Short Stories (3 quarter credits). Learners in this course examine the relationship between the individual and society in short stories. Learners examine fundamental literary terms and concepts and strengthen their critical-thinking and academic writing skills.

LIT2100 - Women's Literature (3 quarter credits). In this course, learners use women's literature to explore the range of women's thought and voice concerning gender differences in communication. Learners also examine women's roles, gender issues, and feminine identity and experience and evaluate women's historical influence and significance.

PHI1000 - Introduction to Philosophy (6 quarter credits). This course focuses on the nature of philosophy and logic. Learners explore historical philosophical issues, including the existence of God, the meaning of human existence, the nature of knowledge, and the question of right and wrong. Learners also analyze the main problems of philosophical inquiry and applied ethics.

PHI2000 - Ethics (6 quarter credits). In this course, learners explore major philosophical approaches to evaluating moral actions and apply them to contemporary issues. Learners reflect on their own moral beliefs and the ways these beliefs influence and inform their moral judgments and behavior.

PHI2050 - Human Nature and Ethics (3 quarter credits). Learners in this course explore primary Western conceptions of human nature from the ancient Greek period to the 21st century. Learners examine the ways various perspectives on human nature and ethics influence people's understanding of themselves, others, and the human condition.

PHI2100 - Introduction to Logic (6 quarter credits). In this course, learners study the relationship between language and logic and practice sound deductive and inductive reasoning. Learners develop the skills used to draw sound conclusions from available evidence and construct and present reasonable cases to support them. Learners also distinguish fact from judgment and identify formal and informal fallacies of language and thought, becoming more adept at recognizing poor reasoning they encounter in their personal and professional lives.

PHI3200 - Ethics in Health Care (6 quarter credits). Learners in this course gain a better understanding of the ethical issues associated with the health care profession and the conceptual framework health care professionals use to make ethical decisions. Learners examine current and emerging ethical health care issues related to the various stages of the lifecycle and the quality of life. Learners also explore ethical issues associated with patient care from the perspectives of various health care professionals, including physicians, nurses, and administrators.

Natural Science and Mathematics

BIO1000 - Human Biology (6 quarter credits). Learners in this course examine fundamental biological principles from a human perspective. Course topics include the molecular and cellular basis of life, genetics, organ systems, and the impact of nutrition and exercise on human health.

BIO1050 - Biology and Society (3 quarter credits). In this course, learners build an awareness of the environmental issues that shape the world in which we live. Learners explore the relationship between society and the environment, identify the causes of environmental stress and degradation, and study the initiatives being developed to address those causes.

Undergraduate Course Descriptions, *continued*

BIO2000 - Environmental Health (6 quarter credits). In this course, learners use a multidisciplinary approach to identify the environmental factors impacting individual and community health. Learners examine the effects of various physical, biological, and chemical agents on the body and identify strategies to minimize the negative effects. Learners also explore ways to protect and promote health and positively influence the quality of the environment.

CHM1000 - Chemistry for Changing Times (6 quarter credits). In this course, learners explore fundamental chemistry concepts, principles, and risk analysis and develop an understanding of the impact of chemistry on society. Learners apply chemistry concepts to health, medical, environmental, ecological, and nuclear concerns.

CHM1050 - Chemistry and the Environment (3 quarter credits). This course introduces learners to the major environmental issues of the planet. Learners examine the scientific data for and against the existence of global warming and the greenhouse effect. Learners also explore the chemistry of environmental pollutants and examine the effects these issues have on the quality of water, food, and air. Learners assess their own impact on the environment, examine the role of personal responsibility in the current environmental crisis, and develop an action plan to minimize further environmental damage.

MAT1050 - College Algebra (6 quarter credits). Learners in this course study linear, exponential, logarithmic, and other mathematical functions that include algebraic, graphic, and numeric properties. Learners then investigate the application of these concepts to the social and natural sciences, business, and everyday life.

MAT1051 - Pre-Calculus (6 quarter credits). In this course, learners use technology; modeling; and algebraic, graphic, and numeric problem-solving skills to study and apply trigonometric and circular functions, identities, inverses, polar coordinates, complex numbers, and vectors in two and three dimensions. Learners also examine quadratic relations in polar, rectangular, and parametric forms and the ways each of these topics provides a bridge to further study in calculus and other fields, including economics, business, physics, chemistry, biology, computer science, and natural and social sciences. **Completion of college algebra course work or MAT1050 is strongly recommended prior to enrolling in this course.**

MAT2001 - Statistical Reasoning (6 quarter credits). In this course, learners study the fundamental concepts of elementary statistics, including descriptive statistics, methods of counting, probability distributions, approximations, estimation, and hypothesis testing. Learners then use these concepts to gain an understanding of the application and interpretation of statistical results.

MAT2050 - Statistical Literacy (3 quarter credits). This course emphasizes the learner as a consumer of statistics rather than a producer of statistical calculations. Learners apply critical-thinking skills to arguments involving statistics and interpret and evaluate statistics used in real-world situations.

MAT2051 - Discrete Mathematics (6 quarter credits). This course presents an overview of mathematical analysis techniques. Learners apply number logic and set theory, functions and sequences, relations equivalence, partial order, digraphs, recurrence relations, counting techniques, logic and techniques of proof, graphs, and algorithms to the fields of business and information technology. **Prerequisite(s): MAT1050.**

PHY1000 - Introduction to Astronomy (6 quarter credits). In this course, learners trace the evolution of scientific thought in astronomy from early civilizations to the present day. Learners study stars, galaxies, and the solar system and universe as a whole; explore the fundamental concepts involved in understanding the night sky; and analyze the universality of basic physical laws.

Social Science

ECO1050 - Microeconomics (6 quarter credits). Learners in this course examine the optimizing behavior of individual consumers and firms, the coordination of individual decisions through markets, and the evaluation of market outcomes in terms of efficiency and fairness. Learners apply microeconomic principles to real-world situations.

ECO1051 - Macroeconomics (6 quarter credits). This course provides an introduction to fundamental macroeconomics topics, including national income analysis, unemployment and price stability, the business cycle, monetary and fiscal policy, and international trade. Learners study the behaviors of whole systems and economies and apply macroeconomic principles of economic theory to real-world situations.

HIS1000 - Immigrants in the American City (3 quarter credits). In this course, learners study the historical experiences of immigrants moving to and living in American cities and the ways these experiences affect immigrants living in American cities today. Learners also examine the effects of urban policies on immigrants.

HIS3200 - History of Health Care in America (3 quarter credits). In this course, learners trace the evolution of the American health care system from the nineteenth century to the present. Learners assess issues related to health care access, utilization, resource allocation, and the role of insurance and gain knowledge of current medical treatment in the United States.

POL1000 - The Politics of American Government (6 quarter credits). Learners in this course study the fundamental workings of the American political system. Learners examine the ways constitutional structure shapes American politics and the ways political institutions and processes connect individuals to the larger political system.

POL2000 - Globalization (6 quarter credits). Learners in this course examine the benefits expanding international economics and politics have provided individual countries and groups of nation-states. Learners also evaluate the forces guiding free market competition and rapid technological change and the conflicts they generate concerning international environmental, national sovereignty, human rights, and citizenship issues.

PSYC1000 - Introduction to Psychology (6 quarter credits). This course provides an introduction to the basic principles of psychology and the scientific methods that psychologists employ. A variety of topics, including the brain, learning and memory, personality, social influence, child and lifespan development, and psychopathology are addressed. Applying psychology concepts to everyday situations is emphasized.

SOC1000 - Introduction to Human Society (6 quarter credits). In this course, learners use sociological theory and concepts to explore everyday life and gain knowledge of the ways individuals and society as a whole understand their collective social realities. As they examine cultural ideologies, learners are introduced to ways of objectively examining their personal perspectives on social issues.

SOC2000 - Cultural Diversity (6 quarter credits). Learners in this course study cultural diversity from a sociological perspective and gain an understanding of the ways the societal structure affects micro-level experience. Learners evaluate theories that explain the cultural foundations of prejudice and discrimination, examine the differences between majority and minority groups and racial and ethnic groups, and explore the role of power in creating and supporting these differences at the structural level. Learners also assess the relationship between race, gender, and economics by examining past and current experiences of American minority groups.

Undergraduate Course Descriptions, *continued*

Lower-Division Courses

BUS1000 - Introduction to Business (3 quarter credits). This course covers a wide range of business topics, including basic business functions, organizational methods, and basic business techniques and processes. Learners examine key functions that help a business operate successfully and develop an understanding of how business are organized. ***This course cannot be used to satisfy general education requirements, but it can be used to satisfy lower division elective credit requirements.***

IT1000 - Introduction to Information Technology (3 quarter credits). This course introduces learners to the concepts and theoretical operations of information technology. Topics include hardware and software used in typical organizational and personal settings, the history and impact of technology on society, and careers available for IT professionals. ***This course cannot be used to satisfy general education requirements, but it can be used to satisfy lower division elective requirements.***

IT2210 - Introduction to Web Systems and Technologies (6 quarter credits). This course emphasizes fundamental Web design skills. Learners receive hands-on experience with a Web authoring tool used in contemporary Web development. Learners evaluate and design Web pages using Web accessibility and usability principles and gain the skills needed to communicate more effectively with their projects' end users. ***This course cannot be used to satisfy general education requirements, but it can be used to satisfy lower division elective requirements.***

IT2230 - Introduction to Database Systems (3 quarter credits). This course provides an introduction to the fundamental concepts of databases and database management systems (DBMS). Learners examine vocabulary, component requirements, sorting and querying, and maintenance of simple databases using the fundamentals of database manipulation. Structured Query Language (SQL) and MS Access are included in course content. ***This course cannot be used to satisfy general education requirements, but it can be used to satisfy lower division elective requirements.***

IT2240 - Introduction to Programming (3 quarter credits). This course provides an introduction to the fundamental concepts, design, and logic of information technology programming languages. Learners examine the criteria used to plan, code, employ, test, and produce information technology programming processes. ***This course cannot be used to satisfy general education requirements, but it can be used to satisfy lower division elective requirements.***

IT2250 - Introduction to Network Technology (3 quarter credits). This course provides an introduction to the basic concepts of network technology. Topics include the OSI model, LANs, MANs, WANs, network devices, and network wiring standards. Learners apply security architecture, construct network designs, build network operating systems, and gain an understanding of how networks function to support organizations. ***This course cannot be used to satisfy general education requirements, but it can be used to satisfy lower division elective requirements.***

BPA Courses

BPA3004 - Developing a Public Administration Perspective (6 quarter credits). In this course, learners build and strengthen the skills needed to succeed in their program and the workplace. Learners engage in interactive activities that help them develop a public administration perspective and expand their organizational, research, critical-thinking, and problem-solving skills. Learners also participate in building a learning community, share talents and resources with courseroom peers, and prepare professional written communications. Other topics include teamwork, ethics, and project creation. ***Learners must take BPA3004 in their first quarter. Cannot be fulfilled by transfer or petition.***

BPA3025 - Introduction to Public Administration (6 quarter credits). This course presents the fundamentals of the United States' political and governmental systems. Learners review the functions of the three branches of the federal government; differentiate between the responsibilities of local, state, and federal governments; and explore the value of a participatory government. Learners also examine public administration theory and its application to public administration practice, analyze the political versus administrative power structures and their associated decision-making authorities, and evaluate the role of the public administrator within the broader public system.

BPA3035 - Theoretical Foundations of Public Administration (6 quarter credits). In this course, learners examine the evolution of the public administration field and the importance of theory to public administration practice and the role of the public administrator. Learners identify foundational public administration theorists, theories, and concepts and link the theoretical concepts of public value and participatory government to the responsibilities of the public administrator.

BPA3045 - Human Resource Management in the Public Sector (6 quarter credits). This course is an examination of the public civil service system and its hiring, promotion, and separation processes. Learners explore the protections inherent in the civil service system, analyze legal and regulatory decisions that affect public employment and personnel management, and discuss the role of labor unions in public sector employment processes and practices. Learners also analyze the authority of the public administrator relative to personnel issues and compare the roles, responsibilities, and protections of the public administration professional with those of political appointees.

BPA3065 - Introduction to Public Finance and Accounting (6 quarter credits). Learners in this course examine generally accepted public accounting principles and standards, study the public budgetary process and its legal and regulatory constraints, and clarify those constraints associated with the expenditure of public funds. Learners also discuss the role of the public administrator in establishing assumptions for a budget, examine political influence in funding and expenditures, review strategies for adjusting a public sector budget in light of political and legislative policies and directives, and identify the fiscal consequences of changing the allocation of funds and expenditures.

BPA4101 - Principles of Organizational Planning and Accountability (6 quarter credits). In this course, learners develop an understanding of strategic planning and implementation within the public sector. Learners interpret the political and fiscal constraints of the public planning process, translate political mandates into agency goals, and develop measurable objectives to meet those goals. Learners also examine action plans, accountability measures, and achievement indicators used to monitor strategic planning objectives and outcomes, and recommend process planning improvements. ***Prerequisite(s): BUS3010, BPA3025, BPA3035.***

BPA4102 - Public Policies and Regulatory Processes (6 quarter credits). This course introduces learners to the policy making process and the role of the public administrator in formulating public policy and translating policy into regulations. Learners distinguish between the decision-making authority of executive, legislative, and administrative agencies and the associated roles of the public administrator in each setting. Learners also analyze the impact of policy on public administration agencies and departments and their administrative decision-making actions. ***Prerequisite(s): BPA4101.***

Undergraduate Course Descriptions, *continued*

BPA4103 - Ethical Standards and Legal Issues in Public Administration (6 quarter credits).

In this course, learners focus on the ethical and legal principles and standards that govern public administrators in executing their responsibilities. Learners evaluate the key concepts of various ethical precepts and professional codes of conduct and evaluate the ways they inform and guide public decision making. Learners also examine the separation of powers between administrative agencies, the executive branch, legislative bodies, and the courts to gain an understanding of public administration decision-making discretion.

Prerequisite(s): BPA4101.

BPA4104 - Introduction to Diversity and Cultural Competence (6 quarter credits).

Learners in this course examine contemporary theories and practices of cultural competence and diversity in the community and workplace. Learners explore the concepts of fairness and equal treatment in public decision making and the role of the public administrator in fostering social equity. Learners also analyze the impact of public policy and decision making on various socioeconomic and cultural groups and examine strategies for building and sustaining cross-cultural coalitions to address public issues and concerns. **Prerequisite(s):** BPA4101.

BPA4105 - Creating Public Value (6 quarter credits).

In this course, learners explore strategies for improving the performance of public organizations, evaluate theories and practices of public sector change and innovation, and delineate processes to best use public resources to maximize public benefit. Learners review analytical and normative tools used to measure program outcomes and examine collaborative approaches used to meet community expectations of public administrative action. Learners also identify the political realities that impact the perception of public value and the value-creating capabilities of public action. **Prerequisite(s):** BPA4101.

BPA4106 - Resource Management in the Public Sector (6 quarter credits).

In this course, learners evaluate management strategies for efficiently and equitably allocating public resources. Learners compare legislative and public administration resource management and oversight functions and review the human capital and financial resources under the purview of the public administrator. Learners also examine the ways the greater community scrutinizes the use of public resources and evaluate strategies for measuring the effective use of existing and future public assets.

Prerequisite(s): BPA3065, BPA4101.

BPA4107 - The Political and Administrative System (6 quarter credits).

In this course, learners analyze the application of systems theory in the public sector; evaluate the impact of political influence and lobbying on the public administrator's decision-making authority; and examine methods of improving political, legislative, and administrative systems and interactions. Learners also analyze the link between policy and regulations and the impact of administrative decision making on policy interpretation and implementation to gain an understanding of the political-administrative dichotomy. **Prerequisite(s):** BPA4101.

BPA4108 - Privatization of Government Services (6 quarter credits).

Learners in this course evaluate government services privatization initiatives and their associated opportunities; challenges; and political, legislative, and administrative implementation processes. Learners also examine the fiscal and quality impact of and public and private concerns with privatized service delivery and explore the role of the public administrator in privatization oversight. **Prerequisite(s):** BPA4101.

BPA4899 - Special Topics in Public Administration (6 quarter credits).

In this course, learners propose and conduct a study of a special topic in public administration. Learners create an individual learning plan and complete course work in an area of study that complements past experience and learning objectives. Special permission is required for enrollment.

BPA4993 - Public Administration Capstone Project (6 quarter credits).

The capstone project is the culminating experience of the bachelor's degree program in Public Administration and is intended to demonstrate the technical and applied public administration knowledge and critical-thinking and communication skills learners gain during their program. Learners formulate ideas for a new public administration product or service, create a vision, and develop a strategic plan that describes how to implement their concept. **Learners must take BPA4993 in their final quarter. Cannot be fulfilled by transfer or petition.**

BSN Courses

BSN4000 - Orientation to Bachelor's Nursing Concepts (6 quarter credits).

Learners in this course examine the role of the bachelor's-prepared nurse and the scope of nursing practice in a variety of settings (e.g., acute, chronic, ambulatory, and end-of-life care and community health services). Learners evaluate the influence of effective nursing theory, clinical judgment, communication, and interdisciplinary collaboration on direct and indirect patient care across the lifespan. Learners also explore the relationships among culture, traditions, ethics, beliefs, and alternative and complementary medical practices that may influence the wellness of individuals, groups, communities, and diverse populations. **BSN learners must take BSN4000 in their first quarter. Cannot be fulfilled by transfer or petition.**

BSN4002 - Assessment, Communication, and Collaboration (6 quarter credits).

In this course, learners analyze effective health assessment methods, communication strategies, and interdisciplinary collaboration techniques used in a variety of health care settings. Learners conduct comprehensive evidence-based health assessments encompassing environmental, genetic, multicultural, ethnic, and socioeconomic factors and consider the skills members of collaborative interdisciplinary teams need to promote evidence-based quality care for individuals, groups, communities, and diverse populations. Learners also explore ways of adapting their communication style to meet the specific needs of their audience. **Prerequisite(s): Completion of or concurrent enrollment in BSN4000.**

BSN4004 - Nursing Research and Informatics (6 quarter credits).

This course introduces learners to the application of research and information technology in the nursing profession. Learners identify the ways information systems and patient care technologies have contributed to improved patient outcomes; evaluate the safeguards, secure practices, and ethical standards needed to promote and support data security, patient confidentiality, and regulatory requirements; and explore effective use of patient care technologies, communication systems, and information systems across the health-illness continuum. Learners also examine ethics in nursing research and scholarship and the relationships among theory, research, and behavior in the application of evidence-based nursing practice. **Prerequisite(s): Completion of or concurrent enrollment in BSN4002.**

Undergraduate Course Descriptions, *continued*

BSN4006 - Policy, Law, Ethics, and Regulations (6 quarter credits). Learners in this course examine the role of health care policy and legal, regulatory, and quality control in ethical decision making in professional nursing practice. Learners explore concepts and principles of health care policy, legal control, ethical conduct, and regulatory environments and their application to the health care environment and the nursing profession. Learners evaluate the impact of health care policy and multicultural, socioeconomic, political, legal, and regulatory factors on health care access disparities and examine ways to articulate the needs of individuals, communities, and vulnerable populations to consumers and appropriate officials. Learners also focus on the importance of cultural competence and ethical decision making in professional nursing practice. **Prerequisite(s): Completion of or concurrent enrollment in BSN4004.**

BSN4008 - Organizational and Systems Management for Quality Outcomes (6 quarter credits). This course presents the fundamental concepts and principles of individual and organizational leadership necessary for successful nursing practice in integrated and non-integrated health care systems and environments. Learners examine and evaluate nursing leadership concepts, research, and models and explore best practices of organizational and systems leadership to apply to professional nursing practice. Learners integrate the concept of quality improvement with patient safety and examine the influence of complex organizational and leadership system issues on quality and patient safety initiatives. Learners also analyze techniques for monitoring individual and organizational performance in promoting safe and caring patient-centered environments. **Prerequisite(s): Completion of or concurrent enrollment in BSN4006.**

BSN4010 - Health Promotion and Disease Prevention in Vulnerable and Diverse Populations (6 quarter credits). This course presents concepts, frameworks, and models used to foster health promotion and disease prevention, particularly in multicultural and vulnerable populations. Learners explore the wellness of individuals and populations from multicultural, ethnic, traditional, and spiritual perspectives and examine factors that cause wellness disparities among people in vulnerable populations. Learners consider the ways health care access barriers are created and identify evidence-based best practices for developing a population-focused approach to health promotion and disease prevention. Learners also explore cultural competence and ways of applying it to professional nursing practice. **Prerequisite(s): Completion of or concurrent enrollment in BSN4008.**

BSN4012 - Nursing Leadership and Management (6 quarter credits). In this course, learners examine theoretical concepts of leadership and management for the professional nurse, particularly those associated with health care finance, human resources, and materials allocation. Learners consider evidence-based best practices and behaviors that support effective nursing leadership in a variety of health care settings and analyze strategies for developing effective skills in coordination, delegation, collaboration, negotiation, conflict management, goal setting, and performance improvement. Learners also explore ethical interpersonal communication as an essential component of positive interdisciplinary working relationships. **Prerequisite(s): Completion of or concurrent enrollment in BSN4010.**

BSN4014 - Global Perspectives of Community and Public Service (6 quarter credits). In this course, learners focus on developing the knowledge, skills, and techniques needed to function as effective team members in public- or community service-based health care settings. Learners consider collaborative and innovative strategies for enhancing and improving current health care system approaches based on national and global holistic needs assessments and identify ways to advocate for quality patient and community outcomes and apply tribal, community, and global wellness strategies to professional practice. **Prerequisite(s): Completion of or concurrent enrollment in BSN4012.**

BSN4016 - Pharmacology for Patient Safety (6 quarter credits). Learners in this course focus on enhancing their current pharmacology knowledge, skills, and techniques as they apply to nursing practice. Learners study general and autonomic pharmacology and categories of drugs impacting patient safety in a variety of health care settings. Learners also focus on developing a multicultural and patient-centered perspective that addresses pharmacology, teamwork, and patient safety processes and initiatives. **Prerequisite(s): Completion of or concurrent enrollment in BSN4012.**

BSN4017 - Collaborative Group Process for Nursing Professionals (6 quarter credits). In this course, learners focus on developing the knowledge, skills, and techniques needed to initiate, lead, and function in collaborative group processes for the purpose of enhancing the health and wellness of individuals, groups, communities, and populations. Learners study the evolution of various groups and examine their associated concepts, processes, goals, and dynamics as they apply to the clinical setting. Learners also identify group process barriers and interventions, particularly those associated with special and vulnerable populations and community and national directives. **Prerequisite(s): Completion of or concurrent enrollment in BSN4012.**

BSN4020 - Nursing Capstone Project (6 quarter credits). Learners in this course focus on synthesizing and applying the nursing knowledge and skills gained during their program. Learners demonstrate proficiency by integrating nursing theories, research, and best practices into a single practice model of health promotion or disease prevention for a specific community or population group. Learners create and customize an evidence-based project plan and develop and implement strategies for achieving desired project outcomes. **Prerequisite(s): Completion of or concurrent enrollment in BSN4012. Cannot be fulfilled by transfer or petition.**

Bachelor's Business Courses

BUS3004 - Developing a Business Perspective (6 quarter credits). In this course, learners build and strengthen the skills needed to succeed in their program and the workplace. Learners engage in interactive activities that help them develop a business perspective and expand their organizational, research, critical-thinking, and problem-solving skills. Learners also participate in building a learning community, share talents and resources with courseroom peers, and prepare professional written communications. Other topics include teamwork, ethics, and project creation. **Learners must take BUS3004 in their first quarter. Cannot be fulfilled by transfer or petition.**

BUS3006 - Developing a Health Care Management Perspective (6 quarter credits). In this course, learners build and strengthen the skills needed to succeed in their program and the workplace. Learners engage in interactive activities that help them develop a health care management perspective and expand their organizational, research, critical-thinking, and problem-solving skills. Learners also participate in building a learning community, share talents and resources with courseroom peers, and prepare professional written communications. Other topics include teamwork, ethics, and project creation. **Learners must take BUS3006 in their first quarter. Cannot be fulfilled by transfer or petition.**

BUS3010 - Fundamentals of Management and Leadership (6 quarter credits). This course is an introduction to management and leadership. Learners explore the relationship between organizational management and leadership within a changing business climate. The course focuses on the individual's role in aligning management practices with leadership-driven mission, vision, and goals.

Undergraduate Course Descriptions, *continued*

BUS3020 - Fundamentals of E-Business (6 quarter credits). This course presents fundamentals of e-business, acquisition of hands-on experience with e-business technology, evaluation of primary management considerations in the development process of commercial e-business systems, and assessment of the implications of an e-business initiative. Learners also study the development of an e-business technological and management plan for an enterprise.

BUS3025 - Introduction to Health Care, Wellness, and Disease (6 quarter credits). This course presents the role of the health care field in treating various diseases and promoting wellness. Learners examine the responsibilities of the health care manager in and at a variety of organizational settings and levels and the management approaches used to meet them. Learners analyze interdisciplinary relationships in a variety of health care settings and identify trends in the health care field, particularly those associated with the promotion of wellness. Learners also examine the components of health care delivery systems, including acute- and long-term care facilities and specialty health care organizations, and the illnesses treated in each setting.

BUS3030 - Fundamentals of Marketing and Sales (6 quarter credits). In this course, learners examine the fundamentals of marketing and sales: market research and planning, product differentiation and positioning, marketing communications, differences between consumer and business markets, and relational marketing and sales strategy. Learners prepare a marketing and sales plan, and a corresponding marketing and sales strategy for a simple product offering.

BUS3040 - Fundamentals of Human Resource Management (6 quarter credits). This course helps learners develop an understanding of the fundamentals of human resource management, explore the human capital perspective of employees as the principal economic asset of the enterprise, examine human capital development, and study how the HRM function is evolving in different types of organizations. The implications for human resource professionals are underscored in each of these functions. Learners are assigned a case study in which they work to identify and understand the evolving talents, motivations, and needs of employees of different generations, backgrounds, and personalities.

BUS3050 - Fundamentals of Organizational Communication (6 quarter credits). This course helps learners develop an understanding of the fundamentals of organizational communication; explore the interrelationship of organizational communication, symbols, culture, and performance; learn effective communication practices in relationships internal and external to

the enterprise; and realize how they contribute to successful organizational performance. Through participation in a case study, learners examine the ways organizational communication factors are interrelated and function in an enterprise.

BUS3060 - Fundamentals of Finance and Accounting (6 quarter credits). This course enables learners to gain knowledge of the fundamentals of finance and accounting, to understand and create the standard financial statements of a simple enterprise, and to evaluate the financial condition of this simple enterprise from the different perspectives of various financial institutions using typical financial ratios and metrics. Learners practice reading and understanding annual reports of more complex publicly traded enterprises to interpret explanatory footnotes and to relate financial statements to the business performance of the enterprise.

BUS4011 - Virtual Team Collaboration (6 quarter credits). Learners examine practical communication and collaboration skills for effective participation in and leadership of teams in a virtual networked context. Learners also examine various forms of collaborative leadership and participate in collaborative leadership experiences within a virtual networked organizational setting. **Prerequisite(s): BUS3010.**

BUS4012 - Leadership in Organizations (6 quarter credits). In this course, learners examine the art and science of leadership in the networked enterprise at different organizational levels and from different perspectives. Learners study personal characteristics of effective leaders including coaching skills, personal integrity, trustworthiness, courage and generosity, and an ability to encourage others to participate in leadership. **Prerequisite(s): BUS3010.**

BUS4013 - Organizational Structure, Learning, and Performance (6 quarter credits). Learners study types of organizational structures and their influence on organizational intelligence, learning ability, and the practical performance of an enterprise. Special attention is given to the adaptive and responsive organization and its relationship to enterprise stakeholders and environment. The course includes a collaborative case study that illustrates the interrelatedness of organizational structure, learning, and performance. **Prerequisite(s): BUS3010.**

BUS4014 - Operations Management for Competitive Advantage (6 quarter credits). This course is a survey of the operations management. The course covers topics ranging from the strategic issues of designing products and services and making major capacity and location decisions to operating processes and control systems. Case studies help demonstrate important concepts and decision-making tools. **Prerequisite(s): BUS3010.**

BUS4015 - Strategic Planning and Implementation (6 quarter credits). Learners develop an understanding of strategic planning and implementation by participating in case studies and simulations of various business planning processes and by examining the unpredictable dimension of strategic business planning. Successfully integrating unplanned developments into an existing strategy and implementing them are addressed as an important part of real-world strategy. **Prerequisite(s): BUS3010.**

BUS4016 - Global Business Relationships (6 quarter credits). In this course, learners develop a broad understanding of international business by participating in selected case studies that are complemented by theory and an international business research framework. Multiple dimensions of international business are addressed including cultural; business structure; finance and trade; technology and communications; and political, economic, and legal dimensions. **Prerequisite(s): BUS3010.**

BUS4022 - E-Business Sourcing, Marketing, and Sales (6 quarter credits). Through participation in a case study, learners examine the integrated and interrelated factors involved in e-business sourcing, marketing, and sales for a new e-business initiative and create a new e-business enterprise model. Other topics include supply chain and logistics enabled by e-business, marketing operations and strategy, and sales cycle and management. Learners prepare an e-business sourcing, marketing, and sales plan for an enterprise. **Prerequisite(s): BUS3020.**

BUS4024 - Customer Behavior (6 quarter credits). Learners in this course gain an understanding of how customers acquire, consume, and dispose of products and services. Learners analyze the buyer behavior of individual consumers, businesses, and governments and evaluate the influence demographics, popular culture, and subcultures have on buyer behavior. Learners also assess the managerial application of consumer behavior concepts, including current issues associated with ethics, law, and regulation. **Prerequisite(s): BUS3020, BUS3030.**

BUS4025 - Sales and Sales Management (6 quarter credits). The focus of this course is on sales and sales management as professional areas distinct from marketing. Learners examine the sales process, the role of sales in lead generation and qualification, and effective approaches to managing sales professionals. Learners also analyze methods of creating long-term customer relationships, including those related to after-sales support and repeat business. **Prerequisite(s): BUS3020, BUS3030.**

Undergraduate Course Descriptions, *continued*

BUS4026 - Services Marketing (6 quarter credits). In this course, learners examine the role of services in the current business world and identify different types of services marketed by modern enterprises. Learners compare marketing services with marketing products, study the classic product-oriented marketing mix (product, place, price, and promotion) in the context of marketing services, and consider current trends in services marketing, such as outsourcing. **Prerequisite(s): BUS3020, BUS3030.**

BUS4027 - Public Relations (6 quarter credits). In this course, learners analyze the similarities and differences between public relations and marketing and differentiate between a target audience and a target market. Learners examine the interactions of public relations and its associated stakeholders, including current and new customers; shareholders; the media; financial and industry analysts; and other parts of the enterprise, such as senior management and marketing, finance, and human resources departments. Learners also examine the function of public relations in non-corporate environments. **Prerequisite(s): BUS3020, BUS3030.**

BUS4031 - Marketing, Sales, and Channel Management (6 quarter credits). In this course, learners develop an understanding of marketing, sales, and channel management as an integrated and interrelated process. A case study that illustrates the mutual interdependencies of marketing, sales, and channel management required for success in a new product launch helps learners explore both the strategic and operational aspects of marketing, sales, and channel functions. Learners prepare and present a plan for marketing, sales, and channel management. **Prerequisite(s): BUS3030.**

BUS4033 - Brand Identity and Marketing Communications (6 quarter credits). Learners explore multiple forms of marketing communications media and messages in this course, including the hidden power of word-of-mouth marketing and the expanding media of the Internet. The communication-saturated nature of the marketplace is explored for its practical significance in focusing brand identity and selecting marketing communications. **Prerequisite(s): BUS3030.**

BUS4034 - Marketing Strategy (6 quarter credits). This course introduces and illustrates major concepts and strategies that help learners connect concepts to real-world marketing strategy situations and problems. Learners analyze the kinds of marketing information available, learn about the tools and procedures used to gather and evaluate this information, and develop an understanding of the growing role of the Internet in market opportunities. Other topics include advances in information technology and the role these advances play in affecting environmental, competitive, and customer information. **Prerequisite(s): BUS3030.**

BUS4035 - Marketing Across Borders (6 quarter credits). This course presents an accurate picture of events in the global marketplace without overemphasizing current issues and includes discussion of the negative side of global business especially relevant to recent world events. Course topics progress from marketing an existing product outside the domestic market and developing a new product for specific local markets to broader issues in marketing and managing topics from a global managerial perspective. Legal, regulatory, political, and cultural issues are discussed as appropriate throughout the course. **Prerequisite(s): BUS3030.**

BUS4036 - Marketing Research (6 quarter credits). In this course, learners evaluate marketing research and examine the tools and techniques used to conduct real-world marketing research applicable to a wide range of business situations. Learners analyze a potential market, conduct marketing research using both primary and secondary data, and interpret the results. Learners also analyze the application of marketing research results to managerial decision making and identify prominent marketing research trends, such as the increased use of the Internet and other forms of technology. **Prerequisite(s): BUS3020, BUS3030.**

BUS4043 - Compensation and Benefits Management (6 quarter credits). In this course, learners focus on configuring the basic elements of a total compensation and benefits plan for an organization, from research to implementation. Learners analyze the regulations governing the administration of compensation and benefits programs and the ways different compensation models effect the economic conditions of an organization. **Prerequisite(s): BUS3040.**

BUS4044 - Legal Issues in Human Resource Management (6 quarter credits). In this course, learners identify the scope and purpose of the legal framework of an enterprise. Learners examine the effects of legal issues on an organization's human resource management function. Learners also study strategies for managing legal issues and identify ways to implement them. **Prerequisite(s): BUS3040.**

BUS4045 - Recruiting, Retention, and Development (6 quarter credits). This course presents current practices of acquiring, retaining, and developing talent in the workplace. Learners explore the ways organizations can effectively employ talent and the requisite benefits. **Prerequisite(s): BUS3040.**

BUS4046 - Employee and Labor Relations (6 quarter credits). Learners in this course explore the dynamics of creating a balance between employer goals and employee rights, such as maintaining legal compliance and positive employee morale. Learners analyze factors that effect the relationships between employees and organizations. Learners also examine policies that influence ethical and legal requirements and study organizational procedures that drive employee and labor relations effectiveness. **Prerequisite(s): BUS3040.**

BUS4047 - Employee Training and Development (6 quarter credits). In this course, learners examine strategies of building effective training solutions that support an organization's human resource management goals. Learners identify business strategies that lead to measurable and meaningful performance results and gain a deeper understanding of learning organizations. **Prerequisite(s): BUS3040.**

BUS4048 - International Human Resource Management Issues (6 quarter credits). This course presents global issues in human resource management. Learners evaluate the factors that drive HRM policies, practices, and structures and analyze the ethical challenges of managing a diverse workforce. Learners also examine the effectiveness of various communication strategies used in multinational organizations. **Prerequisite(s): BUS3040.**

BUS4060 - Financial Accounting Principles (6 quarter credits). Learners in this course examine financial accounting principles and the ways accounting information is used to assess an organization's financial performance. Learners study the relationship between business events and accounting systems and analyze an organization's financial structure. **Prerequisite(s): BUS3060.**

BUS4061 - Managerial Accounting Principles (6 quarter credits). In this course, learners focus on the role of accounting in the management of an organization. Learners analyze accounting systems and financial statements and apply sound budgeting and time value of money principles from a managerial perspective. **Prerequisite(s): BUS4060.**

BUS4062 - Intermediate Financial Accounting Topics and Trends (6 quarter credits). This course is an in-depth study of financial accounting theory and practice using Generally Accepted Accounting Principles (GAAP) and Financial Accounting Standards Board (FASB) pronouncements. Learners study financial reporting and apply financial statement conceptual frameworks to prepare financial statements. **Prerequisite(s): BUS4060.**

BUS4063 - Advanced Financial Accounting Topics and Trends (6 quarter credits). Learners in this course analyze and apply advanced financial accounting concepts and consolidated financial statement information. Learners also evaluate the influence of global money markets and examine partnership and corporate accounting issues and governmental entities. **Prerequisite(s): BUS4062.**

BUS4064 - Cost Accounting for Planning and Control (6 quarter credits). This course emphasizes the role of cost and managerial accounting in the planning, control, and performance evaluation of business, government, and nonprofit organizations. Learners examine the theory and practice of business control and give particular attention to strategic aspects within business decision cycles. **Prerequisite(s): BUS4061.**

Undergraduate Course Descriptions, *continued*

BUS4065 - Income Tax Concepts and Strategies (6 quarter credits). In this course, learners study fundamental concepts of individual, partnership, and corporate income taxation and tax-related transactions. Learners examine events that affect tax decisions, apply tax guidelines, and analyze tax forms. **Prerequisite(s): BUS4060.**

BUS4066 - Contemporary Auditing: An Ethical Perspective (6 quarter credits). This course presents the nature and economic purpose of auditing by emphasizing the philosophy and current environment of the auditing profession. Learners study the stages and issues involved in planning and conducting a financial audit on various transaction cycles. Learners also examine the code of professional ethics as defined by the American Institute Certified Public Accountants (AICPA) and its influence on the auditing process. **Prerequisite(s): BUS4063.**

BUS4070 - Foundations in Finance (6 quarter credits). In this course, learners evaluate the principles of financial decision making. Learners examine the ways global economic conditions affect financial theory and decision-making processes. Learners also apply financial tools to evaluate finance principles. **Prerequisite(s): BUS3060.**

BUS4071 - Financial Markets and Institutions (6 quarter credits). In this course, learners build a conceptual framework of financial markets and examine their roles in the global financial environment. Learners also evaluate the macroeconomic variables and monetary policies that affect financial markets and assess the role of the central bank and banking system in the financial environment. **Prerequisite(s): BUS4070.**

BUS4072 - Analysis for Financial Management (6 quarter credits). This course provides learners with a framework for using financial statement data in various business analysis and valuation contexts. Learners examine financial statements as the basis for a wide range of business analyses and analyze the ways organizations use these statements to make business decisions. **Prerequisite(s): BUS4070.**

BUS4073 - Investments and Portfolio Management (6 quarter credits). In this course, learners study valuation principles and use them to evaluate various investment instruments. Learners also apply financial theory to real world situations and develop a practical approach to investments. **Prerequisite(s): BUS4070.**

BUS4074 - Entrepreneurial Finance (6 quarter credits). In this course, learners analyze small business financial concepts. Learners examine the personal financial concepts related to business and the entrepreneurial enterprise and evaluate the components of a small business plan. **Prerequisite(s): BUS4070.**

BUS4075 - Public and Nonprofit Finance (6 quarter credits). This course presents an overview of nonprofit corporate finance practices, techniques, and concepts. Learners examine public finance principles at local and governmental levels and apply financial information to business decisions of nonprofit organizations. **Prerequisite(s): BUS4070.**

BUS4076 - Issues in International Finance (6 quarter credits). In this course, learners examine business strategy and the fundamentals of international finance management. Learners explore the global financial environments in which multinational firms operate and apply corporate financial principles in a global context. **Prerequisite(s): BUS4070.**

BUS4077 - Risk Management Strategies (6 quarter credits). In this course, learners study financial risk management and examine various risk management strategies applicable to both personal and business environments. Learners identify, analyze, and manage risk using insurance and alternative tools and techniques. **Prerequisite(s): BUS4070.**

BUS4078 - Financial Institution Management (6 quarter credits). The focus of this course is managing risk and return in contemporary financial institutions. Learners examine the risks faced by financial institutions and evaluate the methods through which these risks are managed. **Prerequisite(s): BUS4070.**

BUS4079 - Real Estate Finance (6 quarter credits). Learners in this course develop an understanding of real estate partnerships, secondary mortgage markets, fixed and adjustable rate mortgages, and real estate construction and land development. Learners apply principles of real estate finance and examine the underlying factors that affect property values. **Prerequisite(s): BUS4070.**

BUS4080 - Fundamentals of Retail Management (6 quarter credits). This course provides learners with the necessary foundation to begin Retail Management specialization courses. Learners explore several aspects of the retail management environment, including operations, compliance issues, and planning. Course topics include a wide range of retail management issues that are addressed in greater detail in the remainder of the specialization courses. **Prerequisite(s): BUS3010, BUS3020, BUS3030.**

BUS4081 - Brand Building and Channel Development (6 quarter credits). This course presents an in-depth investigation of brands. Learners gain understanding of ways that an organization's brand provides a broad definition of its purpose, uniqueness, and its package of products and services. Course topics include merchandising, marketing, channel development, and establishing and delivering the brand promise. **Prerequisite(s): BUS4080.**

BUS4082 - Marketing, Merchandising, and Advertising (6 quarter credits). This course defines the marketing, promotion, merchandising, and advertising aspects of managing a retail operation. Learners examine the responsibilities of retail managers, including creating awareness, organizing merchandise, and promoting their products. This course provides a foundation for defining and reaching a client base using product knowledge, market analyses, and strategic planning design. **Prerequisite(s): BUS4080.**

BUS4083 - Retailing Analytical Tools and Techniques (6 quarter credits). Learners in this course gain practical experience using financial analysis tools to calculate metrics and apply them in the managerial decision-making process. Course topics include product, department, and operation performance, inventory management, and comparative analysis. **Prerequisite(s): BUS4080.**

BUS4084 - Pricing Management (6 quarter credits). This course covers fundamental concepts of establishing product pricing. Learners analyze the various factors that determine a product's price point and learn how to set product prices. Course topics include product knowledge, local and ethnic marketing, regional mix, target audience, and competitive pricing. **Prerequisite(s): BUS4080.**

BUS4085 - Management and Operational Issues in Retail (6 quarter credits). In this course, learners study retail management proficiencies including effective planning, organizing, leading, and controlling. This course covers managerial responsibilities in a practical, applied setting, providing learners with an opportunity to combine their personal and professional experiences with course content in real-world scenarios. **Prerequisite(s): BUS4080.**

BUS4090 - Introduction to Project Management (6 quarter credits). This course introduces learners to the project management field and its role within organizations. Learners examine the responsibilities associated with managing and leading business and organizational projects. Learners also study examples of project successes and failures and investigate the reasons for both. **Prerequisite(s): BUS3010, BUS3050.**

BUS4091 - Project Management I (6 quarter credits). This course focuses on the first three phases of project development and execution: initiating, planning, and executing a project. Learners gain the knowledge needed to gather, assess, and integrate budget resources, schedules, and other related resources during the project planning process. This course helps learners identify and negotiate with stakeholders, define appropriate team performance measures, identify key cultural opportunities and constraints, and prepare a cost and resource estimate of a project. **Prerequisite(s): BUS4090.**

Undergraduate Course Descriptions, *continued*

BUS4092 - Project Management II (6 quarter credits). This course focuses on the last two phases of project development and execution: controlling and closing a project. Learners become familiar with data collection techniques, apply risk management tools and techniques, describe the process of inspection, record project results, prepare closing documents, and set up procedures for implementation after project completion. This course also covers important project management responsibilities, such as fostering diversity and ethics, developing interpersonal skills, and making continuous improvements. **Prerequisite(s): BUS4091.**

BUS4093 - Contracts and Procurement (6 quarter credits). Learners in this course study the significance of contracts and the procurement process in project management. Learners analyze various types of contracts and develop an understanding of contract negotiation, administration, closure, and enforcement. This course provides an explanation of the procurement process, including defining requirements, finalizing requisition and solicitation parameters, and establishing appropriate selection criteria. **Prerequisite(s): BUS4092.**

BUS4094 - Managing Project Risk (6 quarter credits). This course provides an overview of proven risk management techniques that project managers and project leaders use to better meet their project estimates. Learners develop the skills necessary to systematically manage project risks using readings, online discussions, practical exercises, and computer-based tools. **Prerequisite(s): BUS4092.**

BUS4095 - Motivating Project Teams (6 quarter credits). In this course, learners examine strategies for improving creativity, teamwork, and job satisfaction within a project team. Learners examine the strengths and weaknesses of organizational development in supporting employee development and analyze case studies to gain knowledge of how to effectively motivate project teams. **Prerequisite(s): BUS4092.**

BUS4121 - Ethics and Decision Making in Health Care (6 quarter credits). This course focuses on the use of ethics in the health care field. Learners analyze various ethical dilemmas encountered in the operation of a health care organization, including those associated with health care access, patient care and safety, transparency, finance, reimbursement, human resources, and legal and regulatory constraints. Learners also examine personal ethics and the ways a personal ethical perspective may influence a health care administrator's decision making. **Prerequisite(s): BUS3025.**

BUS4122 - Health Care Economics (6 quarter credits). Learners in this course examine historical perspectives and current trends in the health care industry and analyze its unique economic structure. Learners evaluate hospital, physician, third-party, state, and federal payer reimbursement systems as well as cash pay and alternative economic reimbursement systems, including non-U.S. based systems. Learners also identify the strengths and weaknesses of current political and private funding trends and their impacts on the health care organization. **Prerequisite(s): BUS3025, BUS3060.**

BUS4123 - Quality Assurance and Risk Management (6 quarter credits). This course focuses on the interconnected functions of quality assurance and risk management in the health care field and the ways they are used to increase the quality of patient care and decrease the risk of litigation. Learners analyze key components of quality assurance and risk management functions, quality indicators, and valid and reliable sources of decision-making information. Learners also examine the ways quality assurance assessment and evaluation are used to ensure that the educational needs organizations are continually met. **Prerequisite(s): BUS3025.**

BUS4124 - Health Care Marketing and Strategic Planning (6 quarter credits). Learners in this course explore marketing and strategic planning as applied in the health care field. Learners analyze external and internal marketing data, examine industry competitive forces and marketing trends, and consider quality indicators and sources of consumer-driven information that are vital to the development of a marketing plan. Learners also explore the use of surveys and focus groups to assess consumer wants and demands. This course emphasizes the critical role of marketing in the health care organization's overall strategic plan and the associated significance of aligning marketing and strategic plan goals. **Prerequisite(s): BUS3025, BUS3030.**

BUS4125 - Legal Aspects of Health Care Management (6 quarter credits). In this course, learners assess the impact of laws and regulations in various health care organization contexts. Learners analyze local, state, and federal health care laws and evaluate their applicability and effect on patient rights, care, and confidentiality; human resources; and organizational and professional licensure. Learners also study common health care contractual arrangements and examine organizational procedures for managing potential legal risks associated with referral practices, employee and patient safety, and medical error. **Prerequisite(s): BUS3025.**

BUS4126 - Health Care Information Management (6 quarter credits). The focus of this course is effective information management in the health care field. Learners analyze the ways information is managed and leveraged in the areas of daily

operations; patient care, confidentiality, and safety; billing, finance, and cost-benefits analysis; and strategic planning. Learners also examine software and hardware systems and their associated clinical and administration applications. **Prerequisite(s): BUS3025.**

BUS4127 - Evidence-Based Health Care Management (6 quarter credits). Learners in this course examine the origin, concept, and practice of evidence-based management relative to the health care field. Learners analyze the credibility and validity of evidence sources and identify potential evidence sources to use in health care management decision making. Learners also synthesize information from variety of evidence-based sources to support leadership decisions from an operational and strategic perspective. **Prerequisite(s): BUS3025.**

BUS4128 - Cultural Competence in Health Care (6 quarter credits). In this course, learners examine various health disparities and their sociocultural, environmental, and economic causes. Learners examine measures of organizational cultural competence to assess the cultural competence of the health care organization and develop a plan to achieve organizational cultural competence. Learners also identify cultural communication barriers and explore techniques for improving them. **Prerequisite(s): BUS3025.**

BUS4801 - Ethics and Enterprise (6 quarter credits). The focus of this course is on the economic, social, and environmental effects of business decisions and policies. Learners identify significant ethical issues affecting today's multicultural business environment and evaluate how businesses have responded to them through policy development. Learners examine examples and case studies of current business practices and analyze successful and unsuccessful strategies for establishing ethical standards and corporate social responsibility.

BUS4802 - Change Management (6 quarter credits). In this course, learners explore change management by understanding the dynamics of change and exploring ways to facilitate change. In addition, learners develop an understanding of the knowledge and skills required to lead, facilitate, and support change management. Participation in case studies is used to gain an understanding of the unfolding dynamics of planned and unplanned change in organizations from the multiple perspectives of various stakeholders. Trust building, fear containment, and broad participation in the change process receive special attention.

BUS4899 - Special Topics in Business (6 quarter credits). In this course, learners propose and conduct a study of a special topic in business. Learners create an individual learning plan and complete course work in an area of study that complements past experience and learning objectives. **Special permission is required for enrollment.**

Undergraduate Course Descriptions, *continued*

BUS4993 - Business Capstone Project (6 quarter credits). The capstone project is the culminating experience of the bachelor's degree program in Business and is intended to demonstrate the technical and applied business knowledge and critical-thinking and communication skills learners gain during their program. Learners formulate ideas for a new business product or service, create a vision, and develop a strategic plan that describes how to implement their concept. **Learners must take BUS4993 in their final quarter. Cannot be fulfilled by transfer or petition.**

Bachelor's Information Technology Courses

IT3006 - Communication Strategies for the Information Technology Professional (6 quarter credits). In this course, learners build and strengthen the skills needed to succeed in their program and the workplace. Learners engage in interactive activities that help them expand their information technology perspective and develop their organizational, research, critical-thinking, and problem-solving skills. Learners also participate in building a learning community, share talents and resources with courseroom peers, and prepare professional written communications. Other topics include teamwork, ethics, and project creation. **Learners must take IT3006 in their first quarter. Cannot be fulfilled by transfer or petition.**

IT3120 - Fundamentals of Project Management (6 quarter credits). This course emphasizes the critical activities associated with managing and leading information technology projects while maintaining the structure of a standardized enterprise architecture. Topics include vendor management, configuration management, project estimation, risk management, and management of cross-functional and multinational teams. Learners explore case studies of IT project successes and failures and are introduced to software management practices within the Software Engineering Institute's Capability Maturity Model. Learners also build and apply a project plan during this course.

IT3160 - Ethical and Human Side of Information Technology (6 quarter credits). This course introduces the inherent ethical issues in the information technology profession with regard to cultural and human interaction in global and domestic issues. Essays, case studies, research, and ethical codes are integral to the course.

IT3200 - Enterprise Architecture (6 quarter credits). Learners in this course study how core business processes and information technology infrastructure merge to form enterprise architecture. Learners conduct an organizational requirements analysis as a first step in constructing an enterprise architecture. Learners also examine the stages of enterprise architecture maturity and develop core designs appropriate for each corresponding maturity level.

IT3300 - Human-Computer Interaction (6 quarter credits). Learners in this course analyze the cognitive and affective dynamics of human-computer interaction. Learners also examine the impact of user-centric guidelines on the design cycle of technological products and evaluate the usability of device interfaces and computer applications. **Prerequisite(s): IT3200.**

IT3310 - Hardware and Operating Systems Architecture (6 quarter credits). Learners in this course study the fundamentals of hardware and operating systems architecture. Topics include computer architecture, operating systems architecture, number systems, peripherals, file management, and programming tools. The course also includes a review of current computer architectures and modern operating systems such as Windows, Linux, and MacOS. **Prerequisite(s): IT3200.**

IT3340 - Fundamentals of Software Architecture (6 quarter credits). This course provides an introduction to the fundamentals of software and database architecture. Topics include the role of the software and data architect, requirements and tools used to create software architecture, database management systems, and database architecture. Learners define a software and data architecture appropriate for organizational needs and gain an understanding of the role of design in software and data architecture. **Prerequisite(s): IT2230, IT2240, IT3200.**

IT3350 - Network and Security Architecture (6 quarter credits). This course provides an introduction to the fundamentals of network and security architecture. Learners gain an understanding of how networks function to support the requirements needed to build a network and security architecture. Course topics include requirements analysis, network architecture, security architecture, network analysis, and systems methodology. **Prerequisites(s): IT2250, IT3200.**

IT4030 - Project Estimation and Budgeting (6 quarter credits). This course focuses on the critical aspects of planning an information technology project, including the project costs, scheduling, time management, and effort necessary to assure an expected quality outcome. Learners develop the skills necessary to successfully estimate and budget projects using readings, online discussions, practical exercises, and computer-based tools. **Prerequisite(s): IT3120.**

IT4031 - Risk Management in Information System Development (6 quarter credits). This course provides an overview of proven risk management techniques that information technology project managers and project leaders use to better meet their project estimates. Learners develop skills to systematically manage project risks using readings, online discussions, practical exercises, and computer-based tools. **Prerequisite(s): IT3120.**

IT4040 - Network Administration (6 quarter credits). In this course, learners explore the latest network operating system's (NOS) concepts and tools to administer a local area network (LAN). Topics include planning, installing, configuring, optimizing, securing, printing, and troubleshooting networks. Upon successful completion of this course, learners have an understanding of network administration practices in a productive environment and are prepared to take one of the industry certification exams. **Prerequisite(s): IT3350.**

IT4041 - Advanced Network Administration (6 quarter credits). In this course, learners are introduced to advanced networking concepts such as directory services, authentication, advanced connectivity issues, traffic, advanced security issues, remote access, remote management, advanced multi-protocol concepts, and monitoring network performance. This course provides learners with a solid understanding of network administration and prepares them to take one of two of the industry certification exams. **Prerequisite(s): IT4040.**

IT4045 - Network Analysis and Design (6 quarter credits). This course focuses on the concepts, best practices, and tools for analyzing and designing a network. Topics include analyzing, planning, designing, and securing networks. Upon completion of this course, learners have an understanding of network design practices in a productive environment and are prepared to take one or more of the industry's certification exams. This course uses a business simulation to explore network design. **Prerequisite(s): IT4041.**

IT4063 - Project Integration and Scope Management (6 quarter credits). In this course, learners apply project integration and scope management principles to information technology projects. Course topics include project charter development, project and product scope management, and scope planning, definition, and verification processes. **Prerequisite(s): IT3120.**

IT4064 - Project Communications (6 quarter credits). This course focuses on project communication in an information technology project management context. Topics include the timely and correct generation, compilation, distribution, storage, and administration of IT project information. Learners study communications preparation, information allocation, performance reporting, and the organization of stakeholders' IT project management procedures. **Prerequisite(s): IT3120.**

Undergraduate Course Descriptions, *continued*

IT4065 - Project Human Resources Management (6 quarter credits). Managing human resource activities is an integral part of the project management field. This course introduces concepts and practices related to project human resources planning, developing, acquiring, and managing. Through readings, assignments, case study analysis, and online discussion, learners gain an understanding of how to effectively manage human resources during a project. **Prerequisite(s): IT3120.**

IT4067 - Project Quality Assurance (6 quarter credits). This course focuses on project quality management in an information technology project context. Learners study quality management processes, including quality planning, quality assurance, and quality control. Learners also monitor project results to evaluate compliance with quality standards and gain an understanding of the steps involved in planning, performing, and controlling the quality of a project. **Prerequisite(s): IT3120.**

IT4068 - Project Procurement Management (6 quarter credits). This course covers product and services purchasing and acquisition and the contract administration processes required to oversee contracts and complete projects. Learners examine case studies that provide knowledge of project procurement and contracting issues from both consumer and vendor perspectives. Learners also study the functions of the project procurement process, from making purchasing and contracting plans to selecting the appropriate sellers and administering and closing contracts. **Prerequisite(s): IT3120.**

IT4070 - Cyber Defense and Countermeasures (6 quarter credits). This course provides an in-depth coverage of the design, implementation, and troubleshooting of security infrastructure. Learners explore and apply the principles of cyber defense in-depth techniques utilizing cryptography, encryption, Public Key Infrastructure (PKI), digital signatures, and perimeter security techniques. **Prerequisite(s): IT3350, IT4803.**

IT4071 - Cyber Attacks and Ethical Hacking (6 quarter credits). This course covers ways that computers and networks are attacked by hackers using techniques and common utilities. Learners explore security threats and ways that system vulnerabilities are exploited to attack systems. Topics include Intrusion Detection Systems (IDS), ethical hacking techniques, sniffers, protocols, social engineering, vulnerability analysis, and penetration testing to ensure infrastructure security. **Prerequisite(s): IT3350, IT4803.**

IT4072 - Operating Systems Security (6 quarter credits). This course focuses on securing and hardening both Windows and Linux operating systems, as well as techniques for maintaining the confidentiality and integrity of systems. Topics include patch management, authentication, auditing and monitoring, and access control. **Prerequisite(s): IT3350, IT4803.**

IT4073 - Organizational Security (6 quarter credits). This course covers the people and process aspect of information assurance and security, which is the most widely ignored part of the information technology industry. Topics include security life cycle, certification and accreditation, configuration management, employment practices, and security awareness. The course covers best practices of policy development along with industry-specific standards. Industry-specific laws and regulations such as Health Insurance Portability and Accountability Act (HIPAA), Sarbanes-Oxley (SARBOX), and National Institute of Standards and Technology (NIST), are explored. Privacy issues in computing, personnel, and physical security are discussed along with biometrics. **Prerequisite(s): IT3350, IT4803.**

IT4074 - Applications Security (6 quarter credits). This course addresses securing applications, security vulnerabilities, services, and learning secure coding techniques. The course covers all classes of applications including mobile, email, databases, and Web applications. **Prerequisite(s): IT3350, IT4803.**

IT4075 - Computer Forensics (6 quarter credits). Computer forensics is a discipline that supports law enforcement and lawyers in investigating white collar crime. Learners in this course explore computer forensic tools and techniques, investigations, incident response and handling, and legal issues. **Prerequisite(s): IT3350, IT4803.**

IT4076 - Security Management and Policies (6 quarter credits). This course covers hands-on security management practices through the study of security policies and procedures, risk management, and business continuity planning. Topics include security and business need trade-offs, risk assessments, designing security policies and procedures and a business continuity plan, and enforcement of security policies and procedures. **Prerequisite(s): IT3350, IT4803.**

IT4140 - Introduction to Internetworking (6 quarter credits). This course focuses on the design and integration of multi-protocol networks (local area networks and wide area networks) to form an enterprise network. Learners study how to design intranets/internets, virtual local area networks (VLANs), and firewalls using different internetworking devices and media, and gain the skills needed to configure Cisco equipments. Learners also examine the cost, compatibility, expandability, security, and future requirements associated with designing enterprise networks. **Prerequisite(s): IT3350.**

IT4141 - Advanced Internetworking (6 quarter credits). This course focuses on the architectural methodologies used in the design and development of computer networks, including the physical structure of internal components of network devices and their interactions in local area networks (LANs) and wide area networks (WANs). Learners study the planning, methods, procedures,

and tools necessary to prevent vulnerabilities to networked systems and examine the procedures used to validate and restore network services following an incident. Learners also analyze the management, operation, and maintenance of networked and managed systems as well as linked systems and peripherals. **Prerequisite(s): IT4140.**

IT4610 - Anatomical and Medical Terminology (6 quarter credits). This course presents medical terminology and abbreviations used in various specialty areas within the health care field. Learners study the roots, prefixes, and suffixes of common word configurations and practice correctly pronouncing, spelling, and using medical terms and abbreviations in the appropriate contexts.

IT4620 - Managing Data in Multiple System Environments (6 quarter credits). This course covers the operational and financial principles of managing health data from multiple source systems. Learners study various data integration tools and techniques used to support a clinical viewing system, including data warehousing, batch processing, interface engines, and clinical presentation viewers. Learners also examine network and database design and architecture and their effects on source system development. **Prerequisite(s): IT4610.**

IT4630 - Statistical Analysis for Health Care (6 quarter credits). In this course, learners study basic statistical strategies and tools used to analyze and interpret health care data, including pattern recognition, data classification, and data mining, modeling and sampling. Learners also evaluate the resources that provide health care information and support health informatics research. **Prerequisite(s): IT4610.**

IT4640 - Electronic Health Records/Clinical Systems (6 quarter credits). Learners in this course study the history of health data management and the role of the Electronic Health Record (EHR) in health care organizations. Learners identify the characteristics of the EHR and other clinical systems and evaluate the standards being developed to encourage EHR interoperability and data sharing. **Prerequisite(s): IT4610.**

IT4650 - Decision Support/Quality Management (6 quarter credits). This course focuses on decision-support practices and quality-management techniques used to improve the quality of health care. Learners apply decision-modeling techniques that incorporate comparative analysis, simulation, optimization, and decision analysis and design quantitative and qualitative support models. Learners also evaluate the impact of Computerized Provider Order Entry (CPOE) on the quality, safety, and efficiency of health care data. **Prerequisite(s): IT4610.**

Undergraduate Course Descriptions, *continued*

IT4660 - Information Security and Privacy in Health Care (6 quarter credits). This course covers the legal landscape of the health information industry, including the role of the Health Information Portability and Accountability Act (HIPAA). Learners analyze security and privacy issues related to gathering and sharing health data and examine the legal constraints of transmitting data outside the parameters of treatment, payment, and health operations. **Prerequisite(s): IT4610.**

IT4670 - Health Care Organization and Management (6 quarter credits). This course provides an analysis of the impact of managed health care and other market-based health care delivery systems on health informatics. Learners examine organizational relationships, business associations, and market forces that affect the health care industry. Learners also analyze strategic planning processes and develop strategies that support quality health care without compromising productivity or efficiency. **Prerequisite(s): IT4610.**

IT4710 - Software Requirements Architecture (6 quarter credits). This course provides an introduction to software requirements architecture. Learners study the roles of stakeholders and examine the analysis and requirements phases of the architecture development process. Learners also apply appropriate tools and techniques for requirements gathering and modeling and practice defining an organizational software architecture using those tools. **Prerequisite(s): IT3340.**

IT4715 - Applications Architecture (6 quarter credits). This course provides an introduction to applications architecture. Course topics include client-server architecture and Model-View-Controller (MVC) paradigms, object-oriented design and programming, modeling, data structures, programming constructs, algorithms, and event-driven development processes. Learners study the role of applications architecture in software architecture and use the appropriate tools to define an organizational applications architecture. **Prerequisite(s): IT3340.**

IT4720 - Software Construction I: Design and Modeling (6 quarter credits). In this course, learners study and apply object-oriented analysis and design concepts using Unified Modeling Language (UML) and a high-level, compiled programming language. Course topics include techniques for designing, modeling, constructing, testing, and debugging object-oriented software applications. **Prerequisite(s): IT4710, IT4715.**

IT4725 - Software Construction II: Database Development (6 quarter credits). This course focuses on data requirements and modeling, database development, and Structured Query Language (SQL). Learners study database design and implementation principles and apply SQL to create tables and queries. Learners also examine storage procedures and various uses of databases in contemporary Web, traditional, and mobile applications. **Prerequisite(s): IT4720.**

IT4730 - Software Construction III: Web Application Development (6 quarter credits). This course focuses on developing Web applications using an Integrated Development Environment (IDE). Learners apply object-oriented software design and programming tools, including dynamic Internet scripting, standard library packages and classes, basic Web and AJAX interface elements, and dynamic scripting algorithms and database access algorithms. Learners create object-oriented software solutions using a Web 2.0 frontend and a database backend. **Prerequisite(s): IT4725.**

IT4735 - Software Construction IV: Advanced Web Application Development (6 quarter credits). This course extends the topics covered in IT4720 by focusing on several advanced features of dynamic Internet programming. Learners apply advanced object-oriented development and dynamic Internet programming principles to create advanced Web-based, interface-based applications, data structures, and software solutions. **Prerequisite(s): IT4730.**

IT4760 - Software Construction III: Application Development (6 quarter credits). This course focuses on developing simple object-oriented applications using a modern object-oriented language and common design patterns. Learners create simple object-oriented software solutions using object-oriented code, object-oriented algorithms and database access algorithms, standard library packages and classes, and a user interface frontend and database backend on multiple devices. **Prerequisite(s): IT4725.**

IT4765 - Software Construction IV: Advanced Application Development (6 quarter credits). This course extends the topics covered in IT4760 by focusing on advanced object-oriented development using modern object-oriented programming. Learners use advanced features, libraries, and platforms, including design patterns, Web services, database connectivity, and complex user interfaces to create advanced applications and a complete software solution. **Prerequisite(s): IT4760.**

IT4770 - Support and Maintenance of Software Systems (6 quarter credits). This course presents strategies for improving the quality of information systems. Learners examine common quality characteristics and apply quality assurance concepts and configuration management methodologies to develop effective testing processes. Learners also review system requirements for testability, participate in simulated design and code inspections, analyze testing strategies, and explore ways to integrate improvement processes in organizations or workplaces.

IT4803 - System Assurance Security (6 quarter credits). This course is an introduction to information assurance and security. It is an overview for network administrators who must implement security strategies to protect their organization from exposure to the Internet and helps network designers incorporate security-conscious designs. The course presents strategies to guard against hackers and forms of viruses, describes firewalls and gateways, and helps learners explore authentication and encryption techniques. It also covers a list of the methods most often used for attacking a network system and how to defend against them. Upon successful completion of this course, learners are prepared to take the exam for the Security+ certification. **Prerequisite(s): IT3350.**

IT4813 - Operating Systems (6 quarter credits). This course is an introduction to the fundamental concepts in operating systems. Topics include main memory management, virtual memory, I/O and device drivers, secondary storage management, and file systems. The course includes practical examples using the Unix operating system, including the study of process, file structures, and inter-process communication. Learners explore how key concepts are implemented in Unix compared to other leading operating systems, including Windows and Linux.

IT4815 - Introduction to Telecommunications (6 quarter credits). This course is an introduction to basic concepts and structural components of the telephony and voice telecommunications industry. Learners explore a telecommunications platform that includes switching, wiring, and networking, as well as facilities that provide and support telecommunications. Voice-over IP, switching, and wireless are examined. This course focuses on the hardware aspect of the convergence of networking and telecommunications along with the software that is required to make it work. In addition, the course surveys the convergence of communications technologies.

IT4899 - Special Topics in Information Technology (6 quarter credits). In this course, learners propose and conduct a study of a special topic in information technology. Learners create an individual learning plan and complete course work in an area of study that complements past experience and learning objectives. **Special permission is required for enrollment.**

IT4990 - Integrated Action Learning Project (6 quarter credits). This course allows learners to apply knowledge and skills from other courses as they develop a project that benefits an organization, community, or industry. Learners prepare a proposal that includes a project description, deliverables, completion dates, and associated learning. Upon approval from the instructor, learners execute the proposal, record their progress weekly using a project tracking Web site, and produce a final project report. **Learners must take IT4990 in their final quarter. Cannot be fulfilled by transfer or petition.**

Undergraduate Course Descriptions, *continued*

Bachelor's Public Safety Courses

PS3004 - Communication Strategies for the Public Safety Professional (6 quarter credits).

In this course, learners build and strengthen the skills needed to succeed in their program and the workplace. Learners engage in interactive activities that help them expand their public safety perspective and develop their organizational, research, critical-thinking, and problem-solving skills. Learners also participate in building a learning community, share talents and resources with courseroom peers, and prepare professional written communications. Other topics include teamwork, ethics, and project creation. **Learners must take PS3004 in their first quarter. Cannot be fulfilled by transfer or petition.**

PS3100 - Introduction to Criminal Justice (4 quarter credits).

In this course, learners examine the characteristics of the U.S. criminal justice system and its evolution in response to the continually changing forces that influence crime control. Learners gain an understanding of criminal justice theory and its relation to criminality, the criminal justice system, and the principles of the adjudication process.

PS3200 - Introduction to Emergency Management (4 quarter credits).

This course provides an introduction to the growing field of emergency management. Learners study various hazard threats and examine strategies for determining and reducing vulnerability. Learners also analyze disaster response and recovery behaviors and activities. Course topics include local, state, and federal emergency management organizations and the impact of various stakeholders, including non-governmental organizations, on the emergency management process.

PS3300 - Principles of Security Management (4 quarter credits).

In this course, learners examine the private security industry from a business perspective. Course topics include security department management and operations, emergency and disaster management, the role of security in risk management, and integrating security with local law enforcement organizations and the role of security management in the business environment.

PS3400 - Introduction to Homeland Security (4 quarter credits).

This course provides an overview of the essential concepts of the emerging field of homeland security. Learners study a range of threats to U.S. security, including specialty weapons, cyber attacks, and smuggling. Learners also examine current issues related to large-scale refugee flow and civil liberties, and evaluate homeland security domains, including strategy, fear management, and crisis communications. This course helps learners build a foundational vernacular upon which to critically analyze homeland security.

PS3500 - Applied Public Safety Theory (4 quarter credits).

This course introduces the major theoretical approaches to threats to public safety from the eighteenth century and the Enlightenment period through the present. Learners study the work of experts associated with the historical, international body of criminology knowledge. Learners explore a range of issues and apply public safety theory and research to analyze them, further developing their critical thinking and writing skills.

PS3600 - Principles of Public Safety Investigation (4 quarter credits).

This course focuses on analyzing breaches in physical, information, or personnel security. Learners examine the principles and procedures used for crime scene investigation and protection from security and law enforcement perspectives. Learners also study methods of collecting and preserving evidence; interviewing and interrogating complainants, witnesses, suspects, and victims; and employing scientific applications in criminal justice and private security investigations.

PS3700 - Justice, Crime, and Ethics (4 quarter credits).

Learners in this course analyze the ethical dimension of law enforcement practice and acquire the critical knowledge and skills that support ethical, on-the-job decision making. Learners examine major ethical problems such as discrimination, corruption, deception, racial profiling, and excessive force using material drawn from commissions of inquiry, internal affairs investigations, published literature, human rights documentation, and observed police-community relations. Learners explore the bases for developing personal and professional ethics, guided by professional codes of practice and human rights standards.

PS3800 - Applied Public Safety Research Methods (4 quarter credits).

In this course, learners are introduced to the principles of social research in the field of public safety. Learners use the scientific method to collect data and analyze research questions specific to crime prevention, emergency planning, information security, and hazard assessment. Learners also explore the ethics of public safety research techniques and practical applications of research.

PS3900 - History of Violence in the U.S. Society (4 quarter credits).

In this course, learners review the history of violence in U.S. society, focusing on war, terrorism, hostility, and conquest. Course content emphasizes the roles of local, state, and federal public safety agencies in addressing violence issues in the post-9/11 era.

PS3950 - Introductory Public Safety Statistical Research (6 quarter credits).

This course introduces learners to basic statistical language and procedures related to crime phenomena data. Learners practice basic skills such as reading and calculating formulas and analyze the effects

of measurement techniques, distribution shapes, and other factors of the statistic-selection process. Learners also examine two-variable relationships, including correlation and prediction measures.

Prerequisite(s): MAT2050, PS3800.

PS4105 - White Collar and Organized Crime Investigations (4 quarter credits).

In this course, learners focus on the principles, parameters, and procedures of white collar and organized crime investigations. Learners study ways to apply best practice techniques of criminal investigation pursuant to current statutes and legal precedents.

Prerequisite(s): PS3100.

PS4110 - Corrections, Probation, and Parole (4 quarter credits).

This course introduces learners to the fields of penology and corrections. Learners analyze the evolution of corrections, probation, and parole processes and the effects associated with corrections and reform movements. Learners also examine criminal behavior assessments that help determine offender placement and incarceration alternatives. **Prerequisite(s): PS3100.**

PS4115 - Juvenile Justice Practice (4 quarter credits).

In this course, learners examine the philosophy of the juvenile justice system. Learners examine the principles of juvenile law and current juvenile justice system practices and processes. Learners also analyze methods of dealing with youthful offenders. **Prerequisite(s): PS3100.**

PS4120 - Police-Community Relations (4 quarter credits).

Learners in this course study the philosophies, responsibilities, and limitations of police forces. Learners analyze formal social control processes in the U.S. and examine the effects of police training, education, and career development on community relations. **Prerequisite(s): PS3100.**

PS4125 - Policing in the U.S. Society (4 quarter credits).

This course provides a broad overview of the historical development, organizational structure, responsibilities, and work performed in U.S. law enforcement agencies at the municipal, county, state, and federal levels. Learners analyze the relationships between local police agencies and the various levels of government charged with law enforcement responsibilities. **Prerequisite(s): PS3100.**

PS4135 - Race, Crime, and Criminal Justice (4 quarter credits).

In this course, learners analyze the relationship between criminological theory and practice and study the history, evolution, and operation of the criminal justice system, with an emphasis on race. Learners examine criminal justice ethics and the implications of race on definitions of crime, criminological theory, and crime victimization. **Prerequisite(s): PS3100.**

PS4140 - Criminal Law and the Legal Process (4 quarter credits).

In this course, learners explore criminal law and its application in the legal system. Learners analyze the legal principles used to resolve legal disputes and assess the relevance and potential impacts of legal decisions. **Prerequisite(s): PS3100.**

Undergraduate Course Descriptions, *continued*

PS4145 - Criminal Law (4 quarter credits).

Learners in this course examine the historical development of criminal law and the rules of criminal procedure that govern its application. Learners distinguish between the social and legal definitions of crime and dissect the various elements of crimes. **Prerequisite(s): PS3100.**

PS4150 - History of Drug Control (4 quarter credits). Learners in this course focus on the origin, history, and impact of drug control. Learners examine drug law enforcement, drug regulation trends and developments, and the evolution of drug treatment. Learners also analyze the local, state, and federal laws governing drug treatment. **Prerequisite(s): PS3100.**

PS4155 - Police Administration (4 quarter credits). In this course, learners evaluate police administration concepts. Learners examine communication principles and decision-making, leadership, and human resource management skills used in contemporary law enforcement environments. Learners also analyze individual and group behavior and ethics within police organizations. **Prerequisite(s): PS3100.**

PS4160 - Criminal Procedure and Evidence (4 quarter credits). This course provides learners with an understanding of the formal rules for obtaining, qualifying, and admitting evidence for criminal investigation and prosecution. Learners examine case studies to analyze and apply the rules of criminal procedure. **Prerequisite(s): PS3100.**

PS4210 - Principles of Emergency Management (4 quarter credits). This course introduces learners to concepts and problems associated with crisis and emergency management. Learners examine emergencies, crises, and disasters, and explore the need to develop crisis and contingency plans. Other course topics include the National Response and National Contingency plans; organizing, preparing, and managing a response organization in a turbulent environment; and effective crisis incident decision making and communication. **Prerequisite(s): PS3200.**

PS4220 - Emergency Planning (4 quarter credits). This course presents the strategies and skills required for successful emergency planning. Learners study the components of an effective emergency plan and the principles and resources that guide the planning process. Learners examine federal requirements governing emergency management and emergency planning structures, including Emergency Operations Centers (EOCs), the National Incident Management System (NIMS), the Incident Command System (ICS), and Mutual Aid Agreements. Learners also analyze the effect of disasters on physical and psychological health.

PS4225 - Emergency Management and Homeland Security (4 quarter credits). Learners in this course assess the factors that influence how emergency and homeland security leaders respond to and manage an emergency situation. Learners examine the assessment and deployment of emergency management assets and identify the differences between various law enforcement agencies and the resources they use to respond to critical incidents.

PS4230 - Leadership in Emergency Management (4 quarter credits). In this course, learners examine and apply leadership theories and strategies used in crisis environments. Learners study the fundamentals of human resource management and evaluate the tools needed to build effective teams.

PS4240 - Technology in Emergency Management (4 quarter credits). This course focuses on the role of information technology in crisis and response management. Learners examine disaster and crisis information requirements and determine appropriate uses of technology during emergency situations. Learners also study the causes and effects of information breakdowns during emergency situations.

PS4250 - Decision Management in Critical Incidents (4 quarter credits). Learners in this course develop the critical thinking and analytical skills needed to make effective decisions in critical environments. Learners gain an understanding of the tactical, practical, and political decisions made in the emergency management field, and analyze potential responses to those decisions.

PS4260 - Hazard Identification and Vulnerability (4 quarter credits). In this course, learners examine the basic structure of hazard identification and evaluate the methods used to make environmental and structural vulnerability assessments. Learners also evaluate retrospective and predictive approaches to properly identify and prepare for man-made and natural disasters.

PS4265 - Hazard Mitigation and Preparedness (4 quarter credits). In this course, learners examine various hazard mitigation strategies, tools, and techniques used to reduce vulnerability. Learners also explore the mitigation and preparedness functions of emergency managers; the role of politics in hazard mitigation policy at the local, state, and federal levels; and the private sector's potential contributions to managing development in hazardous areas. **Prerequisite(s): PS4260.**

PS4270 - Disaster Response Operations and Management (4 quarter credits). This course provides learners with an understanding of incident management operations, from threat detection to post-incident analysis. Learners assess the challenges associated with responding effectively to terrorist situations and evaluate the effect of stress on incident management.

PS4280 - Disaster Recovery (4 quarter credits).

In this course, learners analyze recovery strategies applied to disasters and evaluate the effectiveness of recovery efforts. Learners also examine the different ways in which various agencies work together as part of the longer-term recovery process. **Prerequisite(s): PS4270.**

PS4290 - Social Dimensions of Disaster (4 quarter credits). Learners in this course identify how events of crisis affect people. Learners develop an awareness of the effect of human influence and behavior on disaster response and recovery.

PS4310 - Homeland Security in the 21st Century (4 quarter credits). This course is an introduction to the responsibilities of the Department of Homeland Security. Learners examine the roles and jurisdictions of the 22 federal agencies within the Department of Homeland Security and their relationships with local, county, and state agencies. Learners also identify the economic challenges associated with ensuring homeland security. **Prerequisite(s): PS3400.**

PS4320 - Homeland Security and Multijurisdictional Coordination (4 quarter credits). Learners in this course focus on nationally recognized and accepted multijurisdictional emergency operations systems. Learners examine the National Incident Management System (NIMS) and the Incident Command System (ICS) as foundations for modeling and coordinating effective crisis command and communication management systems. Learners also evaluate proper techniques for managing rumor control and disseminating information during times of crisis.

PS4325 - Homeland Security and Emergency Management (4 quarter credits). This course presents the fundamentals of risk and asset analysis in the field of homeland security and emergency management. Learners examine physical, operational, economic, legal, and asset security risks and establish appropriate levels of preparedness for an operational system. Learners also study gap analysis measures and develop corrective action plans for both political and Incident Command systems.

PS4330 - Leadership in Homeland Security (4 quarter credits). This course provides an overview of homeland security leadership strategies, including best practices for achieving leadership success. Learners study the organizational structure of the homeland security field and gain an understanding of leadership constraints and leadership autonomy.

PS4340 - Technology and Homeland Security (4 quarter credits). In this course, learners study integrative technology systems and application techniques used in the homeland security field. Learners examine technological resources and their applications in securing mission-critical data. Other course topics include data networking, data mining, intelligence gathering, forecasting models, and planning for tabletop exercises using conventional and virtual simulations.

Undergraduate Course Descriptions, *continued*

PS4350 - Government, Media, and Civil Liberties (4 quarter credits). Learners in this course evaluate the effects laws such as the Antiterrorism and Effective Death Penalty Act (AEDPA) and the USA PATRIOT Act have on individuals, organizations, and governments. Learners evaluate information affecting individual civil liberties, constitutionally protected freedoms, and ethnic relations. Learners also examine the consequences of detention, internment, interrogation, and torture.

PS4360 - Domestic and International Terrorism (4 quarter credits). The focus of this course is on the mission of protecting the United States from domestic or international threats. Learners identify and interpret social, cultural, and psychological threats and stressors that can result in terrorist acts. Other course topics include terrorist organizations, political threats, and regional conflicts.

PS4365 - World Conflict (4 quarter credits). In this course, learners identify and evaluate the causes of world conflict. Learners examine and interpret social, cultural, and psychological threats and stressors that can result in global fear and world conflict. Other course topics include the historical evolution of terrorism; geopolitical threats; and past, current, and potential regional and world conflicts. *Prerequisite(s): PS4360.*

PS4370 - Diplomatic Approaches to National Security (4 quarter credits). This course addresses the issues involved with maintaining national security while respecting citizens' individual freedoms. Learners study the art of diplomacy and examine other nations' approaches to democracy and their relationships with the U.S.

PS4380 - Intelligence Role in Homeland Security (4 quarter credits). Learners in this course evaluate threats to homeland security and identify intelligence-gathering methods used to address them. Learners assess and properly allocate the resources needed to maintain homeland security, including the Incident Command System (ICS) model.

PS4390 - Multijurisdictional Approaches to Investigations (4 quarter credits). In this course, learners examine the intricacies of conducting successful multijurisdictional investigations. Learners study crime scene evaluation and preservation practices, crime-specific investigation strategies, and the different investigation standards of various federal agencies.

PS4410 - Introduction to Security Management (4 quarter credits). In this course, learners examine the private security industry from a business perspective. Topics include emergency and disaster management, security department management and operations, integration of security with law enforcement organizations, and the role of security in risk management.

PS4420 - Ethics in Security Management (4 quarter credits). Learners in this course analyze the ethical codes of conduct required of security industry professionals and use them as a foundation for developing their own personal codes of conduct. Learners also examine the importance of respecting diversity in the professional security management environment.

PS4431 - Leadership Principles in Security Management (4 quarter credits). In this course, learners examine various leadership theories and personnel management styles used in the security management field and form personal leadership strategies to employ in future security operations. Learners analyze the daily operation of a security management organization and develop the skills needed to evaluate and retain employees and institute strategic problem-solving methods in a corporate setting. Learners also gain an understanding of working under the constraints of a corporate budget.

PS4440 - Technology and Systems in Security Management (4 quarter credits). Learners in this course study access control, access deterrent systems, and biometric security measures. Learners gain the skills necessary to implement and evaluate the effectiveness of security management technologies. Learners also analyze and perform technology cost analyses and explore the legal implications of using security management technologies.

PS4460 - Operational Security (4 quarter credits). In this course, learners develop the skills needed to evaluate threats and develop security procedures for public and private events. Learners survey, analyze, and target areas susceptible to security breach; assess infrastructure needs; and develop and apply action plans for securing assets.

PS4898 - Special Topics in Public Safety (6 quarter credits). In this course, learners propose and conduct a study of a special topic in public safety. Learners create an individual learning plan and complete course work in an area of study that complements past experience and learning objectives. *Special permission is required for enrollment.*

PS4899 - Special Topics in Public Safety (4 quarter credits). In this course, learners propose and conduct a study of a special topic in public safety. Learners create an individual learning plan and complete course work in an area of study that complements past experience and learning objectives. *Special permission is required for enrollment.*

PS4990 - Public Safety Senior Capstone Project (6 quarter credits). The capstone project is the culmination of the bachelor's degree program in Public Safety. The capstone project demonstrates the technical and applied public safety knowledge and the critical thinking and communication skills learners gain during their program. Learners formulate ideas for a new public safety approach, create a vision, and develop a strategic plan that describes how to implement their concept. *Learners must take PS4990 in their final quarter. Cannot be fulfilled by transfer or petition.*

Bachelor's Psychology Courses

PSYC3002 - Developing a Psychology Perspective (6 quarter credits). In this course, learners build and strengthen the skills needed to succeed in their program and the workplace. Learners engage in interactive activities that help them develop a psychology perspective and expand their organizational, research, critical-thinking, and problem-solving skills. Learners also participate in building a learning community, share talents and resources with courseroom peers, and prepare professional written communications. Other topics include teamwork, ethics, and project creation. *Learners must take PSYC3002 in their first quarter. Cannot be fulfilled by transfer or petition.*

PSYC3110 - Abnormal Psychology (6 quarter credits). Learners in this course study abnormal behavior within the framework of mental pathology. Learners examine scientific, empirically based analyses of mental disorders and deviant behavior; the range of psychological disorders and their biological, psychological, social consequences; and the evolution of abnormal psychology treatment methods. *Prerequisite(s): PSYC1000.*

PSYC3210 - Human Lifespan Development (6 quarter credits). This course is a comprehensive survey of classical and contemporary theory and research related to physical, cognitive, emotional, and social development throughout the human lifespan. Learners analyze the methods used to study human development and examine stage and non-stage human development theories. Learners also study the interaction between heredity and the environment; milestones of physical, cognitive, and emotional growth; and personal issues associated with human development and aging. *Prerequisite(s): PSYC1000.*

Undergraduate Course Descriptions, *continued*

PSYC3500 - Learning and Cognition (6 quarter credits). Learners in this course examine theories, research, and methods of human learning and cognition and the ways it can be applied to lifelong learning and development. Learners study classical and operant learning, perception, attention, memory systems, and encoding and retrieval processes and the role of reasoning, knowledge, and language in learning and cognition. **Prerequisite(s): PSYC1000.**

PSYC3520 - Introduction to Social Psychology (6 quarter credits). This course is an introduction to the scientific study of the social context on an individual's thoughts, feelings, and behaviors and the three areas of social perception, interaction, and influence in particular. Learners study social cognition, social self, interpersonal relationships, helping behavior, group behavior, attitude formation, aggression, conformity, obedience, and social perceptions related to gender, race, and culture. **Prerequisite(s): PSYC1000.**

PSYC3540 - Culture, Ethnicity, and Diversity (6 quarter credits). In this course, learners examine theories and research of culture, ethnicity, diversity, and social interaction and current trends and challenges associated with cultural diversity. Learners explore social issues related to gender, age, race, religion, sexual orientation, and mental and physical disability and the effects of prejudice, discrimination, and institutional racism. **Prerequisite(s): PSYC1000.**

PSYC3770 - Psychology of Human Motivation and Performance (6 quarter credits). This course presents psychological concepts, principles, and theories associated with motivation. Learners evaluate the motivational factors influencing personal and professional performance, success, and satisfaction and identify, assess, and apply motivational strategies and models of performance enhancement. **Prerequisite(s): PSYC1000.**

PSYC4100 - History and Modern Systems of Psychology (6 quarter credits). Learners in this course explore the history of psychology as an academic discipline. Learners study the lives of various significant psychologists and the historical and social events that shaped the development of the field as a science. Learners also examine the evolution of the field's ideas of the mind, paradigmatic approaches influencing the discipline, and various psychology systems that have developed as a result of rapid social and technological change. **Prerequisite(s): PSYC1000.**

PSYC4110 - Positive Psychology (6 quarter credits). This course presents the theories, research, and best practices of the scientific study of optimal human functioning. Learners explore positive traits and experiences and the institutions that facilitate their development. Learners study happiness, self-esteem, empathy, friendship, love, achievement, optimism, spirituality, wisdom, creativity, and humor and integrate their values and personal and professional aspirations within a framework of strengths-based character, positive emotions, and communication. **Prerequisite(s): PSYC1000.**

PSYC4310 - Biological Psychology (6 quarter credits). In this course, learners explore the mind-body connection and the biological bases of behavior. Learners study the structure and functions of the nervous system; brain evolution and plasticity; methodology of physiological psychology; and the neurological bases of sensation, perception, motivation, emotion, and higher cortical functions. **This course requires the use of statistical software. Prerequisite(s): BIO1000, PSYC1000.**

PSYC4600 - Research Methods in Psychology (6 quarter credits). Learners in this course gain an understanding of fundamental research methods and tools used in psychology study. Learners explore various research methods and designs, the ways the scientific method can be applied to the study of human behavior and thought, and ethical considerations associated with conducting research with human participants. **Prerequisite(s): PSYC1000, PSYC4700.**

PSYC4700 - Statistics for the Behavioral Sciences (6 quarter credits). In this course, learners gain an understanding of fundamental statistical reasoning and systematic quantitative data analysis. Learners study statistical sampling, statistical assumptions and requirements, internal validity, tests of statistical differences between and among groups, correlation, effect size and confidence intervals, practical and statistical significance, and visual analysis and display of data. Learners also examine effective statistical data organization, reporting, and interpretation and evaluate contentions and arguments putatively based on statistics. **This course requires the use of statistical software. Prerequisite(s): MAT2001, PSYC1000.**

PSYC4800 - Special Topics in Psychology (6 quarter credits). In this course, learners propose and conduct a study of a special topic in psychology. Learners either conduct a literature review of current psychology research, write a paper that applies current psychology theory and research to field-related work or experience, or write a paper that describes their involvement and participation in conducting psychological research. **Special permission is required for enrollment.**

PSYC4900 - Psychology Capstone Project (6 quarter credits). The capstone project is the culminating experience of the bachelor's degree program in Psychology and is intended to demonstrate the technical and applied psychology knowledge and critical-thinking and communication skills learners gain during their program. Learners identify a particular psychology-related issue and synthesize and apply acquired psychology knowledge and skills to formulate an appropriate solution. **Learners must take PSYC4900 in their final quarter. Cannot be fulfilled by transfer or petition.**

Right to Change Requirements

Neither the Capella University Catalog, nor any of the information and requirements contained herein, constitute a contract or create any contractual commitments between Capella University and any student, any prospective student, or any third party. The information and program requirements contained in the Capella University Catalog are regularly updated and are subject to change without notice. All updates to the catalog will be posted on Capella's Web site.

Graduate Schools

School of Business and Technology



Raja Iyer, PhD
Dean

From the Dean

Welcome to the School of Business and Technology. We offer doctoral and master's degree programs that emphasize contemporary issues in business, management, and information technology and reflect the competitive and rapidly changing global enterprise environment. Within each degree program, a range of specializations and profession-relevant curricula provide you with opportunities to build knowledge and expand your skills.

Interacting with faculty is a key part of your learning experience at Capella. Their academic credentials and passion for teaching, deep knowledge of their subject area, and relevant industry experience help you link theory and practice and apply in the workplace what you are learning in the courseroom. Whether you are at the beginning, middle, or peak of your career, our faculty support your professional goals and development.

Doctor of Philosophy degree programs in Business, Organization and Management, and Information Technology are designed to develop teaching and research-focused scholar-practitioners who have the ability to make significant contributions in a variety of organizational, technological, and academic settings.

Master of Science degree programs in Human Resource Management, Leadership, and Organizational Development provide solid academic and professional preparation for the workplace.

The Master of Science in Information Technology degree program helps learners develop core IT leadership and business skills.

The Master of Business Administration degree program offers high-impact curriculum focused on core business skills and professional effectiveness competencies that are essential for long-term results.

I am pleased to welcome you to Capella University's School of Business and Technology. We are committed to providing a rich and rewarding learning experience and look forward to your academic success.

Raja Iyer, PhD
Dean

About the School of Business and Technology

School Mission Statement

Our mission is to educate adult learners using highly relevant curriculum and exceptional instruction to deliver competency-based learning. Our learners' educational experiences provide immediate impact to their jobs as well as lay the foundation for addressing challenges throughout their professional careers. Our learners participate in powerful, faculty-guided learning communities that support the sharing of experience and knowledge across industries, professions, and geographies. The School of Business and Technology is committed to continual integration of relevant theory with effective practice. In our own work and in the education of our learners, we provide and develop the necessary framework to drive meaningful solutions to complex problems. Through the development of business, research, and information technology knowledge, our learners are uniquely equipped to be exceptional problem-solvers who make a positive impact in their organizations and society.

Degree Programs

Doctor of Philosophy (PhD) in Business

The Doctor of Philosophy in Business is designed for scholar-practitioner business professionals interested in research, teaching, consulting, or management. Throughout the program, learners evaluate advanced theoretical constructs, standards, and techniques of business practice; strengthen the skills needed to think critically about and formulate appropriate solutions to business problems; and conduct scholarly research that contributes to the field. Upon successful completion of this degree program, learners have an understanding of the systemic approach to theory and practice in the functional areas of business and are able to apply it in business research, teaching, consulting, or management. Doctoral learners may pursue a general program of study or specialize in Accounting,

Doctor of Philosophy (PhD) in Organization and Management

The PhD in Organization and Management prepares scholar-practitioners for professional teaching or organizational roles in the fast-paced, competitive, global enterprise system. Senior- and mid-level managers and leaders study existing practices, investigate new management and leadership techniques, translate theory into practice, and engage in course work that prepares them to use research and theory to make informed organizational decisions. Learners may pursue a general program of study or specialize in Human Resource Management, Information Technology Management, Leadership, Management Education, or Project Management. Learners develop a deep subject matter expertise in specific areas of interest and the doctoral skills needed for research, critical thinking, and professional communications

Doctor of Philosophy (PhD) in Information Technology

The Doctor of Philosophy in Information Technology provides learners with advanced information technology knowledge and skills, and assists them in developing solid research and scholarly writing abilities. Doctoral learners may pursue a general program of study or specialize in Information Technology Education, Information Assurance and Security, or Project Management. The program culminates in a dissertation that adds to the existing body of IT knowledge. The PhD in Information Technology prepares learners to pursue careers in organizations or in consulting and/or teaching.

Master of Science (MS) in Human Resource Management

The Master of Science in Human Resource Management degree program provides learners with the knowledge and skills needed to plan and execute a broad range of human resource management functions in the 21st century workplace. The curriculum blends business and HRM competencies and emphasizes critical thinking, data analysis, and tangible results. Throughout the program, learners engage in business and HRM-related organizational contexts that help develop their ability to effectively address real-world HRM challenges from a business perspective and translate strategic plans into workplace practices that deliver business results. Successful completion of this degree program helps position learners for careers as strategic business partners or HRM leaders. Master's learners may pursue Human Resource Management specializations in General Human Resource Management, Industrial and Labor Relations, Legal Studies, or Human Capital Management.

Master of Science (MS) in Leadership

The Master of Science in Leadership degree program emphasizes the development of the leader as an evolving, responsible, and strategic force within organizations. Learners engage in a curriculum that highlights areas of current and emerging thinking associated with developing talent and relationships and managing and leading in complex and dynamic environments, collaborative and virtual environments, and adaptive systems in a sustainable and responsible manner. Learners also participate in personal development and coaching activities that assist them with career positioning for the future. Upon successful completion of this degree program, learners are prepared to pursue careers as managers or leaders in organizational settings that require adaptive and strategic skills.

About the School of Business and Technology, *continued*

Master of Science (MS) in Organizational Development

The Master of Science in Organizational Development is an interdisciplinary, practitioner-oriented degree program that emphasizes a consultative, process-oriented approach to organizational engagement. The program exemplifies five areas of organizational development management based on current theory and best practices in the field. These organizational development management areas include organizational development/organizational behavior content, business, data and assessment, process consultation, and intervention management. Throughout the program, learners gain knowledge and skills in organizational systems and dynamics, talent and change management, data collection and measurement, and assessment and interventions. Upon successful completion of the program, learners are prepared to pursue careers as organization development managers, human resource managers, organizational effectiveness managers, or organizational development specialists.

Master of Science (MS) in Information Technology

The Master of Science in Information Technology is designed to help working adults acquire the skills and knowledge needed to advance their careers and make significant contributions within their organizations. For the information technology professional who wants to lead in the design and deployment of secure enterprise applications and network technologies, the degree program includes specializations in Business Analysis, Enterprise Software Architecture, Health Information Management, Information Assurance and Security, and Network Architecture. In addition, the master's specialization in Project Management offers learners a broad understanding of technology used in enterprise-wide systems projects and the methods and mastery of

skills necessary for disciplined project management professionals. Learners in the general and some specialized programs of study can apply their course work to work-related systems challenges in a virtual lab environment, helping to increase their credibility and effectiveness in their jobs. The program helps learners acquire higher-level managerial skills while familiarizing them with the newest applications being used by leading corporations.

Learners enrolled in the Combined BS/MS in Information Technology option will have already completed a specified number of graduate quarter credits as part of their bachelor's Information Technology degree program.

Master of Business Administration (MBA)

The Master of Business Administration is designed to meet the needs of working professionals seeking to advance their careers in management and turn experienced managers into effective leaders. The MBA focuses on practical content, relevant skills, and job-related behaviors critical for success in today's competitive environment. Additionally, the learning experience blends a supportive professional effectiveness process, individualized assessments, and self-reflection with a challenging curriculum and a deep commitment to adult-centered learning. The experienced faculty who support the curriculum are committed to learner success. Learners receive broad exposure

SCHOOL OF BUSINESS AND TECHNOLOGY DEGREE PROGRAMS, SPECIALIZATIONS, CERTIFICATES

DOCTORAL DEGREE PROGRAMS

Doctor of Philosophy (PhD) in Business

General Business
Accounting

Doctor of Philosophy (PhD) in Organization and Management

General Organization and Management
Human Resource Management
Information Technology Management
Leadership
Management Education
Project Management

Doctor of Philosophy (PhD) in Information Technology

General Information Technology
Information Assurance and Security
Information Technology Education
Project Management

MASTER'S DEGREE PROGRAMS

Master of Science (MS) in Human Resource Management

General Human Resource Management
Human Capital Management
Industrial and Labor Relations
Legal Studies

Master of Science (MS) in Leadership¹

General Leadership

Master of Science (MS) in Organizational Development

General Organizational Development

Master of Science (MS) in Information Technology

General Information Technology
Business Analysis
Enterprise Software Architecture
Health Information Management
Information Assurance and Security
Network Architecture
Project Management

Master of Business Administration (MBA)

General Business Administration
Accounting
Finance
Global Operations and Supply Chain Management
Health Care Management
Human Resource Management
Information Technology Management
Marketing
Project Management

CERTIFICATES

Human Resource Management
Information Assurance and Security
Leadership
Project Management

¹ Review of this program is pending in VA.

About the School of Business and Technology, *continued*

to core business disciplines in the general program of study and have the option to increase the depth of their competency in the Accounting, Finance, Global Operations and Supply Chain Management, Health Care Management, Human Resource Management, Information Technology Management, Marketing, or Project Management specializations.

Certificate Programs

The School of Business and Technology certificate programs provide business professionals with the opportunity to pursue new knowledge and skills through completion of a concentrated graduate-level program of study. Learners may pursue certificates in Human Resource Management, Information Assurance and Security, Leadership, and Project Management.

School of Business and Technology Degree Programs, Specializations, Certificates

Doctor of Philosophy (PhD) in Business Specializations

Learners in the PhD in Business degree program should carefully assess their ability to write and think critically and from a scholarly perspective. OM7006 and OM7007 are specifically designed to help learners develop their critical-thinking and writing skills.

General Business

The doctoral specialization in General Business provides learners with a deep understanding of business theory, research, and practice. The curriculum focuses on general business systems and leadership, financial management, accounting, economics, strategy, and ethics and social responsibility. In addition to the core curriculum, learners gain advanced knowledge and skills in research design and application. Upon successful completion of this specialization, learners have an understanding of the theoretical and practical concepts needed to be successful in business research, practice, teaching, management, or consulting.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Sixteen Required Courses 68 quarter credits

PHB8004 Theory and Practice in Business
 OM7020 Marketing Strategy and Practice
 OM7040 Accounting and Financial Management
 OM7050 Ethics and Social Responsibility
 PHB7075 Organizational Systems and Leadership
 PHB8012 Strategy, Planning, and Operations in Business
 OM8020 Quantitative Research Techniques
 OM8021 * Management Theory Creation
 OM8022 * Survey of Applied Research Methods
 PHB8024 * Advanced Research: Mixed Methods Research Designs
 OM8910 * Teaching Practice Seminar **OR**
 OM8920 * Leadership Practice Seminar **OR**
 OM8930 * Consulting Practice Seminar

Upon completion of all required course work:

PHB9919 * Doctoral Comprehensive Examination
 PHB9920 * Dissertation Courseroom (non-credit)
 PHB9921 * Dissertation Research 1 (5 quarter credits)
 PHB9922 * Dissertation Research 2 (5 quarter credits)
 PHB9923 * Dissertation Research 3 (5 quarter credits)
 PHB9924 * Dissertation Research 4 (5 quarter credits)

Thirteen Elective Courses 52 quarter credits

Choose any graduate course(s).

Total 120 quarter credits

Accounting

The doctoral specialization in Accounting is designed for accounting faculty, accounting professionals such as certified public accountants and certified and chartered management accountants, or those with a Master of Accountancy or equivalent degree. The specialization provides learners the opportunity to develop advanced knowledge of accounting research, practice, and education and strengthen the skills needed to think critically about and formulate appropriate solutions to accounting problems. Throughout the specialization, learners evaluate advanced theoretical constructs, standards, and techniques of accounting practice; analyze strategic implications of various accounting issues; and conduct scholarly research that contributes to the field of accounting. Upon successful completion of this specialization, learners are prepared to pursue advancement in accounting research, practice, teaching, management, or consulting.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Twenty-One Required Courses 88 quarter credits

Core courses:

PHB8004 Theory and Practice in Business
 OM7020 Marketing Strategy and Practice
 OM7050 Ethics and Social Responsibility
 PHB7045 Applied Enterprise Economics
 PHB7075 Organizational Systems and Leadership
 PHB8012 Strategy, Planning, and Operations in Business
 OM8020 Quantitative Research Techniques
 OM8021 * Management Theory Creation
 OM8022 * Survey of Applied Research Methods
 PHB8024 * Advanced Research: Mixed Methods Research Designs
 OM8910 * Teaching Practice Seminar **OR**
 OM8920 * Leadership Practice Seminar **OR**
 OM8930 * Consulting Practice Seminar

Specialization courses:

PHB8410 Survey in Financial Accounting
 PHB8415 Survey in Managerial Accounting

In addition, choose three from the following courses:

PHB8420 Accounting Information Systems
 PHB8422 Auditing
 PHB8424 International Accounting
 PHB8426 Fraud Examination
 PHB8428 Forensic Accounting
 PHB8430 Taxation

Upon completion of all required course work:

PHB9919 * Doctoral Comprehensive Examination
 PHB9920 * Dissertation Courseroom (non-credit)
 PHB9921 * Dissertation Research 1 (5 quarter credits)
 PHB9922 * Dissertation Research 2 (5 quarter credits)
 PHB9923 * Dissertation Research 3 (5 quarter credits)
 PHB9924 * Dissertation Research 4 (5 quarter credits)

Eight Elective Courses 32 quarter credits

Choose any graduate course(s).

Total 120 quarter credits

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Business and Technology Degree Programs, Specializations, Certificates, *continued*

Doctor of Philosophy (PhD) in Organization and Management Specializations

Learners in the PhD in Organization and Management degree program should carefully assess their ability to write and think critically and from a scholarly perspective. OM7006 and OM7007 are specifically designed to help learners develop their critical-thinking and writing skills.

General Organization and Management

Learners in the doctoral General Organization and Management specialization may select courses and electives from one or more specializations, provided that they meet all general specialization requirements and any course prerequisites. It is expected that learners choose electives that provide a coherent foundation for research in an area of organization and management inquiry. Successfully completing the General Organization and Management specialization prepares learners to lead, consult, or teach in the field of management from an informed, strategic viewpoint, creating practical solutions to real-world problems.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Sixteen Required Courses 68 quarter credits

OM8004	Managing and Organizing People
OM7020	Marketing Strategy and Practice
OM7040	Accounting and Financial Management
OM7050	Ethics and Social Responsibility
OM8020	Quantitative Research Techniques
OM8010	Principles of Organization Theory and Practice
OM8012	Strategy
OM8021 *	Management Theory Creation
OM8022 *	Survey of Applied Research Methods
OM8025 *	Advanced Qualitative Research OR
OM8026 *	Applied Multivariate Modeling OR
OM8027 *	Survey Research Methodology OR
PHB8024 *	Advanced Research: Mixed-Methods Research Designs
OM8910 *	Teaching Practice Seminar OR
OM8920 *	Leadership Practice Seminar OR
OM8930 *	Consulting Practice Seminar

Upon completion of all required course work:

OM9919 *	Doctoral Comprehensive Examination
OM9920 *	Dissertation Courseroom (non-credit)
OM9921 *	Dissertation Research 1 (5 quarter credits)
OM9922 *	Dissertation Research 2 (5 quarter credits)
OM9923 *	Dissertation Research 3 (5 quarter credits)
OM9924 *	Dissertation Research 4 (5 quarter credits)

Thirteen Elective Courses 52 quarter credits

Choose any graduate course(s).

Total 120 quarter credits

Human Resource Management

The Human Resource Management specialization provides mid-level and executive leadership with leading theories and practices for human resource management in a complex and global business environment. Doctoral learners receive training as scholar-practitioners conducting and applying research across a wide spectrum of HRM topics. The Human Resource Management specialization prepares learners to lead, consult, or teach in the field of HRM from an informed, strategic viewpoint, creating practical solutions to real-world problems. This specialization prepares HRM executives for the role of strategic partner in leading and managing the human assets of the organization as a full business partner.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Twenty-One Required Courses 88 quarter credits

Core courses:

OM8004	Managing and Organizing People
OM7020	Marketing Strategy and Practice
OM7040	Accounting and Financial Management
OM7050	Ethics and Social Responsibility
OM8020	Quantitative Research Techniques
OM8010	Principles of Organization Theory and Practice
OM8012	Strategy
OM8021 *	Management Theory Creation
OM8022 *	Survey of Applied Research Methods
OM8025 *	Advanced Qualitative Research OR
OM8026 *	Applied Multivariate Modeling OR
OM8027 *	Survey Research Methodology OR
PHB8024 *	Advanced Research: Mixed-Methods Research Designs
OM8910 *	Teaching Practice Seminar OR
OM8920 *	Leadership Practice Seminar OR
OM8930 *	Consulting Practice Seminar

Specialization courses:

Choose five from the following courses:

OM8201	Theories of Executive Human Resource Management
OM8202	The Human Resource Executive as Strategic Partner
OM8203	Perspectives and Practices in Global Human Resource Management
OM8204	Legal Systems, Labor Relations, and Regulatory Practices
OM8205	Knowledge Management, Human Resource Information Systems, and Internet Technologies
OM8206	Human Capital Management, Acquisition, Development, and Retention

Upon completion of all required course work:

OM9919 *	Doctoral Comprehensive Examination
OM9920 *	Dissertation Courseroom (non-credit)
OM9921 *	Dissertation Research 1 (5 quarter credits)
OM9922 *	Dissertation Research 2 (5 quarter credits)
OM9923 *	Dissertation Research 3 (5 quarter credits)
OM9924 *	Dissertation Research 4 (5 quarter credits)

Eight Elective Courses 32 quarter credits

Choose any graduate course(s).

Total 120 quarter credits

Information Technology Management

The Information Technology Management specialization investigates the contemporary theories and practices that today's organizations are using to gain a strategic advantage through the deployment of information technology. Doctoral learners develop the process skills and subject matter knowledge needed to excel as scholar-practitioners and leaders in this growing field. This specialization equips learners with the tools needed to pioneer innovative solutions to complex problems in the planning, development, and management of IT in the fast-moving environment of modern organizations. Completing the PhD in this specialization prepares learners to lead, consult, or teach in the field of IT management from an informed, strategic viewpoint, creating practical solutions to emerging real-world problems as organizations compete in the global marketplace.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Twenty-One Required Courses 88 quarter credits

Core courses:

OM8004	Managing and Organizing People
OM7020	Marketing Strategy and Practice
OM7040	Accounting and Financial Management
OM7050	Ethics and Social Responsibility
OM8020	Quantitative Research Techniques
OM8010	Principles of Organization Theory and Practice
OM8012	Strategy
OM8021 *	Management Theory Creation
OM8022 *	Survey of Applied Research Methods
OM8025 *	Advanced Qualitative Research OR
OM8026 *	Applied Multivariate Modeling OR
OM8027 *	Survey Research Methodology OR
PHB8024 *	Advanced Research: Mixed-Methods Research Designs
OM8910 *	Teaching Practice Seminar OR
OM8920 *	Leadership Practice Seminar OR
OM8930 *	Consulting Practice Seminar

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Business and Technology Degree Programs, Specializations, Certificates, *continued*

PhD in Organization and Management Specializations, *continued*

Specialization courses:

OM8301	Survey of Research Literature in Information Technology Management Infrastructure
OM8302	Survey of Research Literature in Information Technology Planning and Delivery
OM8303	Information Technology Technical Foundations
OM8304	Information Technology Delivery
OM8305	Information Technology Strategy and Management

Upon completion of all required course work:

OM9919 *	Doctoral Comprehensive Examination
OM9920 *	Dissertation Courseroom (non-credit)
OM9921 *	Dissertation Research 1 (5 quarter credits)
OM9922 *	Dissertation Research 2 (5 quarter credits)
OM9923 *	Dissertation Research 3 (5 quarter credits)
OM9924 *	Dissertation Research 4 (5 quarter credits)

Eight Elective Courses **32 quarter credits**
Choose any graduate course(s).

Total **120 quarter credits**

Leadership

The Leadership specialization prepares leaders for today's fast-paced and complex global enterprise system by exploring and applying cutting-edge leadership theory to the challenges facing today's organizations. Executive leadership, leader development, and issues on the frontier of the global economy are but a few of the topics covered in the Leadership specialization. Executives, mid-level managers, and those in the initial stages of their careers are prepared to develop real-world answers to the challenges of the twenty-first century organization. This specialization prepares doctoral learners to lead, consult, or teach in the area of leadership from an informed, strategic viewpoint, creating practical solutions to real-world problems.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Twenty-One Required Courses **88 quarter credits**

Core courses:

OM8004	Managing and Organizing People
OM7020	Marketing Strategy and Practice
OM7040	Accounting and Financial Management
OM7050	Ethics and Social Responsibility
OM8020	Quantitative Research Techniques
OM8010	Principles of Organization Theory and Practice
OM8012	Strategy
OM8021 *	Management Theory Creation
OM8022 *	Survey of Applied Research Methods
OM8025 *	Advanced Qualitative Research OR
OM8026 *	Applied Multivariate Modeling OR
OM8027 *	Survey Research Methodology OR
PHB8024 *	Advanced Research: Mixed-Methods Research Designs
OM8910 *	Teaching Practice Seminar OR
OM8920 *	Leadership Practice Seminar OR
OM8930 *	Consulting Practice Seminar

Specialization courses:

OM8101	Theories of Leadership
OM8102	Leading at the Top: The Upper Echelon

In addition, choose three from the following courses:

OM8103	Global Executive/Manager Development
OM8104	Leadership: The Dark Side
OM8105	Issues on the Frontier of the Global Economy
OM8106	Leading the Global Enterprise System
OM8107	Entrepreneurial Leader as Pioneer

Upon completion of all required course work:

OM9919 *	Doctoral Comprehensive Examination
OM9920 *	Dissertation Courseroom (non-credit)
OM9921 *	Dissertation Research 1 (5 quarter credits)
OM9922 *	Dissertation Research 2 (5 quarter credits)
OM9923 *	Dissertation Research 3 (5 quarter credits)
OM9924 *	Dissertation Research 4 (5 quarter credits)

Eight Elective Courses **32 quarter credits**
Choose any graduate course(s).

Total **120 quarter credits**

Management Education

The Management Education specialization prepares doctoral learners to teach organization and management courses at the postsecondary level. This specialization combines advanced organization and management knowledge and skills with management education literature analysis, teaching practice, learning and instructional design, learning theory and educational processes, classroom assessment, and course design and development. The Management Education specialization offers a terminal degree option for learners who want to excel in postsecondary management instruction, allowing them to develop solid research skills and culminating in a dissertation that advances the body of knowledge of management education.

Learners in the Management Education specialization may also enroll, concurrently, in the School of Education's Post-Master's Certificate in College Teaching.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Twenty-One Required Courses **88 quarter credits**

Core courses:

OM8004	Managing and Organizing People
OM7020	Marketing Strategy and Practice
OM7040	Accounting and Financial Management
OM7050	Ethics and Social Responsibility
OM8020	Quantitative Research Techniques
OM8010	Principles of Organization Theory and Practice
OM8012	Strategy
OM8021 *	Management Theory Creation
OM8022 *	Survey of Applied Research Methods
OM8025 *	Advanced Qualitative Research OR
OM8026 *	Applied Multivariate Modeling OR
OM8027 *	Survey Research Methodology OR
PHB8024 *	Advanced Research: Mixed-Methods Research Designs
OM8910 *	Teaching Practice Seminar

* Denotes courses that have prerequisite(s).
Refer to the descriptions for further details.

School of Business and Technology Degree Programs, Specializations, Certificates, *continued*

PhD in Organization and Management Specializations, *continued*

Specialization courses:

OM8028	Survey of Research Literature in Management Education
ED7311	Theory and Methods of Educating Adults
ED7312	Teaching Adults
ED7712	Classroom Assessment in Education
ED8444	Higher Education Curriculum Development and Teaching Strategies OR
ED8600	Effective Online Course Design, Delivery, Facilitation, and Assessment

Upon completion of all required course work:

OM9919 *	Doctoral Comprehensive Examination
OM9920 *	Dissertation Courseroom (non-credit)
OM9921 *	Dissertation Research 1 (5 quarter credits)
OM9922 *	Dissertation Research 2 (5 quarter credits)
OM9923 *	Dissertation Research 3 (5 quarter credits)
OM9924 *	Dissertation Research 4 (5 quarter credits)

Eight Elective Courses **32 quarter credits**
Choose any graduate course(s).

Total **120 quarter credits**

Learners may not use more than two education transfer courses to fulfill their specialization requirements.

Project Management

The doctoral Project Management specialization focuses on contemporary project management theories and practices. Learners acquire the subject matter knowledge, process skills, and tools needed to effectively initiate, plan, and manage organizational projects and programs and excel as scholar-practitioners in the field. Specialization topics include project and program management, risk management, portfolio optimization, and leadership. Successful graduates of this specialization are prepared to lead, consult, or teach in the field of project management from an informed, strategic perspective.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Twenty-One Required Courses **88 quarter credits**

Core courses:

OM8004	Managing and Organizing People
OM7020	Marketing Strategy and Practice
OM7040	Accounting and Financial Management
OM7050	Ethics and Social Responsibility
OM8020	Quantitative Research Techniques
OM8010	Principles of Organization Theory and Practice
OM8012	Strategy
OM8021 *	Management Theory Creation
OM8022 *	Survey of Applied Research Methods
OM8025 *	Advanced Qualitative Research OR
OM8026 *	Applied Multivariate Modeling OR
OM8027 *	Survey Research Methodology OR
PHB8024 *	Advanced Research: Mixed-Methods Research Designs
OM8910 *	Teaching Practice Seminar OR
OM8920 *	Leadership Practice Seminar OR
OM8930 *	Consulting Practice Seminar

Specialization courses:

OM8521	Advances in Project Planning
OM8523	Advances in Project Execution
OM8525	Strategic Leadership and Human Resource Management
OM8527	Advanced Risk Management
OM8529	Program and Portfolio Management

Upon completion of all required course work:

OM9919 *	Doctoral Comprehensive Examination
OM9920 *	Dissertation Courseroom (non-credit)
OM9921 *	Dissertation Research 1 (5 quarter credits)
OM9922 *	Dissertation Research 2 (5 quarter credits)
OM9923 *	Dissertation Research 3 (5 quarter credits)
OM9924 *	Dissertation Research 4 (5 quarter credits)

Eight Elective Courses **32 quarter credits**
Choose any graduate course(s).

Total **120 quarter credits**

Doctor of Philosophy (PhD) in Information Technology Specializations

Learners in the PhD in Information Technology degree program should carefully assess their ability to write and think critically and from a scholarly perspective. OM7006 and OM7007 are courses specifically designed to help learners develop their critical-thinking and writing skills.

General Information Technology

Learners in the doctoral General Information Technology specialization may select courses from one or more specializations, provided that they meet all general specialization requirements and any course prerequisites. Learners are expected to choose electives that provide a coherent foundation for research in one or more areas of information technology. Successfully completing the General Information Technology specialization prepares learners to lead, consult, or teach in the field of IT.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Sixteen Required Courses **68 quarter credits**

TS8004	Information Technology Research and Practice
OM8301	Survey of Research Literature in Information Technology Management Infrastructure
OM8302	Survey of Research Literature in Information Technology Planning and Delivery
OM8303	Information Technology Technical Foundations
OM8304	Information Technology Delivery
OM8305	Information Technology Strategy and Management
TS8306	Advances in Information Technology OR
TS8998	Special Topics in Information Technology
OM8020	Quantitative Research Techniques
OM8022 *	Survey of Applied Research Methods
OM8025 *	Advanced Qualitative Research OR
OM8026 *	Applied Multivariate Modeling OR
OM8027 *	Survey Research Methodology OR
PHB8024 *	Advanced Research: Mixed-Methods Research Designs
TS8940 *	Information Technology Consulting Practice Seminar OR
TS8950 *	Teaching Practice Seminar in Information Technology Education

* Denotes courses that have prerequisite(s).
Refer to the descriptions for further details.

School of Business and Technology Degree Programs, Specializations, Certificates, *continued*

PhD in Information Technology Specializations, *continued*

Upon completion of all required course work:

- TS9919 * Doctoral Comprehensive Examination
- TS9920 * Dissertation Courseroom (non-credit)
- TS9921 * Dissertation Research 1 (5 quarter credits)
- TS9922 * Dissertation Research 2 (5 quarter credits)
- TS9923 * Dissertation Research 3 (5 quarter credits)
- TS9924 * Dissertation Research 4 (5 quarter credits)

Thirteen Elective Courses **52 quarter credits**
Choose any graduate course(s).

Total **120 quarter credits**

Information Assurance and Security

The doctoral Information Security specialization offers a terminal degree option for information security professionals in the information technology field and IT professionals who have a master's degree in computer science or a related field. Specialization topics include information confidentiality, integrity, and availability. This specialization provides learners with advanced research, scholarly writing, and information security skills, and culminates in a dissertation that advances the body of information security knowledge. Successful graduates of this specialization are prepared to pursue careers as information security consultants, managers, or educators.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Twenty-One Required Courses **88 quarter credits**

Core courses:

- TS8004 Information Technology Research and Practice
- OM8301 Survey of Research Literature in Information Technology Management Infrastructure
- OM8302 Survey of Research Literature in Information Technology Planning and Delivery
- OM8303 Information Technology Technical Foundations
- OM8304 Information Technology Delivery
- OM8305 Information Technology Strategy and Management
- TS8306 Advances in Information Technology **OR**
- TS8998 Special Topics in Information Technology
- OM8020 Quantitative Research Techniques
- OM8022 * Survey of Applied Research Methods
- OM8025 * Advanced Qualitative Research **OR**
- OM8026 * Applied Multivariate Modeling **OR**
- OM8027 * Survey Research Methodology **OR**
- PHB8024 * Advanced Research: Mixed-Methods Research Designs
- TS8940 * Information Technology Consulting Practice Seminar **OR**
- TS8950 * Teaching Practice Seminar in Information Technology Education

Specialization courses:

- TS8531 Network Security Advances
- TS8533 Enterprise Security Risk Management
- TS8535 System and Application Security Advances
- TS8537 Assurance Controls and Compliance Management
- TS8539 Security Governance and Management

Upon completion of all required course work:

- TS9919 * Doctoral Comprehensive Examination
- TS9920 * Dissertation Courseroom (non-credit)
- TS9921 * Dissertation Research 1 (5 quarter credits)
- TS9922 * Dissertation Research 2 (5 quarter credits)
- TS9923 * Dissertation Research 3 (5 quarter credits)
- TS9924 * Dissertation Research 4 (5 quarter credits)

Eight Elective Courses **32 quarter credits**
Choose any graduate course(s).

Total **120 quarter credits**

Information Technology Education

The Information Technology Education specialization is intended for information technology professionals who have earned a master's degree in computer science or a related field. This specialization provides doctoral learners with advanced IT knowledge and skills, and assists them in developing solid research, scholarly writing, and advanced teaching abilities. This specialization culminates in a dissertation that adds to the existing body of IT knowledge and prepares learners to pursue IT faculty positions in higher education settings.

Learners in the Information Technology Education specialization may also enroll, concurrently, in the School of Education's Post-Master's Certificate in College Teaching.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Twenty-One Required Courses **88 quarter credits**

Core courses:

- TS8004 Information Technology Research and Practice
- OM8301 Survey of Research Literature in Information Technology Management Infrastructure
- OM8302 Survey of Research Literature in Information Technology Planning and Delivery
- OM8303 Information Technology Technical Foundations
- OM8304 Information Technology Delivery
- OM8305 Information Technology Strategy and Management
- TS8306 Advances in Information Technology **OR**
- TS8998 Special Topics in Information Technology

- OM8020 Quantitative Research Techniques
- OM8022 * Survey of Applied Research Methods
- OM8025 * Advanced Qualitative Research **OR**
- OM8026 * Applied Multivariate Modeling **OR**
- OM8027 * Survey Research Methodology **OR**
- PHB8024 * Advanced Research: Mixed-Methods Research Designs
- TS8950 * Teaching Practice Seminar in Information Technology Education

Specialization courses:

- TS8951 Survey of Research Literature in Information Technology Education
- ED7311 Theory and Methods of Educating Adults
- ED7312 Teaching Adults
- ED7712 Classroom Assessment in Education
- ED8444 Higher Education Curriculum Development and Teaching Strategies **OR**
- ED8600 Effective Online Course Design, Delivery, Facilitation, and Assessment

Upon completion of all required course work:

- TS9919 * Doctoral Comprehensive Examination
- TS9920 * Dissertation Courseroom (non-credit)
- TS9921 * Dissertation Research 1 (5 quarter credits)
- TS9922 * Dissertation Research 2 (5 quarter credits)
- TS9923 * Dissertation Research 3 (5 quarter credits)
- TS9924 * Dissertation Research 4 (5 quarter credits)

Eight Elective Courses **32 quarter credits**
Choose any graduate course(s).

Total **120 quarter credits**

Learners may not use more than two education transfer courses to fulfill their specialization requirements.

* Denotes courses that have prerequisite(s).
Refer to the descriptions for further details.

School of Business and Technology Degree Programs, Specializations, Certificates, *continued*

PhD in Information Technology Specializations, continued

Project Management

The doctoral Project Management specialization offers a terminal degree option for information technology project management professionals and IT professionals who have a master's degree in computer science or a related field. Specialization topics include project and program management, risk management, project governance, and portfolio optimization. This specialization provides learners with advanced research, scholarly writing, and IT project management skills, and culminates in a dissertation that advances the body of IT project management knowledge. Upon successful completion of this specialization, learners are prepared to pursue careers as IT project management consultants, managers, or educators.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Twenty-One Required Courses 88 quarter credits

Core courses:

TS8004	Information Technology Research and Practice
OM8301	Survey of Research Literature in Information Technology Management Infrastructure
OM8302	Survey of Research Literature in Information Technology Planning and Delivery
OM8303	Information Technology Technical Foundations
OM8304	Information Technology Delivery
OM8305	Information Technology Strategy and Management
TS8306	Advances in Information Technology OR
TS8998	Special Topics in Information Technology
OM8020	Quantitative Research Techniques
OM8022 *	Survey of Applied Research Methods
OM8025 *	Advanced Qualitative Research OR
OM8026 *	Applied Multivariate Modeling OR
OM8027 *	Survey Research Methodology OR
PHB8024 *	Advanced Research: Mixed-Methods Research Designs
TS8940 *	Information Technology Consulting Practice Seminar OR
TS8950 *	Teaching Practice Seminar in Information Technology Education

Specialization courses:

OM8521	Advances in Project Planning
OM8523	Advances in Project Execution
OM8525	Strategic Leadership and Human Resource Management
OM8527	Advanced Risk Management
OM8529	Program and Portfolio Management

Upon completion of all required course work:

TS9919 *	Doctoral Comprehensive Examination
TS9920 *	Dissertation Coursework (non-credit)
TS9921 *	Dissertation Research 1 (5 quarter credits)
TS9922 *	Dissertation Research 2 (5 quarter credits)
TS9923 *	Dissertation Research 3 (5 quarter credits)
TS9924 *	Dissertation Research 4 (5 quarter credits)

Eight Elective Courses

32 quarter credits

Choose any graduate course(s).

Total

120 quarter credits

Master of Science (MS) in Human Resource Management Specializations

General Human Resource Management

The master's General Human Resource Management specialization provides learners with business-oriented comprehension and skills in human resource management. Learners gain subject matter knowledge and applied experience in specific HRM areas of practice and develop the critical thinking skills needed to make informed and data-driven business decisions in collaborative, global work environments. Successful completion of this specialization prepares learners to pursue middle- and upper-level HRM-related positions in organizations.

Twelve Required Courses

48 quarter credits

Core courses:

HRM5004	Human Resource Management in the 21st Century
HRM5010	Marketing and Sales
HRM5020	Business Fundamentals
HRM5030	Ethics and Advocacy in Organizations
HRM5040	Managing Data and Information
HRM5050	Strategy and Business Development

Specialization courses:

HRM5210	The 21st Century Global Workplace
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Choose four from the following courses **AND** the capstone course:

HRM5212 *	Organization Building and Membership
HRM5214 *	Law and Organizations
HRM5216 *	Enterprise-Wide Communications
HRM5218 *	Total Rewards in the Global Workplace
HRM5220 *	Talent Management
HRM5222 *	Organizational Learning

Taken during the learner's final quarter:

HRM5920 *	Human Resource Management Capstone
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Total

48 quarter credits

School of Business and Technology Degree Programs, Specializations, Certificates, *continued*

MS in Human Resource Management Specializations, continued

Human Capital Management

The master's specialization in Human Capital Management provides learners with the theoretical frameworks and practices associated with the emerging human asset-focused discipline of human capital management. Specialization topics include decision science, talentship, transitional frameworks bridging human resource management and human capital management, human capital management metrics, and knowledge systems. Learners examine new paradigms for engaging, managing, and measuring human asset productivity relative to achieving business goals. Successful graduates of this specialization are prepared to pursue careers as human capital managers, human resource managers, organizational effectiveness managers, or talent management managers.

Twelve Required Courses 48 quarter credits

Core courses:

HRM5004	Human Resource Management in the 21st Century
HRM5010	Marketing and Sales
HRM5020	Business Fundamentals
HRM5030	Ethics and Advocacy in Organizations
HRM5040	Managing Data and Information
HRM5050	Strategy and Business Development

Specialization courses:

HRM5230	Human Capital Management: A New Vision
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Choose four from the following courses AND the capstone course:

HRM5231 *	Human Capital Management and Globalization
HRM5233 *	Human Capital Leadership
HRM5235 *	Human Capital Management and Organization Building
HRM5237 *	Human Capital Management and Change
HRM5239 *	Human Capital Management and Assessment

Taken during the learner's final quarter:

HRM5930 *	Human Capital Management Capstone
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Total 48 quarter credits

Industrial and Labor Relations

The master's specialization in Industrial and Labor Relations provides learners with foundational understanding of the factors influencing the labor relationships between employees and organizations. Specialization topics include industrial labor relations from historical, legislative, and practice perspectives; unionism; labor law and workplace governance; the employer-employee relationship; labor management; and labor relations models and movements. Learners examine past and current labor-organization work paradigms and the applications of select business, human resource management, and industrial and labor relations theories and best practices in managing the evolving labor-organization relationships of today's global workplace. Upon successful completion of this specialization, learners are prepared to pursue careers as human resource managers, employee relations managers, employee relations specialists, dispute mediators, or labor arbitrators.

Twelve Required Courses 48 quarter credits

Core courses:

HRM5004	Human Resource Management in the 21st Century
HRM5010	Marketing and Sales
HRM5020	Business Fundamentals
HRM5030	Ethics and Advocacy in Organizations
HRM5040	Managing Data and Information
HRM5050	Strategy and Business Development

Specialization courses:

HRM5240	Human Resources and Labor Relations
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Choose four from the following courses AND the capstone course:

HRM5241 *	Unionism and American Culture
HRM5243 *	Labor Law and Legislation
HRM5245 *	Labor Management
HRM5247 *	Comparative Labor Movements
HRM5249 *	Labor and Globalization

Taken during the learner's final quarter:

HRM5940 *	Industrial and Labor Relations Capstone
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Total 48 quarter credits

Legal Studies

Learners in the master's Legal Studies specialization study the associations between business and law in the modern workplace. Specialization topics include practice and theory of constitutional, tort, and labor and employment law; employee discrimination; fact investigation; and workplace legal communications and actions. Learners examine and apply select business and legal practices and theories in establishing and maintaining legally compliant organizations that achieve business goals. Upon successful completion of this specialization, learners are prepared to pursue careers as human resource managers, employee relations managers, human resource management generalists, or conflict resolution specialists.

Twelve Required Courses 48 quarter credits

Core courses:

HRM5004	Human Resource Management in the 21st Century
HRM5010	Marketing and Sales
HRM5020	Business Fundamentals
HRM5030	Ethics and Advocacy in Organizations
HRM5040	Managing Data and Information
HRM5050	Strategy and Business Development

Specialization courses:

HRM5250	Human Resource Management and the Law
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Choose four from the following courses AND the capstone course:

HRM5251 *	Building the Law
HRM5253 *	Rights of Wrongs: Torts and Employment
HRM5255 *	The Attorney Relationship
HRM5257 *	Workplace Legal Actions
HRM5259 *	Legal Systems: Countries in Contrast

Taken during the learner's final quarter:

HRM5950 *	Legal Studies Capstone
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Total 48 quarter credits

* Denotes courses that have prerequisite(s).
Refer to the descriptions for further details.

School of Business and Technology Degree Programs, Specializations, Certificates, *continued*

Master of Science (MS) in Leadership Specialization

Leadership Coaching

At strategic points in the MS in Leadership degree program, learners work with an executive coach who helps them assess and develop their leadership skills, facilitate the transfer of their academic knowledge into workplace settings, and prepare themselves for leadership longevity. With the assistance of an executive coach, learners have the opportunity to reflect on their own leadership styles and develop leadership competencies specific to their backgrounds and interests.

General Leadership

The master's General Leadership specialization is intended for learners seeking to advance to higher levels within their organizations or those who wish to position themselves for greater visibility and responsibility as organizational leaders. The curriculum emphasizes current and emerging business-based leadership theories, best practices, skills, and tools used to enable organizational innovation, creativity, and change in contemporary and future environments. Learners focus on enterprise-wide engagement through collaboration and cooperation; virtual environments and new media; talent development; sustainability; and ethics and social responsibility while developing a sense of authenticity and preparing for leadership longevity. Successful completion of this specialization prepares learners to pursue upper- or middle-level leadership positions within organizations.

Twelve Required Courses 48 quarter credits

Core courses:

LEAD5004 Leading for the Future
 LEAD5110 * Managing and Leading in Dynamic Environments
 LEAD5120 * Developing as a Leader
 LEAD5130 * Leading and Developing Others
 LEAD5140 * Leading Collaboratively
 LEAD5150 * Leading Adaptive Organizational Systems
 LEAD5160 * Developing Innovative Organizations
 LEAD5170 * Strategies for Sustainability

Specialization courses:

Choose three from the following courses **AND** the capstone course:

LEAD5210 * Leading Global and Diverse Cultures
 LEAD5220 * Leader as Change Agent
 LEAD5230 * Leadership Communication and New Media
 LEAD5240 * Leading in Social and Community-Based Organizations
 LEAD5250 * Leadership in Family Business
 LEAD5260 * Social Entrepreneurship
 Taken during the learner's final quarter:
 LEAD5300 * Contemporary Leadership Opportunities Capstone

Total 48 quarter credits

Review of this specialization is pending in VA.

Master of Science (MS) in Organizational Development Specialization

General Organizational Development

The master's General Organizational Development specialization provides learners with organizational development theory, skills, and tools within a business-based framework. The curriculum emphasizes applying current and emerging theory and best practices to deliver productivity solutions that enable organizational growth and sustainability. Learners gain knowledge and experience through an interdisciplinary organizational development management curriculum that focuses on enterprise-wide engagement and capacity building. Successful completion of this specialization prepares learners to pursue middle- and upper-level organizational development-related positions in organizations.

Twelve Required Courses 48 quarter credits

Core courses:

ORD5004 Change, Culture, and Complexity
 ORD5010 Organizational Systems and Dynamics
 ORD5020 Strategic Planning and Organizational Development
 ORD5030 Assessment and Interventions
 ORD5040 Fundamentals of Business
 ORD5050 Ethics and Behavior in Organizations

Specialization courses:

ORD5510 Organizational Development in the Global Environment

Choose four from the following courses **AND** the capstone course:

ORD5511 * Systems Thinking, Archetypes, and Design
 ORD5513 * Group Dynamics
 ORD5515 * Process Consultation
 ORD5517 * Human Asset Management and Motivation
 ORD5519 * Leadership, Managership, and Followership

Taken during the learner's final quarter:

ORD5910 * General Organizational Development Capstone

Total 48 quarter credits

School of Business and Technology Degree Programs, Specializations, Certificates, *continued*

Master of Science (MS) in Information Technology Specializations

Learners in the MS in Information Technology degree program who need to enhance their skills in the areas of Web application development, database systems, software design, and/or network systems are strongly encouraged to enroll in TS5591 and/or TS5592. Learners may be requested to enroll in one or both of these courses. In either case, these courses are in addition to the specialization requirements.

General Information Technology

Capella University's Master of Science in Information Technology helps working information technology professionals acquire the intellectual capital and technical skills needed to make significant, far-reaching contributions to their organizations. It is also ideal for those with bachelor's degrees in other fields looking to enter the IT industry at a senior contributor or managerial level. The General Information Technology specialization provides an understanding of information technology topics by providing flexibility in selecting courses of special importance to the learner. In conjunction with the IT foundation provided by the core curriculum, the General Information Technology specialization allows learners to ensure their program matches their personal experience and unique professional needs.

Learners enrolled in the Combined BS/MS in Information Technology option for this specialization will have already completed three of five graduate elective courses as part of their bachelor's Information Technology degree program.

Seven Required Courses 28 quarter credits

TS5004	Technical Communications
TS5010	Introduction to Enterprise Application Architecture
TS5011	Managing People and Technology
TS5130	System Development Theory and Practice
TS5160	Business Foundations
TS5536	Ethical and Legal Considerations in Information Technology

Taken during the learner's final quarter:

TS5900 * Information Technology Capstone

Five Elective Courses 20 quarter credits

Choose five 5000-level Information Technology courses.

Total 48 quarter credits

Business Analysis

The Business Analysis master's specialization develops professionals capable of serving as liaisons between technological solution implementation and business management. Learners master the skills needed to elicit and analyze business needs, determine and develop information technology project requirements, and communicate requirements to solution stakeholders and implementers. Learners use business and system models to propose, develop, and implement solutions. Throughout solution implementation, which includes system development and testing, learners monitor and ensure the validity and quality of the implemented solution to meet business goals. Successful graduates of this specialization are prepared to pursue careers as business analysts or system analysts.

Twelve Required Courses 48 quarter credits

Core courses:

TS5004	Technical Communications
TS5010	Introduction to Enterprise Application Architecture
TS5011	Managing People and Technology
TS5130	System Development Theory and Practice
TS5160	Business Foundations
TS5536	Ethical and Legal Considerations in Information Technology

Specialization courses:

Choose five from the following courses **AND** the capstone course:

TS5341	Requirements Discovery and Documentation
TS5342	Solution Analysis and Modeling
TS5343	Business Solution Assessment and Validation
TS5344	Strategic Business Analysis
TS5345	Business Modeling
TS5999	Current Trends in Information Technology

Taken during the learner's final quarter:

TS5940 * Business Analysis Capstone

Total 48 quarter credits

Enterprise Software Architecture

The master's specialization in Enterprise Software Architecture addresses the need for information technology professionals who are capable of evaluating the business and technical requirements of enterprises with locally and globally distributed operations. Learners analyze IT problems of distributed enterprises and refine their ability to design, propose, implement, and manage solutions to these problems using technologies such as service-oriented architecture (SOA), distributed databases, and Web services. Successful graduates of this specialization are prepared to pursue careers as systems architects, technical officers, and software engineers.

Learners enrolled in the Combined BS/MS in Information Technology option for this specialization will have already completed TS5351, TS5356, and TS5357 as part of their bachelor's Information Technology degree program.

Twelve Required Courses 48 quarter credits

Core courses:

TS5004	Technical Communications
TS5010	Introduction to Enterprise Application Architecture
TS5011	Managing People and Technology
TS5130	System Development Theory and Practice
TS5160	Business Foundations
TS5536	Ethical and Legal Considerations in Information Technology

Specialization courses:

Choose five from the following courses **AND** the capstone course:

TS5350	Architectural Implementation
TS5351 *	Architecture Requirements Analysis
TS5352	Enterprise Database Systems
TS5353	Enterprise Software Architecture Design
TS5354 *	Enterprise Software Interface Design
TS5355 *	Advanced Enterprise System Development
TS5356	Advanced Application Development
TS5357	Enterprise Software Architecture Quality Assurance
TS5999	Current Trends in Information Technology

Taken during the learner's final quarter:

TS5950 * Enterprise Software Architecture Capstone

Total 48 quarter credits

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Business and Technology Degree Programs, Specializations, Certificates, *continued*

MS in Information Technology Specializations, continued

Health Information Management

The Health Information Management master's specialization prepares information technology professionals who want to use their skills in the health care field for careers such as health information managers or information technologists. Specialization topics include implementing health care policies through information management systems, supporting health care decision management, and facilitating efficient health care delivery through the secure transmission of and access to patient information.

Learners enrolled in the Combined BS/MS in Information Technology option for this specialization will have already completed TS5615, TS5620, and TS5625 as part of their bachelor's Information Technology degree program.

Twelve Required Courses 48 quarter credits

Core courses:

TS5004	Technical Communications
TS5010	Introduction to Enterprise Application Architecture
TS5011	Managing People and Technology
TS5130	System Development Theory and Practice
TS5160	Business Foundations
TS5536	Ethical and Legal Considerations in Information Technology

Specialization courses:

Choose five from the following courses **AND** the capstone course:

TS5610	Introduction to Health Information Systems
TS5615	Health Informatics
TS5620	Databases in Health Care Environments
TS5625	System Security in Health Care Environments
TS5630	Data Analysis and Decision Support for Health Information Technology Practitioners
TS5635	Strategic Management of Information Technology in Health Organizations
TS5999	Current Trends in Information Technology

Taken during the learner's final quarter:

TS5960 *	Health Information Management Capstone
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Total 48 quarter credits

Information Assurance and Security

The Information Assurance and Security master's specialization prepares information technology professionals to assess information security risks and develop and implement solutions to safeguard the information assets and enterprise IT infrastructures of organizations. Learners examine the technical and managerial controls critical to the success of an information assurance program, including enterprise and wireless security, security risk management, security management practices, secure system development, and computer forensics. Upon successful completion of this specialization, learners are prepared to pursue careers as information assurance and security specialists.

Learners enrolled in the Combined BS/MS in Information Technology option for this specialization will have already completed TS5311, TS5531, and TS5534 as part of their bachelor's Information Technology degree program.

Twelve Required Courses 48 quarter credits

Core courses:

TS5004	Technical Communications
TS5010	Introduction to Enterprise Application Architecture
TS5011	Managing People and Technology
TS5130	System Development Theory and Practice
TS5160	Business Foundations
TS5536	Ethical and Legal Considerations in Information Technology

Specialization courses:

Choose five from the following courses **AND** the capstone course:

TS5311	Enterprise Security
TS5312	Security Risk Management
TS5531	Security Management Practices
TS5532	Secure System Development and Cryptography
TS5533	Wireless Security
TS5534	Computer Forensics and Investigations
TS5999	Current Trends in Information Technology

Taken during the learner's final quarter:

TS5910 *	Information Assurance and Security Capstone
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Total 48 quarter credits

Network Architecture

The master's Network Architecture specialization provides technology leaders with the skills necessary to design, implement, and maintain high-quality networks that meet business needs. The curriculum focuses on Internet, intranet, and extranet design, emerging network technologies, and the integration of divergent and disparate networks. Learners acquire skills in designing, planning, and maintaining local area networks (LANs) and wide area networks (WANs) and gain the knowledge needed to develop and implement organizations' information security and disaster recovery plans. Upon successful completion of this specialization, learners are prepared to pursue careers in network management and administration and network architecture and design.

Learners enrolled in the Combined BS/MS in Information Technology option for this specialization will have already completed TS5321, TS5322, and TS5325 as part of their bachelor's Information Technology degree program.

Twelve Required Courses 48 quarter credits

Core courses:

TS5004	Technical Communications
TS5010	Introduction to Enterprise Application Architecture
TS5011	Managing People and Technology
TS5130	System Development Theory and Practice
TS5160	Business Foundations
TS5536	Ethical and Legal Considerations in Information Technology

Specialization courses:

Choose five from the following courses **AND** the capstone course:

TS5321	Local Area Network Architectures
TS5322	Wide Area Network Architectures
TS5323	Integrating Divergent Network Architectures
TS5324	Evolving Network Technologies
TS5325	Enterprise Network Analysis
TS5327	Secure Network Architectures
TS5328	Virtualization for the Enterprise
TS5521	Advanced Network Technology: Switching
TS5999	Current Trends in Information Technology

Taken during the learner's final quarter:

TS5920 *	Network Architecture Capstone
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Total 48 quarter credits

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Business and Technology Degree Programs, Specializations, Certificates, *continued*

MS in Information Technology Specializations, *continued*

Project Management

In the master's Project Management specialization, information technology professionals assess the current state of technology, including its organizational, legal, ethical, and professional influences, and examine the fundamentals of project management. Specialization topics include the processes, techniques, and tools used to plan, initiate, execute, control, and close projects; project budgeting, procurement, and quality; project plan development; project risk management; and project leadership management. Successful graduates of this specialization gain the skills needed to manage technology projects that meet quality, scope, time, and cost goals.

Learners enrolled in the Combined BS/MS in Information Technology option for this specialization will have already completed TS5332, TS5334, and TS5335 as part of their bachelor's Information Technology degree program.

Twelve Required Courses **48 quarter credits**

Core courses:

TS5004	Technical Communications
TS5010	Introduction to Enterprise Application Architecture
TS5011	Managing People and Technology
TS5130	System Development Theory and Practice
TS5160	Business Foundations
TS5536	Ethical and Legal Considerations in Information Technology

Specialization courses:

Choose five from the following courses **AND** the capstone course:

TS5331	Project Management Fundamentals
TS5332	Project Management Planning, Execution, and Control
TS5333	Project Budgeting, Procurement, and Quality
TS5334	Project Risk Assessment and Control
TS5335	Project Leadership and Management
TS5999	Current Trends in Information Technology

Taken during the learner's final quarter:

TS5930 *	Project Management Capstone
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Total **48 quarter credits**

Master of Business Administration (MBA) Specializations

Only learners enrolled in the MBA program may take MBA courses. MBA learners may not take courses associated with any other program within the School of Business and Technology or any other school at Capella University while they are enrolled in the MBA program.

Professional Effectiveness CoachingSM

Capella University's MBA Professional Effectiveness Coaching process helps learners focus on the areas where they need to stretch to become more effective managers, apply what they've learned to impact their current job, and reposition themselves to advance toward future goals. Learners have the option to establish a relationship with a professional coach who helps facilitate this growth process through one-on-one coaching sessions.

General Business Administration

This MBA specialization provides a broad examination of core business functions and organizational management aspects and meets the needs of business professionals by presenting a thorough introduction to traditional business disciplines such as accounting, finance, marketing, operations, strategy, and statistics. This solid business foundation is supplemented with a core set of professional effectiveness courses that emphasize best practices for leading and managing others, including facilitating change, leading teams, negotiating for results, and establishing ethical leadership. The balanced curriculum of business discipline and professional effectiveness competencies prepares successful graduates to excel in a variety of business settings.

Fourteen Required Courses **42 quarter credits**

First two courses taken first and in sequence:

MBA6010	Professional Effectiveness: Stretch, Impact, Reposition
MBA6020	Leading for Results
MBA6110	Marketing and Brand Management
MBA6130	Operations and Process Management
MBA6140	Applied Managerial Statistics
MBA6150	Accounting
MBA6160 *	Financial Management
MBA6180	Managing Information Assets and Technology
MBA6190	Strategy
MBA6230	Leading Teams
MBA6240	Facilitating Change
MBA6260	Negotiating for Results
MBA6270	Regulatory and Ethical Environment of Business

Taken during the learner's final quarter:

MBA6300 *	MBA Capstone: Judgment, Planning, and Action
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Two Elective Courses **6 quarter credits**
Choose two MBA courses.

Total **48 quarter credits**

Accounting

The MBA Accounting specialization emphasizes accounting applications with respect to the nature and scope of business operations. The specialization cultivates learners' abilities to plan and control organizational budgeting. Learners gain knowledge and skills in the audit and evaluation of controls and computerized information systems of accounting. Learners examine the nature and function of accounting information in the decision-making process. Learners also study the conceptual framework of accounting theory and practice, focusing on processes of identification, measurement, documentation, and financial reporting. This specialization is not designed to lead to professional licensure in accounting.

Sixteen Required Courses **48 quarter credits**

Core courses:

First two courses taken first and in sequence:

MBA6010	Professional Effectiveness: Stretch, Impact, Reposition
MBA6020	Leading for Results
MBA6110	Marketing and Brand Management
MBA6130	Operations and Process Management
MBA6140	Applied Managerial Statistics
MBA6150	Accounting
MBA6160 *	Financial Management
MBA6180	Managing Information Assets and Technology
MBA6190	Strategy

Specialization courses:

MBA6152 *	Advanced Accounting
MBA6154 *	Budget Planning and Control
MBA6156 *	Audit and Control of Accounting Information Systems
MBA6158 *	Accounting Information for Decision Making

In addition, choose two from the following courses **AND** the capstone course:

MBA6120	Sales and Customer Relationship Management
MBA6210	Building Relationships
MBA6220	Developing and Coaching Others
MBA6230	Leading Teams
MBA6240	Facilitating Change
MBA6250	Leveraging Workplace Diversity
MBA6260	Negotiating for Results
MBA6270	Regulatory and Ethical Environment of Business

Taken during the learner's final quarter:

MBA6350 *	Accounting Capstone: Judgment, Planning, and Action
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Total **48 quarter credits**

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Business and Technology Degree Programs, Specializations, Certificates, *continued*

MBA Specializations, continued

Finance

The MBA Finance specialization provides learners with current knowledge and skills in financial analysis and decision making, preparing them for careers in finance at middle or senior management levels. Learners who select Finance as their specialization are required to complete designated MBA core business and professional effectiveness courses that focus on leading and managing others, strategy, operations management, information technology, and marketing. The courses in the Finance specialization extend the core competencies by examining theories and techniques related to corporate finance, investment and portfolio management, international finance, and emerging topics in the field.

Sixteen Required Courses 48 quarter credits

Core courses:

First two courses taken first and in sequence:

MBA6010 Professional Effectiveness: Stretch, Impact, Reposition

MBA6020 Leading for Results

MBA6110 Marketing and Brand Management

MBA6130 Operations and Process Management

MBA6140 Applied Managerial Statistics

MBA6150 Accounting

MBA6160 * Financial Management

MBA6180 Managing Information Assets and Technology

MBA6190 Strategy

Specialization courses:

Choose four from the following courses:

MBA6161 * Financial Markets and Institutions

MBA6162 * Advanced Finance

MBA6163 * Bank Management

MBA6164 * International Financial Management

MBA6166 * Investment and Portfolio Management

MBA6167 * Risk Management

MBA6168 * Corporate Finance Analysis and Decisions

In addition, choose two from the following courses

AND the capstone course:

MBA6120 Sales and Customer Relationship Management

MBA6210 Building Relationships

MBA6220 Developing and Coaching Others

MBA6230 Leading Teams

MBA6240 Facilitating Change

MBA6250 Leveraging Workplace Diversity

MBA6260 Negotiating for Results

MBA6270 Regulatory and Ethical Environment of Business

Taken during the learner's final quarter:

MBA6360 * Finance Capstone: Judgment, Planning, and Action

Total 48 quarter credits

Global Operations and Supply Chain Management

The Global Operations and Supply Chain Management MBA specialization provides learners with a foundational understanding of company operations from a global perspective and emphasizes the leveraging effects of the supply chain on organizational performance. The curriculum presents field-related theories, paradigms, and best practices and focuses on global environment assessment; global supply chain management strategy; demand forecasting; process orientation; and global supply chain management functions associated with marketing and sales, product and inventory, integrated logistics, and personnel and customer service. Upon successful completion of this specialization, learners are prepared to pursue careers as general and operations managers, industrial production managers, supply chain managers, or management analysts.

Sixteen Required Courses 48 quarter credits

Core courses:

First two courses taken first and in sequence:

MBA6010 Professional Effectiveness: Stretch, Impact, Reposition

MBA6020 Leading for Results

MBA6110 Marketing and Brand Management

MBA6130 Operations and Process Management

MBA6140 Applied Managerial Statistics

MBA6150 Accounting

MBA6160 * Financial Management

MBA6180 Managing Information Assets and Technology

MBA6190 Strategy

Specialization courses:

MBA6121 Foundations of Supply Chain Management

MBA6123 * Supply Chain Design and Management

MBA6125 Logistics

MBA6127 Effective Global Strategic Sourcing

MBA6129 Knowledge Management Systems

In addition, choose one from the following courses

AND the capstone course:

MBA6120 Sales and Customer Relationship Management

MBA6210 Building Relationships

MBA6220 Developing and Coaching Others

MBA6230 Leading Teams

MBA6240 Facilitating Change

MBA6250 Leveraging Workplace Diversity

MBA6260 Negotiating for Results

MBA6270 Regulatory and Ethical Environment of Business

Taken during the learner's final quarter:

MBA6320 * Global Operations and Supply Chain Management Capstone: Judgment, Planning, and Action

Total 48 quarter credits

Health Care Management

The MBA Health Care Management specialization enhances the management and business skills learners need to function effectively within the health care industry. The specialization emphasizes business models and analytics that are applicable within health care including medical device product development, health care financial management, clinical research methodologies, medical sales, information technology benefits programs, and health care e-business consulting. Upon successful completion of this specialization, learners possess knowledge that helps them assume mid-level and executive-level positions within a health care organization or an organization that serves the health care industry.

Sixteen Required Courses 48 quarter credits

Core courses:

First two courses taken first and in sequence:

MBA6010 Professional Effectiveness: Stretch, Impact, Reposition

MBA6020 Leading for Results

MBA6110 Marketing and Brand Management

MBA6130 Operations and Process Management

MBA6140 Applied Managerial Statistics

MBA6150 Accounting

MBA6160 * Financial Management

MBA6180 Managing Information Assets and Technology

MBA6190 Strategy

Specialization courses:

MBA6271 * Strategic Management of Health Care Systems

MBA6273 * Health Care Financial Management

MBA6275 * Health Care Policy Analysis and Decision Making

MBA6277 * Ethical and Legal Considerations in Health Care

In addition, choose two from the following courses

AND the capstone course:

MBA6120 Sales and Customer Relationship Management

MBA6210 Building Relationships

MBA6220 Developing and Coaching Others

MBA6230 Leading Teams

MBA6240 Facilitating Change

MBA6250 Leveraging Workplace Diversity

MBA6260 Negotiating for Results

MBA6270 Regulatory and Ethical Environment of Business

Taken during the learner's final quarter:

MBA6370 * Health Care Management Capstone: Judgment, Planning, and Action

Total 48 quarter credits

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Business and Technology Degree Programs, Specializations, Certificates, *continued*

MBA Specializations, continued

Human Resource Management

The MBA Human Resource Management specialization curriculum emphasizes contemporary business and human resource management best practices. The specialization's competency-based instruction design is focused on immediate application of knowledge, competencies, and skills necessary to integrate business and human resource functions in organizations. Specialization topics include national and international HRM perspectives and practices, strategic staffing, law, culture, change, and HRM-specific technology. Through the synthesis of business and HRM best practice and theory, learners are prepared to make informed, practitioner-based decisions resulting in increased professional development, organizational growth, and enterprise sustainability. Upon successful completion of this specialization, learners have gained relevant knowledge competencies and skills enabling them to enter the HRM industry or advanced HRM-related careers.

Sixteen Required Courses 48 quarter credits

Core courses:

First two courses taken first and in sequence:

- MBA6010 Professional Effectiveness: Stretch, Impact, Reposition
- MBA6020 Leading for Results
- MBA6110 Marketing and Brand Management
- MBA6130 Operations and Process Management
- MBA6140 Applied Managerial Statistics
- MBA6150 Accounting
- MBA6160 * Financial Management
- MBA6180 Managing Information Assets and Technology
- MBA6190 Strategy

Specialization courses:

- MBA6241 * Human Resource Management in 21st Century Knowledge
- MBA6243 * Building Organizational Culture
- MBA6245 * Human Resource Management Technologies and Applications
- MBA6247 * Human Capital Management
- MBA6249 * Organizations, Governance, and the Law

In addition, choose one from the following courses AND the capstone course:

- MBA6120 Sales and Customer Relationship Management
- MBA6210 Building Relationships
- MBA6220 Developing and Coaching Others
- MBA6230 Leading Teams
- MBA6240 Facilitating Change
- MBA6250 Leveraging Workplace Diversity
- MBA6260 Negotiating for Results
- MBA6270 Regulatory and Ethical Environment of Business

Taken during the learner's final quarter:

- MBA6340 * Human Resource Management Capstone: Judgment, Planning, and Action

Total 48 quarter credits

Information Technology Management

The MBA Information Technology Management specialization is targeted toward learners interested in moving into middle and senior management positions within information technology organizations. In preparation for this expanded responsibility, learners acquire the broader business perspectives and professional effectiveness skills to lead and manage others in the broader organization. The Information Technology Management specialization equips learners to leverage IT in order to enhance business competitiveness and optimize business management. The course work provides learners with techniques and skills needed to assess the impact of advances in technology on business. In addition, learners have an opportunity to practice evaluating and choosing the right leadership style for managing IT functions and staff in order to deliver the value of IT to the organization.

Sixteen Required Courses 48 quarter credits

Core courses:

First two courses taken first and in sequence:

- MBA6010 Professional Effectiveness: Stretch, Impact, Reposition
- MBA6020 Leading for Results
- MBA6110 Marketing and Brand Management
- MBA6130 Operations and Process Management
- MBA6140 Applied Managerial Statistics
- MBA6150 Accounting
- MBA6160 * Financial Management
- MBA6180 Managing Information Assets and Technology
- MBA6190 Strategy

Specialization courses:

- MBA6182 * Impact of Advances in Information Technology
- MBA6184 * Techniques for Managing Information Technology Professionals
- MBA6186 * Strategic Information System Planning
- MBA6231 * Project Planning, Management, and Financial Control

In addition, choose two from the following courses AND the capstone course:

- MBA6120 Sales and Customer Relationship Management
- MBA6210 Building Relationships
- MBA6220 Developing and Coaching Others
- MBA6230 Leading Teams
- MBA6240 Facilitating Change
- MBA6250 Leveraging Workplace Diversity
- MBA6260 Negotiating for Results
- MBA6270 Regulatory and Ethical Environment of Business

Taken during the learner's final quarter:

- MBA6380 * Information Technology Management Capstone: Judgment, Planning, and Action

Total 48 quarter credits

Marketing

The Marketing specialization prepares MBA learners to move into middle or senior marketing management positions within their organizations. The Marketing specialization provides deeper insight into contemporary issues and examines various theories and techniques used by marketers in today's competitive environment. The specialization extends a learner's competencies in market research, analysis, planning, execution, and evaluation. During the capstone course, all learners synthesize and apply what they have learned into a final marketing plan. Learners who select Marketing as their specialization are required to complete designated MBA core business and professional effectiveness courses that focus on leading and managing others, strategy, operations management, information technology, and finance.

Sixteen Required Courses 48 quarter credits

Core courses:

First two courses taken first and in sequence:

- MBA6010 Professional Effectiveness: Stretch, Impact, Reposition
- MBA6020 Leading for Results
- MBA6110 Marketing and Brand Management
- MBA6130 Operations and Process Management
- MBA6140 Applied Managerial Statistics
- MBA6150 Accounting
- MBA6160 * Financial Management
- MBA6180 Managing Information Assets and Technology
- MBA6190 Strategy

Specialization courses:

Choose four from the following courses:

- MBA6112 * Market Research
- MBA6114 * Consumer Behavior
- MBA6116 * New Product Design and Development
- MBA6118 * International Marketing
- MBA6120 Sales and Customer Relationship Management

In addition, choose two from the following courses AND the capstone course:

- MBA6210 Building Relationships
- MBA6220 Developing and Coaching Others
- MBA6230 Leading Teams
- MBA6240 Facilitating Change
- MBA6250 Leveraging Workplace Diversity
- MBA6260 Negotiating for Results
- MBA6270 Regulatory and Ethical Environment of Business

Taken during the learner's final quarter:

- MBA6310 * Marketing Capstone: Judgment, Planning, and Action

Total 48 quarter credits

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Business and Technology Degree Programs, Specializations, Certificates, *continued*

MBA Specializations, *continued*

Project Management

The Project Management specialization prepares MBA learners for expanded responsibility in an organization by sharpening their project management skills. In alignment with the Project Management Institute's (PMI) standards, this specialization equips learners to manage projects in global enterprises and entrepreneurial start-ups. The course work provides learners with techniques in project procurement and solicitation and teaches learners to assess and mitigate risks to ensure project success. The capstone project allows learners to apply their skills in planning, managing, and controlling the processes to complete the project on time and within budget. Most important, this specialization offers learners an opportunity not only to exercise their skills in decision making but also to reflect on the impact of their judgment in dynamic project situations.

Sixteen Required Courses **48 quarter credits**

Core courses:

First two courses taken first and in sequence:

MBA6010	Professional Effectiveness: Stretch, Impact, Reposition
MBA6020	Leading for Results
MBA6110	Marketing and Brand Management
MBA6130	Operations and Process Management
MBA6140	Applied Managerial Statistics
MBA6150	Accounting
MBA6160 *	Financial Management
MBA6180	Managing Information Assets and Technology
MBA6190	Strategy

Specialization courses:

MBA6231 *	Project Planning, Management, and Financial Control
MBA6233 *	Assessing and Mitigating Risk
MBA6235 *	Project Procurement and Solicitation
MBA6237 *	Advanced Project Management Techniques

In addition, choose two from the following courses AND the capstone course:

MBA6120	Sales and Customer Relationship Management
MBA6210	Building Relationships
MBA6220	Developing and Coaching Others
MBA6230	Leading Teams
MBA6240	Facilitating Change
MBA6250	Leveraging Workplace Diversity
MBA6260	Negotiating for Results
MBA6270	Regulatory and Ethical Environment of Business

Taken during the learner's final quarter:

MBA6330 *	Project Management Capstone: Judgment, Planning, and Action
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Total **48 quarter credits**

Certificates

Certificates are an ideal way to update existing knowledge, gain new knowledge, and study at the graduate level. Course work completed in a certificate program may be transferred into the related master's specialization.

Note: Certification and Certificates—There is an important distinction between the two terms. The School of Business and Technology offers a variety of graduate certificates. University-sponsored certificates represent an advanced course of study intended to enhance knowledge in a specific discipline. However, obtaining a university-awarded certificate is not equivalent to "certification." The term certification refers to the official mandate awarded by a state regulatory board or professional organization to an individual for a specific professional practice.

Human Resource Management

The Human Resource Management certificate helps professionals increase their expertise in the principles and practices of the human resource function. The certificate provides the opportunity to enhance skills, knowledge, and abilities through the development of HR competencies. By providing learners a better understanding of various HR disciplines, the certificate prepares participants for the challenges and demands faced by HR professionals.

Four Required Courses **16 quarter credits**

HRM5210	The 21st Century Global Workplace
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Choose three from the following courses:

HRM5212 *	Organization Building and Membership
HRM5214 *	Law and Organizations
HRM5216 *	Enterprise-Wide Communications
HRM5218 *	Total Rewards in the Global Workplace
HRM5220 *	Talent Management
HRM5222 *	Organizational Learning

Total **16 quarter credits**

Information Assurance and Security

Technology professionals with a background in both information security technology and policy-level management are in high demand in today's organizations and corporations. This certificate prepares learners who have previously earned a bachelor's degree to manage a large organization's enterprise security based on the 10 domains of the Certified Information Systems Security Professional (CISSP) certification from International Information Systems Security Certification Consortium, Inc. (ISC)2. It goes well beyond certification by providing an opportunity to master information security principles through practice and interaction. This graduate certificate expands learners' critical thinking skills and develops the competencies associated with the CISSP certification from (ISC)2.

Five Required Courses **20 quarter credits**

TS5311	Enterprise Security
TS5312	Security Risk Management
TS5531	Security Management Practices
TS5532	Secure System Development and Cryptography
TS5536	Ethical and Legal Considerations in Information Technology

Total **20 quarter credits**

Leadership

The Leadership certificate is designed to prepare learners to serve in leadership roles or expand their horizons as future leaders within their current organizations. Learners gain considerable insight into the challenges and complexities of leading in today's environment and reflect on their own leadership styles and focus on developing specific leadership competencies.

Four Required Courses **16 quarter credits**

LEAD5004	Leading for the Future
LEAD5110 *	Managing and Leading in Dynamic Environments
LEAD5120 *	Developing as a Leader

AND

Choose one graduate LEAD course.

Total **16 quarter credits**

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Business and Technology Degree Programs, Specializations, Certificates, *continued****Certificates, continued*****Project Management**

There is a significant need for professionals with a background in both enterprise technology and project management mastery to complete complex projects on time, on budget, and to specification. This certificate prepares learners who have previously earned a bachelor's degree to manage larger projects utilizing methodology based on the Project Management Book of Knowledge (PMBOK) from the Project Management Institute (PMI). It goes well beyond certification by providing an opportunity to expand critical thinking skills and master project management principles through practice and interaction. This graduate certificate develops the competencies associated with the Project Management Professional certification from the PMI.

Five Required Courses		20 quarter credits
TS5331	Project Management Fundamentals	
TS5332	Project Management Planning, Execution, and Control	
TS5333	Project Budgeting, Procurement, and Quality	
TS5334	Project Risk Management and Control	
TS5335	Project Leadership and Management	
Total		20 quarter credits

School of Education



Barbara Butts Williams, PhD
Dean

From the Dean

Welcome to the School of Education at Capella University. Our programs are about you and the impact that you want to make as an educational leader.

Capella's specializations in higher education and training focus on career requirements for educators and trainers working in adult learning environments. The competencies learners acquire are based on current adult learning theory and are designed for professionals in community colleges, four-year colleges, and other organizations serving adult learners.

Capella's P–12 education specializations prepare individuals to assume vital roles serving children and adolescents. The competency-based specializations are based upon nationally recognized external standards and are specifically designed for dedicated, P–12 educators whose futures are enriched by the mastery of recognized professional standards and/or the achievement of specific licensure credentials but whose lives demand convenient access. Our specializations in P–12 education deliver the practical skills needed to be more successful in today's diverse schools. In addition, three of Capella's P–12 specializations, Reading and Literacy, Leadership in Educational Administration, and Special Education Teaching are state-approved, a precondition for educational licensure in some states.

The School of Education's most recent addition, the Doctor of Education (EdD) degree program, is designed for adults seeking leadership roles in any education-related profession. Learners focus on the leadership and management competencies necessary to make positive changes in their professional setting, making the research focus as relevant as it is rigorous.

At Capella University, you will be invigorated, challenged, and emboldened to achieve your educational goals. Your future is in your hands, and we look forward to helping you realize that future.

Barbara Butts Williams, PhD
Dean

About the School of Education

School Mission Statement

The mission of the School of Education is to provide relevant and competency-based learning experiences that have immediate professional impact and that empower learners to distinguish themselves through their contributions to the organizations they serve. School of Education learners prepare for the challenges, opportunities, and demands of contemporary education by engaging in rigorous and relevant programs where learner progress is assessed against recognized, respected professional standards.

Degree Programs

Doctor of Education (EdD)

The School of Education's Doctor of Education degree program, structured as a cohort, integrates recognized theory and case method learning in a collaborative environment, enabling practicing professionals to advance their understanding and skills in the essential areas of leadership, career, and management preparedness. The degree program fosters creative and critical thinking, application of inquiry and research skills, analysis of complex systems, and the development of leadership and management skills. These competencies support effective decision making and change management, enabling learners to excel as scholar-practitioners and forward-thinking educational leaders. This degree program does not satisfy licensure requirements for P–12 public school teachers or administrators.

The Doctor of Education is structured using a cohort model. Beginning in their first quarter, learners enroll in one course each quarter in a prescribed sequence, progressing through their program with the same group of learners. Earning the EdD as part of a cohort enhances opportunities to gain skills and knowledge and develop professional relationships with other learners.

Doctor of Philosophy (PhD) in Education

The School of Education's Doctor of Philosophy degree program expands previous learning within a discipline and fosters the critical thinking, research, and problem-solving skills that practicing professionals need to excel as

scholar-practitioners and emboldened leaders in a global society.

Education Specialist (EdS)

The School of Education's Education Specialist degree program serves learners seeking a post-master's graduate experience that emphasizes both practice and scholarship. The EdS degree assists practitioners by moving them toward the scholarly focus of the doctoral experience.

Master of Science (MS) in Education

The School of Education's Master of Science degree program integrates recognized theory and best practices with practical application in a collaborative environment in order to enhance learners' abilities to excel as practitioners in their chosen specializations.

Certificate Programs

The School of Education's certificate programs provide learners with recognized, relevant competencies that have an immediate, positive impact on their professional lives.

Professional Licensure and Certification

Capella University offers academic programs leading to advanced degrees in

a number of fields for which professional practice requires licensure or certification by state, local, or professional boards. However, because licensing or certification standards vary, Capella University makes no representation, warranty, or guarantee that successful completion of the degree or certificate program will permit the learner to obtain licensure or certification. Learners who enroll in a Capella University degree program in a field for which professional practice requires any type of licensure or certification are solely responsible for determining and complying with state, local, or professional licensure and certification requirements. These learners are also responsible for taking the steps necessary to satisfy those requirements.

As part of the admission process, Capella University requires all learners in these programs to sign the [Licensure Disclosure & Responsibilities Acknowledgement](#) in which they agree that it is their responsibility to understand and comply with licensing and certification laws and regulations. Additional information on [professional licensure and certification](#) can be found on iGuide.

SCHOOL OF EDUCATION SPECIALIZATIONS

P–12 Specializations	Degrees and Certificates
Curriculum and Instruction	PhD, EdS, MS
Early Childhood Education	MS
K–12 Studies in Education	PhD, MS
Leadership in Educational Administration	PhD, EdS, MS
Reading and Literacy	MS
Special Education Leadership	PhD
Special Education Teaching	MS
Higher Education and Training Specializations	Degrees and Certificates
College Teaching	Post-Master's Certificate
Educational Leadership and Management	EdD
Enrollment Management	MS, Post-Master's Certificate
Instructional Design for Online Learning	PhD, MS
Leadership for Higher Education	PhD, MS
Nursing Education	PhD
Postsecondary and Adult Education	PhD, MS
Professional Studies in Education	PhD, MS
Training and Performance Improvement	PhD, MS

School of Education Degree Programs, Specializations, Certificates

Doctor of Education (EdD) Specialization

Educational Leadership and Management

The EdD specialization in Educational Leadership and Management, structured as a cohort, is designed to prepare practicing professionals to effectively lead colleges; universities; P–12 public, private, religious, charter, and non-traditional schools; and corporate, nonprofit, and governmental educational institutions. Throughout the specialization, learners focus on financial, human resource, operations, and change management; effective decision-making strategies, models, and tools; curriculum and instruction improvement processes; and cultural competence and advocacy. The curriculum is based on current industry knowledge and standards and provides learners with the opportunity to strengthen their inquiry, analysis, communication, decision-making, and leadership skills and use them to address critical, real-world problems. This specialization does not satisfy licensure requirements for P–12 public school teachers or administrators.

The EdD Educational Leadership and Management specialization is structured using a cohort model. Beginning in their first quarter, learners enroll in one course each quarter in a prescribed sequence, progressing through their program with the same group of learners. Earning the EdD as part of a cohort enhances opportunities to gain skills and knowledge and develop professional relationships with other learners.

Twelve Required Courses 72 quarter credits

All courses taken in sequence:

- ELM8100 Foundations of Educational Leadership and Management I
- ELM8102 * Foundations of Educational Leadership and Management II
- ELM8104 * Leadership Through Personal and Professional Development
- ELM8106 * Creating a Culture of Learning
- ELM8108 * Data-Informed Decision Making for Educational Leaders
- ELM8110 * Leading and Managing Change I
- ELM8112 * Leading and Managing Change II
- ELM8114 * Practicum in Educational Leadership and Management
- ELM9920 * Dissertation Courseroom (non-credit)
- ELM9921 * Dissertation Research 1 (6 quarter credits)
- ELM9922 * Dissertation Research 2 (6 quarter credits)
- ELM9923 * Dissertation Research 3 (6 quarter credits)
- ELM9924 * Dissertation Research 4 (6 quarter credits)

Total 72 quarter credits

Admission to the Educational Leadership and Management specialization requires learners to complete and submit the [Cohort Auto-Registration Form](#).

Doctor of Philosophy (PhD) in Education Specializations

To fulfill the School of Education's graduation requirements, PhD learners must complete a minimum of 24 quarter credits of approved doctoral-level Capella course work after matriculation into the PhD program, not including the required comprehensive examination and dissertation courses. Learners must complete 24 quarter credits regardless of the number or type of credits completed prior to matriculating into the PhD program.

This requirement does not apply to learners who have completed the Education Specialist (EdS) program at Capella. Learners entering the PhD program after having successfully completed the EdS program at Capella must complete a minimum of 16 quarter credits of approval doctoral-level Capella course work after matriculation into the PhD program, not including comprehensive examination and dissertation courses.

Curriculum and Instruction

Learners in the doctoral Curriculum and Instruction specialization develop and demonstrate the research-based knowledge, skills, and attitudes necessary for effective classroom, building, and district-level leadership in curriculum and instruction. The specialization is designed for teachers and administrators interested in leadership careers as building or district-level administrators, or as teacher-leaders guiding curriculum and instructional improvement initiatives supported by current theory and research in curriculum design, instructional models, and assessment strategies focused on increasing student achievement. Learners participate in course discussions and activities that provide practical experiences and projects that demonstrate innovative and timely theory, research, and practice.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Eighteen Required Courses 72 quarter credits

Core courses:

- ED8007 Leading Innovation
- ED8113 Advanced Study in Research Methods
- ED8119 * Advanced Practicum in Research Design

Specialization courses:

- ED7541 Teacher Supervision and Evaluation
- ED7820 Principles of Educational Administration
- ED8533 Advanced Curriculum Mapping: Reflection and Practice
- ED8534 Advanced Instruction and Assessment: Theory and Practice
- ED8535 Advanced Collaboration for the Improvement of Curriculum and Instruction
- ED8536 Advanced Application of Research for the Improvement of Curriculum and Instruction
- ED8538 Advanced Curriculum and Instruction: Program Evaluation
- ED7822 The Funding of Educational Institutions
- ED8540 * Internship in Curriculum and Instruction I (2 quarter credits)
- ED8541 * Internship in Curriculum and Instruction II (2 quarter credits)
- ED9919 * Doctoral Comprehensive Examination
- ED9920 * Dissertation Courseroom (non-credit)
- ED9921 * Dissertation Research 1 (5 quarter credits)
- ED9922 * Dissertation Research 2 (5 quarter credits)
- ED9923 * Dissertation Research 3 (5 quarter credits)
- ED9924 * Dissertation Research 4 (5 quarter credits)

Twelve Elective Courses 48 quarter credits

Recommended elective courses:

- ED5501 Assessment and Improvement of Instruction
- ED5500 Standards-Based Curriculum, Instruction, and Assessment
- ED5504 Strategies for Eliminating the Achievement Gap
- ED7537 Emerging Technology and Multimedia for Curriculum and Instruction
- ED7700 Learning Theory and the Educational Process
- ED7701 Educational Philosophy and Change
- ED7711 Course Design and Development
- ED7107 Teaching and Learning with Diverse Populations
- ED7823 Education and the Law
- ED8111 The Historical and Social Foundations of Education
- ED8812 The Governance of Educational Institutions
- ED7310 Evaluating the Effectiveness of the Educational Process
- ED8100 The Future of Educational Institutions: Topics and Trends
- ED7818 The Future of Teaching and Learning: Issues for the Educational Leader
- HS5334 Ethnic and Cultural Awareness
- ED8115 * Advanced Quantitative Research Methods
- ED8117 * Advanced Qualitative Research Methods

OR

Choose any graduate course(s).

Total 120 quarter credits

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Education Degree Programs, Specializations, Certificates, *continued*

PhD in Education Specializations, continued

K–12 Studies in Education

The doctoral K–12 Studies in Education specialization is designed for K–12 career-oriented professionals who wish to excel as scholar-practitioners. The specialization delivers research-based competencies focused on current issues in education including such broad topics as school governance and leadership and such focused topics as math instruction, science instruction, virtual school teaching, and teacher leadership. The specialization's flexibility permits learners to create an individualized doctoral program whatever their K–12 research interests.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Fifteen Required Courses 64 quarter credits

Core courses:

- ED8007 Leading Innovation
- ED8113 Advanced Study in Research Methods
- ED8515 Advanced Action Research for Teacher-Leaders
- ED8119 * Advanced Practicum in Research Design

Specialization courses:

- ED8111 The Historical and Social Foundations of Education
- ED7310 Evaluating the Effectiveness of the Educational Process
- ED7542 The Politics of P–12 Education
- ED8502 Advanced Learning Theory and Instructional Practice
- ED7701 Educational Philosophy and Change
- ED8100 The Future of Educational Institutions: Topics and Trends
- ED9919 * Doctoral Comprehensive Examination
- ED9920 * Dissertation Courseroom (non-credit)
- ED9921 * Dissertation Research 1 (5 quarter credits)
- ED9922 * Dissertation Research 2 (5 quarter credits)
- ED9923 * Dissertation Research 3 (5 quarter credits)
- ED9924 * Dissertation Research 4 (5 quarter credits)

Fourteen Elective Courses 56 quarter credits

Recommended elective courses:

- ED5516 Adult Learning and Professional Development
- ED5523 Inquiry-Based Curriculum and Resources for Elementary Science Teachers
- ED5508 Research and Best Practices in Mathematics Instruction
- ED5513 Middle-Level Issues
- ED5528 Technology Skills for the Virtual School Teacher
- ED5511 Teaching Algebra for Understanding
- ED5514 Educational Leadership for Teacher-Leaders
- ED5522 The Art of Planning Science Instruction: Creating the Engaged Science Student
- ED5524 Inquiry-Based Curriculum and Resources for Secondary Science Teachers

- ED5526 Student Assessment and Work Analysis in Science Instruction
- ED5506 Standards and the K–12 Mathematics Curriculum
- ED5507 The Art of Planning Mathematics Instruction
- ED5529 Instructional Strategies for the Virtual School Teacher
- ED5530 Assessment Strategies for the Virtual School Teacher
- ED5533 Curriculum Mapping: Reflection and Practice (recommended for all K–12 teachers)
- ED8115 * Advanced Quantitative Research Methods
- ED8117 * Advanced Qualitative Research Methods

OR
Choose any graduate course(s).

Total 120 quarter credits

Leadership in Educational Administration

Learners in the doctoral Leadership in Educational Administration specialization develop the knowledge, skills, attributes, and dispositions necessary to successfully meet the rigors of an ever-changing educational system and enjoy the rewards of being a 21st-century P–12 principal or superintendent. This doctoral program offers learners the opportunity to develop and strengthen research and problem-solving skills that can be applied to the leadership challenges of the current student achievement-focused world of P–12 education. The curriculum is aligned with nationally recognized leadership standards, including those of the Interstate School Leaders Licensure Consortium (ISLLC) and is designed to prepare learners to be innovative and ethical P–12 leaders.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Eighteen Required Courses 76 quarter credits

Core courses:

- ED8007 Leading Innovation
- ED8113 Advanced Study in Research Methods
- ED8119 * Advanced Practicum in Research Design

Specialization courses:

- ED7820 Principles of Educational Administration
- ED8111 The Historical and Social Foundations of Education
- ED7822 * The Funding of Educational Institutions
- ED7823 * Education and the Law
- ED7541 Teacher Supervision and Evaluation
- ED7545 Special Education Administration
- ED7542 The Politics of P–12 Education

In addition, choose one of the following leadership options:

For learners seeking principal licensure:

- ED7852 * P–12 Principalship
- ED7901 * Internship in Educational Administration I
- ED7902 * Internship in Educational Administration II

For learners seeking superintendent licensure:

- ED7543 The Superintendency
- ED7903 * Internship in the Superintendency I
- ED7904 * Internship in the Superintendency II
- ED9919 * Doctoral Comprehensive Examination
- ED9920 * Dissertation Courseroom (non-credit)
- ED9921 * Dissertation Research 1 (5 quarter credits)
- ED9922 * Dissertation Research 2 (5 quarter credits)
- ED9923 * Dissertation Research 3 (5 quarter credits)
- ED9924 * Dissertation Research 4 (5 quarter credits)

* Denotes courses that have prerequisite(s).
Refer to the descriptions for further details.

School of Education Degree Programs, Specializations, Certificates, *continued*

PhD in Education Specializations, continued

Eleven Elective Courses 44 quarter credits

Recommended elective courses:

ED7544	Introduction to School Business Administration
ED8812	The Governance of Educational Institutions
ED7310	Evaluating the Effectiveness of the Educational Process
ED8100	The Future of Educational Institutions: Topics and Trends
ED7818	The Future of Teaching and Learning: Issues for the Educational Leader
ED7106	Curriculum Development
ED7857	Personnel Administration
ED8115 *	Advanced Quantitative Research Methods
ED8117 *	Advanced Qualitative Research Methods
ED8535	Advanced Collaboration for the Improvement of Curriculum and Instruction
HS5334	Ethnic and Cultural Awareness
OR	

Choose any graduate course(s).

Total 120 quarter credits

Admission to the Leadership in Educational Administration specialization requires learners to complete and submit the [Certification of Teaching Experience form](#).

Capella University cannot guarantee licensure, certification, or endorsement. State regulations vary regarding professional licensure and salary benefits. It is learners' responsibility to understand and comply with requirements for their state.

State regulations vary regarding course requirements for professional licensure. For assistance with state-mandated course requirements for licensure, contact the designated school representative.

In Minnesota, learners who wish to add endorsements to existing administrative licenses must complete additional field work. To expand an elementary or secondary license to K–12, learners must complete a second 200-hour internship. To add a principal endorsement to a superintendent endorsement in Minnesota (or vice versa), the internship is 320 hours (MR, 3512.0200, Subp.3.).

Learners seeking licensure in Arizona must secure a Structured English Immersion endorsement (SEI). Capella University has an alliance with Rio Salado College regarding course work for the SEI endorsement. Learners needing this endorsement should contact academicadvisement@mail.riosalado.edu to discuss the necessary courses and the application process at Rio Salado College.

Prior to enrollment, Washington state learners are advised to contact the Office of the Superintendent of Public Instruction at 360.725.6320 or profed@k12.wa.us to determine teacher certification or endorsement requirements, and contact their school district regarding qualifications for salary advancement.

Special Education Leadership

The doctoral Special Education Leadership specialization focuses on P–12 special education leadership skills, including knowledge of laws and regulations, curriculum and instruction, financial resources, and community and family collaboration. Applicants must hold a master's degree in education and a certification or license in special education. The course work, internship, and residential colloquia competencies are based on Interstate School Leaders Licensure Consortium (ISLLC) national standards. Upon successful completion of this specialization, learners are prepared to pursue leadership roles at the school, district, state, or higher education levels.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Nineteen Required Courses 76 quarter credits

Core courses:

ED8007	Leading Innovation
ED8113	Advanced Study in Research Methods
ED8119 *	Advanced Practicum in Research Design

Specialization courses:

ED7820	Principles of Educational Administration
ED7822	The Funding of Educational Institutions
ED7823	Education and the Law
ED7106	Curriculum Development
ED7541	Teacher Supervision and Evaluation
ED7545	Special Education Administration
ED7550 *	Leadership for Director of Special Education
ED7551 *	Special Education Curriculum and Instructional Strategies
ED7552 *	Special Education Law and Finance
ED7554 *	Internship for Director of Special Education I (2 quarter credits)
ED7555 *	Internship for Director of Special Education II (2 quarter credits)
ED9919 *	Doctoral Comprehensive Examination
ED9920 *	Dissertation Coursework (non-credit)
ED9921 *	Dissertation Research 1 (5 quarter credits)
ED9922 *	Dissertation Research 2 (5 quarter credits)
ED9923 *	Dissertation Research 3 (5 quarter credits)
ED9924 *	Dissertation Research 4 (5 quarter credits)

Eleven Elective Courses 44 quarter credits

Recommended elective courses:

ED7542	The Politics of P–12 Education
ED7544	Introduction to School Business Administration
ED7852	P–12 Principalship
ED7543	The Superintendency
ED7901 *	Internship in Educational Administration I
ED7902 *	Internship in Educational Administration II
ED7903 *	Internship in the Superintendency I
ED7904 *	Internship in the Superintendency II
ED8812	The Governance of Educational Institutions
ED7310	Evaluating the Effectiveness of the Educational Process
ED8100	The Future of Educational Institutions: Topics and Trends
ED7818	The Future of Teaching and Learning: Issues for the Educational Leader
ED8111	The Historical and Social Foundations of Education
ED8115 *	Advanced Quantitative Research Methods
ED8117 *	Advanced Qualitative Research Methods
OR	

Choose any graduate course(s).

Total 120 quarter credits

Admission to the Special Education Leadership specialization requires learners to complete and submit the [Certification of Teaching Experience form](#).

Capella University cannot guarantee licensure, certification, or endorsement. State regulations vary regarding professional licensure and salary benefits. It is learners' responsibility to understand and comply with requirements for their state.

State regulations vary regarding course requirements for professional licensure. For assistance with state-mandated course requirements for licensure, contact the designated school representative.

Prior to enrollment, Washington state learners are advised to contact the Office of the Superintendent of Public Instruction at 360.725.6320 or profed@k12.wa.us to determine teacher certification or endorsement requirements, and contact their school district regarding qualifications for salary advancement.

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Education Degree Programs, Specializations, Certificates, *continued*

PhD in Education Specializations, continued

Instructional Design for Online Learning

The doctoral specialization in Instructional Design for Online Learning is designed to prepare professionals to lead and manage instructional design challenges in a variety of traditional and online settings in educational institutions, corporations, health care and government agencies, and the military. The curriculum emphasizes research and leadership in the instructional design, development, and implementation of educational interventions. Successful graduates of this specialization are prepared to pursue leadership roles in producing and applying research in instructional design and development.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Eighteen Required Courses **76 quarter credits**

Core courses:

- ED8002 Foundations of Theory and Practice in Doctoral Studies
- ED8113 Advanced Study in Research Methods
- ED8119 * Advanced Practicum in Research Design

Specialization courses:

- ED5802 Principles of Instructional Design
- ED5803 * Processes of Instructional Design
- ED5807 Design of Instructional Media
- ED7624 * Theories of Learning and Instruction
- ED7620 * Theoretical Basis of Instructional Design
- ED8810 * Ethics and Social Responsibility in Distance Education
- ED7496 * Advanced Instructional Design
- ED7504 * Leadership for Instructional Design
- ED9919 * Doctoral Comprehensive Examination
- ED9920 * Dissertation Coursework (non-credit)
- ED9921 * Dissertation Research 1 (5 quarter credits)
- ED9922 * Dissertation Research 2 (5 quarter credits)
- ED9923 * Dissertation Research 3 (5 quarter credits)
- ED9924 * Dissertation Research 4 (5 quarter credits)

In addition, choose two from the following courses:

- ED5804 The Delivery of Distance Education
- ED7814 Interface Design
- ED7503 Instructional Media Tools
- ED5810 Project Management for e-Learning Development
- ED7505 * Evaluation and Assessment of Instructional Design

Eleven Elective Courses **44 quarter credits**

Recommended elective courses:

- ED7006 Research and Writing for Graduate Learners
- ED7007 * Focused Research and Writing for Graduate Learners
- ED7008 Developing Voice and Style in Academic and Professional Writing
- ED7212 Administration and Leadership of Distance Education Programs
- ED7673 The Future of Corporate and Technical Training: Issues and Trends
- ED7631 Introduction to Training and Performance Systems
- ED7641 Needs Assessment: Models and Procedures
- ED7672 Delivery Systems for Training and Performance Improvement
- ED7830 Coaching for High Performance
- ED8115 * Advanced Quantitative Research Methods **OR**
- ED8117 * Advanced Qualitative Research Methods

The following electives are available for PhD learners as directed study:

- ED6895 * Internship for Instructional Design for Online Learning
 - ED7495 * Research Strategies and Methodologies for Online Learning
 - ED8895 * Special Topics in Instructional Design for Online Learning
- OR**

Choose any graduate course(s).

Total **120 quarter credits**

Leadership for Higher Education

Learners in the PhD Leadership for Higher Education specialization focus on acquiring the doctoral research and problem-solving skills needed to meet leadership challenges in higher education. The curriculum emphasizes leadership theories and models, higher education history and politics, higher education and the law, assessment in higher education, funding and financing education enterprises, higher education human resource management and administration, and the future of teaching and learning. Successful graduates of this specialization are prepared to pursue leadership positions at community colleges, universities, or other postsecondary, human service, military, and nonprofit organizations at the administrative or executive level.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Eighteen Required Courses **76 quarter credits**

Core courses:

- ED8002 Foundations of Theory and Practice in Doctoral Studies
- ED8113 Advanced Study in Research Methods
- ED8119 * Advanced Practicum in Research Design

Specialization courses:

- ED7540 Leadership in Higher Education
- ED7546 Human Resources in Higher Education
- ED7547 Assessment in Higher Education
- ED7818 The Future of Teaching and Learning: Issues for the Educational Leader
- ED7212 Administration and Leadership of Distance Education Programs
- ED7834 Higher Education and the Law
- ED8447 Advanced Funding and Managing Education Enterprises
- ED7840 The Politics of Higher Education
- ED7841 The History of Higher Education
- ED7855 Higher Education Administration
- ED9919 * Doctoral Comprehensive Examination
- ED9920 * Dissertation Coursework (non-credit)
- ED9921 * Dissertation Research 1 (5 quarter credits)
- ED9922 * Dissertation Research 2 (5 quarter credits)
- ED9923 * Dissertation Research 3 (5 quarter credits)
- ED9924 * Dissertation Research 4 (5 quarter credits)

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Education Degree Programs, Specializations, Certificates, *continued*

PhD in Education Specializations, continued

Eleven Elective Courses 44 quarter credits

Recommended elective courses:

- ED7106 Curriculum Development
 - ED7703 Student Development Challenges and Successes
 - ED7713 Student Advising and Retention
 - ED7800 Grant Writing for Higher Education
 - ED8111 The Historical and Social Foundations of Education
 - ED8115 * Advanced Quantitative Research Methods
 - ED8117 * Advanced Qualitative Research Methods
- OR**

Choose any graduate course(s).

Total 120 quarter credits

Nursing Education

The doctoral Nursing Education specialization is designed to prepare nurses for advanced roles as nurse educators in higher and adult education. The curriculum presents nursing concepts and theories and provides learners with essential knowledge and skills in curriculum development and evaluation, teaching strategy, and scholarship. The Nursing Education specialization trains learners to design, deliver, evaluate, assess, and lead nursing education programs and function as effective nursing educators.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Seventeen Required Courses 72 quarter credits

Core courses:

- ED8002 Foundations of Theory and Practice in Doctoral Studies
- ED8113 Advanced Study in Research Methods
- ED8119 * Advanced Practicum in Research Design

Specialization courses:

- ED7311 Theory and Methods of Educating Adults
- ED7313 Global Issues in Adult Education
- ED7712 Classroom Assessment in Education
- ED7310 Evaluating the Effectiveness of the Educational Process
- ED8350 Advanced Nursing Theory and Concepts
- ED8355 Curriculum Design and Evaluation in Nursing Education
- ED8360 The Nurse Educator: Faculty Roles and Responsibilities
- ED8365 Teaching Strategies in Nursing Education
- ED8370 Nursing Leadership and Professional Practice
- ED9919 * Doctoral Comprehensive Examination
- ED9920 * Dissertation Courseroom (non-credit)
- ED9921 * Dissertation Research 1 (5 quarter credits)
- ED9922 * Dissertation Research 2 (5 quarter credits)
- ED9923 * Dissertation Research 3 (5 quarter credits)
- ED9924 * Dissertation Research 4 (5 quarter credits)

Twelve Elective Courses 48 quarter credits

Recommended elective courses:

- ED7818 The Future of Teaching and Learning: Issues for the Educational Leader
 - ED5315 Adult Development and Learning
 - ED5311 The Collaborative Nature of Adult Education
 - ED7391 International Aspects of Adult Education
 - ED5804 The Delivery of Distance Education
 - ED7212 Administration and Leadership of Distance Education Programs
 - ED7590 Critical Thinking in Adult Education
 - ED7700 Learning Theory and the Educational Process
 - ED7580 Theory and Development of Multiple Intelligences
 - ED7540 Leadership in Higher Education
 - ED7547 Assessment in Higher Education
 - ED7690 Critical Skills for Facilitating Online Learning
 - ED5312 Strategies for Building Online Learning Communities
 - ED5313 Curriculum Development for Online Learning
 - ED7716 Faculty Leadership
 - ED7800 Grant Writing for Higher Education
 - ED8117 * Advanced Qualitative Research Methods
 - ED8444 Higher Education Curriculum Development and Teaching Strategies
 - ED8600 Effective Online Course Design, Delivery, Facilitation, and Assessment
 - HS8505 Ethics and Decision Making in Health Care
 - HS8300 Diversity in the Workplace
- OR**

Choose any graduate course(s).

Total 120 quarter credits

* Denotes courses that have prerequisite(s).
Refer to the descriptions for further details.

School of Education Degree Programs, Specializations, Certificates, *continued*

PhD in Education Specializations, continued

Postsecondary and Adult Education

The doctoral Postsecondary and Adult Education specialization is designed to prepare learners to meet the challenges of changing global trends in education and help them develop and improve effective teaching and leadership skills. The curriculum emphasizes major theories of adult learning, the needs of the multicultural adult learner, the development of effective learning communities and environments, critical analysis, program and curricular evaluation, and best practices in postsecondary instruction. Learners who successfully complete this specialization are prepared to pursue instructional leadership positions in a variety of postsecondary education settings, including adult education, distance education, continuing higher education, health care education, community development, and military education.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Sixteen Required Courses 68 quarter credits

Core courses:

- ED8002 Foundations of Theory and Practice in Doctoral Studies
- ED8113 Advanced Study in Research Methods
- ED8119 * Advanced Practicum in Research Design

Specialization courses:

- ED7311 Theory and Methods of Educating Adults
- ED7312 Teaching Adults
- ED7712 Classroom Assessment in Education
- ED7590 Critical Thinking in Adult Education
- ED7313 Global Issues in Adult Education
- ED7310 Evaluating the Effectiveness of the Educational Process
- ED7716 Faculty Leadership
- ED8444 Higher Education Curriculum Development and Teaching Strategies
- ED9919 * Doctoral Comprehensive Examination
- ED9920 * Dissertation Courseroom (non-credit)
- ED9921 * Dissertation Research 1 (5 quarter credits)
- ED9922 * Dissertation Research 2 (5 quarter credits)
- ED9923 * Dissertation Research 3 (5 quarter credits)
- ED9924 * Dissertation Research 4 (5 quarter credits)

Thirteen Elective Courses 52 quarter credits

Recommended elective courses:

- ED7580 Theory and Development of Multiple Intelligences
- ED7690 Critical Skills for Facilitating Online Learning
- ED5312 Strategies for Building Online Learning Communities
- ED7700 Learning Theory and the Educational Process
- ED7703 Student Development, Challenges, and Successes
- ED7711 Course Design and Development
- ED7713 Student Advising and Retention
- ED8111 The Historical and Social Foundations of Education
- ED7800 Grant Writing for Higher Education
- ED5315 Adult Development and Learning
- ED5311 The Collaborative Nature of Adult Education
- ED8115 * Advanced Quantitative Research Methods
- ED8117 * Advanced Qualitative Research Methods
- ED8600 Effective Online Course Design, Delivery, Facilitation, and Assessment

OR

Choose any graduate course(s).

Total 120 quarter credits

Professional Studies in Education

The doctoral Professional Studies in Education specialization is designed for experienced career professionals in a variety of teaching and/or education training situations. Learners may come from areas of P–12, alternative programs, adult education, allied health care, military, higher education, government, or other occupations and professions, but are united by the motivation to excel as educators and leaders. Professional studies learners seek this specialization whether they want to remain in their current profession or be prepared to change professions. The Professional Studies in Education specialization provides optimal opportunity to customize a program of study that meets the unique needs of a diverse group of learners. The entire doctoral experience is designed to create scholar-practitioners with advanced skills in critical thinking, problem solving, and research.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Twelve Required Courses 52 quarter credits

Core courses:

- ED8002 Foundations of Theory and Practice in Doctoral Studies
- ED8113 Advanced Study in Research Methods
- ED8119 * Advanced Practicum in Research Design

Specialization courses:

- ED7701 Educational Philosophy and Change
- ED8100 The Future of Educational Institutions: Topics and Trends
- ED8222 Professionalism in the 21st Century
- ED7700 Learning Theory and the Educational Process **OR**
- ED7311 Theory and Methods of Educating Adults
- ED9919 * Doctoral Comprehensive Examination
- ED9920 * Dissertation Courseroom (non-credit)
- ED9921 * Dissertation Research 1 (5 quarter credits)
- ED9922 * Dissertation Research 2 (5 quarter credits)
- ED9923 * Dissertation Research 3 (5 quarter credits)
- ED9924 * Dissertation Research 4 (5 quarter credits)

Seventeen Elective Courses 68 quarter credits

Recommended elective courses:

- ED8115 * Advanced Quantitative Research Methods
 - ED8117 * Advanced Qualitative Research Methods
- OR**

Choose any graduate course(s).

Total 120 quarter credits

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Education Degree Programs, Specializations, Certificates, *continued*

PhD in Education Specializations, continued

Training and Performance Improvement

The doctoral Training and Performance Improvement specialization is designed for experienced career professionals who wish to advance to leadership roles such as chief learning officer, training director, professor, or manager of learning and performance improvement. Required courses broaden and deepen the learner's understanding of both strategic and tactical issues that are important to the success of any performance improvement intervention. The entire doctoral experience is designed to help create reflective scholar-practitioners and innovative thinkers with advanced skills in critical thinking, research, and problem solving. The curriculum is based on American Society for Training & Development's (ASTD) Human Performance Improvement model.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Eighteen Required Courses **76 quarter credits**

Core courses:

ED8002	Foundations of Theory and Practice in Doctoral Studies
ED8113	Advanced Study in Research Methods
ED8119 *	Advanced Practicum in Research Design

Specialization courses (recommended sequence):

ED7631	Introduction to Training and Performance Systems
ED7641	Needs Assessment: Models and Procedures
ED7662	Designing Training and Performance Solutions
ED7672	Delivery Systems for Training and Performance Improvement
ED7652	Evaluating Training and Performance Improvement Systems
ED7675	Return on Investment in Training and Performance Improvement
ED7679	Survey of Human Resource Development Research
ED9919 *	Doctoral Comprehensive Examination
ED9920 *	Dissertation Coursework (non-credit)
ED9921 *	Dissertation Research 1 (5 quarter credits)
ED9922 *	Dissertation Research 2 (5 quarter credits)
ED9923 *	Dissertation Research 3 (5 quarter credits)
ED9924 *	Dissertation Research 4 (5 quarter credits)

In addition, choose three from the following courses:

ED7830	Coaching for High Performance
ED7391	International Aspects of Adult Education
ED5802	Principles of Instructional Design
ED5804	The Delivery of Distance Education
ED7673	The Future of Corporate and Technical Training: Issues and Trends
ED8111	The Historical and Social Foundations of Education

Eleven Elective Courses **44 quarter credits**

Recommended elective courses:

ED8115 *	Advanced Quantitative Research Methods
ED8117 *	Advanced Qualitative Research Methods

OR

Choose any graduate course(s).

Total **120 quarter credits**

Education Specialist (EdS) Specializations

To fulfill the School of Education's graduation requirements, EdS learners must complete a minimum of 24 quarter credits after matriculation into the EdS program. Learners must complete 24 quarter credits regardless of the number of type of credits completed prior to matriculating into the EdS program.

This requirement does not apply to learners who are changing from the PhD program to the EdS program without having first successfully completed the PhD program.

Curriculum and Instruction

The Education Specialist (EdS) with a specialization in Curriculum and Instruction helps learners develop and demonstrate the research-based knowledge, skills, and attitudes necessary for effective classroom, school, and district-level leadership in curriculum and instruction. Learners study theory, practice and assessment, reflection, collaboration, and leadership, and gain the practical experience needed to foster and guide improvement initiatives at the local and district levels. The Curriculum and Instruction specialization is designed around national standards and is for educators and administrators who have completed a master's degree and are interested in pursuing leadership careers such as school or district-level administrator, director of assessment, director of instruction, district curriculum director, curriculum specialist, or educator-leaders guiding curriculum and instructional improvement initiatives to increase student achievement.

Equivalent course work taken as part of the EdS program may be applied to degree requirements for a Capella PhD.

Residency Requirement(s):

Two four-day residential colloquia (COL-R8921, COL-R8922). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Thirteen Required Courses **48 quarter credits**

Core courses:

ED8007	Leading Innovation
ED8113	Advanced Study in Research Methods

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Education Degree Programs, Specializations, Certificates, *continued*

EdS Specializations, *continued*

Specialization courses:

ED7541	Teacher Supervision and Evaluation
ED7820	Principles of Educational Administration
ED7822	The Funding of Educational Institutions
ED7823	Education and the Law
ED8533	Advanced Curriculum Mapping: Reflection and Practice
ED8534	Advanced Instruction and Assessment: Theory and Practice
ED8535	Advanced Collaboration for the Improvement of Curriculum and Instruction
ED8538	Advanced Curriculum and Instruction: Program Evaluation
ED8540 *	Internship in Curriculum and Instruction I (2 quarter credits)
ED8541 *	Internship in Curriculum and Instruction II (2 quarter credits)
ED8119 *	Advanced Practicum in Research Design

Total **48 quarter credits**

Leadership in Educational Administration

The Education Specialist (EdS) program with a specialization in Leadership in Educational Administration prepares learners who have already completed a master's degree to pursue roles as P–12 administrators. Learners who successfully complete program requirements gain competencies that reflect the Interstate School Leaders Licensure Consortium (ISLLC) standards. The specialization is designed to prepare learners to seek licensure in their state and pursue positions as principals or superintendents. Topics addressed in the Leadership in Educational Administration specialization include effective management; collaboration with stakeholders such as the community, families, and staff; and developing a shared vision of learning.

Equivalent course work taken as part of the EdS program may be applied to degree requirements for a Capella PhD.

Residency Requirement(s):

Two four-day residential colloquia (COL-R8921, COL-R8922). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Twelve Required Courses **48 quarter credits**

Core courses:

ED8007	Leading Innovation
ED8113	Advanced Study in Research Methods

Specialization courses:

ED7820	Principles of Educational Administration
ED8111	The Historical and Social Foundations of Education
ED7822 *	The Funding of Educational Institutions
ED7823 *	Education and the Law
ED7541	Teacher Supervision and Evaluation
ED7545	Special Education Administration
ED7542	The Politics of P–12 Education

In addition, choose one of the following leadership options:

For learners seeking principal licensure:

ED7852 *	P–12 Principalship
ED7901 *	Internship in Educational Administration I
ED7902 *	Internship in Educational Administration II

For learners seeking superintendent licensure:

ED7543	The Superintendency
ED7903 *	Internship in the Superintendency I
ED7904 *	Internship in the Superintendency II

Total **48 quarter credits**

Admission to the Leadership in Educational Administration specialization requires learners to complete and submit the [Certification of Teaching Experience form](#).

Capella University cannot guarantee licensure, certification, or endorsement. State regulations vary regarding professional licensure and salary benefits. It is learners' responsibility to understand and comply with requirements for their state.

State regulations vary regarding course requirements for professional licensure. For assistance with state-mandated course requirements for licensure, contact the designated school representative.

In Minnesota, learners who wish to add endorsements to existing administrative licenses must complete additional field work. To expand an elementary or secondary license to K–12, learners must complete a second 200-hour internship. To add a principal endorsement to a superintendent endorsement in Minnesota (or vice versa), the internship is 320 hours (MR, 3512.0200, Subp.3.).

Learners seeking licensure in Arizona must secure a Structured English Immersion endorsement (SEI). Capella University has an alliance with Rio Salado College regarding course work for the SEI endorsement. Learners needing this endorsement should contact academicadvisement@mail.riosalado.edu to discuss the necessary courses and the application process at Rio Salado College.

Prior to enrollment, Washington state learners are advised to contact the Office of the Superintendent of Public Instruction at 360.725.6320 or profed@k12.wa.us to determine teacher certification or endorsement requirements, and contact their school district regarding qualifications for salary advancement.

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Education Degree Programs, Specializations, Certificates, *continued*

Master of Science (MS) in Education Specializations

Curriculum and Instruction

Learners in the master's Curriculum and Instruction specialization develop and demonstrate the research-based knowledge, skills, and attitudes necessary for effective classroom, building, and district-level leadership in curriculum and instruction. The specialization is designed for teachers interested in teaching-improvement initiatives supported by current theory and research in curriculum design and instructional models, and assessment strategies focused on increasing student achievement. Teachers participate in course discussions and activities that provide practical experiences and projects that demonstrate innovative and timely theory, research, and practice.

Twelve Required Courses 48 quarter credits

Core courses:

ED5007	Foundations of Educational Leadership (6 quarter credits)
ED5501	Assessment and Improvement of Instruction
ED5500	Standards-Based Curriculum, Instruction, and Assessment
ED5503	Classroom Management Strategies
ED5504	Strategies for Eliminating the Achievement Gap

Specialization courses:

ED5006	Survey of Research Methodology
ED5533	Curriculum Mapping: Reflection and Practice
ED5534	Instruction and Assessment: Theory and Practice
ED5535	Collaboration for the Improvement of Curriculum and Instruction
ED5538	Program Evaluation of Curriculum and Instruction
ED5544 *	Master's Practicum in Curriculum and Instruction I (3 quarter credits)
ED5545 *	Master's Practicum in Curriculum and Instruction II (3 quarter credits)

Total 48 quarter credits

Admission to the Curriculum and Instruction specialization requires learners to complete and submit the [Certification of Licensed Teaching form](#).

Early Childhood Education

The Early Childhood Education specialization offers master's learners the opportunity to expand their knowledge and improve their teaching skills and ability to help young children learn. This specialization prepares learners for professional instructional roles in the field of early childhood education through relevant learning experiences that incorporate personal knowledge, critical dialogue with peers, faculty expertise, research-based curriculum, and interdisciplinary instruction. Learners evaluate early childhood education theory, research, and curriculum, and examine the learning styles of young children, the educational needs of exceptional children, and the role of family relationships in childhood education. The curriculum reflects nationally recognized standards, including the National Board of Professional Teaching Standards (NBPTS).

Ten Required Courses 45 quarter credits

Core courses:

ED5007	Foundations of Educational Leadership (6 quarter credits)
ED5500	Standards-Based Curriculum, Instruction, and Assessment
ED5501	Assessment and Improvement of Instruction
ED5503	Classroom Management Strategies
ED5504	Strategies for Eliminating the Achievement Gap
ED5006	Survey of Research Methodology

Specialization courses:

PSY7220	Child Psychology (5 quarter credits)
ED5410 *	The Early Childhood Learning Environment
ED5430 *	Children, Families, and Society
ED5450 *	Practicum in Early Childhood Education (6 quarter credits)

One Elective Course 4 quarter credits

Recommended elective courses:

ED5502	Learning Theory and Instructional Practice
ED5420 *	Exceptional Children in the Early Childhood Setting
ED5560	Human Relations in Teaching and Learning (recommended for learners seeking Minnesota licensure)
ED5514	Educational Leadership for Teacher-Leaders (recommended for learners seeking supervisory positions)

OR

Choose any graduate course(s).

Total 49 quarter credits

Admission to the Early Childhood Education specialization requires learners to complete and submit the [Certification of Licensed Teaching form](#).

Capella University cannot guarantee licensure, certification, or endorsement. State regulations vary regarding professional licensure and salary benefits. It is learners' responsibility to understand and comply with requirements for their state.

State regulations vary regarding course requirements for professional licensure. For assistance with state-mandated course requirements for licensure, contact the designated school representative.

Prior to enrollment, Washington state learners are advised to contact the Office of the Superintendent of Public Instruction at 360.725.6320 or profed@k12.wa.us to determine teacher certification or endorsement requirements, and contact their school district regarding qualifications for salary advancement.

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Education Degree Programs, Specializations, Certificates, *continued*

MS in Education Specializations, continued

K–12 Studies in Education

Learners in the master's K–12 Studies in Education specialization demonstrate the research-based knowledge, skills, and attitudes of exceptional elementary and secondary classroom teachers. The curriculum reflects nationally recognized teaching standards and is designed to prepare learners to produce significant improvements in student achievement. Learners may customize the elective portion of their programs to meet their educational, personal, professional, and school site needs by selecting courses from any of the specialization courses below. The following courses have been designed for licensed teachers and may require K–12 classroom access.

Nine Required Courses **40 quarter credits**

Core courses:

ED5007	Foundations of Educational Leadership (6 quarter credits)
ED5501	Assessment and Improvement of Instruction OR
ED7541	Teacher Supervision and Evaluation
ED5500	Standards-Based Curriculum, Instruction, and Assessment
ED5503	Classroom Management Strategies OR
ED5502	Learning Theory and Instructional Practice
ED5504	Strategies for Eliminating the Achievement Gap
ED5006	Survey of Research Methodology

Specialization courses:

ED5543 *	Master's Practicum in K–12 Studies in Education (6 quarter credits) OR
ED5542	Master's Capstone in K–12 Studies in Education (6 quarter credits) +

In addition, choose two from the following courses:

ED5502	Learning Theory and Instructional Practice
ED5506	Standards and the K–12 Mathematics Curriculum
ED5507	The Art of Planning Mathematics Instruction
ED5508	Research and Best Practices in Mathematics Instruction
ED5511	Teaching Algebra for Understanding
ED5513	Middle-Level Issues
ED5514	Educational Leadership for Teacher-Leaders
ED5515	Action Research for Teacher-Leaders
ED5516	Adult Learning and Professional Development
ED5522	The Art of Planning Science Instruction: Creating the Engaged Science Student
ED5523	Inquiry-Based Curriculum and Resources for Elementary Science Teachers
ED5524	Inquiry-Based Curriculum and Resources for Secondary Science Teachers
ED5526	Student Assessment and Work Analysis in Science Instruction
ED5528	Technology Skills for the Virtual School Teacher
ED5529	Instructional Strategies for the Virtual School Teacher
ED5530	Assessment Strategies for the Virtual School Teacher
ED5531	Communication Skills for the Virtual School Teacher
ED5532	Social Issues and Virtual School Teaching

Two Elective Courses **8 quarter credits**

Choose any graduate course(s).

Total **48 quarter credits**

+ For learners without classroom access.

Admission to the K–12 Studies in Education specialization requires learners to complete and submit the [Certification of Licensed Teaching form](#).

Prior to enrollment, Washington state learners are advised to contact the Office of the Superintendent of Public Instruction at 360.725.6320 or profed@k12.wa.us to determine teacher certification or endorsement requirements, and contact their school district regarding qualifications for salary advancement.

Leadership in Educational Administration

Learners in the master's Leadership in Educational Administration specialization develop the knowledge, skills, attributes, and dispositions necessary to successfully meet the rigors of an ever-changing educational system and enjoy the rewards of being a 21st-century P–12 principal. Through real-world application, the curriculum prepares learners to meet nationally recognized leadership standards, including those of the Interstate School Leaders Licensure Consortium (ISLLC) and to have a profound, positive impact on student achievement. This results-oriented specialization prepares learners to translate theory into effective leadership practice.

Twelve Required Courses **48 quarter credits**

Core courses:

ED5007	Foundations of Educational Leadership (6 quarter credits)
ED5006	Survey of Research Methodology
ED5500	Standards-Based Curriculum, Instruction, and Assessment
ED5501	Assessment and Improvement of Instruction
ED5503	Classroom Management Strategies
ED5504	Strategies for Eliminating the Achievement Gap

Specialization courses:

ED7820	Principles of Educational Administration
ED7822	The Funding of Educational Institutions
ED7823	Education and the Law
ED7852	P–12 Principalship
ED5901 *	Master's Practicum in Leadership in Educational Administration I (3 quarter credits)
ED5902 *	Master's Practicum in Leadership in Educational Administration II (3 quarter credits)

Total **48 quarter credits**

Admission to the Leadership in Educational Administration specialization requires learners to complete and submit the [Certification of Teaching Experience form](#).

Capella University cannot guarantee licensure, certification, or endorsement. State regulations vary regarding professional licensure and salary benefits. It is learners' responsibility to understand and comply with requirements for their state.

State regulations vary regarding course requirements for professional licensure. For assistance with state-mandated course requirements for licensure, contact the designated school representative.

Learners seeking licensure in Arizona must secure a Structured English Immersion endorsement (SEI). Capella University has an alliance with Rio Salado College regarding course work for the SEI endorsement. Learners needing this endorsement should contact academicadvisement@mail.riosalado.edu to discuss the necessary courses and the application process at Rio Salado College.

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Education Degree Programs, Specializations, Certificates, *continued*

MS in Education Specializations, continued

Prior to enrollment, Washington state learners are advised to contact the Office of the Superintendent of Public Instruction at 360.725.6320 or profed@k12.wa.us to determine teacher certification or endorsement requirements, and contact their school district regarding qualifications for salary advancement.

Reading and Literacy

The master's specialization in Reading and Literacy provides reading classroom teachers the opportunity to gain research-based knowledge, skills, and attitudes necessary for effective K–12 classroom reading and literacy instruction. Learners study theory, practice and assessment, reflection, and collaboration, and complete onsite clinical experiences and classroom observations in K–12 educational settings. The competencies taught in the course work and field experiences reflect state and national standards. The Reading and Literacy specialization is state-approved by the Minnesota Board of Teaching using the Standards of Effective Practice and the Teachers of Reading standards.

Twelve Required Courses 47 quarter credits

Core courses:

ED5007	Foundations of Educational Leadership (6 quarter credits)
ED5501	Assessment and Improvement of Instruction
ED5500	Standards-Based Curriculum, Instruction, and Assessment
ED5503	Classroom Management Strategies
ED5504	Strategies for Eliminating the Achievement Gap
ED5006	Survey of Research Methodology

Specialization courses:

ED5551	Developing Fluent Readers (3 quarter credits)
ED5552	Teaching Comprehension Strategies (3 quarter credits)
ED5553	Assessment-Based Reading Instruction (3 quarter credits)
ED5554	Sociocultural Context of Reading Instruction (3 quarter credits)
ED5555	Foundational Theories in Reading Instruction (3 quarter credits)
ED5559 *	Reading and Literacy Capstone (6 quarter credits)

Total 47 quarter credits

Admission to the Reading and Literacy specialization requires learners to complete and submit the [Certification of Licensed Teaching form](#).

Capella University cannot guarantee licensure, certification, or endorsement. State regulations vary regarding professional licensure and salary benefits. It is learners' responsibility to understand and comply with requirements for their state.

State regulations vary regarding course requirements for professional licensure. For assistance with state-mandated course requirements for licensure, contact the designated school representative.

Learners seeking Minnesota Teacher(s) of Reading endorsement upon completion of the MS in Education specialization in Reading and Literacy must document having completed a minimum of 25 percent of their clinical field work experiences at the elementary level (grades 1–6), the middle level (grades 5–8), and secondary level (grades 9–12). Access to active educational settings is required for all reading and literacy course work.

Applicants in KY and WI are advised that the Reading and Literacy specialization is not pre-approved for specialist endorsement/licensure and should verify home state and local district requirements prior to enrollment. Individuals seeking endorsement must perform a transcript review with their state upon completion of their program.

Prior to enrollment, Washington state learners are advised to contact the Office of the Superintendent of Public Instruction at 360.725.6320 or profed@k12.wa.us to determine teacher certification or endorsement requirements, and contact their school district regarding qualifications for salary advancement.

Special Education Teaching

The master's Special Education Teaching specialization is intended for teachers who want to help learning disabled (LD) and special needs students achieve academic success. The curriculum, developed around national special education standards, is designed to help teachers effectively instruct the increasingly diverse populations of learning disabled and special needs children. Learners study current and emerging instruction practices, strategies, and techniques for teaching children with learning disabilities, and gain experience that is applicable and relevant to their current work. The Special Education Teaching specialization is state-approved by the Minnesota Board of Teaching and incorporates the standards of effective practice for licensing and the core and specialized skills special education teachers need to address learning disabilities.

Applicants who have a special education teaching license and a degree from an institution accredited by the National Council for Accreditation of Teacher Education (NCATE) are eligible to receive credit for ED5700, ED5701, and ED5702.

Fourteen Required Courses 60 quarter credits

Core courses:

ED5007	Foundations of Educational Leadership (6 quarter credits)
ED5500	Standards-Based Curriculum, Instruction, and Assessment
ED5501	Assessment and Improvement of Instruction
ED5503	Classroom Management Strategies
ED5504	Strategies for Eliminating the Achievement Gap
ED5006	Survey of Research Methodology

Specialization courses:

ED5700	Foundations of Special Education
ED5701	Assessment and Planning for Special Education Students
ED5702	Instruction for Special Education Students
ED5712	Communication, Consultation, and Collaboration for Special Education
ED5713 *	Master's Practicum in Special Education Teaching (6 quarter credits)

Learning disabled (LD) endorsement courses:

ED5703	Foundations of the Learning Disabled
ED5704	Assessment and Planning for Learning Disabled Students
ED5705	Instruction for Learning Disabled Students

Total 60 quarter credits

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Education Degree Programs, Specializations, Certificates, *continued*

MS in Education Specializations, continued

Admission to the Special Education Teaching specialization requires learners to complete and submit the [Certification of Licensed Teaching form](#).

Capella University cannot guarantee licensure, certification, or endorsement. State regulations vary regarding professional licensure and salary benefits. It is learners' responsibility to understand and comply with requirements for their state.

State regulations vary regarding course requirements for professional licensure. For assistance with state-mandated course requirements for licensure, contact the designated school representative.

Prior to enrollment, Washington state learners are advised to contact the Office of the Superintendent of Public Instruction at 360.725.6320 or profed@k12.wa.us to determine teacher certification or endorsement requirements, and contact their school district regarding qualifications for salary advancement.

Enrollment Management

Learners in this master's specialization develop the investigative knowledge, abilities, and attributes of outstanding college and university enrollment management professionals. The curriculum prepares learners to apply best principles and practices in enrollment management.

Capella University's Enrollment Management specialization is offered in partnership with Noel-Levitz, a nationally recognized consulting firm specializing in higher education student recruitment, financial aid, predictive modeling, and student retention. Graduates of this specialization earn a master's degree from Capella University and certification in Enrollment Management—a professional certificate issued by Noel-Levitz.

With specialized course content based on the expertise of Noel-Levitz professionals, this specialization provides the latest tools and strategies for enrollment management. Applicable immediately to real-world higher education demands, the specialization's curriculum focuses on effective enrollment planning, retention efforts, marketing strategies, technology applications, and strategic planning.

Eight Required Courses **32 quarter credits**

Core courses:

- ED5002 Foundations of Theory and Practice in Master's Studies
- ED5006 Survey of Research Methodology

Specialization courses:

- ED7601 Higher Education Enrollment Management
- ED7603 Effective Retention in Higher Education
- ED7605 Technology Applications to Enrollment Management
- ED7607 Financial Assistance and Enrollment Management
- ED7609 Enrollment Management Communications and Marketing Strategies and Issues
- ED7611 * Strategic Enrollment Management Planning

Four Elective Courses **16 quarter credits**

Recommended elective courses:

- ED7703 Student Development, Challenges, and Successes
- ED7841 The History of Higher Education
- ED7540 Leadership in Higher Education
- ED7855 Higher Education Administration
- ED7840 The Politics of Higher Education
- ED7837 Funding and Managing Education Enterprises

OR

Choose any graduate course(s).

Total **48 quarter credits**

Instructional Design for Online Learning

The master's specialization in Instructional Design for Online Learning is designed to provide professionals working in a variety of traditional and online settings in educational institutions, corporations, health care and government agencies, and the military with the instructional design and development competence needed to advance their careers and serve their organizations. The curriculum focuses on preparing instructional design practitioners to design and develop educational interventions based on theory and practice in the field.

Ten Required Courses **40 quarter credits**

Core courses:

- ED5002 Foundations of Theory and Practice in Master's Studies
- ED5006 Survey of Research Methodology

Specialization courses:

- ED5802 Principles of Instructional Design
- ED5803 * Processes of Instructional Design
- ED5990 Integrative Project

In addition, choose five from the following courses:

- ED5810 Project Management for e-Learning Development
- ED5804 The Delivery of Distance Education
- ED5807 Design of Instructional Media
- ED7212 Administration and Leadership of Distance Education Programs
- ED7814 Interface Design
- ED7503 Instructional Media Tools
- ED7505 * Evaluation and Assessment of Instructional Design
- ED6895 * Internship for Instructional Design for Online Learning

Two Elective Courses **8 quarter credits**

Recommended elective courses:

- ED7700 Learning Theory and the Educational Process
- ED7631 Introduction to Training and Performance Systems
- ED7662 Designing Training and Performance Solutions

OR

Choose any graduate course(s).

Total **48 quarter credits**

North Carolina learners completing this specialization may not be qualified for licensure in Educational Technology (concentration in Computer Specialist-077).

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Education Degree Programs, Specializations, Certificates, *continued*

MS in Education Specializations, continued

Leadership for Higher Education

The master's specialization in Leadership for Higher Education integrates current recognized theory and best practices with practical application. Learners engage in a curriculum that emphasizes the history and politics of higher education, higher education and the law, and curriculum development and assessment in higher education. Successful graduates of this specialization are prepared to pursue leadership positions at community colleges, universities, or other postsecondary, human service, military, or nonprofit organizations.

Eleven Required Courses 44 quarter credits

Core courses:

ED5002	Foundations of Theory and Practice in Master's Studies
ED5006	Survey of Research Methodology

Specialization courses:

ED7106	Curriculum Development
ED7540	Leadership in Higher Education
ED7547	Assessment in Higher Education
ED7834	Higher Education and the Law
ED7837	Funding and Managing Education Enterprises
ED7840	The Politics of Higher Education
ED7841	The History of Higher Education
ED7855	Higher Education Administration
ED5548	Leadership for Higher Education Capstone

One Elective Course 4 quarter credits

Recommended elective courses:

ED5312	Strategies for Building Online Learning Communities
ED7212	Administration and Leadership of Distance Education Programs
ED7703	Student Development, Challenges, and Successes
ED7713	Student Advising and Retention
ED7800	Grant Writing for Higher Education
ED8111	The Historical and Social Foundations of Education
ED7818	The Future of Teaching and Learning: Issues for the Educational Leader
ED7546	Human Resources in Higher Education
OR	

Choose any graduate course(s).

Total 48 quarter credits

Postsecondary and Adult Education

The master's Postsecondary and Adult Education specialization is designed to prepare learners to meet the challenges of changing global trends in education and contribute to the enrichment of the broader learning community. The curriculum helps learners develop and improve teaching skills by emphasizing reflective practice within adult education settings and integrating current theory with best practice in adult learning and teaching. Learners focus on the learning styles of individuals from various backgrounds, collaborative learning, and curriculum development for the adult learner. Learners who successfully complete this specialization are prepared to pursue careers as postsecondary educators in community college, distance education, college, university, corporate, or other adult education settings.

Eleven Required Courses 44 quarter credits

Core courses:

ED5002	Foundations of Theory and Practice in Master's Studies
ED5006	Survey of Research Methodology

Specialization courses:

ED5315	Adult Development and Learning
ED5311	The Collaborative Nature of Adult Education
ED7311	Theory and Methods of Educating Adults
ED7590	Critical Thinking in Adult Education
ED7313	Global Issues in Adult Education
ED7312	Teaching Adults
ED7712	Classroom Assessment in Education
ED8444	Higher Education Curriculum Development and Teaching Strategies
ED5990	Integrative Project

One Elective Course 4 quarter credits

Recommended elective courses:

ED7310	Evaluating the Effectiveness of the Educational Process
ED7580	Theory and Development of Multiple Intelligences
ED7690	Critical Skills for Facilitating Online Learning
ED5312	Strategies for Building Online Learning Communities
ED7703	Student Development, Challenges, and Successes
ED7711	Course Design and Development
ED7713	Student Advising and Retention
ED7716	Faculty Leadership
ED8100	The Future of Educational Institutions: Topics and Trends
ED8600	Effective Online Course Design, Delivery, Facilitation, and Assessment
OR	

Choose any graduate course(s).

Total 48 quarter credits

Professional Studies in Education

The master's Professional Studies in Education specialization prepares learners to excel as educators in a variety of teaching and/or educational training situations. Learners may come from areas of adult education, alternative programs, P–12, allied health care, military, higher education, government or other occupations and professions, but are united by the motivation to excel as educators and leaders. Professional studies learners seek this specialization whether they want to remain in their current profession or be prepared to change professions. The Professional Studies in Education specialization provides optimal opportunity to customize a program of study that meets the unique needs of a diverse group of learners. The entire master's experience is designed to develop teaching practitioners and builds upon previous knowledge and experience.

Seven Required Courses 28 quarter credits

Core courses:

ED5002	Foundations of Theory and Practice in Master's Studies
ED5006	Survey of Research Methodology

Specialization courses (recommended sequence):

ED7701	Educational Philosophy and Change
ED8111	The Historical and Social Foundations of Education
ED7310	Evaluating the Effectiveness of the Educational Process OR
ED7712	Classroom Assessment in Education
ED7700	Learning Theory and the Educational Process OR
ED7311	Theory and Methods of Educating Adults
ED5990	Integrative Project

Five Elective Courses 20 quarter credits

Choose any graduate course(s).

Total 48 quarter credits

* Denotes courses that have prerequisite(s).
Refer to the descriptions for further details.

School of Education Degree Programs, Specializations, Certificates, *continued*

MS in Education Specializations, continued

Training and Performance Improvement

The master's Training and Performance Improvement specialization is intended for professionals in roles that include training specialists, career counselors, instructional designers, sales trainers, adult educators, and performance improvement consultants. Through courses such as Needs Assessment: Models and Procedures, learners obtain an in-depth understanding of and ability to apply human performance technology in order to improve organizational productivity. The curriculum helps learners clarify and define their career purpose and professional strengths. Frequent interactions with experienced faculty and peer professionals deepen learners' grasp of recognized theory and best practices while preparing them for more challenging job responsibilities. The curriculum is based on the American Society for Training & Development's (ASTD) Human Performance Improvement model.

Ten Required Courses 40 quarter credits

Core courses:

ED5002	Foundations of Theory and Practice in Master's Studies
ED5006	Survey of Research Methodology
<i>Specialization courses (recommended sequence):</i>	
ED7631	Introduction to Training and Performance Systems
ED7641	Needs Assessment: Models and Procedures
ED7662	Designing Training and Performance Solutions
ED7672	Delivery Systems for Training and Performance Improvement
ED7652	Evaluating Training and Performance Improvement Systems
ED7675	Return on Investment in Training and Performance Improvement
ED5990	Integrative Project

In addition, choose one from the following courses:

ED7679	Survey of Human Resource Development Research
ED5804	The Delivery of Distance Education
ED7673	The Future of Corporate and Technical Training: Issues and Trends
ED5315	Adult Development and Learning
ED7830	Coaching for High Performance

Two Elective Courses 8 quarter credits

Choose any graduate course(s).

Total 48 quarter credits

Certificates

Post-Master's Certificate in College Teaching

The Post-Master's Certificate in College Teaching is designed to assist learners in mastering academic instructional skills, including the ability to teach effectively online. Successful completion of this certificate, which includes courses that address learning theory, educational philosophy, classroom assessment, and curriculum development, prepares non-teaching learners to pursue college-level faculty positions and allows teaching learners to excel as instructors.

The courses in the Post-Master's Certificate in College Teaching articulate with the Postsecondary and Adult Education and Professional Studies in Education PhD specializations and are directly applicable to those degrees.

Five Required Courses 20 quarter credits

ED7311	Theory and Methods of Educating Adults
ED7312	Teaching Adults
ED7712	Classroom Assessment in Education
ED8444	Higher Education Curriculum Development and Teaching Strategies OR
ED8600	Effective Online Course Design, Delivery, Facilitation, and Assessment
ED8320 *	Practicum in College Teaching

Total 20 quarter credits

Post-Master's Certificate in Enrollment Management

The Post-Master's Certificate in Enrollment Management provides higher education professionals with the skills required to be effective in areas such as admissions, financial aid, academic advising, support services, technology, and learning centers. Learners develop the investigative knowledge, abilities, and attributes necessary in the field of enrollment management in higher education. This certificate provides learners with marketing, strategic planning, technology, and regulations skills that help them lead the development of recruitment and retention plans. Learners who complete this certificate are prepared for positions such as vice president of enrollment management, director of admissions, director of academic advising, or registrar.

The Post-Master's Certificate in Enrollment Management is offered in association with Noel-Levitz, a nationally recognized consulting firm specializing in higher education recruitment and retention. Graduates of this program receive a Capella University certificate and a professional certificate in enrollment management issued by Noel-Levitz.

The courses in the Post-Master's Certificate in Enrollment Management articulate with the Leadership for Higher Education and Professional Studies in Education PhD specializations and are directly applicable to those degrees.

Residency Requirement(s):

One two-day residential colloquium (ED-R8010). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Six Required Courses 24 quarter credits

ED7601	Higher Education Enrollment Management
ED7603	Effective Retention in Higher Education
ED7605	Technology Applications to Enrollment Management
ED7607	Financial Assistance and Enrollment Management
ED7609	Enrollment Management Communications and Marketing Strategies and Issues
ED7611 *	Strategic Enrollment Management Planning

Total 24 quarter credits

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Human Services



Jody Neuman-Aamlie, PhD, LP
Interim Dean

From the Dean

As one of the founding schools at Capella University, the School of Human Services continues to design and offer advanced programs of academic study and real-world preparation needed by today's human services professionals. It is vitally important that we instill the value of lifelong learning in our human services workforce to ensure people with advanced educational goals are continually gaining the knowledge and skills necessary to address increasingly complex human services issues.

The school offers six programs of graduate study including three CACREP-accredited counseling education degree programs (Marriage and Family Therapy, Mental Health Counseling, and School Counseling). Our leading-edge MS and PhD programs are designed to prepare professionals to make an impact on the social problems and issues that confront contemporary society. The challenges faced by our social institutions, communities, health and health-related organizations, and families are complex. These challenges demand the attention and commitment of professionals who have achieved advanced graduate education in a health and human services-related specialization, and interdisciplinary skills. With such dedicated involvement, workable solutions to these complex issues can be found.

Acquisition of graduate education is part of a personal and professional change process that directly impacts society. Adults who seek advanced education have a vision that guides them to push beyond personal limits and to pursue goals that, at times, seem unattainable. Individual goals for graduate education can be achieved in Capella University's online learning environment that is supportive, stimulating, and sensitive to diversity and multiculturalism, and the needs of adult learners. Our philosophy of education is driven by a model of support for adult learners. Capella's learning environment is one that consistently strives to deliver a superior learning experience and learning outcomes that are professionally relevant, competency-based, and leading edge. Such an environment makes dreams come true, makes visions for a better society a possibility, and makes individual academic accomplishments a reality.

I welcome you to Capella University and to the School of Human Services. We are committed to the mission of guiding you through your educational journey and making your dream of earning a graduate degree in a health and human services profession a reality.

Jody Neuman-Aamlie, PhD, LP

Interim Dean

About the School of Human Services

School Mission Statement

The Capella University School of Human Services mission is to impact social change within specific professional areas of practice as well as within U.S. health and social systems. To accomplish this mission, the school provides highly relevant graduate education to adult learners in counselor education and contemporary areas of professional human service delivery. Graduates of the School of Human Services degree programs implement this mission by applying academic knowledge and expertise in a variety of institutional, agency, community, educational, and health and health-related settings as leaders, teachers, or practitioners.

Degree Programs

Doctor of Philosophy (PhD) in Counseling Studies

The Doctor of Philosophy in Counseling Studies degree program offers doctoral preparation for human services professionals seeking further advancement in counseling professions. Using the scholar-practitioner model to guide learners toward the acquisition and application of advanced theory, knowledge, and skills, the program emphasizes contemporary issues in counseling studies, wellness theory and research, and methods of counseling a diverse population of clients

Doctor of Philosophy (PhD) in Counselor Education and Supervision

The Doctor of Philosophy in Counselor Education and Supervision degree program offers doctoral preparation for counseling/therapy professionals seeking career advancement within the counseling profession or leadership positions in academic, clinical, and consultative settings. Learners in this degree program develop expertise in graduate-level instruction, clinical supervision, and advanced clinical practice. Successful graduates of this

degree program are prepared to pursue positions as counselor educators, supervisors, researchers, and advanced practitioners in academic and clinical settings.

Master of Science (MS) in Counseling Studies

The Master of Science in Counseling Studies degree program is designed for both human services professionals seeking to advance in their field and those pursuing careers in the human services profession. The program seeks to deliver its curriculum through a dynamic, interactive, and collaborative learning environment and provides learners with a strong theoretical foundation in the field of counseling and knowledge and skills in associated areas of wellness theory and research, cultural competence, and ethics.

Master of Science (MS) in Addiction Counseling

The Master of Science in Addiction Counseling degree program is designed to prepare learners to pursue careers in mental health counseling or addiction counseling, treatment, and prevention. The program seeks to deliver its curriculum through a dynamic, interactive, and collaborative learning environment and provides learners with a strong theoretical foundation in the field of addiction counseling and knowledge and skills in associated areas of wellness theory and research, relationship building, assessment and treatment, cultural competence, and ethical practice.

Master of Science (MS) in Marriage and Family Therapy

The CACREP-accredited Master of Science in Marriage and Family Therapy degree program is designed to prepare learners to serve as marriage and family therapists for a diverse population of clients in various therapeutic settings. The program seeks to deliver

its curriculum through a dynamic, interactive, and collaborative learning environment and provides learners with a strong theoretical foundation in the field of marriage and family therapy and knowledge and skills in associated areas of wellness theory and research, relationship building, cultural competence, and ethical practice.

SCHOOL OF HUMAN SERVICES DEGREE PROGRAMS, SPECIALIZATIONS, CERTIFICATES

DOCTORAL DEGREE PROGRAMS

Doctor of Philosophy (PhD) in Counseling Studies

General Counseling Studies

Doctor of Philosophy (PhD) in Counselor Education and Supervision

General Counselor Education and Supervision

MASTER'S DEGREE PROGRAMS

Master of Science (MS) in Counseling Studies

General Counseling Studies

Master of Science (MS) in Addiction Counseling

General Addiction Counseling

Master of Science (MS) in Marriage and Family Therapy

General Marriage and Family Therapy

Master of Science (MS) in Mental Health Counseling

General Mental Health Counseling

Master of Science (MS) in School Counseling

General School Counseling

CERTIFICATES

Addiction Counseling

Diversity Studies

Marriage and Family Therapy

Professional Counseling

About the School of Human Services, *continued*

Master of Science (MS) in Mental Health Counseling

The CACREP-accredited Master of Science in Mental Health Counseling degree program is designed to prepare learners to serve as mental health counselors for a diverse population of clients in various therapeutic settings. The program seeks to deliver its curriculum through a dynamic, interactive, and collaborative learning environment and provides learners with a strong theoretical foundation in the field of mental health counseling and knowledge and skills in associated areas of wellness theory and research, relationship building, assessment and treatment, cultural competence, and ethical practice.

Master of Science (MS) in School Counseling

The CACREP-accredited Master of Science in School Counseling degree program is designed to prepare learners to serve as school counselors and leaders who advocate for the personal, educational, and social needs of students. The program seeks to deliver its curriculum through a dynamic, interactive, and collaborative learning environment and provides learners with a strong theoretical foundation in the field of mental health and knowledge and skills in associated areas of wellness theory and research, advocacy and change, leadership, assessment and treatment, cultural competence, and ethical practice.

Certificate Programs

The Capella University School of Human Services certificate program mission is to provide concentrated, discipline-specific knowledge that is directly applicable to human services professionals.

Professional Licensure and Certification

Capella University offers academic programs leading to advanced degrees in a number of fields for which professional practice requires licensure or certification by state, local, or professional boards. However, because licensing or certification standards vary, Capella University makes no representation, warranty, or guarantee that successful completion of the degree or certificate program will permit the learner to obtain licensure or certification. Learners who enroll in a Capella University degree program in a field for which professional practice requires any type of licensure or certification are solely responsible for determining and complying with state, local, or professional licensure and certification requirements. These learners are also responsible for taking the steps necessary to satisfy those requirements.

As part of the admission process, Capella University requires all learners in these programs to sign the [Licensure Disclosure & Responsibilities Acknowledgement](#) in which they agree that it is their responsibility to understand and comply with licensing and certification laws and regulations. Additional information on [professional licensure and certification](#) can be found on iGuide.

School of Human Services Degree Programs, Specializations, Certificates

Doctor of Philosophy (PhD) in Counseling Studies Specialization

General Counseling Studies

The PhD General Counseling Studies specialization is designed for licensed counseling professionals and learners pursuing educational, consultative, or leadership roles in institutional, public, or private settings. Learners engage in a curriculum that presents fundamentals of counseling research, child and adolescent counseling, group counseling, grief and bereavement counseling, and mental health and aging.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Twenty-Two Required Courses 92 quarter credits

Core courses:

- CST8002 Advanced Research in Adult Human Development and Behavior
- CST8731 Psychopathology: Assessment and Treatment
- CST8739 Theories of Psychotherapy
- CST8779 Life Planning and Career Development
- CST8106 Epistemology of Practice Knowledge
- CST8100 * Fundamentals of Social Science Research
- CST8111 * Quantitative Research Methods in the Human Services
- CST8112 * Advanced Qualitative Research Methods
- CST8113 * Advanced Study in Research Methods

Specialization courses:

- CST8478 The Family in the Social Context
- CST8501 Contemporary Issues in Counseling Studies
- CST8725 Human Sexuality
- CST8741 Group Counseling and Psychotherapy
- CST8745 Grief and Bereavement Counseling
- CST8754 Child and Adolescent Counseling
- CST8758 Mental Health and Aging
- CST8764 Contemporary Issues in Compulsive and Addictive Behavior Treatment
- CST9919 * Doctoral Comprehensive Examination
- CST9920 * Dissertation Courseroom (non-credit)
- CST9921 * Dissertation Research 1 (5 quarter credits)
- CST9922 * Dissertation Research 2 (5 quarter credits)
- CST9923 * Dissertation Research 3 (5 quarter credits)
- CST9924 * Dissertation Research 4 (5 quarter credits)

Seven Elective Courses 28 quarter credits

Choose any graduate course(s).

Total 120 quarter credits

Doctor of Philosophy (PhD) in Counselor Education and Supervision Specialization

Only learners enrolled in the PhD in Counselor Education and Supervision degree program may take CES courses.

General Counselor Education and Supervision

The General Counselor Education and Supervision doctoral specialization is designed to provide counseling professionals with clinical, teaching, and supervisory skills. Learners build their skills in multiple methods of graduate-level instructional delivery in counseling/therapy, clinical mental health supervision, and leadership and advocacy. Successful graduates are prepared to work as counselor educators, supervisors, researchers, and advanced practitioners in academic and clinical settings. This specialization requires course work and clinical experience; see [Practicum/Internship Experience](#).

Personal Suitability and Fitness for the Profession

Capella embraces the principles and guidelines set forth by the American Counseling Association (ACA) related to professional counseling programs in that the faculty, training staff, supervisors, and administrators within the General Counselor Education and Supervision specialization have a professional, ethical, and potentially legal obligation to ensure, insofar as possible, that all learners have the competence to manage professional relationships in an effective and appropriate manner and that they possess the emotional maturity, interpersonal stability, and intellectual judgment required to work with vulnerable populations. Personal suitability and fitness for the profession includes but is not limited to demonstration of sufficient interpersonal and professional competence; self-awareness, self-reflection, and self-evaluation; openness to processes of supervision; and resolution of issues or problems that interfere with professional development or functioning in a satisfactory manner. Throughout the graduate training of each learner, all faculty and staff are responsible for educating and assessing learners with regard to their personal suitability and fitness for the profession.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Twenty Required Courses 84 quarter credits

- CES8002 Advanced Research in Adult Human Development and Behavior
- CES8756 Advanced Counseling Theories
- CES8760 * Advanced Clinical Practice
- CES8764 Contemporary Issues in Compulsive and Addictive Behavior Treatment
- CES8768 * Counselor Education Teaching and Practice
- CES8772 * Counselor Supervision
- CES8776 Leadership and Advocacy in Counseling
- CES8100 * Fundamentals of Social Science Research
- CES8106 * Epistemology of Practice Knowledge
- CES8111 * Quantitative Research Methods in the Human Services
- CES8112 * Advanced Qualitative Research Methods
- CES8113 * Advanced Study in Research Methods

The three courses listed below are 10-week online courses. Each includes specific clinical experiences. Learners must complete prerequisites and clinical experience requirements to be eligible to complete each course in the sequence.

- CES8780 * Counselor Education and Supervision Practicum
- CES8784 * Counselor Education and Supervision Internship I
- CES8785 * Counselor Education and Supervision Internship II
- CES9919 * Doctoral Comprehensive Examination
- CES9920 * Dissertation Courseroom (non-credit)
- CES9921 * Dissertation Research 1 (5 quarter credits)
- CES9922 * Dissertation Research 2 (5 quarter credits)
- CES9923 * Dissertation Research 3 (5 quarter credits)
- CES9924 * Dissertation Research 4 (5 quarter credits)

Additional Required Courses 60 quarter credits

Graduate course work totaling 60 quarter credits from a CACREP-accredited or CACREP curriculum equivalent master's degree program.

Total 144 quarter credits

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Human Services Degree Programs, Specializations, Certificates, *continued*

Practicum/Internship Experience

Doctor of Philosophy learners enrolled in the Counselor Education and Supervision degree program complete professional practice courses as a requirement of their program. The practicum/internship experience consists of the following online courses and supervised laboratory practice/client interactions:

The **Practicum (CES8780)** is an online course that requires a 100-hour clinical experience. Learners apply the skills developed throughout the course of the program in a counselor education and supervision setting where the practicum is completed.

The **Internships (CES8784 and CES8785)** are two online courses that require 600 total hours of hands-on field experience at an agency/program that provides agreed-upon clinical supervisory/teaching opportunities. The internships represent a significant time of learning and applying clinical supervisory/teaching proficiencies that are critical to the provision of counselor education, supervision, and advanced clinical practice.

Learners should consult the [PhD in Counselor Education and Supervision Learner Handbook](#) for details about the practicum/internship experience.

Master of Science (MS) in Counseling Studies Specialization

General Counseling Studies

The master's General Counseling Studies specialization is designed for professionals in counseling, psychology, or sociology fields seeking to advance in their field and those pursuing careers serving in public or private human services settings. Learners engage in a curriculum that presents principles of addictive and compulsive behavior, personality theory, mental health counseling, and professional and scientific ethics, including ethnic and cultural awareness.

Ten Required Courses 40 quarter credits

Core courses:

CST5003	Survey of Research in Human Development and Behavior
CST5006	Survey of Research Methodology
CST5315	Professional and Scientific Ethics
CST5318	Scope of Human Services
CST5334	Ethnic and Cultural Awareness

Specialization courses:

CST5108	Foundations of Addictive and Compulsive Behavior
CST5214	Theories of Personality
CST5221	Mental Health Counseling
CST5237	Counseling and Guidance in Diverse Populations
CST5990 *	Counseling Studies Integrative Project

Two Elective Courses 8 quarter credits

Choose any graduate course(s).

Total 48 quarter credits

Master of Science (MS) in Addiction Counseling Specialization

General Addiction Counseling

The master's General Addiction Counseling specialization is designed to prepare learners to assume positions in addiction counseling, substance abuse treatment and prevention, and general clinical settings. Built on national standards, the curriculum emphasizes principles of psychopathology and personality disorders; addictive and compulsive behavior assessment, diagnosis, and treatment; intervention; and individual and group counseling. Learners engage in academic study and clinical training during which they demonstrate the established standards and ethics of professional counseling practice, including awareness and sensitivity to the complex mental health needs of a multicultural society. This specialization requires course work and clinical experience; see [Clinical Experience](#).

Personal Suitability and Fitness for the Profession

Capella embraces the principles and guidelines set forth by the American Counseling Association (ACA) related to professional counseling programs in that the faculty, training staff, supervisors, and administrators within the General Addiction Counseling specialization have a professional, ethical, and potentially legal obligation to ensure, insofar as possible, that all learners have the competence to manage professional relationships in an effective and appropriate manner and that they possess the emotional maturity, interpersonal stability, and intellectual judgment required to work with vulnerable populations. Personal suitability and fitness for the profession includes but is not limited to demonstration of sufficient interpersonal and professional competence; self-awareness, self-reflection, and self-evaluation; openness to processes of supervision; and resolution of issues or problems that interfere with professional development or functioning in a satisfactory manner. Throughout the graduate training of each learner, all faculty and staff are responsible for educating and assessing learners with regard to their personal suitability and fitness for the profession.

Residency Requirement(s):

Two six-day residential colloquia (COUN-R5940, COUN-R5941). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Human Services Degree Programs, Specializations, Certificates, *continued*

MS in Addiction Counseling Specialization, continued

Twenty-Three Required Courses 92 quarter credits

Core courses:

COUN5003	Survey of Research in Human Development and Behavior
COUN5006	Survey of Research Methodology
COUN5106	Assessment, Tests, and Measures
COUN5107 *	Principles of Psychopathology: Diagnosis and Treatment
COUN5214	Theories of Personality
COUN5215	Professional and Scientific Ethics for Counselors/Therapists
COUN5221	Mental Health Counseling
COUN5239	Theories of Psychotherapy
COUN5241 *	Group Counseling and Psychotherapy
COUN5279	Life Planning and Career Development
COUN5334	Ethnic and Cultural Awareness

All academic courses listed below are 10-week online courses. Each includes specific residential colloquia or clinical experiences. Learners must complete prerequisites and residency and clinical experience requirements to be eligible to complete each course in the sequence.

COUN5940 *	Addiction Counseling Pre-Practicum Course I (4 quarter credits) AND
COUN-R5940 *	Addiction Counseling Residential Colloquium I (non-credit)
COUN5941 *	Addiction Counseling Pre-Practicum Course II (4 quarter credits) AND
COUN-R5941 *	Addiction Counseling Residential Colloquium II (non-credit)
COUN6402 *	Addiction Counseling Clinical Practicum (4 quarter credits)
COUN6431 *	Addiction Counseling Clinical Internship I (4 quarter credits)
COUN6432 *	Addiction Counseling Clinical Internship II (4 quarter credits)

Specialization courses:

COUN5108 *	Foundations of Addictive and Compulsive Behavior
COUN5225	Human Sexuality
COUN5258	Group Therapy and Treatment of Compulsive and Addictive Behaviors
COUN5260	Theories and Models for the Treatment of Addictive and Compulsive Behaviors
COUN5262	Interventions with Substance Abuse and Dependence
COUN5264	Current Issues in Compulsive and Addictive Behavior Treatment
COUN5945 *	Addiction Counseling Integrative Project

Total 92 quarter credits

Capella University cannot guarantee licensure, certification, or endorsement. State regulations vary regarding professional licensure and salary benefits. It is learners' responsibility to understand and comply with requirements for their state.

State regulations vary regarding course requirements for professional licensure. For assistance with state-mandated course requirements for licensure, contact the designated school representative.

Master of Science (MS) in Marriage and Family Therapy Specialization

General Marriage and Family Therapy

The CACREP-accredited master's General Marriage and Family Therapy specialization is designed to prepare learners to assume positions as marriage and family therapists serving individuals, couples, and families in institutional, public, or private practice settings. Built on CACREP counseling standards, the curriculum emphasizes lifecycle and family system dynamics; assessment, diagnosis, and treatment; intervention; and systemic perspectives of working with individuals, couples, and families. Learners engage in academic study and clinical training during which they demonstrate the established standards and ethics of professional counseling practice, including awareness and sensitivity to the complex individual, couple, and family systems needs of a multicultural society. This specialization requires course work and clinical experience; see [Clinical Experience](#).

Personal Suitability and Fitness for the Profession

Capella embraces the principles and guidelines set forth by the American Counseling Association (ACA) related to professional counseling programs in that the faculty, training staff, supervisors, and administrators within the General Marriage and Family Therapy specialization have a professional, ethical, and potentially legal obligation to ensure, insofar as possible, that all learners have the competence to manage professional relationships in an effective and appropriate manner and that they possess the emotional maturity, interpersonal stability, and intellectual judgment required to work with vulnerable populations. Personal suitability and fitness for the profession includes but is not limited to demonstration of sufficient interpersonal and professional competence; self-awareness, self-reflection, and self-evaluation; openness to processes of supervision; and resolution of issues or problems that interfere with professional development or functioning in a satisfactory manner. Throughout the graduate training of each learner, all faculty and staff are responsible for educating and assessing learners with regard to their personal suitability and fitness for the profession.

Residency Requirement(s):

Two six-day residential colloquia (COUN-R5920, COUN-R5921). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Twenty-Three Required Courses 92 quarter credits

Core courses:

COUN5003	Survey of Research in Human Development and Behavior
COUN5006	Survey of Research Methodology
COUN5106	Assessment, Tests, and Measures
COUN5107	Principles of Psychopathology: Diagnosis and Treatment
COUN5108 *	Foundations of Addictive and Compulsive Behavior
COUN5214	Theories of Personality
COUN5215	Professional and Scientific Ethics for Counselors/Therapists
COUN5220	Introduction to Marriage and Family Therapy
COUN5239	Theories of Psychotherapy
COUN5241 *	Group Counseling and Psychotherapy
COUN5279	Life Planning and Career Development
COUN5334	Ethnic and Cultural Awareness

All academic courses listed below are 10-week online courses. Each includes specific residential colloquia or clinical experiences. Learners must complete prerequisites and residency and clinical experience requirements to be eligible to complete each course in the sequence.

COUN5920 *	Marriage and Family Therapy Pre-Practicum Course I (4 quarter credits) AND
COUN-R5920 *	Marriage and Family Therapy Residential Colloquium I (non-credit)
COUN5921 *	Marriage and Family Therapy Pre-Practicum Course II (4 quarter credits) AND
COUN-R5921 *	Marriage and Family Therapy Residential Colloquium II (non-credit)
COUN6202 *	Marriage and Family Therapy Clinical Practicum (4 quarter credits)
COUN6231 *	Marriage and Family Therapy Clinical Internship I (4 quarter credits)
COUN6232 *	Marriage and Family Therapy Clinical Internship II (4 quarter credits)

Specialization courses:

COUN5225	Human Sexuality
COUN5254 *	Child and Adolescent Counseling
COUN5270	Family Therapy Theory and Methods
COUN5271	Marriage and Family Systems
COUN5273 *	Couple and Marital Therapy
COUN5925 *	Marriage and Family Therapy Integrative Project

Total 92 quarter credits

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Human Services Degree Programs, Specializations, Certificates, *continued*

MS in Marriage and Family Therapy Specialization, continued

Capella University cannot guarantee licensure, certification, or endorsement. State regulations vary regarding professional licensure and salary benefits. It is learners' responsibility to understand and comply with requirements for their state.

State regulations vary regarding course requirements for professional licensure. For assistance with state-mandated course requirements for licensure, contact the designated school representative.

Graduates of this specialization are not eligible for licensure in South Carolina. Learners residing in South Carolina should check with the state licensing agency for specific requirements for professional licensure.

Master of Science (MS) in Mental Health Counseling Specialization

General Mental Health Counseling

The CACREP-accredited master's General Mental Health Counseling specialization is designed to prepare learners to assume positions as mental health counselors serving individuals and groups in institutional, public, or private practice settings. Built on CACREP counseling standards, the curriculum emphasizes assessment, diagnosis, and treatment; intervention; and systemic perspectives of working with children and adolescents, couples, and families. Learners engage in academic study and clinical training during which they demonstrate the established standards and ethics of professional counseling practice, including awareness and sensitivity to the complex mental health needs of a multicultural society. This specialization requires course work and clinical experience; see [Clinical Experience](#).

Personal Suitability and Fitness for the Profession

Capella embraces the principles and guidelines set forth by the American Counseling Association (ACA) related to professional counseling programs in that the faculty, training staff, supervisors, and administrators within the General Mental Health Counseling specialization have a professional, ethical, and potentially legal obligation to ensure, insofar as possible, that all learners have the competence to manage professional relationships in an effective and appropriate manner and that they possess the emotional maturity, interpersonal stability, and intellectual judgment required to work with vulnerable populations. Personal suitability and fitness for the profession includes but is not limited to demonstration of sufficient interpersonal and professional competence; self-awareness, self-reflection, and self-evaluation; openness to processes of supervision; and resolution of issues or problems that interfere with professional development or functioning in a satisfactory manner. Throughout the graduate training of each learner, all faculty and staff are responsible for educating and assessing learners with regard to their personal suitability and fitness for the profession.

Residency Requirement(s):

Two six-day residential colloquia (COUN-R5930, COUN-R5931). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Twenty-Two Required Courses 88 quarter credits

Core courses:

COUN5003	Survey of Research in Human Development and Behavior
COUN5006	Survey of Research Methodology
COUN5106	Assessment, Tests, and Measures
COUN5107 *	Principles of Psychopathology: Diagnosis and Treatment
COUN5214	Theories of Personality
COUN5215	Professional and Scientific Ethics for Counselors/Therapists
COUN5221	Mental Health Counseling
COUN5239	Theories of Psychotherapy
COUN5241 *	Group Counseling and Psychotherapy
COUN5252	Introspective and Personal Growth Seminar
COUN5279	Life Planning and Career Development
COUN5334	Ethnic and Cultural Awareness

All academic courses listed below are 10-week online courses. Each includes specific residential colloquia or clinical experiences. Learners must complete prerequisites and residency and clinical experience requirements to be eligible to complete each course in the sequence.

COUN5930 *	Mental Health Counseling Pre-Practicum Course I (4 quarter credits) AND
COUN-R5930 *	Mental Health Counseling Residential Colloquium I (non-credit)
COUN5931 *	Mental Health Counseling Pre-Practicum Course II (4 quarter credits) AND
COUN-R5931 *	Mental Health Counseling Residential Colloquium II (non-credit)
COUN6302 *	Mental Health Counseling Clinical Practicum (4 quarter credits)
COUN6331 *	Mental Health Counseling Clinical Internship I (4 quarter credits)
COUN6332 *	Mental Health Counseling Clinical Internship II (4 quarter credits)

Specialization courses:

COUN5108 *	Foundations of Addictive and Compulsive Behavior
COUN5225	Human Sexuality
COUN5254 *	Child and Adolescent Counseling
COUN5271	Marriage and Family Systems
COUN5935 *	Mental Health Counseling Integrative Project

One Elective Course 4 quarter credits

Choose one from the following courses:

COUN5240	Counseling and Guidance with Children
COUN5270	Family Therapy Theory and Methods
COUN6333 *	Counselor Education Clinical Internship III
COUN7503	Academic and Clinical Writing for Counseling

Total 92 quarter credits

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Human Services Degree Programs, Specializations, Certificates, *continued*

MS in Mental Health Counseling Specialization, continued

Capella University cannot guarantee licensure, certification, or endorsement. State regulations vary regarding professional licensure and salary benefits. It is learners' responsibility to understand and comply with requirements for their state.

State regulations vary regarding course requirements for professional licensure. For assistance with state-mandated course requirements for licensure, contact the designated school representative.

Graduates of this specialization are not eligible for licensure in South Carolina. Learners residing in South Carolina should check with the state licensing agency for specific requirements for professional licensure.

Master of Science (MS) in School Counseling Specialization

General School Counseling

The CACREP-accredited master's General School Counseling specialization is designed to prepare learners to assume positions as school counselors serving a diverse population of students in public or private elementary, middle, and high school settings. Built on national standards and models, the curriculum offers a comprehensive approach to effectively delivering and managing contemporary school counseling programs and emphasizes assessment, diagnosis, and treatment; intervention; individual and group counseling; classroom guidance; consultation and collaboration with parents and school personnel; and advocacy of systemic change in the P–12 environment. Learners engage in academic study and clinical training during which they demonstrate various counseling approaches for working with P–12 children and adolescents. This specialization requires course work and clinical experience; see [Clinical Experience](#).

Personal Suitability and Fitness for the Profession
Capella embraces the principles and guidelines set forth by the American Counseling Association (ACA) related to professional counseling programs in that the faculty, training staff, supervisors, and administrators within the General School Counseling specialization have a professional, ethical, and potentially legal obligation to ensure, insofar as possible, that all learners have the competence to manage professional relationships in an effective and appropriate manner and that they possess the emotional maturity, interpersonal stability, and intellectual judgment required to work with vulnerable populations. Personal suitability and fitness for the profession includes but is not limited to demonstration of sufficient interpersonal and professional competence; self-awareness, self-reflection, and self-evaluation; openness to processes of supervision; and resolution of issues or problems that interfere with professional development or functioning in a satisfactory manner. Throughout the graduate training of each learner, all faculty and staff are responsible for educating and assessing learners with regard to their personal suitability and fitness for the profession.

Residency Requirement(s):

Two six-day residential colloquia (COUN-R5910, COUN-R5911). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Eighteen Required Courses 72 quarter credits

Core courses:

COUN5003	Survey of Research in Human Development and Behavior
COUN5006	Survey of Research Methodology
COUN5106	Assessment, Tests, and Measures
COUN5215	Professional and Scientific Ethics for Counselors/Therapists
COUN5241 *	Group Counseling and Psychotherapy
COUN5279	Life Planning and Career Development
COUN5334	Ethnic and Cultural Awareness

All academic courses listed below are 10-week online courses. Each includes specific residential colloquia or clinical experiences. Learners must complete prerequisites and residency and clinical experience requirements to be eligible to complete each course in the sequence.

COUN5910 *	School Counseling Pre-Practicum Course I (4 quarter credits) AND
COUN-R5910 *	School Counseling Residential Colloquium I (non-credit)
COUN5911 *	School Counseling Pre-Practicum Course II (4 quarter credits) AND
COUN-R5911 *	School Counseling Residential Colloquium II (non-credit)
COUN6102 *	School Counseling Clinical Practicum (4 quarter credits)
COUN6131 *	School Counseling Clinical Internship I (4 quarter credits)
COUN6132 *	School Counseling Clinical Internship II (4 quarter credits)

Specialization courses:

ED5700	Foundations of Special Education
COUN5240	Counseling and Guidance with Children
COUN5280	Introduction to School Counseling
COUN5282	Developmental School Counseling and Pupil Services
COUN5338	Crisis Intervention and Emergency Management
COUN5915 *	School Counseling Integrative Project

Total 72 quarter credits

Capella University cannot guarantee licensure, certification, or endorsement. State regulations vary regarding professional licensure and salary benefits. It is learners' responsibility to understand and comply with requirements for their state.

State regulations vary regarding course requirements for professional licensure. For assistance with state-mandated course requirements for licensure, contact the designated school representative.

Prior to enrollment, Washington state learners are advised to contact the Office of the Superintendent of Public Instruction at 360.725.6320 or profed@k12.wa.us to determine teacher certification or endorsement requirements, and contact their school district regarding qualifications for salary advancement.

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Human Services Degree Programs, Specializations, Certificates, *continued*

Clinical Experience

Learners enrolled in Master of Science in Addiction Counseling, Marriage and Family Therapy, Mental Health Counseling, and School Counseling degree programs complete clinical experience as a requirement of their respective program. The clinical experience consists of the following online courses and supervised residential colloquia:

The Pre-Practicum Courses and accompanying six-day Residential Colloquia (**COUN5940, COUN-R5940, COUN5941, and COUN-R5941 for Addiction Counseling; COUN5920, COUN-R5920, COUN5921, and COUN-R5921 for Marriage and Family Therapy; COUN5930, COUN-R5930, COUN5931, and COUN-R5931 for Mental Health Counseling; and COUN5910, COUN-R5910, COUN5911, and COUN-R5911 for School Counseling**) are online courses paired with two corresponding pre-practicum laboratories. Each residential colloquium requires 40 contact hours of clinical skill development.

The Clinical Practicum (**COUN6402 for Addiction Counseling; COUN6202 for Marriage and Family Therapy; COUN6302 for Mental Health Counseling; and COUN6102 for School Counseling**) is an online course that requires a 100-hour clinical experience. Learners apply the skills developed throughout the course of the program in a mental health or school setting where the practicum is completed.

The Clinical Internships (**COUN6431 and COUN6432 for Addiction Counseling; COUN6231 and COUN6232 for Marriage and Family Therapy; COUN6331 and COUN6332 for Mental Health Counseling; and COUN6131 and COUN6132 for School Counseling**) are two online courses that require 600 total hours of hands-on field experience at an approved school or mental health agency that provides agreed-upon clinical counseling opportunities. Learners may enroll in a third internship course (COUN6333) should they need additional hours. The internships represent a significant time of learning and applying clinical proficiencies that are critical to the provision of addiction counseling; marriage and family therapy; mental health counseling; and school counseling services. Learners should consult the [Counselor Education Handbook](#) for details about the clinical experience.

Certificates

Addiction Counseling

The Addiction Counseling certificate is designed for professionals in agencies or in private practice who want to build their knowledge related to substance abuse, addiction, and compulsive behaviors. The Addiction Counseling certificate is not designed to meet licensure requirements for the counseling professions.

Four Required Courses 16 quarter credits

COUN5258	Group Therapy and Treatment of Compulsive and Addictive Behaviors
COUN5260	Theories and Models for the Treatment of Addictive and Compulsive Behaviors
COUN5262	Interventions with Substance Abuse and Dependence
COUN5264	Current Issues in Compulsive and Addictive Behavior Treatment

Total 16 quarter credits

Diversity Studies

The Diversity Studies certificate is designed for professionals who desire greater understanding of ethnic, gender, cultural, and multicultural issues and applications in order to practice in industry, schools, the military, government, and other sectors of American society.

Four Required Courses 16 quarter credits

CST5237	Counseling and Guidance in Diverse Populations
CST5304	Ethnic and Linguistic Minorities in the Workplace
CST5500	Multicultural Issues in Health Care
CST8300	Diversity in the Workplace

Total 16 quarter credits

Marriage and Family Therapy

(formerly *Marriage and Family Services*)

The Marriage and Family Therapy certificate is designed for human services professionals and therapists who want to increase their knowledge of marital and family therapy. The Marriage and Family Therapy certificate is not designed to meet licensure requirements for the counseling professions.

Four Required Courses 16 quarter credits

COUN5270	Family Therapy Theory and Methods
COUN5271	Marriage and Family Systems
COUN5273 *	Couple and Marital Therapy
COUN8476	Methods of Family Research

Total 16 quarter credits

Professional Counseling

The Professional Counseling certificate is designed for professionals who want to develop knowledge of assessment and treatment of mental health issues. The Professional Counseling certificate is not designed to meet licensure requirements for the counseling professions.

Four Required Courses 16 quarter credits

COUN5107	Principles of Psychopathology: Diagnosis and Treatment
COUN5214	Theories of Personality
COUN5215	Professional and Scientific Ethics for Counselors/Therapists
COUN5221	Mental Health Counseling

Total 16 quarter credits

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Public Service Leadership



Suzanne Holmes, DPA
Interim Dean



Charles Tiffin, PhD
Interim Dean

From the Dean

Welcome to the School of Public Service Leadership at Capella University. Our goal is to enable your professional growth as a highly effective public service leader who can cross traditional boundaries and meet increasingly complex challenges in the public sector.

The School of Public Service Leadership offers certificates and master's and doctoral degree programs in Human Services, Nursing, Public Administration, Public Health, and Public Safety, and many public service-related specializations, including Health Care Administration, Management of Nonprofit Agencies, and Social and Community Services. Our degree programs are structured to help you achieve learning outcomes that reflect the best, most current academic and professional thought and practices in these fields.

Our curricula are designed, developed, and taught by faculty who hold doctoral degrees and bring extensive professional experience to the classroom. School faculty have tackled challenging public service issues and have worked with regional, national, and international public service organizations such as the FBI; the U.S. Department of Health and Human Services; the U.S. Army; the World Health Organization; and major hospital systems, emergency response agencies, and police departments.

As a Capella learner, your peers are professionals who work in organizations across the U.S. and 45 other countries. This collaborative learning environment gives you access to an exceptional network of people who share your dedication—and their expertise. As you learn, you'll be able to immediately apply concepts and skills from your course work, along with the experiences of your peers to real-life work situations.

Capella offers a technologically advanced learning platform that includes rich multimedia experiences and simulations that enhance case study analysis and enables barrier-free information exchange. You will use the most up-to-date social networking tools to create collaborative learner and faculty networks across all public service programs, allowing you to be a part of a university-wide professional community.

I am pleased to have you join me at Capella University and the School of Public Service Leadership. As you expand your knowledge and develop the skills necessary to take your public services career to the next level, enjoy your course work, social networking, and new colleagues. We are committed to guiding you through your educational journey, and we look forward to celebrating your success.

Suzanne Holmes, DPA

Charles Tiffin, PhD

Interim Deans

About the School of Public Service Leadership

School Mission Statement

The mission of the School of Public Service Leadership is to educate public service leaders to most effectively address increasingly complex needs in the public sector. To accomplish this mission, the school provides an educational platform of outcomes-based degree programs and certificates; expert national and international faculty; experienced, global learners; and advanced learning technologies, delivering an academic experience that ensures multidisciplinary connectivity and collaboration. Graduates of the School of Public Service Leadership programs implement this mission by applying knowledge and expertise that impact the public in a variety of institutional, agency, community, educational, and related settings.

Degree Programs

Doctor of Philosophy (PhD) in Human Services

The Doctor of Philosophy in Human Services degree program utilizes the scholar-practitioner model to guide learners toward the acquisition and application of advanced theory and leadership competencies needed to effect social change. Doctoral-level course work prepares learners to conduct valid, reliable, and ethical human services research and to think critically and write effectively in the field of human services. Doctoral learners may pursue Human Services specializations in General Human Services, Health Care Administration, Management of Nonprofit Agencies, or Social and Community Services.

Doctor of Philosophy (PhD) in Public Safety

The Doctor of Philosophy in Public Safety degree program provides an in-depth examination of relevant theory and research common to the fields of law enforcement, criminal justice, corrections, probation and parole,

fire services, emergency management, 9-1-1 emergency communications, Emergency Medical Services (EMS), and other protective and corporate security professions. The PhD in Public Safety focuses on leadership, emergency management and preparedness, homeland security and terrorism, and security management at the local, state, and national levels. Doctoral-level course work based on Capella's scholar-practitioner philosophy prepares learners to understand and apply public safety research and theory to pertinent issues in public safety settings. This program also prepares professionals to effectively assess and address the complex issues that surround managing and leading public safety and emergency services organizations in the post-9/11 environment. Doctoral learners may pursue Public Safety specializations in Public Safety Leadership, Criminal Justice, and Emergency Management.

Doctor of Public Administration (DPA)

The Doctor of Public Administration (DPA) degree program is structured as a cohort, and the curriculum is designed to enhance the public administration leader's knowledge and application of original research and theory to address multidisciplinary public service issues. Successful learners in this degree program develop and enhance competencies in public sector organization design, leadership, effective bureaucracy, and program evaluation that create public value and new theories in public administration. The program enhances the learner's knowledge and skills in the use of human, technological, information, financial, and networking resources; application of analysis, policy, and politics to address societal issues; interaction with citizen and community stakeholders in the development and implementation of policy and regulations; systems and approaches that embrace diversity; and ethical practices that exhibit the integrity of professionals in the public sector.

SCHOOL OF PUBLIC SERVICE LEADERSHIP DEGREE PROGRAMS, SPECIALIZATIONS, CERTIFICATES

DOCTORAL DEGREE PROGRAMS

Doctor of Philosophy (PhD) in Human Services

General Human Services
Health Care Administration
Management of Nonprofit Agencies
Social and Community Services

Doctor of Philosophy (PhD) in Public Safety

Criminal Justice
Emergency Management
Public Safety Leadership

Doctor of Public Administration (DPA)

General Public Administration

MASTER'S DEGREE PROGRAMS

Master of Science (MS) in Human Services

General Human Services
Gerontology
Health Care Administration
Management of Nonprofit Agencies
Social and Community Services

Master of Science (MS) in Public Safety

Criminal Justice
Emergency Management
Public Safety Leadership

Master of Science in Nursing (MSN)

Nurse Educator
Nurse Educator Bridge

Master of Public Administration (MPA)

General Public Administration

Master of Public Health (MPH)

General Public Health¹
Health Management and Policy
Social and Behavioral Sciences

CERTIFICATES

Criminal Justice
Health Care Administration
Management of Nonprofit Agencies
Social and Community Services

¹ Review of this specialization is pending in AL, GA, ND, SC, and VA.

About the School of Public Service Leadership, *continued*

The Doctor of Public Administration is structured using a cohort model. Beginning in their first quarter, learners enroll in two courses each quarter in a prescribed sequence, progressing through their program with the same group of learners. Earning the DPA as part of a cohort enhances opportunities to gain skills and knowledge and develop professional relationships with other learners.

Master of Science (MS) in Human Services

The Master of Science in Human Services degree program prepares learners to assume leadership positions and influence social change as they build professional expertise. Capella seeks to deliver this program through a dynamic, interactive, and collaborative learning environment, and to gain insight from the diverse professional experiences brought to the program by its learners. Master's learners may pursue Human Services specializations in General Human Services; Gerontology; Health Care Administration; Management of Nonprofit Agencies; or Social and Community Services.

Master of Science (MS) in Public Safety

The Master of Science in Public Safety degree program provides focused explorations of topics and issues within the fields of public safety leadership, emergency management, or criminal justice in a range of public safety settings. The curriculum prepares learners to think critically when assessing and addressing the complex issues of managing and leading public safety and emergency services organizations in the post-9/11 environment. The MS Public Safety degree program, based on Capella's practitioner-scholar philosophy, focuses on leadership, emergency management and preparedness, homeland security and terrorism, and security management at the local, state, and national levels. Successful graduates of this program are prepared for careers

in law enforcement, criminal justice, corrections, probation and parole, fire services, emergency management, 9-1-1 emergency communications, Emergency Medical Services (EMS), and other protective and corporate security professions. Master's learners may pursue Public Safety specializations in Public Safety Leadership, Criminal Justice, and Emergency Management.

Master of Science in Nursing (MSN)

The Master of Science in Nursing (MSN) degree program is designed to prepare registered nurses to assume roles as nurse educators, nursing faculty, or clinical nurse mentors/preceptors. The curriculum presents advanced nursing concepts, theories, research, and practices and includes a focused exploration of health care policy and regulations; health care information systems and technology; management and leadership in professional nursing practice; and field-related ethical and legal standards. Throughout the program, learners explore culturally competent, evidenced-based professional nursing practices and the ways they can be applied to foster health care promotion and disease management and prevention in individuals and diverse populations.

Master of Public Administration (MPA)

The Master of Public Administration (MPA) degree program is based on Capella's practitioner-scholar model and engages learners in an interdisciplinary curriculum that presents a theoretical and practical foundation of the field and competencies in policy development and analysis and regulatory oversight. Successful graduates of this degree program develop the knowledge and skills needed to collaborate with diverse populations; manage human, technological, information, financial, political, and networking resources; analyze and formulate appropriate responses to public administration,

public health, and public safety issues; communicate clearly and effectively; and maintain professional ethics and integrity.

Master of Public Health (MPH)

The Master of Public Health (MPH) degree program focuses on preparing health professionals to protect and improve the health of communities and populations through research and education; promotion of healthy lifestyles and environments; prevention of injuries, disease, and epidemics; identification of environmental hazards; and disaster response. The program emphasizes the role of the public health professional in assessing health status; mitigating health disparities; analyzing the epidemiology of specific diseases; developing, implementing, and sustaining public health programs; managing administrative functions; conducting program evaluation and outcomes research; developing public-private partnerships to meet the health needs of diverse populations; and assuring the quality of public health services and products. Upon completion of this program, learners have gained knowledge and skills in health management, population-based research, and the community public health practice. Successful graduates are prepared to assume positions in government, private, or community-based public health organizations.

Certificate Programs

The Capella University School of Public Service Leadership certificate program mission is to provide concentrated, discipline-specific knowledge that is directly applicable to public service professionals.

School of Public Service Leadership Degree Programs, Specializations, Certificates

Doctor of Philosophy (PhD) in Human Services Specializations

General Human Services

The General Human Services doctoral specialization is designed for professionals in a wide range of human services and health care leadership roles. The core courses expose learners to the field's most relevant content, including adult development, diversity, ethics, and strategic planning. The specialization also integrates key content from today's changing health care industry and its considerable impact on the human services profession. The elective courses allow learners the flexibility to focus on a specific area of human services such as counseling, family therapy, criminal justice, or social services. This specialization prepares learners to teach, consult, conduct research, and contribute to a range of professions and disciplines.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Fifteen Required Courses 64 quarter credits

HS8002	Advanced Research in Adult Human Development and Behavior
HS8120	Families, Systems, and Health Care
HS8300	Diversity in the Workplace
HS8502	Health Care Strategic Planning and Management
HS8505	Ethics and Decision Making in Health Care
HS8106	Epistemology of Practice Knowledge
HS8100 *	Fundamentals of Social Science Research
HS8111 *	Quantitative Research Methods in the Human Services
HS8112 *	Advanced Qualitative Research Methods
HS8113 *	Advanced Study in Research Methods
HS9919 *	Doctoral Comprehensive Examination
HS9920 *	Dissertation Courseroom (non-credit)
HS9921 *	Dissertation Research 1 (5 quarter credits)
HS9922 *	Dissertation Research 2 (5 quarter credits)
HS9923 *	Dissertation Research 3 (5 quarter credits)
HS9924 *	Dissertation Research 4 (5 quarter credits)

Fourteen Elective Courses 56 quarter credits

Choose any graduate course(s).

Total 120 quarter credits

Health Care Administration

The Health Care Administration specialization includes advanced course work and research that is based on the scholar-practitioner model emphasizing critical analysis of theory, research, and practice within the health care field. Designed for experienced professionals with a master's degree in health care services, business, public administration, or a related field, this PhD specialization is ideal for learners who seek doctoral preparation for roles as researchers, educators, administrators, or consultants.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Twenty-Two Required Courses 92 quarter credits

Core courses:

HS8002	Advanced Research in Adult Human Development and Behavior
HS8106	Epistemology of Practice Knowledge
HS8100 *	Fundamentals of Social Science Research
HS8111 *	Quantitative Research Methods in the Human Services
HS8112 *	Advanced Qualitative Research Methods
HS8113 *	Advanced Study in Research Methods

Specialization courses:

HS7500	Quality Improvement and Organizational Performance in Health Care
HS8114	Operations in Health Care Systems
HS8115	Managing Human Capital in Health Care Environments
HS8116	Financial Analysis in Health Care Systems
HS8117	Strategic Management of Health Care Reimbursement Systems
HS8118	Health Policies Analysis and Strategy
HS8502	Health Care Strategic Planning and Management
HS8503	Health Systems Analysis and Evaluation
HS8504	Law and Health Care Administration
HS8505	Ethics and Decision Making in Health Care
HS8506	Leading Organizational Change in Health Care Systems
HS9919 *	Doctoral Comprehensive Examination
HS9920 *	Dissertation Courseroom (non-credit)
HS9921 *	Dissertation Research 1 (5 quarter credits)
HS9922 *	Dissertation Research 2 (5 quarter credits)
HS9923 *	Dissertation Research 3 (5 quarter credits)
HS9924 *	Dissertation Research 4 (5 quarter credits)

Seven Elective Courses 28 quarter credits

Choose any graduate course(s).

Total 120 quarter credits

Management of Nonprofit Agencies

The doctoral Management of Nonprofit Agencies specialization is designed for professionals with a master's degree in human services, counseling, business, administration, or related fields. This specialization offers advanced study and research learning experiences necessary to effectively lead nonprofit agencies. Included in this specialization is course work that addresses contemporary issues impacting the nonprofit agency such as financial management, marketing, public policy, advocacy, and human resource management. Successful graduates of this specialization are prepared to assume leadership positions within nonprofit agencies, serve as consultants, and fulfill roles as educators.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Twenty-Three Required Courses 96 quarter credits

Core courses:

HS8002	Advanced Research in Adult Human Development and Behavior
HS8300	Diversity in the Workplace
HS8106	Epistemology of Practice Knowledge
HS8100 *	Fundamentals of Social Science Research
HS8111 *	Quantitative Research Methods in the Human Services
HS8112 *	Advanced Qualitative Research Methods
HS8113 *	Advanced Study in Research Methods

Specialization courses:

HS7501	Fundraising Strategies for Nonprofit Organizations
HS7502	Grant Proposal Development and Administration
HS8107	Marketing and Public Relations for Nonprofits
HS8108	Financial Analysis and Reporting for Nonprofit Executives
HS8109	Nonprofit Public Policy and Advocacy
HS8508	Ethics for Nonprofit Executives
HS8509	Law and Nonprofit Organizations
HS8511	Resource Management in Nonprofit Organizations
HS8512	Organizational Assessment and Program Evaluation in Nonprofit Organizations
HS8513	Role and Function of Boards and CEOs
HS8514	Management of Human Services Agencies
HS9919 *	Doctoral Comprehensive Examination
HS9920 *	Dissertation Courseroom (non-credit)
HS9921 *	Dissertation Research 1 (5 quarter credits)
HS9922 *	Dissertation Research 2 (5 quarter credits)
HS9923 *	Dissertation Research 3 (5 quarter credits)
HS9924 *	Dissertation Research 4 (5 quarter credits)

Six Elective Courses 24 quarter credits

Choose any graduate course(s).

Total 120 quarter credits

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Public Service Leadership Degree Programs, Specializations, Certificates, *continued*

PhD in Human Services Specializations, *continued*

Social and Community Services

The doctoral Social and Community Services specialization is designed for individuals who have a master's degree in sociology, social work, or a related field. Learners may be licensed clinical social workers or licensed professional counselors who wish to teach, pursue advanced research, administer programs, or supervise clinicians. This specialization provides advanced study of contemporary issues impacting social work and community services as well as preparation to assume leadership roles as social change agents at community, state, and national levels. Successful graduates of this specialization are prepared to teach, engage in research, and provide consultation services within the field. This specialization is not designed to meet licensure requirements for the social work professions.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Twenty-One Required Courses 88 quarter credits

Core courses:

HS8002	Advanced Research in Adult Human Development and Behavior
HS8300	Diversity in the Workplace
HS8415	Advanced Professional Scientific Ethics
HS8106	Epistemology of Practice Knowledge
HS8100 *	Fundamentals of Social Science Research
HS8111 *	Quantitative Research Methods in the Human Services
HS8112 *	Advanced Qualitative Research Methods
HS8113 *	Advanced Study in Research Methods

Specialization courses:

HS8103	Principles and Practices of Social Work
HS8413	Social Influences of Behavior
HS8447	Applied/Clinical Sociology
HS8453	Prevention and Causes of Child Abuse
HS8476	Methods of Family Research
HS8478	The Family in Social Context
HS8745	Grief and Bereavement Counseling
HS8764	Contemporary Issues in Compulsive and Addictive Behavior Treatment
HS9919 *	Doctoral Comprehensive Examination
HS9920 *	Dissertation Courseroom (non-credit)
HS9921 *	Dissertation Research 1 (5 quarter credits)
HS9922 *	Dissertation Research 2 (5 quarter credits)
HS9923 *	Dissertation Research 3 (5 quarter credits)
HS9924 *	Dissertation Research 4 (5 quarter credits)

Eight Elective Courses 32 quarter credits

Choose any graduate course(s).

Total 120 quarter credits

Doctor of Philosophy (PhD) in Public Safety Specializations

Criminal Justice

The doctoral Criminal Justice specialization prepares learners to understand and effectively address the complex issues surrounding criminal behavior prevention, intervention programming, and development of public policy strategies at the community, state, and national levels. Designed for professionals with a master's degree in human services, psychology, or a related social sciences field, the Criminal Justice specialization provides learners with opportunities for advanced study and research in the field that support career advancement to academic, supervisory, or administrative levels. Graduates are prepared for leadership, research, and consulting positions that have a positive impact on criminal justice systems.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Twenty-Two Required Courses 92 quarter credits

Core courses:

PSF8002	Advanced Research in Public Safety Issues, Theories, and Concepts
PSF8601	Contemporary Public Safety Leadership
PSF8602	Theories of Leadership
PSF8634	Public Safety Incident Command Paradigms
PSF8606	Diversity Issues in Public Safety
HS8106	Epistemology of Practice Knowledge
HS8100 *	Fundamentals of Social Science Research
HS8111 *	Quantitative Research Methods in the Human Services
HS8112 *	Advanced Qualitative Research Methods
HS8113 *	Advanced Study in Research Methods

Specialization courses:

PSF8350	Sociological Theories of Crime
PSF8354	Psychological and Biological Theories of Criminal Behavior
PSF8358	Law and Legal Foundations
PSF8362	Criminal Justice Policy Analysis
PSF8374	Current Research on Violent Behavior
PSF8376	Correlates of Crime
PSF8377	The Penal System: Its Role in the U.S. Society
HS9919 *	Doctoral Comprehensive Examination
HS9920 *	Dissertation Courseroom (non-credit)
HS9921 *	Dissertation Research 1 (5 quarter credits)
HS9922 *	Dissertation Research 2 (5 quarter credits)
HS9923 *	Dissertation Research 3 (5 quarter credits)
HS9924 *	Dissertation Research 4 (5 quarter credits)

Seven Elective Courses 28 quarter credits

Choose any graduate course(s).

Total 120 quarter credits

Emergency Management

The doctoral Emergency Management specialization emphasizes crisis and disaster preparedness, response, recovery, and mitigation. Throughout the specialization, learners examine the dynamic nature of critical incidents; historical, social, and demographic disaster management issues; and current disaster management theory, research, and practice. Designed for current leaders or those aspiring to become leaders or managers in the public safety or emergency management field, this specialization provides learners with the opportunity to strengthen the professionalism and leadership skills needed to promote crisis intervention and disaster resilience. Successful graduates of this specialization demonstrate the ability to critically analyze all phases of emergency management and are prepared to pursue leadership or managerial careers or operational, policy, or consulting positions in a public safety organization or within an emergency management field.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Twenty-Four Required Courses 100 quarter credits

Core courses:

PSF8002	Advanced Research in Public Safety Issues, Theories, and Concepts
PSF8601	Contemporary Public Safety Leadership
PSF8602	Theories of Leadership
PSF8606	Diversity Issues in Public Safety
PSF8634	Public Safety Incident Command Paradigms
HS8106	Epistemology of Practice Knowledge
HS8100 *	Fundamentals of Social Science Research
HS8111 *	Quantitative Research Methods in the Human Services
HS8112 *	Advanced Qualitative Research Methods
HS8113 *	Advanced Study in Research Methods

Specialization courses:

PSF8620	Principles of Organization Theory and Practice
PSF8626	Stress Management in Public Safety Organizations
PSF8630	Critical Incident Stress
PSF8631	Case Studies in Critical Incident Management
PSF8632	Philosophy and Practice of Disaster Preparedness
PSF8609	Disaster Preparedness and Mitigation
PSF8612	Emergency Management Operations
PSF8615	Global Issues of Disaster Management
PSF8638	Business Continuity for Emergency Management

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Public Service Leadership Degree Programs, Specializations, Certificates, *continued*

PhD in Public Safety Specializations, *continued*

HS9919 *	Doctoral Comprehensive Examination
HS9920 *	Dissertation Courseroom (non-credit)
HS9921 *	Dissertation Research 1 (5 quarter credits)
HS9922 *	Dissertation Research 2 (5 quarter credits)
HS9923 *	Dissertation Research 3 (5 quarter credits)
HS9924 *	Dissertation Research 4 (5 quarter credits)

Five Elective Courses **20 quarter credits**
Choose any graduate course(s).

Total **120 quarter credits**

Public Safety Leadership

The doctoral Public Safety Leadership specialization focuses on mid-level and executive leadership theory, organizational theory, and research relevant to leading a public safety organization in a complex, post-9/11 environment. Doctoral-level courses based on Capella's scholar-practitioner philosophy address relevant leadership and organizational theories and research common across the fields of law enforcement, criminal justice, corrections, probation and parole, fire services, emergency management, 9-1-1 emergency communications, Emergency Medical Services (EMS), and other protective and corporate security professions. Specific courses address principles of organizational theory, theories of leadership, organizational needs assessment, and grantsmanship. Successful completion of this specialization prepares doctoral learners for leadership or managerial careers in law enforcement, criminal justice, corrections, probation and parole, fire services, emergency management, 9-1-1 emergency communications, EMS, and other protective and corporate security professions.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Twenty-Two Required Courses **92 quarter credits**

Core courses:

PSF8002	Advanced Research in Public Safety Issues, Theories, and Concepts
PSF8601	Contemporary Public Safety Leadership
PSF8602	Theories of Leadership
PSF8606	Diversity Issues in Public Safety
PSF8634	Public Safety Incident Command Paradigms
HS8106	Epistemology of Practice Knowledge
HS8100 *	Fundamentals of Social Science Research
HS8111 *	Quantitative Research Methods in the Human Services
HS8112 *	Advanced Qualitative Research Methods
HS8113 *	Advanced Study in Research Methods

Specialization courses:

PSF8620	Principles of Organization Theory and Practice
PSF8621	Theories of Executive Human Resource Management
PSF8622	Needs Assessment: Models and Procedures
PSF8623	Legal Systems, Labor Relations, and Regulatory Practices
PSF8624	Designing Training and Performance Solutions
PSF8625	Grant Writing
PSF8626	Stress Management in Public Safety Organizations
HS9919 *	Doctoral Comprehensive Examination
HS9920 *	Dissertation Courseroom (non-credit)
HS9921 *	Dissertation Research 1 (5 quarter credits)
HS9922 *	Dissertation Research 2 (5 quarter credits)
HS9923 *	Dissertation Research 3 (5 quarter credits)
HS9924 *	Dissertation Research 4 (5 quarter credits)

Seven Elective Courses **28 quarter credits**
Choose any graduate course(s).

Total **120 quarter credits**

Doctor of Public Administration (DPA) Specialization

General Public Administration

The DPA General Public Administration specialization, structured as a cohort, provides learners with opportunities for interdisciplinary experience, decision making, and network development. Progressive case study analysis using an interdisciplinary approach helps learners gain an understanding of public policies and practices that enhance public value and build collaborations. Field experiences that include attendance at professional conferences and interactions with legislators provide opportunities to integrate theoretical and practical approaches to policy development and implementation. Courses include case study analysis and interactive activities such as simulations, webinars, blogs, and chat rooms. Learners develop research competencies that support practical, complex, site-based, and profession-based problem solving and that result in public administration-specific participatory action research. Upon successful completion, learners in this specialization, who represent a range of disciplines within the public administration field, are prepared to manage public or nonprofit agencies or work in the political arena. This specialization requires course work and field experience.

The DPA General Public Administration specialization is structured using a cohort model. Beginning in their first quarter, learners enroll in two courses each quarter in a prescribed sequence, progressing through their program with the same group of learners. Earning the DPA as part of a cohort enhances opportunities to gain skills and knowledge and develop professional relationships with other learners.

Nineteen Required Courses **80 quarter credits**

Core courses:

DPA8002 *	Public Services Theory, Issues, and Research
DPA8400 *	Theories of Leadership and Public Administration
DPA8404 *	Principles of Organization Theory and Practice
DPA8408 *	Ethics and Social Responsibility
DPA8412 *	Global and Diverse Societies
DPA8416 *	Public Administration and Community Collaboration
DPA8420 *	Public Policy Analysis and Advocacy
DPA8424 *	Theories and Practices of Public Human Resource Management
DPA8428 *	Public Needs Assessment and Planning

* Denotes courses that have prerequisite(s).
Refer to the descriptions for further details.

School of Public Service Leadership Degree Programs, Specializations, Certificates, *continued*

DPA Specialization, continued

- DPA8100 * Fundamentals of Public Administration Research
- DPA8103 * Theory Development in Public Administration Research
- DPA8106 * Program Evaluation and Participatory Research
- DPA8480 * Field Experience I: Conference +
- DPA8484 * Field Experience II: Legislative Interaction +
- DPA8488 * Field Experience III: Comprehensive Analysis +
- DPA9920 * Action Research Dissertation Courseroom (non-credit)
- DPA9921 * Action Dissertation Research 1 (5 quarter credits)
- DPA9922 * Action Dissertation Research 2 (5 quarter credits)
- DPA9923 * Action Dissertation Research 3 (5 quarter credits)
- DPA9924 * Action Dissertation Research 4 (5 quarter credits)

Three Elective Courses 12 quarter credits

Choose three from the following courses:

- HS7502 Grant Proposal Development and Administration
- HS8109 Nonprofit Public Policy and Advocacy
- HS8108 Financial Analysis and Reporting for Nonprofit Executives
- HS8114 Operations in Health Care Systems
- HS8116 Financial Analysis in Health Care Systems
- HS8118 Health Policies Analysis and Strategy
- HS8503 Health Systems Analysis and Evaluation
- HS8513 Role and Function of Boards and CEOs
- PSF8358 Law and Legal Foundations
- PSF8362 Criminal Justice Policy Analysis
- PSF8601 Contemporary Public Safety Leadership
- PSF8632 Philosophy and Practice of Disaster Preparedness
- PSF8634 Public Safety Incident Command Paradigms
- PSF8638 Business Continuity for Emergency Management

Total 92 quarter credits

Admission to the General Public Administration specialization requires learners to complete and submit the [Cohort Auto-Registration Form](#).

+ Learners are responsible for the cost of their travel, accommodations, food, and other expenses associated with field experience course work.

Master of Science (MS) in Human Services Specializations

General Human Services

The master's General Human Services specialization is designed for professionals seeking advanced graduate education in a flexible, inclusive academic curriculum. Included in this specialization is required course work that provides a foundation upon which a distinctive program of study can be positioned. Learners are provided the maximum level of elective courses so that course selection may be based on personal areas of interest, unique professional areas of concentration, and traditional as well as contemporary areas of study and research within the human services field.

Seven Required Courses 28 quarter credits

- HS5002 Survey of Research in Human Development and Behavior
- HS5006 Survey of Research Methodology
- HS5304 Ethnic and Linguistic Minorities in the Workplace
- HS5315 Professional and Scientific Ethics
- HS5317 Social Systems
- HS5318 Scope of Human Services
- HS5990 * Integrative Project for Human Services Learners

Five Elective Courses 20 quarter credits

Choose any graduate course(s).

Total 48 quarter credits

Gerontology

The master's Gerontology specialization provides a comprehensive examination of the impact of the aging on individuals, families, and communities. Specialization topics include the biological, epidemiological, psychological, and social changes caused by the aging process; cultural and social attitudes toward the aging population; the continuum of care and supportive services that promote productive aging; the older family and multigenerational relationships; and the impact of an increasingly older population demographic on public policy. Successful graduates of this specialization are prepared to pursue careers in community-based organizations, public agencies, long-term health care facilities, and social support services focused on the older adult population.

Eleven Required Courses 44 quarter credits

Core courses:

- HS5002 Survey of Research in Human Development and Behavior
- HS5006 Survey of Research Methodology
- HS5597 * Human Service Professional Development
- HS5990 * Integrative Project for Human Services Learners

Specialization courses:

- HS5510 Survey of Current Issues in Gerontology
- HS5514 Social and Cultural Aspects of Aging
- HS5518 Biological and Health Aspects of Aging
- HS5522 Psychology of Development and Aging
- HS5526 The Family in Later Life
- HS5531 Community Advocacy for Aging Populations
- HS5534 Leading Across the Continuum of Care

One Elective Course 4 quarter credits

Choose any graduate course(s).

Total 48 quarter credits

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Public Service Leadership Degree Programs, Specializations, Certificates, *continued*

MS in Human Services Specializations, continued

Health Care Administration

The master's Health Care Administration specialization prepares health care professionals including administrators, nurses, analysts, caregivers, and researchers to successfully manage and lead health care organizations. The Health Care Administration specialization focuses on the mastery of fundamental health care knowledge needed to serve as change agents and strengthen the delivery of services to consumers.

Ten Required Courses **40 quarter credits**

Core courses:

HS5002	Survey of Research in Human Development and Behavior
HS5006	Survey of Research Methodology
HS5500	Multicultural Issues in Health Care

Specialization courses:

HS5101	Health Care Finance
HS5100	Health Care Management
HS5503	Contexts and Models of Health
HS5504	Quality Risk Management and Patient Safety
HS5506	Managed Care and Health Services
HS5507	Health Care Communication: Providers and Receivers
HS5990 *	Integrative Project for Human Services Learners

Two Elective Courses **8 quarter credits**

Choose any graduate course(s).

Total **48 quarter credits**

Management of Nonprofit Agencies

The master's Management of Nonprofit Agencies specialization is designed for professionals including mental health workers, social service workers, health care professionals, employment specialists, and case workers who wish to move into administrative or supervisory positions. Included in this specialization is course work that addresses contemporary issues impacting the nonprofit agency such as financial management, grant writing, advocacy, and human resource management. This specialization prepares learners to assume leadership roles in nonprofit agencies.

Nine Required Courses **36 quarter credits**

Core courses:

HS5002	Survey of Research in Human Development and Behavior
HS5006	Survey of Research Methodology
HS5334	Ethnic and Cultural Awareness
HS5502	Nonprofit Entrepreneurship

Specialization courses:

HS5102	Nonprofit Organization and Management
HS5103	Strategic Planning for Nonprofit Organizations
HS5104	Accounting and Economics for the Nonprofit Manager
HS5105	Human Resources and Volunteer Management in Nonprofits
HS5990 *	Integrative Project for Human Services Learners

Three Elective Courses **12 quarter credits**

Choose any graduate course(s).

Total **48 quarter credits**

Social and Community Services

The master's Social and Community Services specialization is designed for entry-level professionals in the human services field who wish to advance their careers. Successful graduates of this specialization are prepared to assume leadership roles in social and community service agencies in both private and publicly funded agencies and organizations. This specialization is not designed to meet licensure requirements for the social work professions.

Nine Required Courses **36 quarter credits**

Core courses:

HS5002	Survey of Research in Human Development and Behavior
HS5006	Survey of Research Methodology
HS5318	Scope of Human Services
HS5334	Ethnic and Cultural Awareness

Specialization courses:

HS5401	History of Social Welfare
HS5402	Social Change and Public Policy
HS5423	Philosophy of Social Work
HS5436	Utilization of Community Resources
HS5990 *	Integrative Project for Human Services Learners

Three Elective Courses **12 quarter credits**

Choose any graduate course(s).

Total **48 quarter credits**

* Denotes courses that have prerequisite(s).
Refer to the descriptions for further details.

School of Public Service Leadership Degree Programs, Specializations, Certificates, *continued*

Master of Science (MS) in Public Safety Specializations

Criminal Justice

The master's Criminal Justice specialization prepares learners to understand and effectively address the complex issues surrounding criminal behavior. This specialization supports learners who are currently caseworkers, probation and parole officers, juvenile specialists, law enforcement professionals, and federal government agents as they advance their careers in corrections, criminal justice, or the judicial system. The Criminal Justice curriculum emphasizes acquisition of knowledge, leadership, and research that prepares learners to facilitate positive changes in criminal justice fields.

Nine Required Courses 36 quarter credits

Core courses:

PSF5002	Survey of Public Safety Issues, Theories, and Concepts
PSF5006	Research Methodology in Public Safety
PSF5334	Public Safety Ethnic and Cultural Awareness

Specialization courses:

PSF5371	Practices of Probation, Parole, and Community Corrections
PSF5372	History of the Juvenile Criminal Justice System
PSF5377	Criminal Justice Policy Analysis and Social Change
PSF5380	Law Enforcement: Intelligence-Led Policing
PSF5385	Psychopathy and Criminal Profiling
PSF5991 *	Integrative Project for Public Safety Learners

Three Elective Courses 12 quarter credits

Choose any graduate course(s).

Total 48 quarter credits

Emergency Management

The master's Emergency Management specialization presents learners with comprehensive emergency management research and best practices and focuses on crisis and disaster preparedness, response, recovery, and mitigation from a multijurisdictional perspective. Throughout the specialization, learners evaluate the roles and responsibilities of emergency manager stakeholders and examine effective applications of critical incident management policies and procedures in today's post-9/11 environment. Upon successful completion of this specialization, learners are prepared to pursue positions in private, public, or nonprofit emergency management organizations.

Nine Required Courses 36 quarter credits

Core courses:

PSF5002	Survey of Public Safety Issues, Theories, and Concepts
PSF5006	Research Methodology in Public Safety
PSF5334	Public Safety Ethnic and Cultural Awareness

Specialization courses:

PSF5600	Public Safety Organizational Leadership
PSF5620	Critical Incident Stress Management
PSF5621	Disaster Management
PSF5622	National Incident Management Systems
PSF5623	Critical Infrastructure Risk Assessment, Evaluation, and Analysis
PSF5991 *	Integrative Project for Public Safety Learners

Three Elective Courses 12 quarter credits

Choose any graduate course(s).

Total 48 quarter credits

Public Safety Leadership

The master's Public Safety Leadership specialization focuses on leadership and theory relevant to the fields of law enforcement, criminal justice, corrections, probation and parole, fire services, emergency management, 9-1-1 emergency communications, Emergency Medical Services (EMS), and other protective and corporate security professions. This specialization teaches learners to think critically and broadly when assessing and addressing the complex issues of management and leadership. The Public Safety program, based on Capella's practitioner-scholar philosophy, focuses on leadership, emergency management and preparedness, homeland security and terrorism, and security management at the local, state, and national levels. Successful completion of this specialization prepares master's learners for careers in law enforcement, criminal justice, corrections, probation and parole, fire services, emergency management, 9-1-1 emergency communications, EMS, and other protective and corporate security professions.

Nine Required Courses 36 quarter credits

Core courses:

PSF5002	Survey of Public Safety Issues, Theories, and Concepts
PSF5006	Research Methodology in Public Safety
PSF5334	Public Safety Ethnic and Cultural Awareness

Specialization courses:

PSF5600	Public Safety Organizational Leadership
PSF5601	Personal Leadership Development
PSF5602	Leadership and Human Resource Management
PSF5610	Accounting and Finance in Public Safety Organizations
PSF5611	Managing Training and Performance Improvement
PSF5991 *	Integrative Project for Public Safety Learners

Three Elective Courses 12 quarter credits

Choose any graduate course(s).

Total 48 quarter credits

* Denotes courses that have prerequisite(s).
Refer to the descriptions for further details.

School of Public Service Leadership Degree Programs, Specializations, Certificates, *continued*

Master of Science in Nursing (MSN) Specializations

Nurse Educator

The MSN Nurse Educator specialization presents theories, research, and best practices of nursing education. Learners explore program design, delivery, assessment, and evaluation; teaching strategies for diverse student populations and environments; and ways to integrate theory with professional practice. Successful graduates of this specialization are prepared to pursue advanced roles as nurse educators and clinical nurse leaders in community colleges, universities, nursing schools, integrated and non-integrated health care systems, nonprofit and for-profit health care organizations, and the military.

Fourteen Required Courses 56 quarter credits

Core courses:

MSN6000 Orientation to Graduate Nursing Study
 MSN6001 * Role of the Professional Practice Nurse
 MSN6002 * Foundations and Frameworks for Professional Nursing Practice
 MSN6004 * Policy, Regulations, and Ethics in Advanced Nursing Practice
 MSN6006 * Diversity and Advocacy in Professional Nursing Practice
 MSN6008 * Research and Technology for Advanced Nursing Practice
 MSN6010 * Advanced Nursing Leadership and Management
 MSN6012 * Evidence-Based Practice in Health Promotion and Disease Management and Prevention
 MSN6020 * Nursing Capstone Project

Specialization courses:

MSN6102 * Role of the Nurse Educator
 MSN6104 * Teaching and Learning Strategies
 MSN6106 * Curriculum Theory, Frameworks, and Design
 MSN6108 * Information Systems for Nurse Educators
 MSN6110 * Assessment and Evaluation in Health Education

Total 56 quarter credits

Nurse Educator Bridge

The MSN Nurse Educator Bridge specialization provides licensed registered nurses who have a bachelor's degree in a field other than nursing the opportunity to pursue a Master of Science in Nursing. The bridge curriculum incorporates the Essentials of Baccalaureate Education for Professional Nursing Practice established by the American Association of Colleges of Nursing (AACN) and is designed to expand learners' knowledge of health care systems and policies, patient education, health promotion, and technology integration. Specialization curriculum presents theories, research, and best practices of nursing education. Learners explore program design, delivery, assessment, and evaluation; teaching strategies for diverse student populations and environments; and ways to integrate theory with professional practice. Successful graduates of this specialization are prepared to pursue advanced roles as nurse educators and clinical nurse leaders in community colleges, universities, nursing schools, integrated and non-integrated health care systems, nonprofit and for-profit health care organizations, and the military.

Twenty-One Required Courses 84 quarter credits

Bridge courses:

MSN5000 Introduction to Nursing Concepts
 MSN5002 * Health Assessment, Communication, and Collaboration for Quality Outcomes
 MSN5004 * Introduction to Nursing Research and Technology
 MSN5006 * Policy, Law, Ethics, and Regulations
 MSN5008 * Organizational and Systems Leadership for Nursing Practice
 MSN5010 * Health Promotion and Disease Prevention in Vulnerable and Diverse Populations
 MSN5012 * Nursing Leadership and Management
 MSN5020 * Nurse Educator Bridge Integrative Project

Core courses:

MSN6001 * Role of the Professional Practice Nurse
 MSN6002 * Foundations and Frameworks for Professional Nursing Practice
 MSN6004 * Policy, Regulations, and Ethics in Advanced Nursing Practice
 MSN6006 * Diversity and Advocacy in Professional Nursing Practice
 MSN6008 * Research and Technology for Advanced Nursing Practice
 MSN6010 * Advanced Nursing Leadership and Management
 MSN6012 * Evidence-Based Practice in Health Promotion and Disease Management and Prevention
 MSN6020 * Nursing Capstone Project

Specialization courses:

MSN6102 * Role of the Nurse Educator
 MSN6104 * Teaching and Learning Strategies
 MSN6106 * Curriculum Theory, Frameworks, and Design
 MSN6108 * Information Systems for Nurse Educators
 MSN6110 * Assessment and Evaluation in Health Education

Total 84 quarter credits

School of Public Service Leadership Degree Programs, Specializations, Certificates, *continued*

Master of Public Administration (MPA) Specialization

General Public Administration

The MPA General Public Administration specialization focuses on the knowledge and skills public administration professionals need to manage and lead organizations in the public services domain. The curriculum is designed to provide learners with a theoretical understanding of the evolution of the field and equip them with the skills needed to determine, assess, and analyze practical responses to public administration issues and challenges across a variety of fields within public services, such as public health and public safety. Learners explore enhancing public value; fostering collaborative networks with diverse populations; promoting ethical performance standards; and developing innovative solutions to public policy and governance challenges. Successful graduates of this specialization are prepared to pursue positions managing or leading public or nonprofit organizations or community networks in a variety of settings.

Ten Required Courses 40 quarter credits

Core courses:

- MPA5002 Survey of Research and Practice in Public Administration
- MPA5400 * Public Administration Theory
- MPA5404 * Public Administration Organizational Leadership and Theory
- MPA5408 * Finance and Accounting in Public Administration
- MPA5410 * Strategic Management and Planning
- MPA5412 * Ethics and Personal Leadership Development
- MPA5416 * Quantitative and Qualitative Research
- MPA5420 * Leadership and Human Resource Management in Public Services
- MPA5424 * Policy Analysis and Research
- MPA5428 * Integrative Public Administration Project

Two Elective Courses 8 quarter credits

Choose two from the following courses:

- MPH5116 Strategic Planning and Operations Management
- MPH5120 Evidence-Based Management of Public Health Programs
- MPH5212 Assessment and Surveillance in Public Health
- PSF5377 Criminal Justice Policy Analysis and Social Change
- PSF5380 Law Enforcement: Intelligence-Led Policing
- PSF5600 Public Safety Organizational Leadership
- PSF5621 Disaster Management
- PSF5623 Critical Infrastructure Risk Assessment, Evaluation, and Analysis

Total 48 quarter credits

Master of Public Health (MPH) Specializations

General Public Health

The General Public Health MPH specialization provides learners with knowledge of fundamental public health concepts, theories, and practices. The core curriculum is based on a multidisciplinary approach and emphasizes environmental public health concepts; psychological, behavioral, and social factors influencing population-based health disparities; principles of epidemiology and biostatistics; public health administration systems and processes; and economics. Learners have the opportunity to define their specialization curriculum and choose courses from other MPH specializations specific to their respective discipline and interest. Successful graduates of this specialization are prepared to pursue careers in environmental health, prevention and promotion, health care, or public administration at the local, state, or national level.

Fifteen Required Courses 60 quarter credits

Core courses:

- MPH5002 Survey of Public Health Concepts and Issues
- MPH5500 Introduction to Public Health Administrative Systems
- MPH5503 Environmental Health Concepts in Public Health
- MPH5506 Psychological, Behavioral, and Social Issues in Public Health
- MPH5509 Principles of Biostatistics
- MPH5512 * Principles of Epidemiology
- MPH5993 * Public Health Integrative Project
- MPH5999 * Public Health Professional Collaborative Project

Specialization courses:

Choose seven graduate MPH courses.

Total 60 quarter credits

Review of this specialization is pending in AL, GA, ND, SC, and VA.

Health Management and Policy

The Health Management and Policy MPH specialization provides a comprehensive examination of the topics and issues within the public health discipline and the service delivery model. The curriculum is based on a multidisciplinary approach that combines management sciences knowledge, organizational and financial theory and practice, public administration, and economics. The Health Management and Policy specialization is focused on preparing learners to influence local, national, and global public health policy, work with diverse populations to address health disparities, foster community-based promotion and disease prevention programs, and lead public health efforts to improve community and population health. Successful graduates of this specialization are prepared to pursue careers in environmental health, health care administration, prevention and promotion, or public administration at the local, state, or national level.

Fifteen Required Courses 60 quarter credits

Core courses:

- MPH5002 Survey of Public Health Concepts and Issues
- MPH5500 Introduction to Public Health Administrative Systems
- MPH5503 Environmental Health Concepts in Public Health
- MPH5506 Psychological, Behavioral, and Social Issues in Public Health
- MPH5509 Principles of Biostatistics
- MPH5512 * Principles of Epidemiology
- MPH5993 * Public Health Integrative Project
- MPH5999 * Public Health Professional Collaborative Project

Specialization courses:

- MPH5100 * Management of Health Service Organizations
- MPH5104 * Fundamentals of Health Care Finance
- MPH5108 * Public Health Communication Strategies
- MPH5112 * Health Economics
- MPH5116 * Strategic Planning and Operations Management
- MPH5120 * Evidence-Based Management of Public Health Programs
- MPH5124 * Public Health Leadership and Politics

Total 60 quarter credits

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Public Service Leadership Degree Programs, Specializations, Certificates, *continued*

MPH Specializations, continued

Social and Behavioral Sciences

The Social and Behavioral Sciences MPH specialization provides a comprehensive examination of the behavioral, psychological, and social factors that influence community and population health status across national and international settings. Specialization topics include health disparities and inequalities, cultural health determinants, social and behavioral health interventions, health care availability and access, and the information needs of diverse populations. Successful graduates of this specialization are prepared to pursue careers in health care organizations, public agencies, or social welfare organizations that facilitate research, community assessment, and program development and evaluation.

Fifteen Required Courses 60 quarter credits

Core courses:

MPH5002	Survey of Public Health Concepts and Issues
MPH5500	Introduction to Public Health Administrative Systems
MPH5503	Environmental Health Concepts in Public Health
MPH5506	Psychological, Behavioral, and Social Issues in Public Health
MPH5509	Principles of Biostatistics
MPH5512 *	Principles of Epidemiology
MPH5993 *	Public Health Integrative Project
MPH5999 *	Public Health Professional Collaborative Project

Specialization courses:

MPH5200 *	Social and Behavioral Research Methods
MPH5204 *	Theories of Social and Behavioral Sciences
MPH5208 *	Public Health Program Planning and Evaluation
MPH5212 *	Assessment and Surveillance in Public Health
MPH5216 *	Public Health Information for Diverse Populations
MPH5220 *	Health Disparities in the United States
MPH5224 *	International Public Health

Total 60 quarter credits

Certificates

Criminal Justice

The Criminal Justice certificate is designed for professionals who want to increase their knowledge in public safety as it relates to law enforcement and the criminal justice system. This graduate certificate addresses key issues and concepts in policy analysis, social change, juvenile justice, profiling, addictive behavior, and a new paradigm for law enforcement—intelligence-led policing.

Four Required Courses 16 quarter credits

PSF5372	History of the Juvenile Criminal Justice System
PSF5377	Criminal Justice Policy Analysis and Social Change
PSF5380	Law Enforcement: Intelligence-Led Policing
PSF5385	Psychopathy and Criminal Profiling

Total 16 quarter credits

Health Care Administration

The Health Care Administration certificate is designed for professionals who want to increase their knowledge in the social, philosophical, economic, and administrative aspects of health care administration, including managed care and workplace health.

Four Required Courses 16 quarter credits

HS5503	Contexts and Models of Health
HS5506	Managed Care and Health Services
HS8120	Families, Systems, and Health Care
HS8121	Health in the Workplace

Total 16 quarter credits

Management of Nonprofit Agencies

The Management of Nonprofit Agencies certificate provides professionals with a foundation of knowledge required to manage nonprofit agencies today. The certificate addresses leadership issues, organizational behavior, and financial management.

Four Required Courses 16 quarter credits

HS5102	Nonprofit Organization and Management
HS5103	Strategic Planning for Nonprofit Organizations
HS7502	Grant Proposal Development and Administration
HS8513	Role and Function of Boards and CEOs

Total 16 quarter credits

Social and Community Services

The Social and Community Services certificate is designed for professionals who desire greater knowledge in the fundamentals of social and community services. The Social and Community Services certificate is not designed to meet licensure requirements for the social work professions.

Four Required Courses 16 quarter credits

HS5423	Philosophy of Social Work
HS5436	Utilization of Community Resources
HS8447	Applied/Clinical Sociology
HS8478	The Family in Social Context

Total 16 quarter credits

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

School of Public Service Leadership Degree Programs, Specializations, Certificates, *continued*

Concentrations

Learners enrolled in a master's or PhD program in the School of Public Service Leadership may earn a concentration while completing their degree program requirements.

Homeland Security

The Homeland Security concentration presents the historical context of homeland protection and includes course work in the causes of terrorism, threat and vulnerability analysis, information and intelligence sharing, weapons of mass effect, and collaborative partnerships in homeland security.

Three Required Courses 12 quarter credits

PSF7231	Cyberterrorism, Bioterrorism, and Weapons of Mass Effect
PSF7233	Intelligence Analysis and Forecasting Terrorism
PSF7235	Homeland Security: A Systems Approach

Total **12 quarter credits**

Public Health

The Public Health concentration introduces learners to public health concepts and includes course work in public health administrative systems; epidemiological research and analysis; and the psychological, behavioral, and social factors affecting individual and population health. The concentration is designed to enhance the knowledge and professional skills of learners from other disciplines to collaborate with public health professionals to meet public health challenges and better serve local, national, and international populations.

Three Required Courses 12 quarter credits

MPH5500	Introduction to Public Health Administrative Systems
MPH5506	Psychological, Behavioral, and Social Issues in Public Health
MPH5512	Principles of Epidemiology

Total **12 quarter credits**

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

Harold Abel School of Psychology



Jody Neuman-Aamlie, PhD, LP
Interim Dean

From the Dean

Welcome to the Harold Abel School of Psychology at Capella University. Our programs provide advanced education in the discipline, science, and profession of psychology and prepare learners for professional or academic practice at the master's and doctoral levels.

Learners interested in a career leading to professional practice in psychology may choose among the Clinical Psychology, Counseling Psychology, and School Psychology specializations. The Master of Science is offered in each of these areas.

The master's School Psychology specialization, Specialist Certificate in School Psychology, and the PsyD Clinical Psychology specialization are designed around nationally recognized standards. While no psychology degree program can guarantee its graduates will become licensed psychologists, the PsyD specialization in Clinical Psychology prepares learners for that opportunity.

Learners interested in a career leading to academic practice in psychology may choose among Child and Adolescent Development; Educational Psychology; Evaluation, Research, and Measurement; General Psychology; Industrial/Organizational Psychology; Leadership Coaching Psychology; Organizational Leader Development; and Sport Psychology. The Master of Science is offered in each of these areas.

For learners interested in advanced academic practice, PhD specializations are offered in Educational Psychology, General Psychology, and Industrial/Organizational Psychology. Professionals in college teaching, program development, coaching, organizational consulting and many other positions have found that Capella's adult-learning centered, educational experience has allowed them to reach personal goals while contributing to the communities in which they live and work.

We know that you are embarking an exciting journey as you enter graduate school, and we are committed to offering you a challenging and supportive path to follow to achieve your goal! We are delighted to have you join the Harold Abel School of Psychology at Capella University. Here's to your success!

Jody Neuman-Aamlie, PhD, LP
Interim Dean

About the Harold Abel School of Psychology

School Mission Statement

The mission of the Harold Abel School of Psychology is to educate and train adult learners to apply psychological principles to improve the quality of life. Psychology practitioners provide assistance to individuals, groups, and families. In addition, graduates in all areas of study can apply psychological principles to a wide range of psychosocial environments, such as the workplace, school systems, organizations, and communities. The school subscribes to a scholar-practitioner model of educating psychologists that requires learners to apply theoretical and research knowledge to practice. The competency-based educational model is taught by skilled psychology professionals who are qualified to teach at the graduate level and are experienced in the application of their knowledge.

Degree Programs

Doctor of Psychology (PsyD)

The mission of the Harold Abel School of Psychology Doctor of Psychology (PsyD) degree program is to prepare learners for professional practice in psychology that incorporates scientific knowledge and the use of scientific inquiry in the application of psychological interventions. The competency-based educational model is taught by skilled professionals who are qualified to teach at the graduate level and are experienced in the application of their knowledge.

The Harold Abel School of Psychology offers a Doctor of Psychology (PsyD) with a specialization in Clinical Psychology. Training requirements are outlined by a specific set of goals, objectives, and competencies that define the practice of professional psychology. Activities completed in course work, the year-in-residence, and clinical training prepare learners for a career as a clinical psychologist.

Professional training in this program emphasizes the ability to form effective professional relationships, conduct assessments, and implement empirically supported interventions as well as provide consultation and supervision. In addition, the scholar-practitioner model prepares learners to conduct research and evaluate outcomes of programs and therapeutic interventions. The highest level of ethical standards and sensitivity to issues of diversity supports every level of training.

The PsyD represents advanced preparation for professional practice that requires the incorporation of scientific knowledge and the use of methods of scientific inquiry in the application of psychological interventions. These professional activities include a broad range of services, such as psychotherapy, psychological assessment, consultation, and supervision.

Doctor of Philosophy (PhD) in Psychology

The mission of the Harold Abel School of Psychology Doctor of Philosophy (PhD) in Psychology degree program is to offer advanced academic preparation focusing on research and scholarship in a particular specialization within the field of psychology. This scholarly

activity can be broadly applied in a range of fields, including education, business, public policy, and social issues. Courses based on Capella's competency-based educational model are taught by skilled professionals who are qualified to teach at the graduate level and are experienced in the application of their knowledge.

The Harold Abel School of Psychology offers a Doctor of Philosophy (PhD) with specializations in Educational Psychology, General Psychology, and Industrial/Organizational Psychology. Graduates of these three academic tracks can apply psychological principles in areas such as teaching, administration, research, consultation, coaching, management, and leadership.

Master of Science (MS) in Psychology

The mission of the Harold Abel School of Psychology Master of Science (MS) in Psychology degree program is to prepare learners to apply psychological principles and ethical practices to their area of interest. The degree program subscribes to a practitioner-scholar model that requires learners to apply theoretical and research knowledge to practice. Courses based on Capella's competency-based educational model are taught by

HAROLD ABEL SCHOOL OF PSYCHOLOGY SPECIALIZATIONS

Academic Specializations	Degrees and Certificates
General Psychology	PhD, MS
Child and Adolescent Development	MS
Educational Psychology	PhD, MS
Evaluation, Research, and Measurement	MS
Industrial/Organizational Psychology	PhD, MS
Leadership Coaching Psychology	MS
Organizational Leader Development	MS
Sport Psychology	MS
Professional Specializations	Degrees and Certificates
Clinical Psychology	PsyD, MS
Counseling Psychology	MS
School Psychology	MS, Specialist Certificate

About the Harold Abel School of Psychology, *continued*

skilled professionals who are qualified to teach at the graduate level and are experienced in the application of their knowledge.

The Master of Science degree program in the Harold Abel School of Psychology is designed for individuals seeking an introduction to the field of psychology. Master's learners begin their socialization to the profession through foundation courses in psychology and contact with faculty who are also seasoned professionals in the field. Some master's specializations require residential colloquia and clinical experiences that provide opportunities to apply knowledge and skills learned in online courses. Those specializations without residency requirements focus more heavily on the academic aspects of psychology.

The Harold Abel School of Psychology offers a Master of Science (MS) with specializations in Clinical Psychology; Counseling Psychology; Educational Psychology; General Psychology; Industrial/Organizational Psychology; Child and Adolescent Development; Evaluation, Research, and Measurement; Leadership Coaching Psychology; Organizational Leader Development; Sport Psychology; and School Psychology. Graduates with an MS in Psychology with any of these specializations may choose to enter a doctoral program.

Learners enrolled in the Combined BS/MS in Psychology option will have already completed a specified number of graduate quarter credits as part of their bachelor's Psychology degree program.

Certificate Programs

The Harold Abel School of Psychology offers a Specialist Certificate in School Psychology that is designed to be coupled with the MS School Psychology specializations. The master's degree and specialist certificate are offered in

combination to prepare graduates for certification as school psychologists. Obtaining the specialist certificate alone, or in combination with the master's degree, is not equivalent to certification. The term certification refers to the official mandate awarded by a state regulatory board or professional organization to an individual for a specific professional practice.

Professional Licensure and Certification

Capella University offers advanced degrees in a number of fields for which professional practice requires licensure or certification by state, local, or professional boards. However, because licensing or certification standards vary, Capella University makes no representation, warranty, or guarantee that successful completion of the degree or certificate program will permit the learner to obtain licensure or certification. Learners who enroll in a Capella University degree program in a field for which professional practice requires any type of licensure or certification are solely responsible for determining and complying with state, local, or professional licensure and certification requirements. These learners are also responsible for taking the steps necessary to satisfy those requirements.

As part of the admission process, Capella University requires all learners in these programs to sign the [Licensure Disclosure & Responsibilities Acknowledgement](#) in which they agree that it is their responsibility to understand and comply with licensing and certification laws and regulations. Additional information on [professional licensure and certification](#) can be found on iGuide.

Harold Abel School of Psychology Degree Programs, Specializations, Certificates

Doctor of Psychology (PsyD) Specialization

Clinical Psychology

Learners in the PsyD Clinical Psychology specialization acquire knowledge of psychology as an academic discipline, including the history and systems of psychology, lifespan development, cognitive/affective psychology, and the biological basis of behavior. The curriculum provides the theoretical tools and skills-based training needed to assess, diagnose, and plan appropriate therapeutic interventions for a variety of populations and emphasizes sensitivity to diversity and the application of ethical principles. Learners enrolled in this specialization typically plan to seek licensure as professional psychologists in their states and therefore must be familiar with the license requirements of their state psychology boards. Other successful graduates pursue careers in research, teaching, program administration, or consulting.

Personal Suitability and Fitness for the Profession

Capella embraces the principles and guidelines set forth by the Council of Chairs of Training Councils (CCTC) related to professional psychology programs in that the faculty, training staff, supervisors, and administrators in the PsyD Clinical Psychology specialization have a professional, ethical, and potentially legal obligation to ensure, insofar as possible, that all learners have the competence to manage professional relationships in an effective and appropriate manner and that they possess the emotional maturity, interpersonal stability, and intellectual judgment required to work with vulnerable populations. Personal suitability and fitness for the profession includes but is not limited to demonstration of sufficient interpersonal and professional competence; self-awareness, self-reflection, and self-evaluation; openness to processes of supervision; and resolution of issues or problems that interfere with professional development or functioning in a satisfactory manner. Throughout the graduate training of each learner, all faculty and staff are responsible for educating and assessing learners with regard to their personal suitability and fitness for the profession.

Degree Requirement(s):

- Learners must start the PsyD program in the first month of the quarter and complete PSY8001 before enrolling in other courses.
- Learners may transfer a maximum of 15 quarter credits (three courses) toward a PsyD.
- Learners must complete three academic years of full-time enrollment (at least nine quarters with 10 or more credits, exclusive of the internship and dissertation courses), two of which must be in the Harold Abel School of Psychology.
- Learners must complete a minimum of 15 quarter credits at Capella University prior to beginning the year-in-residence.
- Learners must enroll in PSY7540, PSY8220, PSY8230, PSY8240, PSY8310, PSY8315, PSY8330, and PSY8371 during the quarter in which the complementary weekend-in-residence is offered. Many of these courses have prerequisites. (Refer to the Clinical PsyD Learner Manual for general sequencing guidelines.)
- Learners must maintain full-time enrollment status (10 quarter credits) a minimum of three of the five quarters during the year-in-residence.

Residency Requirement(s):

Clinical Psychology year-in-residence. See university policy [3.04.05 Attendance at Residencies](#) and the [Year-in-Residence](#) page on iGuide for more information. Also see the following section, [Residencies](#), and the Clinical Psychology year-in-residence courses.

Clinical Training Requirement(s):

Minimum of 1,000 total practicum hours and 2,000 pre-doctoral internship hours. See the following section, [Clinical Training](#), for more information.

Twenty-Seven Required Courses 135 quarter credits

Core courses:

- PSY8001 Orientation to Professional Psychology
- PSY7110 History and Systems of Psychology
- PSY7210 Lifespan Development
- PSY7320 * Advanced Biological Psychology
- PSY7421 Cognitive/Affective Psychology
- PSY7520 Social Psychology
- PSY7540 Multicultural Perspectives in Human Behavior
- PSY7624 * Advanced Inferential Statistics for Professional Psychology
- PSY7657 * Advanced Quantitative Research Methods for Professional Psychology

Specialization courses:

- PSY8220 * Advanced Psychopathology
- PSY8230 * Psychological Testing
- PSY8240 * Advanced Psychological Testing
- PSY8310 Theories of Psychotherapy
- PSY8315 Research in Psychotherapy and Empirically Supported Treatments
- PSY8330 Ethics and Standards of Professional Practice
- PSY8371 Strategies of Clinical Supervision and Consultation
- PSY8392 * Doctoral Practicum I
- PSY8394 * Doctoral Practicum II
- PSY8401 * Internship I
- PSY8402 * Internship II
- PSY8403 * Internship III
- PSY8404 * Internship IV
- PSY9919 * Doctoral Comprehensive Examination
- PSY9920 * Dissertation Coursework (non-credit)
- PSY9921 * Dissertation Research 1
- PSY9922 * Dissertation Research 2
- PSY9923 * Dissertation Research 3
- PSY9924 * Dissertation Research 4

Two Elective Courses 10 quarter credits
Choose any graduate course(s).

Total 145 quarter credits

Courses without a PSY designation may be worth fewer than five quarter credits. Learners must carefully plan their elective courses to ensure that total credit requirements for the degree are met. Special topics courses in the Harold Abel School of Psychology can be used as an option to complete the total required credits needed for graduation.

Check state licensure requirements. The license to practice as a professional psychologist is regulated independently in each state or province. Learners who intend to seek licensure or certification should check the program requirements in the state or province in which they hope to practice. This program is not accredited by the American Psychological Association (APA).

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

Harold Abel School of Psychology Degree Programs, Specializations, Certificates, *continued*

Doctor of Philosophy (PhD) in Psychology Specializations

General Psychology

The doctoral specialization in General Psychology is offered to those learners who want a great deal of flexibility in designing and individualizing their education based on their professional interests. Learners may choose electives that allow them to focus their course work in an established area of study such as addictions, family, or health psychology. Learners may also choose electives to design an individualized focus area of study in psychology or design an interdisciplinary focus area of study that blends psychology with education, business, or human services courses. The General Psychology specialization requirements are designed for learners who are not seeking licensure as a professional psychologist but who are interested in seeking careers as university professors, researchers, consultants, or program administrators.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see the following section, [Residencies](#), and each school's residential colloquium courses.

Seventeen Required Courses 85 quarter credits

Core courses:

- PSY8002 Orientation to Doctoral Learning in Psychology
- PSY7110 History and Systems of Psychology
- PSY7210 Lifespan Development
- PSY7615 Data Analysis with SPSS
- PSY7520 Social Psychology
- PSY7543 * Ethics and Multicultural Issues in Psychology
- PSY7610 Tests and Measurements
- PSY7625 * Advanced Inferential Statistics
- PSY7630 Qualitative Analysis
- PSY7656 * Advanced Research Methods

Specialization courses:

- PSY7635 * Advanced Qualitative Analysis
- PSY7626 * Multivariate Statistics: Theory and Application
- PSY9919 * Doctoral Comprehensive Examination
- PSY9920 * Dissertation Coursework (non-credit)
- PSY9921 * Dissertation Research 1
- PSY9922 * Dissertation Research 2
- PSY9923 * Dissertation Research 3
- PSY9924 * Dissertation Research 4

Seven Elective Courses 35 quarter credits

Choose any graduate course(s).

OR

Choose seven courses from one of the following recommended focus areas:

For an addictions psychology focus, recommended electives include:

- PSY7330 * Psychopharmacology
- PSY8410 * Substance-Related Therapies
- PSY8420 Multicultural Issues in Addiction
- PSY8430 Issues and Trends in Addiction-Related Treatments
- PSY8440 * Substance-Related Program Evaluation
- PSY8450 Compulsive Behavior and the Disturbance of the Self
- PSY8460 * Dual Diagnosis
- PSY8570 Family Systems Approach to Addictive Behavior Problems

For a family psychology focus, recommended electives include:

- PSY8510 Family Systems Theories
- PSY8520 Couples Therapy
- PSY8530 Family Therapy
- PSY8540 * Current Issues and Methods in Family Research
- PSY8560 Principles of Family Pathology
- PSY8570 Family Systems Approach to Addictive Behavior Problems

AND

Choose any graduate course(s).

For a health psychology focus, recommended electives include:

- PSY7320 * Advanced Biological Psychology
- PSY7330 * Psychopharmacology
- PSY8610 Principles of Health Psychology
- PSY8630 Health Care Delivery
- PSY8640 Community Psychology
- PSY8650 Innovative Health Care Practices
- PSY8660 Coping with Chronic Physical Illness
- PSY8670 Cognitive/Affective Basis of Physical Illness

Total 120 quarter credits

Courses without a PSY designation may be worth fewer than five quarter credits. Learners must carefully plan their elective courses to ensure that total credit requirements for the degree are met. Special topics courses in the Harold Abel School of Psychology can be used as an option to complete the total required credits needed for graduation.

Educational Psychology

Doctoral learners in this specialization acquire a broad base of knowledge associated with learning, cognition, instruction, development, and research. Core course work provides a foundation of the science of psychology, and specialization course work provides depth within the discipline of educational psychology. Learners may choose a concentration within their specialization courses. Concentrations include program evaluation and measurement, psychology teaching and instruction, and child and adolescent development. Successful graduates of this specialization are prepared to pursue careers in teaching and instruction; higher education; corporate and military educational training; child, adolescent, and adult development; instructional technology; test construction; learning evaluation; program evaluation; or research. These specialization requirements are not intended to prepare graduates for licensure as a professional counselor or licensed psychologist.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see the following section, [Residencies](#), and each school's residential colloquium courses.

Twenty-Two Required Courses 110 quarter credits

Core courses:

- PSY8002 Orientation to Doctoral Learning in Psychology
- PSY7110 History and Systems of Psychology
- PSY7210 Lifespan Development
- PSY7411 Learning Theories in Psychology
- PSY7543 * Ethics and Multicultural Issues in Psychology
- PSY7615 Data Analysis with SPSS
- PSY7625 * Advanced Inferential Statistics
- PSY7656 * Advanced Research Methods

Specialization courses:

- PSY7421 Cognitive/Affective Psychology
- PSY7626 * Multivariate Statistics: Theory and Application
- PSY7630 Qualitative Analysis
- PSY7635 * Advanced Qualitative Analysis
- PSY8100 * Principles of Educational Psychology
- PSY9919 * Doctoral Comprehensive Examination
- PSY9920 * Dissertation Coursework (non-credit)
- PSY9921 * Dissertation Research 1
- PSY9922 * Dissertation Research 2
- PSY9923 * Dissertation Research 3
- PSY9924 * Dissertation Research 4

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

Harold Abel School of Psychology Degree Programs, Specializations, Certificates, *continued*

PhD in Psychology Specializations, continued

In addition, choose one of the following recommended Educational Psychology concentrations:

For a program evaluation and measurement concentration:

- PSY7610 Tests and Measurements
- PSY7660 * Survey Construction and Administration
- PSY8763 * Program Evaluation
- PSY8765 * Testing and Assessment in Workplace Psychology

For a psychology teaching and instruction concentration:

- PSY8110 Teaching Psychology
- PSY8120 Computer-Mediated Instruction/Learning **OR**
- PSY8170 Principles of Instructional Design
- PSY8130 Adult Learner in the Classroom
- PSY8361* Online Teaching in Psychology Practicum

For a child and adolescent development concentration:

- PSY6010 Human Prenatal Development
- PSY6020 * Topics in Child and Adolescent Development
- PSY7220 Child Psychology
- PSY7230 Adolescent Psychology

OR

Choose four from the following courses:

- PSY6010 Human Prenatal Development
- PSY6020 * Topics in Child and Adolescent Development
- PSY7220 Child Psychology
- PSY7230 Adolescent Psychology
- PSY7610 Tests and Measurements
- PSY7660 * Survey Construction and Administration
- PSY8110 Teaching Psychology
- PSY8120 Computer-Mediated Instruction/Learning
- PSY8130 Adult Learner in the Classroom
- PSY8170 Principles of Instructional Design
- PSY8361 * Online Teaching in Psychology Practicum
- PSY8763 * Program Evaluation
- PSY8765 * Testing and Assessment in Workplace Psychology

Two Elective Courses **10 quarter credits**

Choose any graduate course(s).

Total **120 quarter credits**

Courses without a PSY designation may be worth fewer than five quarter credits. Learners must carefully plan their elective courses to ensure that total credit requirements for the degree are met. Special topics courses in the Harold Abel School of Psychology can be used as an option to complete the total required credits needed for graduation.

Industrial/Organizational Psychology

The doctoral specialization in Industrial/Organizational Psychology is for learners interested in the structure of psychology in the workplace and other organizational settings. Learners may choose a concentration within their specialization courses. Concentrations include organizational psychology, industrial psychology, consultation psychology, coaching psychology. Learners in this specialization are interested in leader development, coaching psychology, group and team dynamics, organizational change management, systems planning, industrial/organizational assessment, employee motivation/performance improvement, strategic planning, professional development and administrative and human resource management (including employee support services). Doctoral graduates typically pursue positions as consultants to organizations, including government, higher education, and scientific research. These specialization requirements are not intended to prepare graduates for licensure as a professional counselor of psychologist.

Residency Requirement(s):

Three four-day residential colloquia (COL-R8921, COL-R8922, COL-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see the following section, [Residencies](#), and each school's residential colloquium courses.

Twenty-Four Required Courses 120 quarter credits

Core courses:

- PSY8002 Orientation to Doctoral Learning in Psychology
- PSY7210 Lifespan Development
- PSY7421 Cognitive/Affective Psychology
- PSY7520 Social Psychology
- PSY7543 * Ethics and Multicultural Issues in Psychology
- PSY7610 Tests and Measurements
- PSY7630 Qualitative Analysis
- PSY7625 * Advanced Inferential Statistics
- PSY7656 * Advanced Research Methods

Specialization courses:

- PSY8711 Principles of Industrial/Organizational Psychology
- PSY8720 Psychology of Leadership
- PSY8730 Consultation Psychology
- PSY8740 Psychology Practices in Personnel and Human Resource Management
- PSY8765 * Testing and Assessment in Workplace Psychology
- PSY8768 * Theory and Practice of Psychological Coaching
- PSY9919 * Doctoral Comprehensive Examination
- PSY9920 * Dissertation Coursework (non-credit)
- PSY9921 * Dissertation Research 1
- PSY9922 * Dissertation Research 2
- PSY9923 * Dissertation Research 3
- PSY9924 * Dissertation Research 4

In addition, choose one of the following recommended Industrial/Organizational Psychology concentrations:

For an industrial psychology concentration:

- PSY7670 * Psychological Principles of Strategic Planning
- PSY8785 Compensation and Benefits Planning Psychology
- PSY8780 Psychology of Organizational Ergonomics in the Workplace
- PSY8790 Workplace Safety and Health Psychology

For an organizational psychology concentration:

- PSY8770 Psychology of Motivation and Performance
- PSY7550 * Process of Professional Development
- PSY7530 Psychology of Group Dynamics
- PSY8721 * Introduction to Business Practices for Psychologists

For a coaching psychology concentration:

- PSY7510 Psychology of Personality
- PSY8770 Psychology of Motivation and Performance
- PSY8721 * Introduction to Business Practices for Psychologists
- PSY8160 Strategies for Career and Life Planning

For a consultation psychology concentration:

- PSY8770 Psychology of Motivation and Performance
- PSY8721 * Introduction to Business Practices for Psychologists
- PSY7530 Psychology of Group Dynamics
- PSY7670 * Psychological Principles of Strategic Planning

OR

Choose four from the following courses:

- PSY7510 Psychology of Personality
- PSY7530 Psychology of Group Dynamics
- PSY7550 * Process of Professional Development
- PSY7670 * Psychological Principles of Strategic Planning
- PSY8160 Strategies for Career and Life Planning
- PSY8721 * Introduction to Business Practices for Psychologists
- PSY8770 Psychology of Motivation and Performance
- PSY8780 Psychology of Organizational Ergonomics in the Workplace
- PSY8785 Compensation and Benefits Planning Psychology
- PSY8790 Workplace Safety and Health Psychology

OR

Choose any graduate course(s).

Total **120 quarter credits**

Courses without a PSY designation may be worth fewer than five quarter credits. Learners must carefully plan their elective courses to ensure that total credit requirements for the degree are met. Special topics courses in the Harold Abel School of Psychology can be used as an option to complete the total required credits needed for graduation.

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

Harold Abel School of Psychology Degree Programs, Specializations, Certificates, *continued*

Master of Science (MS) in Psychology Specializations

General Psychology

The General Psychology specialization offers master's learners flexibility in designing and personalizing their degree program. Learners who choose this specialization have the opportunity to explore the psychology curriculum. These degree requirements are not intended to prepare graduates for licensure as a professional counselor or psychologist.

Ten Required Courses 50 quarter credits

PSY5002	Orientation to Graduate Learning in Psychology
PSY7210	Lifespan Development
PSY7411	Learning Theories in Psychology
PSY7421	Cognitive/Affective Psychology
PSY7520	Social Psychology
PSY7543 *	Ethics and Multicultural Issues in Psychology
PSY7610	Tests and Measurements
PSY7620	Inferential Statistics
PSY7650	Research Methods
PSY5201 *	Integrative Project for Master's Degree in Psychology

Three Elective Courses 15 quarter credits

Choose any graduate course(s).

Total 65 quarter credits

Courses without a PSY designation may be worth fewer than five quarter credits. Learners must carefully plan their elective courses to ensure that total credit requirements for the degree are met. Special topics courses in the Harold Abel School of Psychology can be used as an option to complete the total required credits needed for graduation.

Child and Adolescent Development

The master's Child and Adolescent Development specialization provides learners with the knowledge, theory, and best practices needed to promote and support the growth and development of children and adolescents. Specialization topics include prenatal, child, and adolescent development; physical and mental health; and social and educational issues related to child and adolescent development. Upon successful completion of this specialization, learners are prepared to pursue careers in education, human services, health care, social services, or other settings in which knowledge of child and adolescent development would be an asset or job prerequisite. The requirements for this specialization are not designed to prepare graduates for licensure as professional counselors or psychologists.

Twelve Required Courses 60 quarter credits

Core courses:

PSY5002	Orientation to Graduate Learning in Psychology
PSY7210	Lifespan Development
PSY7411	Learning Theories in Psychology
PSY7543 *	Ethics and Multicultural Issues in Psychology
PSY7610	Tests and Measurements
PSY7620	Inferential Statistics
PSY7650	Research Methods

Specialization courses:

PSY6010	Human Prenatal Development
PSY6020 *	Topics in Child and Adolescent Development
PSY7220	Child Psychology
PSY7230	Adolescent Psychology
PSY5201 *	Integrative Project for Master's Degree in Psychology

One Elective Course 5 quarter credits

Choose any graduate course(s).

Total 65 quarter credits

Courses without a PSY designation may be worth fewer than five quarter credits. Learners must carefully plan their elective courses to ensure that total credit requirements for the degree are met. Special topics courses in the Harold Abel School of Psychology can be used as an option to complete the total required credits needed for graduation.

Educational Psychology

The master's Educational Psychology specialization offers learners the opportunity to strengthen their credentials needed to pursue careers in public education and instruction, lifespan development from early childhood through late adulthood, educational technology, and prepare for doctoral study in psychology and other related disciplines. Specialization outcomes allow learners to gain knowledge and skills in the application of learning, human development and socialization, educational psychology, ethics, tests and measurements, and basic statistics and research methods. These specialization requirements are not intended to prepare graduates for licensure as a professional counselor or psychologist.

Eleven Required Courses 55 quarter credits

Core courses:

PSY5002	Orientation to Graduate Learning in Psychology
PSY7210	Lifespan Development
PSY7411	Learning Theories in Psychology
PSY7520	Social Psychology
PSY7543 *	Ethics and Multicultural Issues in Psychology
PSY7610	Tests and Measurements
PSY7620	Inferential Statistics
PSY7650	Research Methods

Specialization courses:

PSY7615	Data Analysis with SPSS
PSY8100 *	Principles of Educational Psychology
PSY5201 *	Integrative Project for Master's Degree in Psychology

Two Elective Courses 10 quarter credits

Choose any graduate course(s).

Total 65 quarter credits

Courses without a PSY designation may be worth fewer than five quarter credits. Learners must carefully plan their elective courses to ensure that total credit requirements for the degree are met. Special topics courses in the Harold Abel School of Psychology can be used as an option to complete the total required credits needed for graduation.

Learners anticipating matriculation into the PhD program with a specialization in Educational Psychology should review the course requirements for the PhD specialization and select their electives accordingly.

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

Harold Abel School of Psychology Degree Programs, Specializations, Certificates, *continued*

MS in Psychology Specializations, continued

Evaluation, Research, and Measurement

The master's specialization in Evaluation, Research, and Measurement facilitates the development of learners as professionals who assist individuals and organizations with planning and decision making. Specialization topics include program evaluation, statistics, research methodology, and tests and measurements. Upon successful completion of this specialization, learners are prepared to pursue careers in program evaluation, research, measurement, test construction, or data collection and analysis in a variety of organizations, including research and assessment, and credentialing and accreditation agencies. The requirements for this specialization are not designed to prepare graduates for licensure as professional counselors or psychologists.

Thirteen Required Courses 65 quarter credits

Core courses:

PSY5002	Orientation to Graduate Learning in Psychology
PSY7210	Lifespan Development
PSY7543 *	Ethics and Multicultural Issues in Psychology
PSY7610	Tests and Measurements
PSY7620	Inferential Statistics
PSY7650	Research Methods

Specialization courses:

PSY7615	Data Analysis with SPSS
PSY7625 *	Advanced Inferential Statistics
PSY7626 *	Multivariate Statistics: Theory and Application OR
PSY7630	Qualitative Analysis
PSY7656 *	Advanced Research Methods
PSY7660 *	Survey Construction and Administration
PSY8763 *	Program Evaluation
PSY5201 *	Integrative Project for Master's Degree in Psychology

Total 65 quarter credits

Industrial/Organizational Psychology

Master's learners interested in the application of industrial/organizational behavior principles and research found in the workplace and other organizational settings choose this specialization. Learners explore the application of leadership theories, group development, motivation and workplace performance, conflict resolution, and organizational processes in pursuit of entry-level to mid-management positions in business services, consulting, human resources, teaching, training and development, and organizational administration. These specialization requirements are not intended to prepare graduates for licensure as a professional counselor or psychologist.

Twelve Required Courses 60 quarter credits

Core courses:

PSY5002	Orientation to Graduate Learning in Psychology
PSY7110	History and Systems of Psychology
PSY7210	Lifespan Development
PSY7411	Learning Theories in Psychology
PSY7610	Tests and Measurements
PSY7620 *	Inferential Statistics
PSY7650 *	Research Methods

Specialization courses:

PSY8711	Principles of Industrial/Organizational Psychology
PSY8720	Psychology of Leadership
PSY8730	Consultation Psychology
PSY8740	Psychology Practices in Personnel and Human Resource Management
PSY5201 *	Integrative Project for Master's Degree in Psychology

One Elective Course 5 quarter credits

Choose any graduate course(s).

Total 65 quarter credits

Courses without a PSY designation may be worth fewer than five quarter credits. Learners must carefully plan their elective courses to ensure that total credit requirements for the degree are met. Special topics courses in the Harold Abel School of Psychology can be used as an option to complete the total required credits needed for graduation.

Leadership Coaching Psychology

The Leadership Coaching Psychology specialization prepares master's learners to coach organizational leaders based on fundamental psychological principles and models including personality theory, the dynamics of group process, multicultural influences and perspectives, and ethical reasoning. This specialization provides learners with the education and training necessary to develop effective coaching relationships with organizational leaders, helping them achieve their personal and professional potential. Leadership coaches may provide internal or external assistance to executives, managers, and leaders of small or large organizations. The requirements for this specialization are not designed to prepare graduates for licensure as professional counselors or psychologists.

Thirteen Required Courses 65 quarter credits

Core courses:

PSY5002	Orientation to Graduate Learning in Psychology
PSY7210	Lifespan Development
PSY7543 *	Ethics and Multicultural Issues in Psychology
PSY7610	Tests and Measurements
PSY7620 *	Inferential Statistics
PSY7650 *	Research Methods

Specialization courses:

PSY7510	Psychology of Personality
PSY7530	Psychology of Group Dynamics
PSY8720	Psychology of Leadership
PSY8721 *	Introduction to Business Practices for Psychologists
PSY8765 *	Testing and Assessment in Workplace Psychology
PSY8768 *	Theory and Practice of Psychological Coaching
PSY5201 *	Integrative Project for Master's Degree in Psychology

Total 65 quarter credits

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

Harold Abel School of Psychology Degree Programs, Specializations, Certificates, *continued*

MS in Psychology Specializations, continued

Organizational Leader Development

The Organizational Leader Development specialization provides master's learners with the education and skills needed to become effective organizational leaders. Specialization topics include strategic planning principles, professional leader development, leadership theory, group dynamics, multicultural issues, research and analysis, and ethics. Upon successful completion of this specialization, learners are prepared to lead individuals, teams, and organizations and pursue leadership positions within business, government, or other settings. The requirements for this specialization are not designed to prepare graduates for licensure as professional counselors or psychologists.

Thirteen Required Courses 65 quarter credits

Core courses:

PSY5002	Orientation to Graduate Learning in Psychology
PSY7210	Lifespan Development
PSY7543 *	Ethics and Multicultural Issues in Psychology
PSY7610	Tests and Measurements
PSY7620 *	Inferential Statistics
PSY7650 *	Research Methods

Specialization courses:

PSY7530	Psychology of Group Dynamics
PSY7550 *	Process of Professional Development
PSY7670 *	Psychological Principles of Strategic Planning
PSY7690 *	Leading Organizational Change
PSY8720	Psychology of Leadership
PSY8770	Psychology of Motivation and Performance
PSY5201 *	Integrative Project for Master's Degree in Psychology

Total 65 quarter credits

Sport Psychology

Master's learners in this specialization are frequently school-based coaches, physical education teachers, or individuals working in parks and recreation departments who wish to gain current theory and research knowledge associated with performance enhancement, individual and team motivation, injury recovery, and stress management as it applies to amateur athletes. Some learners plan to apply these principles to settings such as fitness/health clubs, sports camps, and resort-based wellness programs. These specialization requirements are not intended to prepare graduates for licensure as a professional counselor or psychologist.

Thirteen Required Courses 65 quarter credits

Core courses:

PSY5002	Orientation to Graduate Learning in Psychology
PSY7210	Lifespan Development
PSY7411	Learning Theories in Psychology
PSY7543 *	Ethics and Multicultural Issues in Psychology
PSY7610	Tests and Measurements
PSY7620	Inferential Statistics
PSY7650	Research Methods

Specialization courses:

PSY7310	Biological Basis of Behavior
PSY8840 *	Principles of Sport Psychology
PSY8841 *	Performance Enhancement in Sports
PSY8842 *	Applied Sport Psychology
PSY8845 *	Current Issues in Sport Psychology
PSY5201 *	Integrative Project for Master's Degree in Psychology

Total 65 quarter credits

Clinical Psychology

The master's Clinical Psychology specialization trains learners in the foundational scientific theories and practices of clinical psychology. Learners admitted to this specialization typically intend to pursue a doctoral degree in clinical psychology. This specialization introduces learners to clinical interviewing and interventions, testing and assessment, research methods, psychopathology, and diagnosis.

Personal Suitability and Fitness for the Profession

Capella embraces the principles and guidelines set forth by the Council of Chairs of Training Councils (CCTC) related to professional psychology programs in that the faculty, training staff, supervisors, and administrators in the MS Clinical Psychology specialization have a professional, ethical, and potentially legal obligation to ensure, insofar as possible, that all learners have the competence to manage professional relationships in an effective and appropriate manner and that they possess the emotional maturity, interpersonal stability, and intellectual judgment required to work with vulnerable populations. Personal suitability and fitness for the profession includes but is not limited to demonstration of sufficient interpersonal and professional competence; self-awareness, self-reflection, and self-evaluation; openness to processes of supervision; and resolution of issues or problems that interfere with professional development or functioning in a satisfactory manner. Throughout the graduate training of each learner, all faculty and staff are responsible for educating and assessing learners with regard to their personal suitability and fitness for the profession.

Residency Requirement(s):

Three six-day residential colloquia (PSY-R6161, PSY-R6162, PSY-R6163). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see the following section, [Residencies](#), and each school's residential colloquium courses.

Clinical Training Requirement(s):

Minimum of 600 total practicum hours. See the following section, [Clinical Training](#), for more information.

Fourteen Required Courses 70 quarter credits

Core courses:

PSY5002	Orientation to Graduate Learning in Psychology
PSY7210	Lifespan Development
PSY7543 *	Ethics and Multicultural Issues in Psychology
PSY7610	Tests and Measurements
PSY7620	Inferential Statistics
PSY7650	Research Methods
PSY8210	Principles of Psychopathology
PSY6230 *	Introduction to Psychological Testing

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

Harold Abel School of Psychology Degree Programs, Specializations, Certificates, *continued*

MS in Psychology Specializations, continued

Specialization courses:

PSY7310	Biological Basis of Behavior
PSY6310	Introduction to Theories of Psychotherapy
PSY8312 *	Clinical Interventions
PSY6391 *	Master's Practicum I
PSY6393 *	Master's Practicum II
PSY5201 *	Integrative Project for Master's Degree in Psychology

Total **70 quarter credits**

Check state licensure requirements. The license to practice as a professional psychologist or counselor is regulated independently in each state or province. Learners who intend to seek licensure or certification should check the program requirements in the state or province in which they hope to practice. This program is not accredited by the American Psychological Association (APA) or by the Council for Accreditation of Counseling and Related Educational Programs (CACREP).

Counseling Psychology

The master's Counseling Psychology specialization trains learners in the basic theories, practices, and research methods of the counseling psychology profession. Learners admitted to this specialization typically intend to pursue doctoral degrees in counseling psychology or in counseling-related fields such as human services, counselor education, community counseling, or clinical psychology. This specialization introduces learners to individual and group counseling interventions, testing and assessment, research methods, and counseling diagnosis.

Personal Suitability and Fitness for the Profession

Capella embraces the principles and guidelines set forth by the Council of Chairs of Training Councils (CCTC) related to professional psychology programs in that the faculty, training staff, supervisors, and administrators in the MS Counseling Psychology specialization have a professional, ethical, and potentially legal obligation to ensure, insofar as possible, that all learners have the competence to manage professional relationships in an effective and appropriate manner and that they possess the emotional maturity, interpersonal stability, and intellectual judgment required to work with vulnerable populations. Personal suitability and fitness for the profession includes but is not limited to demonstration of sufficient interpersonal and professional competence; self-awareness, self-reflection, and self-evaluation; openness to processes of supervision; and resolution of issues or problems that interfere with professional development or functioning in a satisfactory manner. Throughout the graduate training of each learner, all faculty and staff are responsible for educating and assessing learners with regard to their personal suitability and fitness for the profession.

Residency Requirement(s):

Three six-day residential colloquia (PSY-R6161, PSY-R6162, PSY-R6163). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see the following section, [Residencies](#), and each school's residential colloquium courses.

Clinical Training Requirement(s):

None required. Learners do have the option to gain practicum experience through a two-course series. See elective options below. Should this option be selected, see the following section, [Clinical Training](#), for more information.

Twelve Required Courses **60 quarter credits**

Core courses:

PSY5002	Orientation to Graduate Learning in Psychology
PSY7210	Lifespan Development
PSY7543 *	Ethics and Multicultural Issues in Psychology
PSY7610	Tests and Measurements
PSY7620	Inferential Statistics
PSY7650	Research Methods
PSY8210	Principles of Psychopathology
PSY6230 *	Introduction to Psychological Testing

Specialization courses:

PSY8090	Counseling Theories
PSY8091	Group Counseling
PSY8092	Counseling Skills and Procedures
PSY5201 *	Integrative Project for Master's Degree in Psychology

Two Elective Courses **10 quarter credits**

Recommended elective courses:

PSY7225	Child and Adolescent Psychology
PSY7310	Biological Basis of Behavior
PSY8162	Career Counseling Theory
PSY6310	Introduction to Theories of Psychotherapy
PSY8510	Family Systems Theories
PSY8520	Couples Therapy

For learners interested in gaining practicum experience, the following two-course sequence is available. Both courses must be taken to complete the practicum experience:

PSY6391 *	Master's Practicum I
PSY6393 *	Master's Practicum II
OR	

Choose any graduate course(s).

Total **70 quarter credits**

Courses without a PSY designation may be worth fewer than five quarter credits. Learners must carefully plan their elective courses to ensure that total credit requirements for the degree are met. Special topics courses in the Harold Abel School of Psychology can be used as an option to complete the total required credits needed for graduation.

Check state licensure requirements. The license to practice as a professional psychologist or counselor is regulated independently in each state or province. Learners who intend to seek licensure or certification should check the program requirements in the state or province in which they hope to practice. This program is not accredited by the American Psychological Association (APA) or by the Council for Accreditation of Counseling and Related Educational Programs (CACREP).

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

Harold Abel School of Psychology Degree Programs, Specializations, Certificates, *continued*

MS in Psychology Specializations, continued

School Psychology

Master's learners in the School Psychology specialization are typically interested in practicing as school psychologists in public and private settings. Learners who are interested in preparing to apply for state or national certification as a school psychologist need to enroll in both the School Psychology MS specialization and the Specialist Certificate in School Psychology. Completion of the School Psychology master's specialization alone does not adequately prepare learners to be eligible to sit for a licensure or certification exam as a school psychologist. Learners also need to know their specific state licensing requirements to ensure these programs meet those requirements.

NASP Approved with Conditions

Capella University is approved with conditions by the National Association of School Psychologists (NASP) for completion of its Specialist Certificate in School Psychology. The specialist certificate program, when preceded by the master's program with a specialization in School Psychology, holds NASP approval with conditions for the period of January 1, 2010 to December 31, 2011. Learners must complete both the requirements for the master's program with a specialization in School Psychology and the specialist certificate program to be eligible for licensure and credentialing in school psychology. As a stand-alone program, the master's program with a specialization in School Psychology, is not NASP-approved and completing that program does not lead to eligibility for certification as a school psychologist. NASP program approval is the learner's assurance that the key professional association in the field recognizes the content and quality of Capella's School Psychology offerings.

Personal Suitability and Fitness for the Profession

Capella embraces the principles and guidelines set forth by the Council of Chairs of Training Councils (CCTC) related to professional psychology programs in that the faculty, training staff, supervisors, and administrators in the MS School Psychology specialization have a professional, ethical, and potentially legal obligation to ensure, insofar as possible, that all learners have the competence to manage professional relationships in an effective and appropriate manner and that they possess the emotional maturity, interpersonal stability, and intellectual judgment required to work with vulnerable populations. Personal suitability and fitness for the profession includes but is not limited to demonstration of sufficient interpersonal and professional competence; self-awareness, self-reflection, and self-evaluation; openness to processes of supervision; and resolution of issues or problems that interfere with professional development or functioning in a satisfactory manner. Throughout the graduate training of each learner, all faculty and staff are responsible for educating and assessing learners with regard to their personal suitability and fitness for the profession.

Degree Requirement(s):

- Learners start the master's program on a quarterly basis.
- Learners may transfer a maximum of 15 quarter credits (three courses) toward the master's degree in Psychology.
- Learners must complete the following course sequence prior to starting the year-in-residence, part I: PSY5004 during the first quarter; PSY7610 during the second quarter; PSY8233 during the third quarter.
- Learners must successfully pass the final review, which evaluates overall progress and professional development while enrolled in master's program.

Residency Requirement(s):

School Psychology year-in-residence, part I. See university policy [3.04.05 Attendance at Residencies](#) and the [Year-in-Residence](#) page on iGuide for more information. Also see the following section, [Residencies](#), and the School Psychology year-in-residence courses.

Fourteen Required Courses 70 quarter credits

Core courses:

PSY5004	Orientation to Graduate Learning in Psychology, School Psychology
PSY7610	Tests and Measurements
PSY7620	Inferential Statistics
PSY7650	Research Methods

Specialization courses:

PSY7225	Child and Adolescent Psychology
PSY7421	Cognitive/Affective Psychology
PSY7540	Multicultural Perspectives in Human Behavior
PSY7612 *	Functional Behavioral Assessment
PSY8233 *	Psychological Assessments for School Psychologists I
PSY8234 *	Psychological Assessments for School Psychologists II
PSY8331	Principles of School Psychology
PSY8335	Consultation and Collaboration in the School
PSY8337	Legal and Ethical Issues in the School
PSY5202 *	Master's Integrative Project, School Psychology

Total 70 quarter credits

Capella University cannot guarantee licensure, certification, or endorsement. State regulations vary regarding professional licensure and salary benefits. It is learners' responsibility to understand and comply with requirements for their state.

State regulations vary regarding course requirements for professional licensure. For assistance with state-mandated course requirements for licensure, contact the designated school representative.

Prior to enrollment, Washington state learners are advised to contact the Office of the Superintendent of Public Instruction at 360.725.6320 or profed@k12.wa.us to determine teacher certification or endorsement requirements, and contact their school district regarding qualifications for salary advancement.

Certificate

Specialist Certificate in School Psychology

This certificate is designed for master's degree graduates with a specialization in School Psychology from Capella University. Those who earn the specialist certificate typically are preparing to apply for a license or a certificate to practice as a school psychologist. The 50 quarter credits required for the specialist certificate are intended to complement the master's specialization in School Psychology. Therefore, learners who complete both the MS and the Specialist Certificate in School Psychology from Capella University will have completed 120 quarter credits of study.

NASP Approved with Conditions

Capella University is approved with conditions by the National Association of School Psychologists (NASP) for completion of its Specialist Certificate in School Psychology. The specialist certificate program, when preceded by the master's program with a specialization in School Psychology, holds NASP approval with conditions for the period of January 1, 2010 to December 31, 2011. Learners must complete both the requirements for the master's program with a specialization in School Psychology and the specialist certificate program to be eligible for licensure and credentialing in school psychology. As a stand-alone program, the master's program with a specialization in School Psychology, is not NASP-approved and completing that program does not lead to eligibility for certification as a school psychologist. NASP program approval is the learner's assurance that the key professional association in the field recognizes the content and quality of Capella's School Psychology offerings.

Personal Suitability and Fitness for the Profession

Capella embraces the principles and guidelines set forth by the Council of Chairs of Training Councils (CCTC) related to professional psychology programs in that the faculty, training staff, supervisors, and administrators in the Specialist Certificate in School Psychology have a professional, ethical, and potentially legal obligation to ensure, insofar as possible, that all learners have the competence to manage professional relationships in an effective and appropriate manner and that they possess the emotional maturity, interpersonal stability, and intellectual judgment required to work with vulnerable populations. Personal suitability and fitness for the profession includes but is not limited to demonstration of sufficient interpersonal and professional competence; self-awareness, self-reflection, and self-evaluation; openness to processes of supervision; and resolution of issues or problems that interfere

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

Harold Abel School of Psychology Degree Programs, Specializations, Certificates, *continued*

Certificate, continued

with professional development or functioning in a satisfactory manner. Throughout the graduate training of each learner, all faculty and staff are responsible for educating and assessing learners with regard to their personal suitability and fitness for the profession.

Certificate Requirement(s):

- Learners must complete the master's degree in Psychology with specialization in School Psychology from Capella University.
- Learners must start the specialist certificate program in the first month of the quarter.
- Learners must successfully pass the comprehensive learner assessment during the year-in-residence, part II.
- Learners must complete PSY8150, PSY8235, and PSY8332 prior to beginning the practicum.
- Learners must complete all course work, residencies, and initial portfolio review prior to beginning the internship.
- Learners must complete the final, culminating portfolio review toward the end of clinical training, demonstrating proficiency across competency areas.

Residency Requirement(s):

School Psychology year-in-residence, part II. See university policy [3.04.05 Attendance at Residencies](#) and the [Year-in-Residence](#) page on iGuide for more information. Also see the following section, [Residencies](#), and the School Psychology year-in-residence courses.

Clinical Training Requirement(s):

Minimum of 350 practicum hours and 1,200 internship hours. See the following section, [Clinical Training](#), for more information.

Eleven Required Courses	50 quarter credits
PSY7310	Biological Basis of Behavior
PSY8150	Exceptional Children in the Classroom
PSY8210	Principles of Psychopathology
PSY8235 *	Psychological Assessments for School Psychologists III
PSY8332	Advanced Methods in School Psychology
PSY8336	Organization and Operation of the School
PSY8377	School Psychology Practicum I (3 quarter credits)
PSY8378 *	School Psychology Practicum II (2 quarter credits)
PSY8385 *	School Psychology Internship I
PSY8386 *	School Psychology Internship II
PSY8387 *	School Psychology Internship III

Total 50 quarter credits

Capella University cannot guarantee licensure, certification, or endorsement. State regulations vary regarding professional licensure and salary benefits. It is learners' responsibility to understand and comply with requirements for their state.

State regulations vary regarding course requirements for professional licensure. For assistance with state-mandated course requirements for licensure, contact the designated school representative.

Prior to enrollment, Washington state learners are advised to contact the Office of the Superintendent of Public Instruction at 360.725.6320 or profed@k12.wa.us to determine teacher certification or endorsement requirements, and contact their school district regarding qualifications for salary advancement.

Residencies

Residencies are an essential component of a graduate degree in Psychology at Capella University, as they supplement course work and help learners develop their identities as professionals in the field of psychology. They are required for all of the Harold Abel School of Psychology's doctoral programs; professional master's degree specializations, including Clinical Psychology, Counseling Psychology, and School Psychology; and the Specialist Certificate in School Psychology.

PsyD learners, MS School Psychology specialization learners, and Specialist Certificate in School Psychology learners are required to complete the year-in-residence. All PhD learners are required to complete three PhD residential colloquia, and learners enrolled in MS Clinical Psychology and Counseling Psychology specializations are required to complete three MS residential colloquia. For more detailed information on residencies, learners should refer to their specialization manual.

PhD and MS Residential Colloquia

Residential colloquia are required for PhD and MS learners in the following specializations:

- PhD Educational Psychology, Industrial/Organizational Psychology, and General Psychology specializations.
- MS Clinical Psychology and Counseling Psychology specializations.

The residency requirement for the PhD specializations is satisfied by completion of three four-day residential colloquia (Track I, Track II, and Track III). Learners are required to complete one residential colloquium each year for the first three years of their program.

The following content areas are covered at each of the PhD residential colloquia:

Area 1: Development of scholar-practitioners
Area 2: Critical analysis skills
Area 3: Research skills
Area 4: Professional communication skills
Area 5: Development of learning communities
Area 6: Psychology-specific content and offerings

These content areas offer sequenced workshops, with Track I offering foundational labs in the six areas, Track II offering intermediate labs in the six areas, and Track III offering advanced labs in the six areas. School-specific topics addressed at residential colloquia include critical thinking and analysis, quantitative and qualitative analysis, research design, research ethics, the product and process of the comprehensive examination and dissertation, and trends in psychology.

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

Harold Abel School of Psychology Degree Programs, Specializations, Certificates, *continued*

Residencies, continued

The residency requirement for the MS specializations is satisfied by completion of three six-day residential colloquia (Track I, Track II, and Track III). HASOP recommends that all learners enroll in Track I within the first two quarters of enrollment, Track II between 20 and 40 quarter credits, and Track III prior to completing 60 quarter credits. Learners must have completed all three tracks prior to starting their practicum (PSY6391) or final integrative project (PSY5201).

The MS residential colloquia address skills training and practice in areas of interventions, assessment, diversity, culture-specific issues, and ethics. The three tracks are cumulative rather than sequential, allowing learners to receive a minimum of 120 total hours of training and practice in the above skill areas.

At all residential colloquia, in addition to formal instruction and practice, learners participate in cohort group sessions that allow faculty and learners to interact as a community of scholars; individual advising sessions with faculty to support their degree completion plans and assess academic progress; and specialization networking opportunities with other learners and faculty.

Through residential colloquia, learners gain a stronger sense of academic community by networking and discussing research, course work, and projects face-to-face with fellow learners and faculty. This experience provides a learning environment that fosters the application of critical thinking and integrated knowledge to professional and research issues.

PsyD Clinical Psychology Year-in-Residence

The year-in-residence is required for all PsyD Clinical Psychology specialization learners.

The Clinical Psychology year-in-residence requires the following:

- Learners must complete a minimum of 15 quarter credits at Capella University prior to beginning the year-in-residence. PSY7540, PSY8220, PSY8230, PSY8240, PSY8310, PSY8315, PSY8330, and PSY8371 must be taken during the quarter in which the complementary weekend-in-residence is offered. Many of these courses also have prerequisites that must be completed in advance. (Refer to the Clinical PsyD Learner Manual for general sequencing guidelines.)
- Learners must enroll full time during the year-in-residence. That is, they must be enrolled each quarter and take at least 30 quarter credits during the year, depending on the specialization's sequencing guidelines.
- Learners must demonstrate readiness for clinical training by passing the year-in-residence portfolio review.

- Learners must complete no fewer than 1,250 hours of psychological study, training, and interaction with faculty and other graduate psychology learners during the year. These hours are divided as follows:

A. Learners complete at least 500 hours of formally scheduled face-to-face instruction with PsyD Clinical Psychology specialization faculty and learners, demonstrating competency in assessment, intervention, efficacy evaluation, professional practice, ethics and diversity, and other areas. The 500 hours of formally scheduled meetings of the year-in-residence take place over a period not to exceed 13 months and include the following main components, which are taken in the following sequence:

- Learners begin the Clinical Psychology year-in-residence with the opening weekend and the first extended seminar (PSY-R8360 and PSY-R8361), typically scheduled in June.
- Following the opening weekend and extended seminar, learners take eight consecutive weekends-in-residence (PSY-R8362–PSY-R8369), typically scheduled August through March.
- Last, learners complete the Clinical Psychology year-in-residence final weekend-in-residence and second extended seminar (PSY-R8370 and PSY-R8371), typically scheduled in June.

B. Learners complete at least 100 additional hours of informal face-to-face meetings with other psychologists and psychology learners (both inside and outside of HASOP), engaging in discussion, study, research, or other scholarly activities commonly associated with doctoral training in professional psychology. These additional hours, which must be documented in a way approved by the associate director of clinical training and the chair of the PsyD Clinical Psychology specialization, include the following:

- At least 25 hours of informal face-to-face scholarly activities with fellow learners in HASOP that should take place outside of formally scheduled events and meetings.
- At least 25 hours of face-to-face scholarly activities with other faculty members or practicing psychologists (who do not need to be affiliated with the HASOP), outside of formally scheduled events and meetings.
- At least 50 hours of direct engagement in professional societies or organizations dedicated to the promotion of the profession and practice of psychology.

- At least 650 hours of direct engagement in the scholarly study of clinical psychology. "Direct engagement in scholarly study" is defined as participation in the classroom; course-required or course-related research, reading, writing, or skills practice; and any other activities approved by an instructor of a HASOP psychology course.

C. Learners must complete the portfolio review and obtain approvals from the associate director of clinical training, the chair of the PsyD Clinical Psychology specialization, and their mentor.

The Clinical Psychology year-in-residence requirements should not be confused with practicum or internship requirements. In addition to the year-in-residence, PsyD Clinical Psychology specialization learners complete a practicum (a period of supervised clinical training separate and distinct from the year-in-residence) and an internship (a full year of supervised clinical experience). These requirements are described in the Clinical Training section.

The Clinical Psychology year-in-residence has three fundamental objectives.

1. Learners experience face-to-face training and practice opportunities for skills development needed to demonstrate readiness for clinical training and independent practice. Learners develop competency in relationships, consultation and supervision, cognitive assessment, personality assessment, neuropsychological testing, diagnosis, case formulation, treatment planning, interventions, crisis intervention and risk assessment, diversity, ethics and standards of professional practice, research and evaluation, report writing, and other professional issues. The demonstration of competency is linked to a determination of the learner's readiness for clinical training, which is evaluated throughout the year-in-residence and summarized in the portfolio review.
2. Learners develop a network of relationships within the psychological community that promotes their identification with the profession of psychology and development of an attitude of lifelong learning and reflective practice. By preparing and giving presentations, participating in workshop activities and informal social and intellectual discussions with other learners and faculty, and creating advising and mentoring opportunities with resident faculty members, learners participate in the range of academic and intellectual activities common to departmental life in all programs in psychology.
3. Learners demonstrate the behaviors, attributes, and ethical characteristics congruent with the role and identity of the professional psychologist.

Harold Abel School of Psychology Degree Programs, Specializations, Certificates, *continued*

Residencies, continued

MS School Psychology and Specialist Certificate in School Psychology Year-in-Residence

The year-in-residence is the first face-to-face component of HASOP's training in school psychology and is followed by practicum and internship. The year-in-residence provides practice labs and workshops in the basic practice proficiencies of the school psychologist (assessment, intervention, interviewing, consultation, counseling, report writing, profile analysis, treatment planning, supervision, and ethics). It also provides interactive support, camaraderie, and professional development in the attitudes and behaviors associated with school psychologists and practitioner-scholars.

Prerequisite(s): PSY5004, PSY7610, PSY8233.

Master's School Psychology learners complete part I of the full School Psychology year-in-residence. Specialist Certificate in School Psychology learners complete part II of the full School Psychology year-in-residence. Learners seeking licensure as school psychologists typically earn both the master's degree and the specialist certificate, which means they take both part I and part II of the School Psychology year-in-residence.

Like the Clinical Psychology year-in-residence, the School Psychology year-in-residence has two two-week extended seminars (at the beginning of part I and the end of part II). However, the full School Psychology year-in-residence is divided into two parts. The first part is required for master's learners, the second part is required for specialist certificate learners.

The two parts are divided as follows:

A. Master's School Psychology specialization learners complete the School Psychology year-in-residence, part I. Part I requirements include the following components:

- Learners must complete no fewer than 240 hours of face-to-face contact with School Psychology specialization faculty and learners over a period not to exceed six months (typically June through December), including attendance at the following residencies:
 - Learners begin the School Psychology year-in-residence with the opening weekend and the first extended seminar, a two-week residency (PSY-R6580, PSY-R6581, and PSY-R6582), typically scheduled in June.
 - Following the opening weekend and extended seminar, learners take two weeks-in-residence (PSY-R6583 and PSY-R6584), typically scheduled between August and November.
- Learners must complete all outcome documentation and obtain approval from the associate director of training for residency programs, the chair of the School Psychology specialization, and their mentor.

B. Specialist Certificate in School Psychology learners complete the School Psychology year-in-residence, part II. Part II requirements include the following components:

- Learners must complete no fewer than 210 hours of face-to-face contact over a six-month period (typically between January and June), including attendance at the following residencies:
 - School Psychology week-in-residence (PSY-R6585), typically scheduled during spring quarter.
 - School Psychology weekend-in-residence (PSY-R6586), typically scheduled in June.
 - School Psychology year-in-residence extended seminar II (PSY-R6587 and PSY-R6589), typically scheduled in June.
- Learners complete the Comprehensive Learner Assessment (PSY-R6588) at extended seminar II.
- Learners must complete all outcome documentation and obtain approval from the associate director of clinical training for residency programs, the chair of the School Psychology specialization, and their mentor.

The School Psychology year-in-residence requirements should not be confused with practicum or internship requirements. Specialist Certificate in School Psychology learners complete a practicum and an internship. These are entirely distinct from the year-in-residence.

The School Psychology year-in-residence has three fundamental objectives.

1. Learners experience face-to-face training and practice opportunities for skills development needed to demonstrate readiness for clinical training and practice. These skills are associated with the courses required in the School Psychology specialization. Learners develop competency in relationships, assessment, diversity-specific intervention, systematic evaluation (outcome- and evaluation-related research), consultation and supervision, ethics, reflective practice, and the roles of the school psychologist. The demonstration of competency is linked to a determination of the learner's readiness for clinical training, which is evaluated throughout the year-in-residence and summarized in the portfolio review.

2. Learners develop a network of relationships within the community of school psychology that promotes their identification with the profession of psychology and development of an attitude of lifelong learning and reflective practice. By preparing and giving presentations, participating in workshop activities in informal social and intellectual discussions with other learners and faculty, and by creating advising and mentoring opportunities with resident faculty members, learners participate in the range of academic and intellectual activities common to departmental life in all programs in psychology.
3. Learners practice and begin to demonstrate the behaviors, attributes, and ethical characteristics congruent with the role and identity of the professional psychologist.

Harold Abel School of Psychology Degree Programs, Specializations, Certificates, *continued*

Clinical Training

Introduction to Clinical Training

Clinical training is one of the most important parts of the educational experience for learners in HASOP's professional training offerings (PsyD Clinical Psychology, MS Clinical Psychology and Counseling Psychology specializations and the Specialist Certificate in School Psychology). Learners apply the theory and skills gained from course work and residencies in a professional setting under supervision. Given the level of importance associated with clinical training experiences, learners benefit greatly from planning ahead to search for appropriate training experiences.

To assist learners, HASOP has developed materials that describe the basic requirements and the application process. The associate director and/or director of clinical training reviews all applications and approves those that meet the standards set by Capella University.

Overview of Practicum

A practicum learner works at a site to learn professional practice skills. In general, a practicum is a training experience that occurs in the second or third year of the program. Learners should plan on being at a site part time for approximately six months to one year while enrolled in the accompanying course(s). All practicum learners, including those in the master's Counseling Psychology specialization who choose to complete the practicum, must follow the application process and completion guidelines stated in the most current manual, available on iGuide.

Overview of Internship

PsyD Clinical Psychology specialization

The pre-doctoral internship occurs in the final years of the PsyD program and is the last opportunity to gain practical training prior to the granting of the degree. Internship is a full-time, on-site commitment (2,000 hours) that takes place over a calendar year and includes enrollment in the accompanying internship courses. The pre-doctoral internship is viewed critically by licensing boards and future employers. All PsyD Clinical Psychology specialization learners are required to apply for internship through the Association of Psychology Postdoctoral and Internship Centers (APPIC). APPIC is not an accrediting body, but it is widely recognized as an organization that establishes minimum standards of internship training in areas including but not limited to: supervision, didactic training, and staffing. Obtaining an internship through the APPIC match is a competitive process that may involve relocating for the year of the internship. Additional information about the APPIC process can be found at www.appic.org. All internship learners must follow the application process and completion guidelines stated in the most current manual, available on iGuide.

Specialist Certificate in School Psychology

The internship occurs after all course work for the certificate has been completed and is the last opportunity to gain practical training prior to the granting of the specialist certificate. Internship is a full-time, on-site commitment (1,200 hours) that takes place over one academic year and includes enrollment in the accompanying internship courses.

All internship learners must follow the application process and completion guidelines stated in the most current manual, available on iGuide. Learners are also required to locate and arrange their own internship sites, which must be approved by the director of clinical training.

Clinical Training Requirements

PsyD Clinical Psychology specialization

Practicum

- Approved practicum application.
- A minimum of 1,000 hours and course work in PSY8392 and PSY8394.

Internship

- Learner demonstrates readiness for internship.
- Approved internship application.
- Full-time site placement with a minimum of 2,000 hours and course work in PSY8401, PSY8402, PSY8403, and PSY8404. These courses must be completed sequentially over a one-year period.

MS Clinical Psychology specialization

Practicum

- Approved practicum application.
- A minimum of 600 hours and course work in PSY6391 and PSY6393.

MS Counseling Psychology specialization learners who choose to take the practicum must also meet these requirements.

Specialist Certificate in School Psychology

Practicum

- Approved practicum application.
- Part-time site placement with a minimum of 350 hours and course work in PSY8377 and PSY8378.

Internship

- Learner demonstrates readiness for internship.
- Approved internship application.
- Full-time site placement with a minimum of 1,200 hours and course work in PSY8385, PSY8386, and PSY8387. These courses must be completed sequentially during the internship.

Clinical training hours and supervisor credential requirements for licensure or certification vary across states and Canadian provinces. Learners are responsible for determining the specific licensing requirements for any state or province in which they plan to seek licensure.

Graduate Course Descriptions

By School and in Alphabetical and Numerical Order by Program Prefix

The following course list is correct as of the date this catalog was prepared. These descriptions indicate the general content and topics typically covered in the course. Capella University retains the right to withdraw, modify, or add courses to the existing list without prior notice.

School of Business and Technology

Master's Human Resource Management Courses

HRM5004 - Human Resource Management in the 21st Century (4 quarter credits). Learners in this course examine the evolution of human resource management, labor, law, and human capital management. In particular, learners analyze the trends and issues influencing the development and application of these elements within contemporary organizations. Learners also examine the effects of emerging legislative thought and action on today's workplace. **HRM5004 must be taken by master's learners in their first quarter. Cannot be fulfilled by transfer or petition.**

HRM5010 - Marketing and Sales (4 quarter credits). This course introduces learners to theories, models, and strategies used to create internal and external organizational marketing systems. Learners explore ways to apply general marketing and sales knowledge to developing and sustaining the credibility of an organization's human resource management function. Learners also study current marketing and sales models to develop an internal HRM marketing plan.

HRM5020 - Business Fundamentals (4 quarter credits). In this course, learners gain an understanding of current accounting, economics, and finance principals and practices and the ways they can be applied to business management and human resource management. Learners use these principals and practices and their applications to develop an HRM business plan.

HRM5030 - Ethics and Advocacy in Organizations (4 quarter credits). The focus of this course is ethics and ethical behavior in organizations. Learners examine the role of human resource professionals as ethical change agents and assess their responsibilities in fostering ethical business and work environments.

HRM5040 - Managing Data and Information (4 quarter credits). This course provides learners with data and information management technologies and strategies relative to human resource management. Learners examine the transition from HRM systems to emerging enterprise resource planning (ERP) systems and evaluate the effectiveness of HRM technology in achieving an organization's business goals.

HRM5050 - Strategy and Business Development (4 quarter credits). Learners in this course evaluate organizational theories, models, and strategies used for effective human resource management planning and practice. Learners examine the current and potential applications of organizational theories and strategies to contemporary HRM practices. Learners also create strategic HRM models and identify best practices.

HRM5210 - The 21st Century Global Workplace (4 quarter credits). In this course, learners explore the evolving role of the human resource management function in today's global workplace. Learners analyze the emerging shift from a transactional to transformational HRM function within organizations. Learners also examine the effects of this shift on generally accepted HRM and human capital management models and best practices. **Cannot be fulfilled by transfer or petition.**

HRM5212 - Organization Building and Membership (4 quarter credits). In this course, learners gain an understanding of how diversity, culture, and employee engagement contribute to organizational effectiveness. Learners analyze models of high-performing, culturally diverse organizations and examine the ways diversity, culture, and employee engagement enable organizational membership and productivity. **Prerequisite(s): HRM5210.**

HRM5214 - Law and Organizations (4 quarter credits). This course provides learners with foundational perspectives and applications of employment law and legislation. Learners examine current employment laws and their effects on employer-employee relations, worker rights, and workplace productivity. Learners also explore the origin, roles, and functions of legal systems in organizations. **Prerequisite(s): HRM5210.**

HRM5216 - Enterprise-Wide Communications (4 quarter credits). Learners in this course examine theories, models, and applications of enterprise-wide communications. In particular, learners focus on communication management strategies that address key states of employee engagement, including conflict, alternative dispute resolution, and collaboration. Learners also evaluate the interpersonal communication skills needed to support an organization's human resource management function. **Prerequisite(s): HRM5210.**

HRM5218 - Total Rewards in the Global Workplace (4 quarter credits). In this course, learners study total reward models and best practices and evaluate the component parts, comparative weights, and integratedness of total reward programs. Learners also examine the ways benefits, compensation, and other forms of employee rewards influence employee behavior and organizational productivity. **Prerequisite(s): HRM5210.**

HRM5220 - Talent Management (4 quarter credits). Learners in this course examine talent management theories, models, and best practices from a human resource management perspective. Learners study current and emerging talent sourcing, acquisition, and retention strategies with regard to workplace planning and productivity. Learners also assess the effectiveness of various talent management models using standard financial metrics, including return-on investment, break-even, and cost benefits analysis. **Prerequisite(s): HRM5210.**

HRM5222 - Organizational Learning (4 quarter credits). This course presents learners with knowledge and best practices related to organizational learning. Learners analyze the components of organizational learning, including training, knowledge through experience, and professional development, and assess the economic value of organizational learning to both the employee and the organization itself. **Prerequisite(s): HRM5210.**

HRM5230 - Human Capital Management: A New Vision (4 quarter credits). This course presents a new approach to human asset management. Learners explore talentship, decision science, and business-oriented metrics relative to human asset acquisition and retention. Learners analyze ways to apply decision-science modeling to human asset management in order to increase organizational competitive advantage. Learners also evaluate the transition from human resource management to human capital management within organizations. **Cannot be fulfilled by transfer or petition.**

HRM5231 - Human Capital Management and Globalization (4 quarter credits). In this course, learners analyze the ways human capital management has replaced human resource management within global organizations. Learners evaluate HCM models that focus on traditional strategic business domains, including industry analysis, competitive positioning, and resource planning. Learners also evaluate the impact these models have on human asset management practice within multinational corporations. **Prerequisite(s): HRM5230.**

HRM5233 - Human Capital Leadership (4 quarter credits). This course introduces learners to the emerging discipline of human capital leadership. Learners explore leading-edge human capital management knowledge, competencies, and skills and their leadership applications. Learners assess the viability of new investment models and performance and productivity metrics to determine how effectively they achieve organizational competitive advantage and enterprise sustainability. Learners also differentiate between generally accepted and new and emerging human capital leadership principles and styles. **Prerequisite(s): HRM5230.**

Graduate Course Descriptions, *continued*

HRM5235 - Human Capital Management and Organization Building (4 quarter credits).

This course provides learners with an approach to organization building using the Human Capital Bridge Model and methods of aligning organization pivot point, structures, and roles. Learners examine the role and influence of the HC Bridge framework on organizational effectiveness and strategy building and evaluate the impact of this structure on talent management, organizational performance, and competitive sustainability. **Prerequisite(s): HRM5230.**

HRM5237 - Human Capital Management and Change (4 quarter credits). Learners in this course explore the relationship between human capital management and cultural change within global organizations. Learners analyze current cultural change models and best practices and explore the potential for HCM to change the ways human resource management professionals prepare for and process cultural change. Learners also evaluate the sustainability of new cultural change models. **Prerequisite(s): HRM5230.**

HRM5239 - Human Capital Management and Assessment (4 quarter credits). In this course, learners explore traditional and emerging models, strategies, and methods for measuring human capital productivity. Learners compare standard financial-based metrics to emerging and experimental qualitative and blended measurement models with regard to how accurately they measure human assets return-on-investment. **Prerequisite(s): HRM5230.**

HRM5240 - Human Resources and Labor Relations (4 quarter credits). Learners in this course examine industrial and labor relations from historical, legislative, and practice perspectives. Learners study historical events and legislative trends contributing to the evolution of industrial and labor relations in practice and examine theoretical and legal frameworks of unionism, the employer-employee relationship, and emerging models of labor relations. **Cannot be fulfilled by transfer or petition.**

HRM5241 - Unionism and American Culture (4 quarter credits). In this course, learners examine the influence of unionism on the American economy from labor, cultural, and organizational productivity perspectives. Learners evaluate the history of unionism and its evolution as a social phenomenon, culture movement, and driver of industrial productivity. Learners also assess the influence of labor economics and political contexts on the rise, impact, and sustainability of unionism in America. **Prerequisite(s): HRM5240.**

HRM5243 - Labor Law and Legislation (4 quarter credits). In this course, learners explore roles, responsibilities, and levels of influence within labor law and workplace governance and the impact these factors have on unionism. Learners deconstruct the complexities of legal oversight and workplace governance in unionized work environments and analyze the effect of unionism and labor actions on employer engagement and business profitability and performance. **Prerequisite(s): HRM5240.**

HRM5245 - Labor Management (4 quarter credits). Learners in this course examine the labor management processes of public and private sector union workplace environments. Learners trace the evolution of various labor-management methods, including collective bargaining, grievance processes, negotiation, arbitration, and dispute resolution. Learners also analyze the roles and responsibilities of labor managers. **Prerequisite(s): HRM5240.**

HRM5247 - Comparative Labor Movements (4 quarter credits). This course presents learners with comparative industrial, labor, and economic movements from a global perspective. Learners analyze the established industrial movements of select industrialized countries and the emerging industrial and labor movements of developing countries. Learners also examine the influence of labor economics, country demographics, and evolving industrialization on comparative labor markets. **Prerequisite(s): HRM5240.**

HRM5249 - Labor and Globalization (4 quarter credits). This course introduces learners to labor traditions and practices of developing countries. Learners examine unionism, labor economics, and management-labor relations and focus on identifying the key philosophies and events that have shaped the labor movement of developing countries. **Prerequisite(s): HRM5240.**

HRM5250 - Human Resource Management and the Law (4 quarter credits). This course provides learners with an understanding of the application of U.S. law and legislation to human resource management theory and practice in the modern workplace. Learners evaluate the legal perceptions and perspectives articulated in HRM policies, procedures, and practices and examine the laws and legislation that influence their development. **Cannot be fulfilled by transfer or petition.**

HRM5251 - Building the Law (4 quarter credits). This course presents an overview of the U.S. legislative process. Learners analyze the foundational constitutional principles governing the legislative process and the legislative responsibilities of the branches of U.S. government. Learners also examine the role of law enforcement in the workplace and the applications of legal principles in the development of labor and employment law. Learners review case studies and engage in field work to gain understanding of and facility with labor and employment law. **Prerequisite(s): HRM5250.**

HRM5253 - Rights of Wrongs: Torts and Employment (4 quarter credits). This course provides learners with a foundational understanding of torts. Learners examine the categories and elements of tort law in order to gain both theoretical and practical frames of reference for understanding its application in the workplace. Learners also explore the relationship between tort, labor, and discrimination law and analyze how U.S. courts have ruled in each type of case. **Prerequisite(s): HRM5250.**

HRM5255 - The Attorney Relationship (4 quarter credits). This course introduces learners to the dynamics and dimensions of the relationship between the human resource management professional and attorney. Learners examine the knowledge and skills needed to engage in informed and constructive dialogue with legal counsel and analyze the purpose, maintenance, and benefits of the HRM professional and attorney relationship. Learners also evaluate compensation models, multipurpose firms, and legal specializations. **Prerequisite(s): HRM5250.**

HRM5257 - Workplace Legal Actions (4 quarter credits). Learners in this course examine the theoretical and practical aspects of workplace legal actions, including investigation, evidence, and communication. Learners study strategies and methods of conducting internal workplace investigations with legal counsel and explore evidence-collection and management tools and techniques. Learners also evaluate methods of communicating evidence-related information both internally and externally. **Prerequisite(s): HRM5250.**

HRM5259 - Legal Systems: Countries in Contrast (4 quarter credits). In this course, learners analyze the legal systems of major industrialized countries and compare them to the United States legal system. Learners also examine the purpose and application of workplace and employment law in other industrialized countries. **Prerequisite(s): HRM5250.**

HRM5920 - Human Resource Management Capstone (4 quarter credits). This is an integrative course for learners in the master's General Human Resource Management specialization. Learners synthesize and integrate the knowledge, competencies, and skills acquired throughout the program by developing and implementing a final project that demonstrates critical thinking, creativity, and practical application of program content. Learners create and customize project plans and strategies to achieve desired project outcomes. **Prerequisite(s): Completion of all required master's course work. Cannot be fulfilled by transfer or petition.**

Graduate Course Descriptions, *continued*

HRM5930 - Human Capital Management Capstone (4 quarter credits). This is an integrative course for learners in the master's Human Capital Management specialization. Learners synthesize and integrate the knowledge, competencies, and skills acquired throughout the program by developing and implementing a final project that demonstrates critical thinking, creativity, and practical application of program content. Learners create and customize project plans and strategies to achieve desired project outcomes.

Prerequisite(s): Completion of all required master's course work. Cannot be fulfilled by transfer or petition.

HRM5940 - Industrial and Labor Relations Capstone (4 quarter credits). This is an integrative course for learners in the master's Industrial and Labor Relations specialization. Learners synthesize and integrate the knowledge, competencies, and skills acquired throughout the program by developing and implementing a final project that demonstrates critical thinking, creativity, and practical application of program content. Learners create and customize project plans and strategies to achieve desired project outcomes.

Prerequisite(s): Completion of all required master's course work. Cannot be fulfilled by transfer or petition.

HRM5950 - Legal Studies Capstone (4 quarter credits). This is an integrative course for learners in the master's Legal Studies specialization. Learners synthesize and integrate the knowledge, competencies, and skills acquired throughout the program by developing and implementing a final project that demonstrates critical thinking, creativity, and practical application of program content. Learners create and customize project plans and strategies to achieve desired project outcomes. **Prerequisite(s):** Completion of all required master's course work. Cannot be fulfilled by transfer or petition.

School of Business and Technology Master's Leadership Courses

LEAD5004 - Leading for the Future (4 quarter credits). In this course, learners explore, analyze, and apply tools and techniques to gain knowledge of leadership environment trends. Learners examine the leader's role in innovation and change as part of establishing a foundation of leading for the future. **LEAD5004 must be taken by master's learners in their first quarter. Cannot be fulfilled by transfer.**

LEAD5110 - Managing and Leading in Dynamic Environments (4 quarter credits). This course introduces learners to theory and practice of leading and managing in complex environments. Learners apply leadership best practices to their own leadership experience and explore the value and impact of coaching, assessment, and feedback as leadership tools. **Prerequisite(s):** Completion of or concurrent enrollment in LEAD5004 or OM5004. Cannot be fulfilled by transfer.

LEAD5120 - Developing as a Leader (4 quarter credits). This course provides learners the opportunity to develop their leadership abilities by exploring their inner landscape and the perceptions of those they lead. Learners create a personal leadership development plan based on self-reflection, peer feedback, and leadership goals. This course includes an integrated one-on-one leadership coaching experience. **Prerequisite(s):** LEAD5110 or OM5112.

LEAD5130 - Leading and Developing Others (4 quarter credits). This course presents an appreciative and strengths-based approach to building relationships. Learners explore the role of leader as coach and the impact of coaching on relationship building in organizations. This course includes an integrated one-on-one leadership coaching experience. **Prerequisite(s):** LEAD5110 or OM5112.

LEAD5140 - Leading Collaboratively (4 quarter credits). This course presents a view of leadership that goes beyond the traditional organizational boundaries and emphasizes the concepts of collaboration and cooperation. Learners study multi-party relationships and leadership in virtual environments to develop skills in shared leadership and strategic partnerships. **Prerequisite(s):** LEAD5110.

LEAD5150 - Leading Adaptive Organizational Systems (4 quarter credits). In this course, learners investigate emerging theories of leadership in complex, adaptive, and future systems, including non-linear and multi-minded systems. Learners assess the impact of organic and non-linear activities on organizational operations. **Prerequisite(s):** LEAD5110.

LEAD5160 - Developing Innovative Organizations (4 quarter credits). Learners in this course explore the elements of organization design and change. Learners evaluate design and change theories, the leader's influence on drivers of innovation, and the tools needed to lead for future growth. **Prerequisite(s):** LEAD5110 or OM5112.

LEAD5170 - Strategies for Sustainability (4 quarter credits). The focus of this course is the role of the leader as an ethical strategist for sustainable and responsible business practices that embrace the organization and its broader communities. Learners examine sustainability from multiple perspectives to inform responsible strategies of growth, innovation, and change. **Prerequisite(s):** LEAD5110.

LEAD5210 - Leading Global and Diverse Cultures (4 quarter credits). In this course, learners explore aspects of leading and working in global and diverse environments. Learners gain an understanding of the personal and professional role of leadership in diverse cultures and the strategies used to lead more effectively within those cultures. **Prerequisite(s):** LEAD5110.

LEAD5220 - Leader as Change Agent (4 quarter credits). The focus of this course is the role of the leader as an architect of change in organizations and environments. Learners study the nature of leadership in complex and dynamic settings; theories of change at the individual, group, and organizational level; and leadership practices that guide and sustain complex change. **Prerequisite(s):** LEAD5110 or OM5112.

LEAD5230 - Leadership Communication and New Media (4 quarter credits). In this course, learners evaluate the ways leaders use professional communication channels to effectively influence strategic dialogue, change, and innovation. Learners assess their leadership communication skills and create new media leadership communication examples. **Prerequisite(s):** LEAD5110.

LEAD5240 - Leading in Social and Community-Based Organizations (4 quarter credits). This course familiarizes learners with the unique expressions of leadership in social and community-based organizations. Learners identify the capacities of various types of leaders and the constituents necessary for continuous leadership and organizational development. **Prerequisite(s):** LEAD5110.

LEAD5250 - Leadership in Family Business (4 quarter credits). Learners in this course identify and analyze the dynamics involved in leading family businesses throughout the business lifecycle. By gaining knowledge of the unique aspects of strategy and leadership in family business, learners identify the skills needed to lead, govern, and plan for succession in family businesses. **Prerequisite(s):** LEAD5110.

LEAD5260 - Social Entrepreneurship (4 quarter credits). In this course, learners examine applications of social entrepreneurship to organize, create, and lead social change ventures. Learners explore and assess the ways social entrepreneurs work collaboratively with nonprofit organizations and citizen groups in both private and governmental sectors to influence social change. **Prerequisite(s):** LEAD5110.

LEAD5300 - Contemporary Leadership Opportunities Capstone (4 quarter credits). This is an integrative course for learners in the MS in Leadership degree program. Learners synthesize and integrate the knowledge, competencies, and skills acquired throughout the program by developing and implementing a final project that demonstrates critical thinking, creativity, and practical application of program content. Learners create and customize project plans and strategies to achieve desired project outcomes, focusing on their area of specialization. This course includes an integrated one-on-one leadership coaching experience. **Prerequisite(s):** Completion of all required master's course work. Cannot be fulfilled by transfer.

Graduate Course Descriptions, *continued*

School of Business and Technology

MBA Courses

Only learners enrolled in the MBA program may take MBA courses. MBA learners may not take courses associated with any other program within the School of Business and Technology or any other school at Capella University while they are enrolled in the MBA program.

MBA6010 - Professional Effectiveness: Stretch, Impact, Reposition (3 quarter credits). In this course, learners identify and prioritize their professional development goals. These activities help learners strategize about how to effectively manage their MBA experience so that they can stretch themselves, have a positive impact on their job, and reposition themselves for greater responsibility and influence within their organization. This course is the first component of the Professional Effectiveness CoachingSM process. The course offers assessment tools that help learners identify and articulate their management skills, values, purpose, and vision. **Prerequisite for all other 15 MBA required courses. Cannot be fulfilled by transfer or petition.**

MBA6020 - Leading for Results (3 quarter credits). In this course, learners gain knowledge of and apply the practices of leadership effectiveness to analyze and understand their personal leadership style as well as the different styles of leadership in their organization. This course focuses on how leaders mobilize others in their organizations to get extraordinary things done. Learners analyze their own leadership skills in terms of current strengths and areas for improvement. Learners develop measurable goals and plans for applying new behaviors in the context of a “personal best project” within their organization. Learners also assess their organization’s context for leadership. The framework for leadership effectiveness established in this course forms a foundation for the business core and the professional effectiveness core courses. **Prerequisite for the remaining 14 required courses. Cannot be fulfilled by transfer or petition.**

MBA6110 - Marketing and Brand Management (3 quarter credits). This course presents learners with a comprehensive approach to marketing and brand management. Topics include marketing strategy and competitive differentiation; segmentation and targeting; the positioning levers of product, price, promotion, and distribution; and creation and management of brand. Learners analyze the major decisions that marketers must make in their efforts to effectively use company resources to meet marketplace needs and use commonly accepted criteria to evaluate those decisions.

MBA6112 - Market Research (3 quarter credits). This course addresses survey research techniques, research design, secondary/primary data collection, data analysis, and ethical implications of marketing research activities. Learners examine methods for gathering and analyzing data and learn how to apply techniques to contemporary marketing problems, market research projects, and effective decision making. **Prerequisite(s): MBA6110, MBA6140.**

MBA6114 - Consumer Behavior (3 quarter credits). Learners in this course explore critical contemporary issues related to consumer buying behavior and perceptions, consumer motivation, market behavior and product reaction, and sociocultural influences that affect consumer behavior and the consumer decision process. Learners discuss the ethical implications of decisions related to consumer behavior and decisions and examine how economic, psychological, and sociocultural influences affect managerial decisions. **Prerequisite(s): MBA6110, MBA6112.**

MBA6116 - New Product Design and Development (3 quarter credits). This course provides a framework for product planning, implementation, and evaluation and for new product introductions. The course addresses the new product development process from idea generation to commercialization. Learners are introduced to basic concepts and tools to help them understand this process from a managerial perspective. The course emphasizes the process as it relates to the manager in his or her role as a product manager. **Prerequisite(s): MBA6110.**

MBA6118 - International Marketing (3 quarter credits). This course addresses the marketing challenges related to selling products or services in foreign markets. Topics include the impact of cultural differences; variations in market structure; methods of distribution; and issues related to the adaptation of products, pricing, and communications strategy. Learners examine the ethical implications of decisions, identify and synthesize the forces that shape the global business/marketing environment, examine the unique challenges of marketing products and services internationally, and identify issues in their own organization or industry. **Prerequisite(s): MBA6110.**

MBA6120 - Sales and Customer Relationship Management (3 quarter credits). This course covers the theory and practice of strategic consultative selling, including relationship selling, solution selling, and strategic account management. Learners explore topics in sales force management, including alignment of the field organization, the use of resellers, and compensation. The course is structured according to the five steps of consultative selling, which are presented in detail: development

of a personal selling philosophy and the subsequent creation of a strategy for the relationship, product, customer and sales presentation. Learners also explore customer relationship management software applications and topics. Learners investigate roles in the selling process such as buyer, sales manager, and salesperson.

MBA6121 - Foundations of Supply Chain Management (3 quarter credits). Learners in this course study the fundamental concepts of supply chain management from a systems theory perspective and examine the changes in scope and scale that globalization has brought to internal business processes. Learners use this knowledge to develop a broad understanding of management best practices in global markets.

MBA6123 - Supply Chain Design and Management (3 quarter credits). In this course, learners examine supply chain management as a logistics network that provides strategic advantage to global managers. Learners also study customer relationship management and its effect on the overall supply chain. Learners use online computer simulations to gain hands-on experience in managing distribution and risk. **Prerequisite(s): MBA6121.**

MBA6125 - Logistics (3 quarter credits). Learners in this course examine the traditional logistics of the delivery of goods in today’s business-to-business environment. Learners identify the cost components of the supply chain, including an efficient and effective logistics system, and analyze their individual and collective effects on organizational performance. Learners also explore five disciplines for top-performing logistics networks.

MBA6127 - Effective Global Strategic Sourcing (3 quarter credits). This course emphasizes fully integrating the supply chain to position quality as a strategic competitive advantage. Learners identify ways to use strategic resourcing to achieve consistent quality, thus enabling market share growth and preventing market share erosion. Learners also examine the importance of managing relationships with global suppliers and establishing consistent quality benchmarks.

MBA6129 - Knowledge Management Systems (3 quarter credits). This course covers knowledge management and its associated functions in social, cultural, and professional disciplines. Learners explore ways to establish knowledge management systems in support of logistics, supply chain management, and quality to achieve long-term strategic goals. Learners also identify ways to use effective knowledge management to differentiate their organizations and dominate their markets.

Graduate Course Descriptions, *continued*

MBA6130 - Operations and Process Management (3 quarter credits). This course presents tools and techniques for effective process and supply chain selection, design, planning, and control. This course helps learners apply the principles and techniques of process-based management as a foundation for continuous improvement. Learners explore ways to design, develop, and manage effective operations management tools required to detect and fix problems quickly. Learners identify, discuss, and practice applying measures of operational performance that support organizational growth, innovation, and market leadership. As a result, learners are better prepared to respond to changes in market demand.

MBA6140 - Applied Managerial Statistics (3 quarter credits). Analyzing and interpreting quantitative information is a primary component of effective business administration. In this course, learners become familiar with performing analysis and evaluation using statistics and mathematical modeling to support effective decision making in management practice. Course activities include case analysis, discussions of business-related statistical problems, and readings focused on state-of-the-art statistical methods for business decision-making.

MBA6150 - Accounting (3 quarter credits). This course provides a survey of financial and managerial accounting concepts and practices. Topics include the accounting cycle, financial reporting, financial statements analysis, cost accounting, management control, differential analysis, and ethical aspects of accounting and financial reporting.

MBA6152 - Advanced Accounting (3 quarter credits). In this course, learners examine accounting applications with respect to the nature and scope of business operations. Topics include parent and subsidiary accounting in multinational operations, partnership accounting, accounting for mergers and acquisitions, and accounting for branches and agencies of business entities. **Prerequisite(s): MBA6150.**

MBA6154 - Budget Planning and Control (3 quarter credits). In this course, learners cultivate their ability to apply a system approach to planning and controlling organizational budgets. Learners become familiar with preparing budgets, accounting, and performance reports. Other topics include analyzing the impact of budgets on an organization, the function of budgetary systems in organizational planning, and control. **Prerequisite(s): MBA6152.**

MBA6156 - Audit and Control of Accounting Information Systems (3 quarter credits). This course teaches learners to audit and evaluate the control of computerized accounting information systems. Learners analyze auditing and evaluation standards and the effects of auditing on information technology in business operations. The course also covers statistical analyses of accounting control systems. **Prerequisite(s): MBA6152.**

MBA6158 - Accounting Information for Decision Making (3 quarter credits). In this course, learners gain knowledge of the nature and function of accounting information in the decision-making process. They examine strategies for integrating accounting systems with financial information from managers and other professionals in order to make better decisions. Learners also explore the uses of accounting information in functional areas such as finance, management, and marketing. **Prerequisite(s): MBA6152.**

MBA6160 - Financial Management (3 quarter credits). This course provides basic theories and techniques related to acquisition of, accounting for, and allocation of an organization's financial resources. Along with a comprehensive overview of these processes, learners identify and apply basic financial management theories and techniques that support effective acquisition and allocation of their organization's financial resources and apply their knowledge of finance management practices to real-world business concerns and issues within their work environment. **Prerequisite(s): MBA6140, MBA6150.**

MBA6161 - Financial Markets and Institutions (3 quarter credits). This course provides learners with a theoretical foundation for examining the nature and role, structure, and management of financial institutions in financial markets. Learners in the course examine the effects of the U.S. financial system on financial intermediaries and markets. Learners also study the reactions of banks to a change in interest rates, money supply, and open-market operations. They develop an understanding of the performance of financial participants in money market and bond market, and capital markets. Other topics include financial derivatives and ethics in the financial service industry. This course bridges the gap between financial theory and market practice, reflecting the relationship between the conceptual framework and the management behavior of practitioners. **Prerequisite(s): MBA6160.**

MBA6162 - Advanced Finance (3 quarter credits). This course extends the competencies developed in MBA6160: basic theories and techniques related to acquisition of, accounting for, and allocation of an organization's financial resources. Learners in this course examine existing theories and emerging topics in the field in more depth and gain additional insights and techniques for examining financial risk, return, and the capital asset pricing model; dividend policy; financing flexibility; valuation of securities; derivatives and risk management; and capital structure. Learners apply their knowledge to real-world business concerns and issues within their work environment. **Prerequisite(s): MBA6160.**

MBA6163 - Bank Management (3 quarter credits). This course begins with an overview of the commercial banking and financial services industries. Topics include bank evaluation and performance; asset and liability management; organizational structure; loan services to businesses and consumers; financial derivatives and tools; capital, profitability, and bank market structure; and regulations, hedging, interest rate risk, and credit risk management. The course covers a growth trend in commercial banking that includes financial services such as investment banking and security underwriting services, e-banking, and e-commerce. Course topics also include ethical behavior. **Prerequisite(s): MBA6160.**

MBA6164 - International Financial Management (3 quarter credits). In this course, learners are exposed to international financial management and reporting techniques. The course emphasizes international financial statement analysis (an overview) and detailed case analysis and interpretation. Learners examine a multinational capital budgeting process and review cost of capital and long-term financing strategies including assessment of financial markets used by international firms. Other topics include exchange rate systems, methods of government intervention, direct foreign investment, country risk analysis, and global strategy in the context of international finance. Learners apply their knowledge in realistic business situations and synthesize relevant techniques into sound recommendations and conclusions. **Prerequisite(s): MBA6160.**

MBA6166 - Investment and Portfolio Management (3 quarter credits). In this course, learners examine the securities market, various types of investment securities, and the risk-return characteristic of each. The course emphasizes tools used by professional money managers for managing investment alternatives including global opportunities. Learners apply investment theories to the management of corporate portfolios; evaluate corporate investment and portfolio management strategies; analyze and evaluate methods of portfolio construction; and analyze current theories, strategies, and methods for their applicability to global opportunities. **Prerequisite(s): MBA6160.**

MBA6167 - Risk Management (3 quarter credits). This course exposes learners to practical and theoretical aspects of managing risks in the insurance service industry. Learners study a range of industry risks: insurance risk, market risk, liquidity risk, and asset and liability management risks. The course provides learners with sophisticated tools and analytical techniques to minimize these risks and learn how management of these risks can create shareholder value. **Prerequisite(s): MBA6160.**

Graduate Course Descriptions, *continued*

MBA6168 - Corporate Finance Analysis and Decisions (3 quarter credits). Learners in this course examine the principles of financial administration with applications to problems of financial analysis and control, and planning by firms under changing economic conditions. Learners conduct financial analyses, evaluate a corporation's financial planning and control functions, and assess the ability of corporations to create wealth. Learners discuss the impact of financing decisions on real asset valuation; managerial incentives; and corporate strategy including mergers/acquisitions, corporate restructuring, real options, and the use of derivatives and other financing tools on deal structure. **Prerequisite(s): MBA6160.**

MBA6180 - Managing Information Assets and Technology (3 quarter credits). This course addresses the use of information, knowledge, and technology as strategic assets. Learners develop the ability to proactively manage information as a strategic asset, recognize how to use appropriate technologies by applying new skills and knowledge, and understand the importance of monitoring and adjusting their organization's communication processes and principles. This course focuses on leveraging available information technology and communication assets in order to realize an organization's business goals.

MBA6182 - Impact of Advances in Information Technology (3 quarter credits). Learners in this course examine emerging advances in information technology. Learners select a technological advance to investigate for possible incorporation into an organization to solve a business-related problem, build a formal case for justifying introduction of the advance into the organization, and present the case to the organization's management. **Prerequisite(s): MBA6180.**

MBA6184 - Techniques for Managing Information Technology Professionals (3 quarter credits). Learners in this course examine the particular issues of managing information technology professionals including analysts, developers, technical specialists, and infrastructure support personnel. The course covers contemporary management practices and techniques for IT staff acquisition, development, motivation, retention, and assessment, and examines the challenges of organizing effective virtual work teams. **Prerequisite(s): MBA6180.**

MBA6186 - Strategic Information System Planning (3 quarter credits). Learners in this course choose an organization and identify opportunities to improve the alignment of its business strategies with its IT strategies. Learners then create a plan for improving alignment to systematically support the effectiveness of overall business performance in rapidly changing, increasingly complex environments. Learners also examine ways to build IT capabilities that support and enable business strategies and corresponding

IT strategies and other topics, including environmental scanning, strategic alignment, and governance models. **Prerequisite(s): MBA6180, completion of or concurrent enrollment in MBA6190.**

MBA6190 - Strategy (3 quarter credits). In this course, learners examine tools and techniques for competitive analysis, strategic planning, and strategy implementation. Learners gain knowledge of the tools and concepts needed to develop a business strategy including macro environmental scanning, industry and competitive analysis, value chain analysis, SWOT analysis, identification of critical success factors and driving forces, and development of strategic alternatives and recommendations. Throughout the course, learners apply these tools and concepts as they develop a strategic profile for a company that is described in a detailed case study.

MBA6210 - Building Relationships (3 quarter credits). This course presents tools and techniques to help learners influence others, build relationships, inspire trust, and manage conflict. By building positive relationships, leaders develop and sustain strategic alignments within the organization. In this course, learners examine various tools and techniques to motivate and inspire others and ways to recognize and use important interpersonal skills to expand their circle of influence and manage conflict.

MBA6220 - Developing and Coaching Others (3 quarter credits). In this course, learners evaluate various coaching methods and apply coaching as a tool to enable and engage leadership action in others. Learners create a personal coaching and development action plan and examine ways to use coaching and development skills that focus on both individual and organizational results.

MBA6230 - Leading Teams (3 quarter credits). In this course, learners explore techniques and models for building and leading effective teams. Learners develop a conceptual grounding in team dynamics theory and application and examine what makes teams effective at the individual, group, and organizational levels. Topics include the development of team collaboration skills, synthesis of team theory, assessment of an organization's use of teams, and the overall effectiveness of team support systems. Learners research and recommend strategies and best practices to better align a critical team organizational support system and practice problem-solving, decision-making, project management, and conflict management in a virtual environment.

MBA6231 - Project Planning, Management, and Financial Control (3 quarter credits). This course focuses on defining management techniques for planning, estimating, and facilitating successful enterprise projects. Learners define a project, develop work breakdown structures, prepare project schedules, and determine ways to coordinate the various resources. Techniques

are introduced to help keep projects on track and enhance team motivation. In addition, learners explore planning, time management, and risk management activities that assist them throughout their program and professional careers. **Prerequisite(s): MBA6160.**

MBA6233 - Assessing and Mitigating Risk (3 quarter credits). This course addresses the important elements of risk management. Topics include risk management planning, risk identification, risk analysis, development of appropriate responses, and risk monitoring and control. The course emphasizes the systematic process of identifying, analyzing, and appropriately responding to project risk by implementing a risk management plan. Upon successful completion, learners have a better understanding of risk impact analysis techniques and how to appropriately apply them in managing projects. **Prerequisite(s): MBA6231.**

MBA6235 - Project Procurement and Solicitation (3 quarter credits). This course presents the major processes used in project procurement management including planning, solicitation, source selection, contract administration, and contract closeout. The impact of project assumptions and constraints on procurement management is examined. Learners apply procurement management tools and techniques by developing a procurement management plan based on current best practices. **Prerequisite(s): MBA6231.**

MBA6237 - Advanced Project Management Techniques (3 quarter credits). This course focuses on advanced project management topics and techniques for the completion of successful projects. The course provides an in-depth look at techniques for balancing scope, time, cost, and quality in managing a project. Particular attention is paid to planning, monitoring, and controlling a project. The course highlights the importance of applying quality standards and best practices in developing project management strategies. **Prerequisite(s): MBA6231.**

MBA6240 - Facilitating Change (3 quarter credits). This course presents theories and models for leading and facilitating organizational change. Learners explore ways to recognize and translate theory into practice by identifying and applying effective change management techniques. Learners develop collaborative processes that support forward movement within their work environment, thus helping themselves and their employees make transitions more effective for the organization.

Graduate Course Descriptions, *continued*

MBA6241 - Human Resource Management in 21st Century Knowledge (3 quarter credits). This course provides a global perspective to the human resource management field. Learners examine traditional HRM functions such as human capital recruitment, development, and retention. Learners compare strategic and tactical approaches to human resource management and evaluate communication, influence, and strategic practices in global organizations. **Prerequisite(s): MBA6010, MBA6020.**

MBA6243 - Building Organizational Culture (3 quarter credits). This course provides an overview of approaches to organizational design, culture, change, and transformation. Learners evaluate organizational designs and structures, change management models, and best practices for transforming organizational culture to achieve business goals and objectives. Learners focus on developing design, change, and transformation processes that tactically influence organizations. **Prerequisite(s): MBA6241.**

MBA6245 - Human Resource Management Technologies and Applications (3 quarter credits). In this course, learners explore established human resource management technologies used to achieve organizational capacity, integration, and effectiveness. Learners study and apply strategies that use HRM technologies to maximize human capital productivity. The course emphasizes becoming skilled HRM technologists seeking organizational and business opportunities to employ HRM technologies. **Prerequisite(s): MBA6241.**

MBA6247 - Human Capital Management (3 quarter credits). This course presents the fundamental practices of human capital management. Learners study and apply practices associated with workforce development, workforce management, and outsourcing. The course focuses on enabling learners to shape the global workforce. **Prerequisite(s): MBA6241.**

MBA6249 - Organizations, Governance, and the Law (3 quarter credits). This course provides learners with the foundational elements of legal thinking, practice, and application needed to understand the role and influence of the organizational laws and legal practices. Learners examine the roles and influence of law in the workplace, and study legal theories, practices, and strategies used by attorneys to develop workplace policies and address other employment-related issues. The course provides opportunities for learners to exercise legal knowledge, thought, and practice through experiential activities. **Prerequisite(s): MBA6241.**

MBA6250 - Leveraging Workplace Diversity (3 quarter credits). In this course, learners explore the models and tools for creating an effective and respectful work environment. This course emphasizes the importance of encouraging the expression of diverse people and their ideas. Learners explore ways to use models and tools to promote ethical and respectful interpersonal relationships that support the free flow of ideas. Learners develop practical skills and hands-on techniques to effectively support and manage diversity, recognize the importance of organizational diversity and why it is inextricably linked to business success, and establish a framework to promote an ongoing and respectful exchange of information.

MBA6260 - Negotiating for Results (3 quarter credits). In this course, learners explore ways to create effective negotiations with employees, customers, and partners. The course offers learners a practical exploration of the major concepts and theories of bargaining and negotiation and a forum for examining the dynamics of interpersonal and inter-group conflict and its resolution. The course is designed to be relevant to the broad spectrum of problems faced by managers and professionals. Learners explore their own negotiating preferences and the consequences of the choices they make. In addition, learners are asked to accept and offer feedback on the negotiation behavior that they demonstrate, observe and formulate their own perspectives about negotiation, and extract insights from their own experiences to guide them in future negotiations.

MBA6270 - Regulatory and Ethical Environment of Business (3 quarter credits). In this course, learners examine the key components of the business environment and ethical choices with regard to corporate decisions. The emphasis in this course is on current regulatory environments and their impact on organizational directions. Learners analyze and discuss how current trends in business ethics can help them make socially responsible and strategically sound decisions.

MBA6271 - Strategic Management of Health Care Systems (3 quarter credits). This course provides in-depth examination and analysis of strategic management in the health care industry. Learners use strategic management frameworks to analyze the mission, vision, core values, and goals of the industry and make recommendations based on their analysis. Learners identify the operational and financial components of the strategic planning process in health care and assess its impact on the internal and external health care environment. Learners also explore the impact of interdependent actors within the health care system, the consequences of various health care decisions, and decision-making strategies that maximize revenues while providing quality patient care. **Prerequisite(s): MBA6160.**

MBA6273 - Health Care Financial Management (3 quarter credits). This course focuses on the knowledge and skills required to conduct advanced strategic financial analyses of a health care organization. Learners use financial techniques specific to health care analysis and planning and apply those principles to analyze current health care budgeting and capital and funding decisions. Learners also review frameworks for conducting advanced strategic financial analyses and make innovative organizational recommendations based on those financial analyses. This course provides an in-depth examination and analysis of current health care reimbursement policies and their impact on financial management decisions. **Prerequisite(s): MBA6271.**

MBA6275 - Health Care Policy Analysis and Decision Making (3 quarter credits). Learners in this course analyze the development and implementation of policy in the health care field and its unique role in the industry. This course demonstrates the importance of examining health care policies not only from sociological, political, and ethical frameworks but from an economic perspective as well. The course allows learners to apply alternative methods of policy analysis including matrix analysis, decision trees, and cost-benefit analysis. Learners explore ways to make decisions in a health care setting and examine the consequences of decisions in the clinical, policy, and management arenas. **Prerequisite(s): MBA6271.**

MBA6277 - Ethical and Legal Considerations in Health Care (3 quarter credits). This course introduces ethical principles that managers can apply to understand, analyze, and resolve ethical problems in the health care field. Ethical dilemmas in the health care industry are explored from several perspectives—managerial, organizational, and economic. Learners analyze the impact of law on the way health care is delivered in the U.S. The major legal principles and issues relevant to health care administration are also examined. **Prerequisite(s): MBA6271.**

MBA6300 - MBA Capstone: Judgment, Planning, and Action (3 quarter credits). This course is a capstone MBA impact project. The course focuses on the implementation of a project that incorporates the skills necessary for analyzing issues, thinking creatively and strategically, using sound judgment, and establishing and executing plans. **Prerequisite(s): Completion of all required MBA course work. Cannot be fulfilled by transfer or petition.**

Graduate Course Descriptions, *continued*

MBA6310 - Marketing Capstone: Judgment, Planning, and Action (3 quarter credits). This is an integrative course for learners completing the MBA Marketing specialization. The outcome is for learners to synthesize and integrate their learning experiences and to evaluate the research and current topics relative to this specialization. This course focuses on the implementation of a project that incorporates the skills necessary for analyzing issues, thinking creatively and strategically, using sound judgment, and establishing plans. Techniques used to accomplish these goals may vary. **Prerequisite(s): Completion of all required MBA course work. Cannot be fulfilled by transfer or petition.**

MBA6320 - Global Operations and Supply Chain Management Capstone: Judgment, Planning, and Action (3 quarter credits). This is an integrative course for learners completing the MBA Global Operations and Supply Chain Management specialization. Learners synthesize and integrate knowledge and skills gained from specialization course work with collateral knowledge acquired during the MBA experience. The course uses an online simulation that allows learners to demonstrate their capacity for high-level management in the strategic global marketplace. **Prerequisite(s): Completion of all required MBA course work. Cannot be fulfilled by transfer or petition.**

MBA6330 - Project Management Capstone: Judgment, Planning, and Action (3 quarter credits). This is an integrative course for learners completing the MBA Project Management specialization. Learners synthesize and integrate the learning experiences acquired in project management and evaluate the research and current topics relative to this specialization. In this course, learners complete a project that incorporates the skills necessary for analyzing issues, thinking creatively and strategically, using sound judgment, and establishing plans. **Prerequisite(s): Completion of all required MBA course work. Cannot be fulfilled by transfer or petition.**

MBA6340 - Human Resource Management Capstone: Judgment, Planning, and Action (3 quarter credits). This is an integrative course for learners completing the MBA Human Resource Management specialization. Learners synthesize and apply human resource management knowledge, and evaluate current research and topics relative to this specialization. Learners complete a project that incorporates the skills necessary for analyzing HRM issues, thinking creatively and strategically, using sound judgment, and establishing plans. **Prerequisite(s): Completion of all required MBA course work. Cannot be fulfilled by transfer or petition.**

MBA6350 - Accounting Capstone: Judgment, Planning, and Action (3 quarter credits). This is an integrative course for learners completing the MBA Accounting specialization. The outcome is for learners to synthesize and integrate the learning experiences acquired in accounting and to evaluate the research and current topics relative to this specialization. This course focuses on the implementation of a project that incorporates the skills necessary for analyzing issues, thinking creatively and strategically, using sound judgment, and establishing plans. **Prerequisite(s): Completion of all required MBA course work. Cannot be fulfilled by transfer or petition.**

MBA6360 - Finance Capstone: Judgment, Planning, and Action (3 quarter credits). This is an integrative course for learners completing the MBA Finance specialization. The outcome is for learners to synthesize and integrate the learning experiences acquired in finance and to evaluate the research and current topics relative to this specialization. This course focuses on the implementation of a project that incorporates the skills necessary for analyzing issues, thinking creatively and strategically, using sound judgment, and establishing plans. Techniques used to accomplish these goals may vary. **Prerequisite(s): Completion of all required MBA course work. Cannot be fulfilled by transfer or petition.**

MBA6370 - Health Care Management Capstone: Judgment, Planning, and Action (3 quarter credits). This is an integrative course for learners completing the MBA Health Care Management specialization. Learners synthesize and integrate the learning experiences acquired in health care management and evaluate the research and current topics relative to this specialization. In this course, learners complete a project that incorporates the skills necessary for analyzing issues, thinking creatively and strategically, using sound judgment, and establishing plans. **Prerequisite(s): Completion of all required MBA course work. Cannot be fulfilled by transfer or petition.**

MBA6380 - Information Technology Management Capstone: Judgment, Planning, and Action (3 quarter credits). This is an integrative course for learners completing the MBA Information Technology Management specialization. Learners synthesize and integrate the learning experiences acquired in Information Technology Management and evaluate the research and current topics relative to this specialization. In this course, learners complete a project that incorporates the skills necessary for analyzing issues, thinking creatively and strategically, using sound judgment, and establishing plans. **Prerequisite(s): Completion of all required MBA course work. Cannot be fulfilled by transfer or petition.**

School of Business and Technology

Master's and Doctoral Organization and Management Courses

OM5004 - People at Work (4 quarter credits). This course covers a broad array of topics relating to managing and organizing "people at work." Learners evaluate and discuss classic theories of organizational behavior including theories of power and politics, leadership and power, interpersonal behavior, group and team dynamics, as well as touch on the implications of diversity and multiculturalism. **OM5004 must be taken by master's learners in their first quarter. Cannot be fulfilled by transfer or petition.**

OM5015 - Marketing (4 quarter credits). This course investigates a multitude of factors related to marketing in firms that produce both goods and services. The 4Ps of marketing are discussed as they relate to the development of marketing plans and strategies.

OM5025 - Accounting and Finance in Organizations (4 quarter credits). This course introduces master's learners to fundamental finance and accounting practices. Learners study the principles of financial accounting and the ways the activities of organizations are influenced by accounting measurement. The course emphasizes becoming good consumers, rather than producers, of financial information and uses current events to reinforce and demonstrate the implications of various accounting decisions.

OM5030 - Corporate Social Responsibility and Managerial Ethics (4 quarter credits). In this course, learners investigate the orientation of the firm in the context of today's complex social and business environments. Specific issues related to social responsibility and corporate ethics are addressed. The course focuses on identifying relevant issues and using theory to make informed and responsible decisions.

OM5035 - Data Analysis and Decision Making for Managers (4 quarter credits). Learners in this course examine a variety of quantitative tools that are useful in making organizational decisions. Rather than requiring learners to complete complex calculations, this course orients learners toward identifying problem-solving situations, selecting appropriate quantitative tools, and interpreting analytical results.

OM5040 - Strategic Planning (4 quarter credits). Learners in this course examine practices, methodology and theories of business strategy. In addition, learners review theoretical models and the development of plans for assessing strategic capabilities.

Graduate Course Descriptions, *continued*

OM5120 - Leading and Building Teams (4 quarter credits). This course focuses on the theory and practice of building and leading effective teams. The course emphasizes building and maintaining high-performance teams and the processes necessary to support them. **Prerequisite(s): OM5112.**

OM5990 - Integrative Project: Organizational Leadership and Change Management (4 quarter credits). The integrative project is designed to apply learning from the program to a professional setting. Learners work with course faculty to develop and implement this project in their field of study. **Prerequisite(s): Completion of all required master's course work. Cannot be fulfilled by transfer or petition.**

School of Business and Technology Graduate Writing Courses

DW-R8000 - Dissertation Writer's Retreat (non-credit). This week-long, intensive writing experience supports doctoral learners in completing their dissertation. Learners focus on writing in an environment that provides them with the academic experts and writing resources they need to personalize their experience and further develop their dissertation.

OM7004 - Graduate Writing for ESL/EFL Learners (4 quarter credits). This course introduces non-native speakers of English to graduate-level academic writing. Learners develop an understanding of the assumptions and intentions that underlie advanced academic writing as it is practiced in the U.S. They develop skills in producing effective advanced academic writing including combining facts and opinions from multiple sources. Learners develop linguistic and content editing skills in order to continue improving their own academic writing after they complete the course.

OM7006 - Research and Writing for Graduate Learners (4 quarter credits). This course prepares graduate learners for the rigors of academic writing, which requires a series of related critical thinking and writing skills, including understanding the nature of academic research; developing strong arguments based on primary and secondary research; evaluating, summarizing, paraphrasing, and citing sources; drafting, revising, and editing multiple drafts of major projects; and producing clear, accurate, and error-free prose. Since this is a writing course, learners should expect to write a lot: the course includes weekly writing assignments, several short writing projects, and a research plan for a longer project. Learners submit a final portfolio at the end of the course.

OM7007 - Focused Research and Writing for Graduate Learners (4 quarter credits). In this course, learners refine the principles and strategies learned in OM7006 by focusing on writing in their disciplines. Learners should expect to spend a significant amount of time writing, including weekly writing assignments, several short writing projects, one long writing project, and a final portfolio. Learners develop a research topic, conduct and write a short literature review, develop an argumentative essay of significant length (25–35 pages), and document sources appropriately while focusing on the critical thinking and writing skills established in OM7006. **Prerequisite(s): OM7006.**

OM7008 - Developing Voice and Style in Academic and Professional Writing (4 quarter credits). This course focuses on one of the most challenging components of academic writing: developing a voice and style that reflect excellence in scholarship (research, thinking, and communication) while maintaining individuality and style. In this course, learners analyze a variety of writing samples, including their own, in order to understand the effects of writers' rhetorical choices; learn and apply an array of writing strategies that lead to improved awareness and use of voice and style; and revise writing submissions used in external course work to demonstrate learning and understanding. **Learners are strongly encouraged to take the OM7006–OM7007 course sequence before enrolling in this course.**

OM7009 - Writing for Publication (4 quarter credits). Learners in this course explore the publication process, beginning with choosing a publication for submission and ending with a completed manuscript to submit. During the quarter, learners define and research their topic and publication, write and revise multiple drafts, participate in peer review, and prepare a cover letter for submission.

School of Business and Technology, *continued*

OM7020 - Marketing Strategy and Practice (4 quarter credits). This course presents learners with a systematic analysis of the factors that influence marketing strategy and uses marketing theory to evaluate opportunities, identify market segments, and to formulate appropriate strategies. While this course has a theoretical focus, the development of good marketing practices also receives attention.

OM7022 - Advanced Concepts in Marketing (4 quarter credits). Learners in this course explore how and why traditional marketing thinking and theory is evolving. Learners examine seminal marketing theory and the relationship among marketing and allied disciplines (e.g., economics, sociology, psychology, and strategy) to gain an understanding of contemporary marketing theory and the ways established and emerging marketing thinking can be applied in professional practice. **Prerequisite(s): OM7020.**

OM7040 - Accounting and Financial Management (4 quarter credits). This course addresses accounting and financial concepts and their applications to the management of an organization and presents a framework for financial decisions in organizations.

OM7041 - Finance (4 quarter credits). This course emphasizes and helps learners develop an understanding of financial concepts and major decision areas related to the financial management of business. **Prerequisite(s): OM7040. PhD learners only: To be completed in directed-study format.**

OM7050 - Ethics and Social Responsibility (4 quarter credits). Learners in this course examine ethical behavior in organizations and the role of business in society.

OM7055 - Operations Management (4 quarter credits). This course addresses concepts and methods that support the management of operations in both service and manufacturing environments.

OM7070 - Entrepreneurship (4 quarter credits). This course provides learners with the opportunity to examine and experience the steps of new business venture assessment and planning. Learners explore foundational entrepreneurial research, the entrepreneurial process, and the skills and abilities of successful entrepreneurs, and identify, assess, and develop a business plan for a venture of their choice.

OM7080 - Statistical Research Techniques (4 quarter credits). Learners in this course explore the fundamental data skills and analytical capabilities needed for graduate-level research. The focus of the course is on reviewing published research using basic statistical techniques, applying SPSS to conduct similar analyses, and determining the appropriate techniques for a given situation. Topics include data exploration and analysis; sampling; t-tests; analysis of variance, correlation and regression; and selected nonparametric tests. **Cannot be fulfilled by transfer.**

OM7120 - Diversity and Culture in the Workplace (4 quarter credits). Learners in this course focus on diversity and issues that arise in a multicultural workforce. Learners evaluate categories of difference; compare and contrast how culture and diversity each impact the individual, organization, and society; and evaluate how similarities and differences affect human development.

OM7125 - Systems Change and Transformative Practice (4 quarter credits). Learners in this course examine systems theory and its relation to individual and organizational change and transformation. The course emphasis helps learners gain an integrated perspective of systems theory and develop capabilities that support strategic planning, architecting, leading, and sustaining transformation initiatives and practices within organizations.

Graduate Course Descriptions, *continued*

OM7130 - Conflict Management and Negotiation (4 quarter credits). Learners in this course explore current theories and techniques for conflict management and negotiation in today's increasingly complex organizations. Learners evaluate interpersonal, group, and system conflict and negotiation theories appropriate to the workplace.

OM8004 - Managing and Organizing People (4 quarter credits). Learners in this course explore the theoretical assumptions of organizational behavior and the issues and challenges that arise when managing and leading. The course prepares PhD learners for doctoral research related to organization behavior literature and theory. OM8004 must be taken by PhD learners in their first quarter. **Cannot be fulfilled by transfer.**

OM8010 - Principles of Organization Theory and Practice (4 quarter credits). In this course, learners explore, synthesize, and integrate organization theory, thereby preparing them to conduct doctoral research related to organization theory, organizational behavior literature, and organizational research design. Learners evaluate organizational theory, apply it to organizational behavior, and diagnose organizational effectiveness. **Cannot be fulfilled by transfer.**

OM8012 - Strategy (4 quarter credits). Learners in this course examine theories that are relevant to effective strategy development and implementation, preparing them to operate as strategic thought-leaders in today's complex global business environment. **Cannot be fulfilled by transfer.**

OM8020 - Quantitative Research Techniques (4 quarter credits). Learners in this course explore fundamental concepts needed to conduct graduate-level quantitative research. Learners examine the foundations, methods, and applications of quantitative research; dependencies among research design, measurement, and analysis; variable types and levels of measurement; sampling; and the concepts of descriptive and inferential statistics and hypothesis testing. **Cannot be fulfilled by transfer.**

OM8021 - Management Theory Creation (4 quarter credits). Learners in this course examine the scientific, philosophical, and methodological approaches underlying organization and management research and theory. Course topics include the scholar-practitioner as social and behavioral scientist and purveyor of evidenced-based management, and ways of working with the extant literature. Learners analyze and report on the elements of a scientific study, and evaluate the ontological, axiological, and epistemological assumptions underlying qualitative, quantitative, and mixed-methods studies. Learners also identify the strengths and limitations of various methodological approaches, and provide

recommendations for future research based on author-identified limitations and a review of the seminal works and recent research. **Prerequisite(s): OM7080 or OM8020. Cannot be fulfilled by transfer.**

OM8022 - Survey of Applied Research Methods (4 quarter credits). This course focuses on research designs for qualitative, quantitative, mixed-methods, and applied research in organization and management. Learners move beyond conducting reviews of literature at the methodological level, focusing on research design in order to evaluate specific design features related to reliability and threats to validity, and to craft their own research prospectus. Learners explore the meaning of content and process gaps, problems, and opportunities uncovered through a review of the literature. They also examine issues related to management science research ethics and the role of the Institutional Review Board (IRB). **Prerequisite(s): OM7080 or OM8020; OM8021; OM8021 prerequisite does not apply to PhD in IT learners. Cannot be fulfilled by transfer.**

OM8025 - Advanced Qualitative Research (4 quarter credits). Learners in this course investigate qualitative inquiry and various qualitative research designs based on social constructivist, interpretive, and critical-theory/transformational traditions appropriate for research in organization and management. Course topics include strategies for data collection and bounding, data analysis and coding, visual mapping and portrayal, drawing and verification of conclusions from data, and qualitative research presentation. Learners also gain hands-on experience using qualitative software. This course is recommended for learners who intend to conduct either a qualitative or mixed-methods dissertation. **Prerequisite(s): OM8022. Cannot be fulfilled by transfer.**

OM8026 - Applied Multivariate Modeling (4 quarter credits). Learners in this course review, critique, and apply models appropriate to organizational research designs. Topics include General Linear Model (multiple regression, ANOVA, MANOVA, ANCOVA), canonical correlations, principal components, factor analysis, and multi-dimensional scaling. Nonparametric alternatives to statistical tests are examined and data analysis and interpretation software for quantitative data are explored. **Prerequisite(s): OM7080 or OM8020. Cannot be fulfilled by transfer.**

OM8027 - Survey Research Methodology (4 quarter credits). Learners in this course concentrate on the competencies, skills, and techniques required to conduct successful data gathering and analysis. The course provides learners with the opportunity to learn and apply the skills required to construct survey

questions and items, structure questionnaires and interview schedules, understand and utilize scaling techniques, develop and select the most effective administration techniques, develop the most appropriate sampling frames, and apply the most powerful statistical analysis. Upon completion of this course, learners are prepared to utilize this methodology to conduct scholarly and organizational research. **Prerequisite(s): OM8022. Cannot be fulfilled by transfer.**

OM8028 - Survey of Research Literature in Management Education (4 quarter credits). Learners in this course review management literature, focusing on research related to improving the effectiveness of management instruction and developing management curricula and courses. The course focuses specifically on management education but also explores topics in leadership, business, and other related disciplines. **Cannot be fulfilled by transfer.**

OM8101 - Theories of Leadership (4 quarter credits). Learners in this doctoral seminar explore theories of leadership that inform research and practice. In addition, learners explore foundational tenants of leadership theory, creating a compare and contrast of the theories for their impact on organizations, leaders, and followers. **Cannot be fulfilled by transfer.**

OM8102 - Leading at the Top: The Upper Echelon (4 quarter credits). Learners in this course explore organizational leadership at the executive level. Topics include the relationship between the leader to the executive board and the market, communication tools and techniques, and knowledge management. **Cannot be fulfilled by transfer.**

OM8103 - Global Executive/Manager Development (4 quarter credits). In this course, learners examine the current relevant theories of global leader and manager development. Learners explore the theories and models of global enterprise system leaders and managers and prepare a development plan for their own leadership and management skills portfolio. **Cannot be fulfilled by transfer.**

OM8104 - Leadership: The Dark Side (4 quarter credits). In this course, learners explore the psychology of dark leader development, the characteristics of the dark side of leadership, and the ways these characteristics are evaluated. Learners develop their own approaches to and strategies for managing the dark side of leadership in contemporary organizations. **Cannot be fulfilled by transfer.**

OM8105 - Issues on the Frontier of the Global Economy (4 quarter credits). Learners in this course examine the economic landscape of the competitive global economy. Learners identify current and emerging economic issues and trends and compare and evaluate their impact on markets, organizations, and leadership practice. **Cannot be fulfilled by transfer.**

Graduate Course Descriptions, *continued*

OM8106 - Leading in the Global Enterprise System (4 quarter credits). In this course, learners compare and contrast leadership theories of the global enterprise organization. Learners evaluate theories pertinent to their own operational environment and create a framework for successful leadership and management to employ in their respective operational contexts. **Cannot be fulfilled by transfer.**

OM8107 - Entrepreneurial Leader as Pioneer (4 quarter credits). Learners in this course compare and contrast entrepreneurial leadership theories to gain an understanding of the options, opportunities, and benefits associated with entrepreneurial leadership in the developing global enterprise system. **Cannot be fulfilled by transfer.**

OM8201 - Theories of Executive Human Resource Management (4 quarter credits). Learners in this doctoral seminar explore current trends in human resource research and the numerous theories of human resource management. Learners research articles and compare and contrast theories for their impact on the human asset management of the organization. **Cannot be fulfilled by transfer.**

OM8202 - The Human Resource Executive as Strategic Partner (4 quarter credits). Learners in this doctoral seminar explore the link between the strategic architecture of human asset management and organizational strategy. Learners investigate how the careful crafting of human resource policy and practice create optimum resource utilization for exceptional organizational effectiveness. **Cannot be fulfilled by transfer.**

OM8203 - Perspectives and Practices in Global Human Resource Management (4 quarter credits). Learners in this doctoral seminar examine innovative human resource management theories and best practices used in domestic and international knowledge-oriented organizations. The course emphasizes preparing learners to operate as HRM thought leaders within complex and dynamic 21st century business environments. **Cannot be fulfilled by transfer.**

OM8204 - Legal Systems, Labor Relations, and Regulatory Practices (4 quarter credits). Learners in this doctoral seminar examine key components of domestic and international legal systems, labor relations, and regulatory practices as they relate to organizational structure, business activities, and human capital management. Topics include law making, enforcement agencies, labor relations, legal processes, and litigation reduction and management. **Cannot be fulfilled by transfer.**

OM8205 - Knowledge Management, Human Resource Information Systems, and Internet Technologies (4 quarter credits). Learners in this doctoral seminar explore the relationships between knowledge management, human resource information systems, and Internet technologies as they relate to maximize human capital and organizational productivity. This course emphasizes integrated understanding, strategic orientation, and innovative perspective of ways these systems can enable human resource management business-oriented solutions for global organizations. **Cannot be fulfilled by transfer.**

OM8206 - Human Capital Management, Acquisition, Development, and Retention (4 quarter credits). Learners in this doctoral seminar examine human capital acquisition, development, and retention from theoretical, best practices, and business results perspectives. Topics include establishing high-performance cultures, systems dynamics models, innovative compensation and reward strategies, and return-on-investment metrics. **Cannot be fulfilled by transfer.**

OM8301 - Survey of Research Literature in Information Technology Management Infrastructure (4 quarter credits). Learners in this doctoral seminar review information technology management research literature focusing on research related to managing the process of selecting, deploying, and operating information technology within organizations. The focus of the course includes components of information technology and the human resources that support them. **Cannot be fulfilled by transfer.**

OM8302 - Survey of Research Literature in Information Technology Planning and Delivery (4 quarter credits). Learners in this doctoral seminar review the information technology management research literature focusing on the process of applying IT to the support of organizational goals. Topics include organizational alignment, strategic system planning, and the application system delivery process. **Cannot be fulfilled by transfer.**

OM8303 - Information Technology Technical Foundations (4 quarter credits). Learners in this doctoral seminar focus on theory and research that address the technical foundations of information technology management discipline. Topics include a wide range of technologies, processes, and methods, with a particular emphasis on emerging technologies and concepts. **Cannot be fulfilled by transfer.**

OM8304 - Information Technology Delivery (4 quarter credits). Learners in this doctoral seminar concentrate on the behavioral aspects of deploying information technology in organizations. During the course, learners examine and evaluate IT deployment literature from both academic and practitioner sources, survey both achievements and failures in the field, and identify various research frontiers associated with IT delivery. **Cannot be fulfilled by transfer.**

OM8305 - Information Technology Strategy and Management (4 quarter credits). Learners in this doctoral seminar course focus on organizational issues related to developing information technology strategy and managing IT staff and functions. Learners examine the research frontiers of topics such as IT strategy formulation and business alignment; IT organization, structure, and governance; implementation and change management; organizational learning and knowledge management; and evaluation of IT impacts on the organization. **Cannot be fulfilled by transfer.**

OM8450 - Theory of Organizational Improvement (4 quarter credits). Learners in this course examine historical, contemporary, and emerging theories of organizational improvement. Learners explore continuous improvement, balanced scorecard, Malcolm Baldrige framework, and other relevant theories. The focus of this course is on understanding the theoretical foundations of these improvement philosophies and on recognizing their impact on organizational outcomes.

OM8521 - Advances in Project Planning (4 quarter credits). Learners in this course identify and evaluate seminal research in the project management areas of initiation and planning. Learners focus their research on effective techniques and tools used to initiate, define, and plan results-driven projects. **Prior to enrolling in this course, learners should have a working knowledge of project management. Completion of at least one master's-level project management course is strongly recommended. Cannot be fulfilled by transfer.**

OM8523 - Advances in Project Execution (4 quarter credits). Learners in this course identify and evaluate seminal research in a variety of project management areas, including project resource management and project execution. Learners focus their research on effective techniques and tools used to execute, monitor, control, and close projects. **Prior to enrolling in this course, learners should have a working knowledge of project management. Completion of at least one master's-level project management course is strongly recommended. Cannot be fulfilled by transfer.**

OM8525 - Strategic Leadership and Human Resource Management (4 quarter credits). In this course, learners analyze leadership theories and human resource management approaches to project or program management. Learners evaluate the advantages and disadvantages of various leadership skills and examine their effects on leading a project team to achieve results. Learners also explore ways to optimize HRM to improve an organization's project implementation capabilities. **Prior to enrolling in this course, learners should have a working knowledge of project management. Completion of at least one master's-level project management course is strongly recommended. Cannot be fulfilled by transfer.**

Graduate Course Descriptions, *continued*

OM8527 - Advanced Risk Management (4 quarter credits). Learners in this course explore current trends and methods of project risk management. Learners evaluate approaches to preventing, mitigating, and managing project risks, and identify strengths, weaknesses, and gaps in project risk management research. **Prior to enrolling in this course, learners should have a working knowledge of project management. Completion of at least one master's-level project management course is strongly recommended. Cannot be fulfilled by transfer.**

OM8529 - Program and Portfolio Management (4 quarter credits). This course presents methods of managing multiple projects and project portfolios. Learners evaluate and apply program integration and portfolio management techniques, and examine methods used to optimize the overall value of project portfolios. **Prior to enrolling in this course, learners should have a working knowledge of project management. Completion of at least one master's-level project management course is strongly recommended. Cannot be fulfilled by transfer.**

OM8910 - Teaching Practice Seminar (4 quarter credits). Learners in this seminar examine the practice fundamentals necessary for a teaching career in management education. Syllabus and course development, online and classroom instruction, as well as the fundamentals of human development in the classroom are explored. **Prerequisite(s): Completion of program core courses. Cannot be fulfilled by transfer.**

OM8920 - Leadership Practice Seminar (4 quarter credits). Learners in this seminar examine the practice fundamentals needed to prepare themselves for an executive leadership role. Learners review theories and models of leadership from a scholar-practitioner perspective and gain an understanding of the leadership responsibilities required by today's complex and diverse organizations. **Prerequisite(s): Completion of program core courses. Cannot be fulfilled by transfer.**

OM8930 - Consulting Practice Seminar (4 quarter credits). Learners in this seminar examine the practice fundamentals necessary for an executive consulting leadership role. Learners review the role of consultant, organizational assessment, intervention planning, intervention execution, measurement and consultant exit strategies, preparing themselves for executive consulting practice. **Prerequisite(s): Completion of program core courses. Cannot be fulfilled by transfer.**

OM8999 - Special Topics in Organization and Management (4 quarter credits). In this course, learners propose appropriate course topics that address a specific issue or problem in the field. Proposals must be submitted to the mentor for approval. **PhD learners only: To be completed in directed-study format.**

OM9050 - Special Topics in Information Technology Management (4 quarter credits). This course provides learners with an opportunity to engage in an in-depth study within the area of information technology management. Theory, research, and application of subject matter are constructed to focus on specific subject matter using the special topics course format. Learners propose course topics not covered in the elective offerings of this specialization and develop content with course tutor approval. **PhD learners only: To be completed in directed-study format.**

OM9051 - Special Topics in Leadership (4 quarter credits). This course provides learners with an opportunity to engage in an in-depth study within the area of leadership. Theory, research, and application of subject matter are constructed to focus on specific subject matter using the special topics course format. Learners propose course topics not covered in the elective offerings of this specialization and develop content with course tutor approval. **PhD learners only: To be completed in directed-study format.**

OM9052 - Special Topics in Human Resource Management (4 quarter credits). This course provides learners with an opportunity to engage in an in-depth study within the area of human resource management. Theory, research, and application of subject matter are constructed to focus on specific subject matter using the special topics course format. Learners propose course topics not covered in the elective offerings of this specialization and develop content with course tutor approval. **PhD learners only: To be completed in directed-study format.**

OM9919 - Doctoral Comprehensive Examination (4 quarter credits). This course includes an overview of the comprehensive examination process, the university's expectations of academic honesty and integrity, the three core themes of the examination, and the evaluation criteria. The courseroom mentor provides three questions addressing the core themes. Learners write answers to the comprehensive examination questions. Answers are evaluated by faculty readers using point-scale scoring rubrics. Upon passing the comprehensive examination, learners are eligible to enroll in the first dissertation course. **Grading for this course is S/NS. Prerequisite(s): Completion of all required and elective course work with a cumulative GPA of 3.0 or better. Completion of practicum courses, if applicable. Fulfillment of all residency requirements. Cannot be fulfilled by transfer.**

OM9920 - Dissertation Courseroom (non-credit). This course provides learners with resources, guidance, and peer and mentor support during each dissertation course as they complete the required milestones. **Grading for this course is R/NS. Prerequisite(s): OM9919. Cannot be fulfilled by transfer.**

OM9921–OM9950 - Dissertation Research 1–Dissertation Research 30 (5 quarter credits each). Learners complete the required dissertation milestones and prepare their dissertation for publication. **Grading for these courses is R/NS. Courses must be taken in sequence. Prerequisite(s): OM9919 and concurrent enrollment in OM9920. Cannot be fulfilled by transfer.**

School of Business and Technology Master's Organizational Development Courses

ORD5004 - Change, Culture, and Complexity (4 quarter credits). Learners in this course examine change, culture, and complexity in 21st century global organizations. Learners analyze organizational development literature and apply best practices for using organizational development strategies related to organizational change, culture, and complexity to increase performance and productivity. Learners also use organizational development models to identify business trends and growth opportunities. **ORD5004 must be taken by master's learners in their first quarter. Cannot be fulfilled by transfer or petition.**

ORD5010 - Organizational Systems and Dynamics (4 quarter credits). This course presents theories and models of organizational systems and dynamics and the organizational influences of individual, group, and enterprise-wide interaction. Learners identify the ways organizational systems operate within business environments and evaluate the effectiveness of various systems archetypes. Learners also examine the organizational development methods and tools used to manage systems archetypes in order to achieve business goals.

ORD5020 - Strategic Planning and Organizational Development (4 quarter credits). Learners in this course study strategic business planning and examine its contributions to organizational development. Learners analyze theoretical frameworks and models of strategic business planning and use them to develop their own models that integrate business strategy with practice. Learners also identify methods for aligning strategic business planning with the organizational development activities of global enterprises.

ORD5030 - Assessment and Interventions (4 quarter credits). In this course, learners examine generally accepted assessment and intervention methods, models, and tools used in organizational development. Learners review organizational development literature, case studies, and practices and gain experience determining which assessments enable an organizational intervention.

Graduate Course Descriptions, *continued*

ORD5040 - Fundamentals of Business

(4 quarter credits). This course provides learners with knowledge and skills related to applying accounting, finance, and economic business information to organizational development strategies. Learners analyze economics models and financial statements and equations. Learners also evaluate financial metrics used to measure business revenue, profit, and loss, and examine the ways these metrics are applied to organizational development strategies to increase organizational performance and productivity.

ORD5050 - Ethics and Behavior in Organizations

(4 quarter credits). This course focuses on the role of ethics and behavior in organizations as managed by organizational development professionals. Learners examine the roles of organizational development professionals as ethical change agents and assess their responsibilities in fostering ethical business and workplace environment. Learners also evaluate the influence of ethics on behavior within the organizational development process.

ORD5510 - Organizational Development in the Global Environment

(4 quarter credits). Learners in this course explore the emerging role of organizational development in a global context. Learners examine business strategies and best practices of select multinational corporations and evaluate their effects on organizational capacity building. Learners also analyze ways to integrate current organizational development models and strategies with emerging initiatives that together address contemporary business perspectives, trends, and issues. **Cannot be fulfilled by transfer or petition.**

ORD5511 - Systems Thinking, Archetypes, and Design

(4 quarter credits). In this course, learners study systems design, archetype, and thinking literature and best practices related to maximizing organizational effectiveness. In particular, learners explore current literature and generally accepted best practices of applying systems design to complex operating environments. Learners also evaluate the influence of systems archetypes that employ both order and chaordic frameworks and identify organizational strategies, methods, and tools used to harness the power of systems design in order to increase positive business results. **Prerequisite(s): ORD5510.**

ORD5513 - Group Dynamics

(4 quarter credits). Learners in this course study group dynamics literature and best practices related to organizational development and effectiveness. In particular, learners explore current literature and generally accepted best practices of using facilitation and collaboration methods to manage group dynamics and increase organizational productivity. Learners also examine ways to align individual behaviors with an organization's business goals and engage in field work to assess the effectiveness of group dynamics strategies and methods. **Prerequisite(s): ORD5510.**

ORD5515 - Process Consultation

(4 quarter credits). This course introduces learners to the concept of building consultative relationships with clients through the examination of the theories, models, and tools of organization development consultation, including the process facilitation method developed by Dr. Edgar Schein. Learners apply client engagement methods and develop critical thought and action relative to enabling organizational development, growth, and sustainability. In particular, learners focus on developing strategies for implementing key theories and best practices of organization development and process consultation in order to increase organizational performance and productivity. **Prerequisite(s): ORD5510.**

ORD5517 - Human Asset Management and Motivation

(4 quarter credits). This course presents current and emerging theories, models, and practices of talent management exhibited by global organizations. Learners analyze the influence of rewards and recognition programs on employee retention and explore ways to use these programs as retention tools. Learners also analyze retention strategies of select multinational corporations to assess the effectiveness of talent management programs from a global perspective. Other course topics include the internal and external forces responsible for generating career-related tensions within organizations. **Prerequisite(s): ORD5510.**

ORD5519 - Leadership, Managership, and Followership

(4 quarter credits). In this course, learners explore the emerging roles and relationships of leadership, managership, and followership in 21st century organizations. Learners analyze traditional organizational roles of leadership, managership, and followership and examine their impact on individual and organizational productivity. Learners also evaluate emerging theories, models, and practices relative to redefining these roles. **Prerequisite(s): ORD5510.**

ORD5910 - General Organizational Development Capstone

(4 quarter credits). This is an integrative course for learners in the master's General Organizational Development specialization. Learners synthesize and integrate the knowledge, competencies, and skills acquired throughout the program by developing and implementing a final project that demonstrates critical thinking, creativity, and practical application of program content. Learners create and customize project plans and strategies to achieve desired project outcomes. **Prerequisite(s): Completion of all required master's course work. Cannot be fulfilled by transfer or petition.**

School of Business and Technology

Doctoral Business Courses

PHB7045 - Applied Enterprise Economics

(4 quarter credits). Learners in this course examine microeconomic, macroeconomic, and trade theory; evaluate the operation of markets in the allocation of scarce resources; and explore current literature in applying economic theory to financial decision making at the individual and firm level. Learners also examine topics and concepts of economics education and strengthen their skills in discerning and describing research topics, reviewing literature, and designing research projects.

PHB7075 - Organizational Systems and Leadership

(4 quarter credits). This course presents the theoretical foundations, research, and practices of organizational systems and leadership. Learners analyze organizations as systems and evaluate the ways they are affected by their structure and the external environment. Learners also examine the practice of leadership using a systems approach and synthesize organizational systems and leadership theory.

PHB8004 - Theory and Practice in Business

(4 quarter credits). Learners in this course explore business theories, research, and practice. In particular, learners study the challenges of conducting scholarly research and the practice of leading and managing a business enterprise. Learners explore the depth and breadth of business research, the research methodologies used to conduct it, and potential business research topic areas. Learners also focus on strengthening their critical-thinking and scholarly writing skills. **PHB8004 must be taken by PhD learners in their first quarter. Cannot be fulfilled by transfer.**

PHB8012 - Strategy, Planning, and Operations

in Business (4 quarter credits). Learners in this course examine theories of and approaches to effective strategy formulation, integration, and implementation across the various functional areas of business operations. Learners focus on the skills needed to become strategic thinkers and leaders in today's complex global business environment and practice using them to solve contemporary issues in business strategy, planning, and operations. Learners also examine business goals and objectives within the context of internal and external influences and strategic management methodologies. **Cannot be fulfilled by transfer.**

Graduate Course Descriptions, *continued*

PHB8024 - Advanced Research: Mixed-Methods Research Designs (4 quarter credits). This course focuses on using mixed-methods research designs in applied business and organizational research. Learners examine the philosophic foundations and practical implications of merging numerical and non-numerical data to gain a comprehensive perspective of complex business and organizational phenomena than that gained by using either quantitative or qualitative methods alone. Learners also focus on using evidence-based practice to create actionable knowledge in local contexts; connect theory with practice to address core performance and quality metrics; and develop a comprehensive mixed-methods research prospectus. **Prerequisite(s): OM8022. Cannot be fulfilled by transfer.**

PHB8410 - Survey in Financial Accounting (4 quarter credits). Learners in this course study financial accounting standards and practices and associated legal, regulatory, and reporting issues. Learners focus on the relationship between financial accounting research and practice and explore its emerging trends, technologies, and societal implications. Learners also examine topics and concepts of financial accounting education and strengthen their skills in discerning and describing research topics, reviewing literature, and designing research projects. **Cannot be fulfilled by transfer.**

PHB8415 - Survey in Managerial Accounting (4 quarter credits). In this course, learners study managerial accounting and its association with managerial practice and decision making. Learners focus on the relationship between managerial accounting research and practice and explore its emerging trends, technologies, and societal implications. Learners also examine topics and concepts of managerial accounting education and strengthen their skills in discerning and describing research topics, reviewing literature, and designing research projects. **Cannot be fulfilled by transfer.**

PHB8420 - Accounting Information Systems (4 quarter credits). Learners in this course study accounting information systems and their influence on internal and external financial reporting, managerial decision making, audit, and control. Learners explore emerging trends, technologies, and societal implications of accounting information systems and examine topics and concepts of accounting information systems education. Learners also strengthen their skills in discerning and describing research topics, reviewing literature, and designing research projects. **Cannot be fulfilled by transfer.**

PHB8422 - Auditing (4 quarter credits). In this course, learners study audit program design, planning, and implementation and associated regulatory topics, including the Sarbanes-Oxley Act. Learners explore emerging trends, technologies, and societal implications of auditing and examine topics and concepts of auditing education. Learners also strengthen their skills in discerning and describing research topics, reviewing literature, and designing research projects. **Cannot be fulfilled by transfer.**

PHB8424 - International Accounting (4 quarter credits). In this course, learners study international accounting standards and the evolving process of harmonization and compare U.S. Generally Accepted Accounting Principles (GAAP) with those of other countries. Learners focus on the relationship between international accounting and finance research and practice and explore its emerging trends, technologies, and societal implications. Learners also examine topics and concepts of international accounting education and strengthen their skills in discerning and describing research topics, reviewing literature, and designing research projects. **Cannot be fulfilled by transfer.**

PHB8426 - Fraud Examination (4 quarter credits). This course provides an examination of the nature and causes of fraud and presents various approaches to prevent, detect, investigate, and regulate fraudulent activity, including the Sarbanes-Oxley Act. Learners explore emerging trends, technologies, and societal implications of fraud and examine topics and concepts of fraud education. Learners also strengthen their skills in discerning and describing research topics, reviewing literature, and designing research projects. **Cannot be fulfilled by transfer.**

PHB8428 - Forensic Accounting (4 quarter credits). Learners in this course study the requirements, processes, and techniques used to present accounting and financial information in the legal environment. Learners focus on the relationship between forensic accounting research and practice and explore its emerging trends, technologies, and societal implications. Learners also examine topics and concepts of forensic accounting education and strengthen their skills in discerning and describing research topics, reviewing literature, and designing research projects. **Cannot be fulfilled by transfer.**

PHB8430 - Taxation (4 quarter credits). This course provides an overview of various taxation systems. Learners evaluate the influence of taxation on society and economic decision making and explore its emerging trends, technologies, and societal implications. Learners also examine topics and concepts of taxation education and strengthen their skills in discerning and describing research topics, reviewing literature, and designing research projects. **Cannot be fulfilled by transfer.**

PHB9919 - Doctoral Comprehensive Examination (4 quarter credits). This course includes an overview of the comprehensive examination process, the university's expectations of academic honesty and integrity, the three core themes of the examination, and the evaluation criteria. The courseroom mentor provides three questions addressing the core themes. Learners write answers to the comprehensive examination questions. Answers are evaluated by faculty readers using point-scale scoring rubrics. Upon passing the comprehensive examination, learners are eligible to enroll in the first dissertation course. **Grading for this course is S/NS. Prerequisite(s): Completion of all required and elective course work with a cumulative GPA of 3.0 or better. Completion of practicum courses, if applicable. Fulfillment of all residency requirements. Cannot be fulfilled by transfer.**

PHB9920 - Dissertation Courseroom (non-credit). This course provides learners with resources, guidance, and peer and mentor support during each dissertation course as they complete the required milestones. **Grading for this course is R/NS. Prerequisite(s): PHB9919. Cannot be fulfilled by transfer.**

PHB9921–PHB9950 - Dissertation Research 1–Dissertation Research 30 (5 quarter credits each). Learners complete the required dissertation milestones and prepare their dissertation for publication. **Grading for these courses is R/NS. Courses must be taken in sequence. Prerequisite(s): PHB9919 and concurrent enrollment in PHB9920. Cannot be fulfilled by transfer.**

School of Business and Technology Master's and Doctoral Information Technology Courses

TS5004 - Technical Communications (4 quarter credits). This course provides learners with the necessary skills for communicating technical information to various stakeholders in organizations. The focus of the course is on the fundamentals of technical communication in the electronic workplace while emphasizing clarity and organization. Learners study technical writing, editing, and online communication and engage in a broad range of activities, including preparing an effective résumé, writing proposals and technical reports, and creating professional development plans. This course helps learners develop an understanding of format and content and prepares them for project documentation requirements throughout their program and their professional careers. **TS5004 must be taken by master's learners in their first quarter. Cannot be fulfilled by transfer or petition.**

Graduate Course Descriptions, *continued*

TS5010 - Introduction to Enterprise Application Architecture (4 quarter credits). This course presents the interrelated architectural, business, and technical solution perspectives essential to the design and development of enterprise-caliber information technology solutions. Learners consider each perspective as they develop a Web site for an enterprise. Learners explore the business context supporting the Web application and the ways it drives the requirements and functionality of the Web site; the technical resources and the environment in which the application is being used; and the role of the enterprise architect in selecting the processes, components, and technologies used to develop and maintain the application.

TS5011 - Managing People and Technology (4 quarter credits). This course provides information technology learners with skills needed to manage technology and people. Learners assess and control the risks associated with information assets, apply concepts and principles to manage projects and project quality, and develop collaboration and leadership skills to use in a globally distributed team environment.

TS5130 - System Development Theory and Practice (4 quarter credits). This course focuses on the software engineering fundamentals that can be applied to enterprise-wide software application development. Topics include portability, reusability, prototyping, and performance management. Learners examine advanced requirements analysis techniques; functional specifications; and system design, implementation, testing, and maintenance. Learners also compare theory with practice and assess, evaluate, and apply software development principles and processes to a professional environment. *Prior to enrolling in this course, learners should have a working knowledge of the software development process.*

TS5160 - Business Foundations (4 quarter credits). This course provides information technology learners with a foundation of business concepts. Learners analyze organizational structures, operational processes, financial measures, and key business communication concepts and techniques. Through the analysis and application of fundamental business processes, theories, and techniques, learners gain a better understanding of how IT integrates with the enterprise as a whole.

TS5311 - Enterprise Security (4 quarter credits). This course provides an overview of enterprise security and presents the tools, techniques, and strategies used to counteract threats organizations experience on a daily basis. Learners develop a working knowledge of organization security risk assessment and gain an understanding of appropriate security planning by analyzing cyber terrorism and enterprise system weaknesses and creating an enterprise system security plan. *Prior to enrolling in this course, learners should have a working knowledge of networking concepts.*

TS5312 - Security Risk Management (4 quarter credits). This course presents the important elements of risk management and the ethical and legal issues surrounding computer security. Learners analyze the impact of computer legislation and case law on information security management and examine ways to mitigate risk and develop risk-control strategies to better understand information security project planning. *Prior to enrolling in this course, learners should have a working knowledge of IT and project management skills.*

TS5321 - Local Area Network Architectures (4 quarter credits). The focus of this course is on local area network (LAN) architectures from managerial, business, and operational perspectives. Learners explore planning, designing, administering, securing, and managing LANs and gain an understanding of how to implement LAN architectures using different platforms and technologies. *Prior to enrolling in this course, learners should have a working knowledge of network administration.*

TS5322 - Wide Area Network Architectures (4 quarter credits). The focus of this course is on wide area network (WAN) architectures from managerial, business, and operational perspectives. Learners explore planning, designing, administering, securing, and managing WANs and gain an understanding of how to implement WAN architectures using different platforms and technologies. *Prior to enrolling in this course, learners should have a working knowledge of network administration.*

TS5323 - Integrating Divergent Network Architectures (4 quarter credits). This course presents an overview of different network architectures, with an emphasis on the integration of heterogeneous network components. Learners consider the interoperability of local area networks (LANs), wide area networks (WANs), and wireless and mobile networks from an architectural perspective. The course also engages learners with a diverse set of hardware and software systems and emphasizes understanding how to design and deploy integrated network solutions to create a strategic business advantage.

TS5324 - Evolving Network Technologies (4 quarter credits). This course presents an overview of the latest network trends, with an emphasis on the analysis and deployment of emerging technologies. Learners study Voice over Internet Protocol (VoIP), secure wireless, mobile computing, and virtualized networks at an enterprise level. The course also engages learners with a diverse set of hardware and software systems and emphasizes understanding how to manage change in an enterprise environment and use leading edge network technologies to create a strategic business advantage.

TS5325 - Enterprise Network Analysis (4 quarter credits). Learners in this course analyze the business requirements that drive network solutions, including network security, network performance monitoring and analysis, and capacity planning. Learners consider the current national regulatory regime and information technology governance issues. Learners also gain practical knowledge of the management of existing network infrastructures by assessing network availability and reliability requirements for an enterprise network.

TS5327 - Secure Network Architectures (4 quarter credits). Learners in this course examine advanced network remote access and the secure network strategies used to implement it. Learners analyze, plan, design, configure, and specify the implementation of remote access using current technologies such as IPSec VPN, Frame Mode MPLS, and tele-network services. Learners also investigate common network attacks and evaluate strategies to mitigate their occurrence within the context of remote network access. Using these capabilities, learners evaluate and design network architectures that support secure remote network access. *Prior to enrolling in this course, learners should have a working knowledge of network administration.*

TS5328 - Virtualization for the Enterprise (4 quarter credits). Learners in this course focus on virtualization from network architecture, technical, and business perspectives to develop the knowledge associated with determining appropriate virtualization hardware and software solutions to meet enterprise requirements. Learners evaluate virtualization solutions with respect to existing enterprise architectures to articulate a transitional path to virtualization. Learners examine the business impact of virtualization, analyzing the risks, benefits, and usability of virtualization and performing cost-benefit and security analyses. Learners also explore the role of cloud computing in virtualization and evaluate the environmental aspects and emerging trends of virtualization.

TS5331 - Project Management Fundamentals (4 quarter credits). This course serves as an introduction to the generally accepted processes and knowledge areas found in the project management profession. Learners study the project management concepts as defined by the Project Management Institute's (PMI) "A Guide to the Project Management Body of Knowledge (PMBOK® Guide). Topics include professionalism and ethics, the nine project management knowledge areas, and the domains of initiating, planning, executing, controlling, and closing projects.

Graduate Course Descriptions, *continued*

TS5332 - Project Management Planning, Execution, and Control (4 quarter credits).

This course emphasizes the elements of project management through the integration and application of project planning, executing, monitoring, and controlling tools and techniques. Learners identify project requirements and develop a project plan that considers project scope, time, and cost in managing competing project requirements. Learners also examine the elements of work breakdown structures and their importance in developing a project schedule that accurately reflects the work effort required and assigns the appropriately skilled resources complete each activity.

TS5333 - Project Budgeting, Procurement, and Quality (4 quarter credits). In this course, learners study the fundamental concepts and principles of cost estimation and budgeting; quality planning, management, and control; and procurement life cycle activities as they relate to projects. Learners evaluate tools and techniques used in planning, monitoring, reporting, controlling, and managing project cost and explore the concept of earned value management. Other topics include procurement aspects from planning to acquisition, contracting, and closure.

TS5334 - Project Risk Assessment and Control (4 quarter credits). Learners in this course examine the important elements of risk management, including planning for, identifying, quantifying, analyzing, and controlling risk. Learners gain an understanding of the systematic process of identifying, analyzing, and appropriately responding to project risk. Learners also apply qualitative and quantitative risk analysis techniques and assess the negative consequences of failing to perform a proper risk analysis.

TS5335 - Project Leadership and Management (4 quarter credits). The objective of this course is to gain insight into the role and skills required of project leaders across organizations. Learners examine a wide range of leadership roles, including manager, problem solver, facilitator, trainer, communicator, and advocate, and discover how each role affects the ability to create a cohesive project team. Learners study and apply a step-by-step approach to leadership and teambuilding. Other course topics include leadership ethics, leadership and project strategy, and the relationship between leadership and project management politics.

TS5341 - Requirements Discovery and Documentation (4 quarter credits). Learners in this course examine the responsibilities of determining, organizing, and communicating requirements for an information technology solution; driving support for the solution; and providing the background needed for solution development. Learners study requirement-gathering processes and ways to document the

interrelationship of requirement elements. Learners also explore requirement-modeling development techniques that can be used to communicate requirements to IT project stakeholders and sponsors.

TS5342 - Solution Analysis and Modeling (4 quarter credits). In this course, learners examine the responsibilities of analyzing and clarifying business requirements, and developing solutions that meet the business needs of an organization. Learners explore system-modeling techniques, the various levels of requirements modeling, and solution implementation models.

TS5343 - Business Solution Assessment and Validation (4 quarter credits). This course focuses on the business analyst's role in determining whether an information technology solution can deliver its intended value to an organization. Learners analyze IT solutions to ensure that they satisfy the business requirements of an organization. Learners also examine the effects of various implemented solutions and evaluate quality assurance methods during the solution development process to ensure the end product will meet the specified requirements.

TS5344 - Strategic Business Analysis (4 quarter credits). Learners in this course study the importance of aligning proposed information technology solutions with business goals and strategies. Learners develop a business architecture to support an organization's strategic goals and analyze the cost and benefit of potential IT solutions. Learners also refine their ability to communicate the value of proposed IT initiatives and solutions to various stakeholders to build enterprise-wide consensus and approval.

TS5345 - Business Modeling (4 quarter credits). In this course, learners focus on business operations modeling to analyze the strategic value and functional requirements of an information technology solution. Learners examine business-modeling methods and processes and ways to analyze the effectiveness and efficiencies of business operations. Learners also evaluate methods for process benchmarking and process improvement using IT solutions.

TS5350 - Architectural Implementation (4 quarter credits). This course presents formal and scripting languages and the ways they satisfy the architectural requirements of an enterprise application. Learners use prior knowledge of developing applications with formal and scripting languages to analyze and evaluate the appropriateness of languages within enterprise architectures. Learners also analyze the influence of object-oriented paradigms on the design and functionality of these languages. *Prior to enrolling in this course, learners should have a working knowledge of programming.*

TS5351 - Architecture Requirements Analysis (4 quarter credits).

Learners in this course develop ways to specify and design enterprise-wide systems based on requirements analysis. Learners solve business problems and improve business processes by gathering requirements information from stakeholders and building these needs into an architecture of the solutions. By applying appropriate tools and techniques to the requirements analysis process, learners are able to broadly define the software architecture for an enterprise. *Prerequisite(s): TS5130. Prerequisite does not apply to Combined BS/MS in Information Technology option learners.*

TS5352 - Enterprise Database Systems (4 quarter credits). This course prepares learners to design, manage, and integrate database systems within an enterprise. It focuses on topics related to large-scale database systems, including distributed-systems architecture, transactional processing, and systems access and security. Learners explore the applications of database systems, particularly enterprise resource planning (ERP) systems and customer relationship management (CRM) systems. Learners also differentiate between object-oriented and relational database systems and identify their appropriate applications. *Prior to enrolling in this course, learners should have fundamental database knowledge and experience.*

TS5353 - Enterprise Software Architecture Design (4 quarter credits). This course prepares learners to design a software architecture for an enterprise. Learners determine the architectural views best suited to the enterprise scope and requirements analysis and apply key architectural principles to the enterprise architecture. By using modeling tools such as Unified Modeling Language (UML), learners are able to design an architectural view of the enterprise.

TS5354 - Enterprise Software Interface Design (4 quarter credits). In this course, learners examine the user interface design requirements for complex enterprise applications. Learners evaluate device interfaces and evaluate factors that contribute to positive user-interface experiences. Learners also develop Web applications that demonstrate an understanding of interface standards. *Prerequisite(s): TS5010.*

TS5355 - Advanced Enterprise System Development (4 quarter credits). This course provides a comprehensive overview of distributed enterprise architectures and the fundamental technologies that support them, including Extensible Markup Language (XML), Web services, and service-oriented architecture (SOA). Learners use XML, Web services, and SOA to design and develop distributed enterprise applications. Learners also use technologies such as Enterprise Java Beans (EJBs) to incorporate business logic in the development of reusable application components. *Prerequisite(s): TS5356.*

Graduate Course Descriptions, *continued*

TS5356 - Advanced Application Development (4 quarter credits). The focus of this course is on advanced programming techniques, including programmatic database access, Web interface support, and graphical interface development, and ways of integrating these features to design and develop enterprise-level applications. Learners analyze multi-tiered Web application architectures to design and develop reusable and portable enterprise components. Learners also examine the process for ensuring the quality and security of enterprise applications. ***Prior to enrolling in this course, learners who do not have a working knowledge of Java (J2EE) or C# (.NET) are strongly encouraged to complete TS5350.***

TS5357 - Enterprise Software Architecture Quality Assurance (4 quarter credits). In this course, learners design and apply software quality systems appropriate for complex enterprises. Learners use industry standards such as Capability Maturity Model Integration (CMMI) and International Organization for Standardization (ISO) 9001 to develop software auditing processes and develop continuous improvement plans that match the lifecycle model of the enterprise.

TS5521 - Advanced Network Technology: Switching (4 quarter credits). In this course, learners examine advanced multilayer switching technologies and techniques used by major telecommunication companies to provide advanced switch configuration, including Spanning-Tree Protocol (STP) implementation and virtual local area networks (VLANs). Learners also design a scalable-switched network based on defined protocols and techniques. ***Prior to enrolling in this course, it is strongly recommended that learners earn certification as a Cisco Certified Network Associate (CCNA).***

TS5531 - Security Management Practices (4 quarter credits). The focus of this course is on identifying, developing, and implementing security policies for an information system and its environment. Learners assess the need for network and physical security and analyze the importance of planning and developing incident reporting procedures. This course covers proactive security management practices, including business continuity planning and disaster recovery planning. Other topics include networking, database management, and project management.

TS5532 - Secure System Development and Cryptography (4 quarter credits). Learners in this course explore the key concepts of operating system and application design from the security perspective and examine the importance of securing database access. The course illustrates the importance of software development and maintenance processes that impact system security. Learners analyze ways cryptography addresses the principles, means, and methods of disguising information to ensure its integrity, confidentiality, and authenticity. Prior to enrolling in this course, learners should have a working knowledge of basic algorithm construction.

TS5533 - Wireless Security (4 quarter credits). This course provides an overview of the skills necessary for securing an organization's wireless and mobile communications. Learners explore ways to mitigate the risks associated with wireless communications and examine tools and techniques that reduce the risk exposure companies encounter when using wireless technologies. Topics include theory of wireless transmission and mobile computing, wireless standards, use of hardware, practical applications, and encryption methods.

TS5534 - Computer Forensics and Investigations (4 quarter credits). This course provides an overview of the skills necessary in computer forensics. Learners explore ways data can be hidden on a computer and evaluate computer forensics investigation tools, methods of handling and transporting data once it is uncovered, and procedures for handling and safely storing electronic data.

TS5536 - Ethical and Legal Considerations in Information Technology (4 quarter credits). This course focuses on the ethical and legal issues surrounding the use of information technology within an organization. Learners use specific case examples and projects to explore human dimensions of information technology and research the relationships between customers, partners, and society. Topics include intellectual property rights, privacy, governmental regulations, and an individual's responsibilities in the decision-making process.

TS5591 - Programming and Database Systems (4 quarter credits). This course enables learners with limited knowledge of information technology to understand fundamental concepts of IT and to be prepared for future courses in their program. An overview of the basic concepts of the software development process is presented. Learners become familiar with programming through updating existing applications with an industry standard programming language (i.e., Visual Basic). This course also provides database principles enabling the learner to construct a simple database and access its information through an application interface. Learners modify existing programs to access a database and develop useful reports. Learners are able to compare various options in application development and database technology to select the most appropriate solution for their business environment. ***Learners may choose or be advised to enroll in this course. Does not apply toward degree or certificate total credits.***

TS5592 - Introduction to Network and Internet Architecture (4 quarter credits). This course provides an overview of computer networking concepts for learners with limited knowledge or experience in this area. Learners gain a better understanding of the concepts of network design, network hardware, network configuration, and the basic architecture of local area networks (LANs) and wide area networks (WANs). Learners

also explore the ways networks are constructed and configured to support the Internet and Web. ***Learners may choose or be advised to enroll in this course. This course does not apply toward degree or certificate program requirements.***

TS5610 - Introduction to Health Information Systems (4 quarter credits). This course provides a fundamental, critical view of major health care policies that affect the health information industry. In this course, learners become familiar with and learn to use the unique vocabulary of the health care environment. Learners study how health information management and the information technology supporting it can impact the financial status of businesses in the health care industry. From this perspective, learners analyze the differences between health information systems and other information management systems.

TS5615 - Health Informatics (4 quarter credits). This course provides learners with a foundation for their studies in the Health Information Management specialization by focusing on standard clinical technology and health information management, and developing a solid foundation in basic medical language. Learners study the roles of technology professionals in health care environments, focusing on advanced data collection, analysis, and decision making for health care providers. Further, learners identify the importance of interface design and its role in supporting the interpretation of health care information.

TS5620 - Databases in Health Care Environments (4 quarter credits). Learners in this course identify the basic requirements of data architectures pertinent to health care systems with an emphasis on the relationship between medical information and databases. Learners study industry security standards for controlling the storage, retrieval, and management of health care information. Learners also practice using advanced data search and access techniques and explore data mining techniques for medical information systems.

TS5625 - System Security in Health Care Environments (4 quarter credits). In this course, learners focus on securing systems and networks in health care environments and explore the legal and ethical ramifications of health care systems development and deployment. Learners identify the requirements for privacy and security in health care organizations and explore systems and communications theory as they relate to ensuring secure information systems. Learners also study HIPAA and other security-related standards as they apply to the design of secure health care systems.

Graduate Course Descriptions, *continued*

TS5630 - Data Analysis and Decision Support for Health Information Technology Practitioners (4 quarter credits). In this course, learners identify major health care policies, analyze and develop health care technology policies, and practice process modeling that allows information technology to be used to critically analyze solutions to health care management and delivery problems. Learners also explore ways in which decision analysis is used daily in health care practitioner settings, along with ways to facilitate executive communications through the use of IT.

TS5635 - Strategic Management of Information Technology in Health Organizations (4 quarter credits). Learners in this course explore strategies fundamental to successful deployment and use of systems in health care practitioner settings. The course focuses on leadership theories and their relationship to the successful management of information technology in health care organizations. Learners are introduced to statistical techniques that support biomedical research and learn to identify and use analysis techniques that support the management of executive decisions. Learners discover ways to integrate knowledge management techniques in order to operate health care companies more effectively and efficiently, especially in a patient-focused environment. Learners are encouraged to develop methods for strategic management and resource planning based on their understanding of the role of IT in health care enterprises.

TS5900 - Information Technology Capstone (4 quarter credits). In this course, learners demonstrate proficiency in information technology by completing a final project. Learners prepare a project plan that includes a proposed topic area, the associated skills and competencies to be exhibited in the project, and an outline of the project deliverables with completion dates. Upon approval from their instructor, learners execute their project plans. At the conclusion of the course, learners submit their project deliverables and summarize their results. **Prerequisite(s): Completion of all required master's course work. Cannot be fulfilled by transfer or petition.**

TS5910 - Information Assurance and Security Capstone (4 quarter credits). In this course, learners demonstrate proficiency in information assurance and security by completing a final project. Learners prepare a project plan that includes a proposed topic area, the associated skills and competencies to be exhibited in the project, and an outline of the project deliverables with completion dates. Upon approval from their instructor, learners execute their project plans. At the conclusion of the course, learners submit their project deliverables and summarize their results. **Prerequisite(s): Completion of all required master's course work. Cannot be fulfilled by transfer or petition.**

TS5920 - Network Architecture Capstone (4 quarter credits). In this course, learners demonstrate proficiency in network architecture by completing a final project. Learners prepare a project plan that includes a proposed topic area, the associated skills and competencies to be exhibited in the project, and an outline of the project deliverables with completion dates. Upon approval from their instructor, learners execute their project plans. At the conclusion of the course, learners submit their project deliverables and summarize their results. **Prerequisite(s): Completion of all required master's course work. Cannot be fulfilled by transfer or petition.**

TS5930 - Project Management Capstone (4 quarter credits). In this course, learners demonstrate proficiency in project management by completing a final project. Learners prepare a project plan that includes a proposed topic area, the associated skills and competencies to be exhibited in the project, and an outline of the project deliverables with completion dates. Upon approval from their instructor, learners execute their project plans. At the conclusion of the course, learners submit their project deliverables and summarize their results. **Prerequisite(s): Completion of all required master's course work. Cannot be fulfilled by transfer or petition.**

TS5940 - Business Analysis Capstone (4 quarter credits). In this course, learners demonstrate proficiency in business analysis by completing a final project. Learners prepare a project plan that includes a proposed topic area, the associated skills and competencies to be exhibited in the project, and an outline of the project deliverables with completion dates. Upon approval from their instructor, learners execute their project plans. At the conclusion of the course, learners submit their project deliverables and summarize their results. **Prerequisite(s): Completion of all required master's course work. Cannot be fulfilled by transfer or petition.**

TS5950 - Enterprise Software Architecture Capstone (4 quarter credits). In this course, learners demonstrate proficiency in enterprise software architecture by completing a final project. Learners prepare a project plan that includes a proposed topic area, the associated skills and competencies to be exhibited in the project, and an outline of the project deliverables with completion dates. Upon approval from their instructor, learners execute their project plans. At the conclusion of the course, learners submit their project deliverables and summarize their results. **Prerequisite(s): Completion of all required master's course work. Cannot be fulfilled by transfer or petition.**

TS5960 - Health Information Management Capstone (4 quarter credits). In this course, learners demonstrate proficiency in health information management by completing a final project. Learners prepare a project plan that includes a proposed topic area, the associated skills and competencies to be exhibited in the project, and an outline of the project deliverables with completion dates. Upon approval from their instructor, learners execute their project plans. At the conclusion of the course, learners submit their project deliverables and summarize their results. **Prerequisite(s): Completion of all required master's course work. Cannot be fulfilled by transfer or petition.**

TS5999 - Current Trends in Information Technology (4 quarter credits). This course provides learners the opportunity to engage in an in-depth study of a specialized information technology area. The course content is constructed to focus on specific subject matter using the special topics course format, and course topics address current areas of interest in IT practices. Learners must exhibit a graduate-level mastery of the topic area. **Cannot be fulfilled by transfer or petition.**

TS8004 - Information Technology Research and Practice (4 quarter credits). Learners in this course focus on the technical foundations of information technology research and practice. Learners examine current and emerging research and practice technologies, processes, and methods; compare quantitative and qualitative methodologies; and identify the research methodologies commonly used in IT research. This course prepares PhD learners for doctoral research related to IT literature and theory. **TS8004 must be taken by PhD learners in their first quarter. Cannot be fulfilled by transfer.**

TS8306 - Advances in Information Technology (4 quarter credits). This course introduces learners to advances in areas of information technology, including enterprise-wide systems, data warehouses, and network-based applications. Learners may choose to focus on one of the following areas of concentration: decision support systems, human-computer interaction, information security, computer networking, and database systems. **Cannot be fulfilled by transfer.**

TS8531 - Network Security Advances (4 quarter credits). This course presents advances in information assurance and the ways they help decision makers accurately gauge, estimate, and examine the impact of implementing various network security protection mechanisms. Learners evaluate emerging information security protection research and identify the potential advantages and disadvantages of protecting the security of the network. **Cannot be fulfilled by transfer.**

Graduate Course Descriptions, *continued*

TS8533 - Enterprise Security Risk Management (4 quarter credits). Learners in this course examine research in information security risk management. Learners review scholarly literature in the field as it relates to risk modeling, assessment, and management. Other course topics include outsourcing and the legal and technological changes that affect risk management. **Cannot be fulfilled by transfer.**

TS8535 - System and Application Security Advances (4 quarter credits). This course presents advances in ensuring system and application security and the ways they help decision makers accurately gauge, estimate, and examine the impact of implementing various system and application security protection mechanisms. Learners evaluate emerging information security protection research and identify the potential advantages and disadvantages of protecting system and application security. **Cannot be fulfilled by transfer.**

TS8537 - Assurance Controls and Compliance Management (4 quarter credits). This course provides an overview of the management processes and organizational controls needed to ensure data protection. Learners review federal, state, and other governmental and industry standards that companies must follow to be compliant in safeguarding data. Learners analyze the depth and breadth of compliance management research and investigate different approaches to data protection control and compliance. **Cannot be fulfilled by transfer.**

TS8539 - Security Governance and Management (4 quarter credits). The focus of this course is on the strategic security planning organizations need to implement and manage security programs. Learners examine governance principles and the ways they are applied to information security management to ensure that security programs are aligned with the organization's long-term strategic direction. **Cannot be fulfilled by transfer.**

TS8940 - Information Technology Consulting Practice Seminar (4 quarter credits). In this seminar, learners examine the project management and contracting skills necessary to become an effective information technology consultant. Course topics include organizational assessment, planning, execution, and measurement. **Prerequisite(s): Completion of program core courses. Cannot be fulfilled by transfer.**

TS8950 - Teaching Practice Seminar in Information Technology Education (4 quarter credits). This seminar covers the practice fundamentals learners need to prepare themselves for a career in information technology education. Learners examine syllabus and course development, online and classroom instruction, and the fundamentals of human development in the classroom. **Prerequisite(s): Completion of program core courses. Cannot be fulfilled by transfer.**

TS8951 - Survey of Research Literature in Information Technology Education (4 quarter credits). Learners in this doctoral seminar review information technology research literature that focuses on studies related to improving the effectiveness of IT instruction, developing IT curricula and courses, and using IT in the classroom. Course content emphasizes IT education and includes computer science, computer engineering, and other related disciplines. **Cannot be fulfilled by transfer.**

TS8998 - Special Topics in Information Technology (4 quarter credits). This course provides learners with the opportunity to engage in an in-depth study of a specialized information technology area. Theory, research, and practice are constructed to focus on specific subject matter using the special topics course format. Appropriate course topics address an area of study that complement learners' past experience and learning objectives. The results of the study must exhibit a graduate-level mastery of the topic area. **Course may be repeated for credit with a different topic only. Cannot be fulfilled by transfer.**

TS9919 - Doctoral Comprehensive Examination (4 quarter credits). This course includes an overview of the comprehensive examination process, the university's expectations of academic honesty and integrity, the three core themes of the examination, and the evaluation criteria. The coursework mentor provides three questions addressing the core themes. Learners write answers to the comprehensive examination questions. Answers are evaluated by faculty readers using point-scale scoring rubrics. Upon passing the comprehensive examination, learners are eligible to enroll in the first dissertation course. **Grading for this course is S/NS. Prerequisite(s): Completion of all required and elective course work with a cumulative GPA of 3.0 or better. Completion of practicum courses, if applicable. Fulfillment of all residency requirements. Cannot be fulfilled by transfer.**

TS9920 - Dissertation Courseroom (non-credit). This course provides learners with resources, guidance, and peer and mentor support during each dissertation course as they complete the required milestones. **Grading for this course is R/NS. Prerequisite(s): TS9919. Cannot be fulfilled by transfer.**

TS9921–TS9950 - Dissertation Research 1–Dissertation Research 30 (5 quarter credits each). Learners complete the required dissertation milestones and prepare their dissertation for publication. **Grading for these courses is R/NS. Courses must be taken in sequence. Prerequisite(s): TS9919 and concurrent enrollment in TS9920. Cannot be fulfilled by transfer.**

School of Business and Technology

Residential Colloquium Courses

COL-R8921 - PhD Residential Colloquium Track I (non-credit). In the first residential colloquium, learners interact with peers and faculty as they participate in online courseroom and in-person activities that emphasize assessment and practice of academic and intellectual skill sets essential to progressing through doctoral program course work. Learners engage in self-reflection practices and participate in learning experiences that address the doctoral critical-thinking, research, and professional communication competencies associated with becoming a scholar-practitioner. Learners in academic psychology specializations attend this residential colloquium before completing 36 earned and transferred credits. All other learners attend this residential colloquium during their first quarter of enrollment or before completing 56 earned and transferred credits.

COL-R8922 - PhD Residential Colloquium Track II (non-credit). In the second residential colloquium, learners interact with peers and faculty as they participate in online courseroom and in-person activities that emphasize applying the research process to their chosen discipline. Learners expand their intellectual applications and analysis skills and the doctoral critical-thinking, research, and professional communication competencies associated with becoming a scholar-practitioner. Learners in academic psychology specializations attend this residential colloquium while completing 37–60 credits. All other learners attend this residential colloquium while completing 57–72 credits of required course work. **Prerequisite(s): COL-R8921.**

COL-R8923 - PhD Residential Colloquium Track III (non-credit). In the third residential colloquium, learners interact with peers and faculty as they participate in online courseroom and in-person activities that emphasize expanding and applying doctoral competencies to the independent research phase of the program in preparation for the comprehensive examination and dissertation. Learners continue to strengthen the doctoral critical-thinking, research, and professional communication competencies associated with becoming a scholar-practitioner and focus on using intellectual and academic skill sets to synthesize and analyze theory and research as leaders in the discipline. Learners in academic psychology specializations attend this residential colloquium while completing 61–95 credits. All other learners attend this residential colloquium while completing 73–96 credits as a prerequisite for the comprehensive examination. **Prerequisite(s): COL-R8922.**

Graduate Course Descriptions, *continued*

School of Education

Master's and Doctoral Education Courses

ED5002 - Foundations of Theory and Practice in Master's Studies (4 quarter credits). This is an introductory course for master's learners in higher education and training specializations. Learners are introduced to discipline-specific topics and begin to put into practice the academic developmental and behavioral competencies they are expected to master during their degree program. Learners apply scholarly inquiry, research, critical-thinking, and communication within the context of their specialization. **ED5002 must be taken by master's learners in their first quarter. Cannot be fulfilled by transfer.**

ED5006 - Survey of Research Methodology (4 quarter credits). This course is an overview of the general approaches to research methodology at the graduate level. It focuses on quantitative and qualitative approaches to rigorous scholarly inquiry and the major research methodologies. **This course is aimed primarily at master's learners, although PhD learners may take it as an elective.**

ED5007 - Foundations of Educational Leadership (6 quarter credits). This is an introductory course for master's learners in P-12 specializations. It emphasizes the competencies teachers and administrators need to make significant changes in their organizations, leading to high levels of student achievement. Learners study fundamental concepts, including reflective practice, the role of the practitioner-scholar, data-driven decision making, educational leadership, and the role of instructional technology in 21st century education. Learners also develop their degree completion plans and begin the process of building their Capella portfolios. **ED5007 must be taken by master's learners in their first quarter. Cannot be fulfilled by transfer.**

ED5311 - The Collaborative Nature of Adult Education (4 quarter credits). Learners in this course explore the various approaches to collaborating in adult education. Learners examine the ways race, ethnicity, class, gender, and ability impact collaboration processes and identify the challenges of collaborating in a changing global environment. Learners also analyze best practices of designing collaborative processes and assessing collaborative learning and develop a collaboration action plan that combines theory, strategy, and best practice.

ED5312 - Strategies for Building Online Learning Communities (4 quarter credits). In this course, learners develop the facilitation strategies and tactics that nurture interaction and collaboration and guide the development of effective personal learning strategies. Learners benefit from interacting with one another in a virtual classroom.

ED5313 - Curriculum Development for Online Learning (4 quarter credits). Topics in this course include contemporary models of curriculum design, teaching models, and learning theory. As a project-based course, curriculum development activities include the development of a course syllabus, content, assignments, and activities.

ED5315 - Adult Development and Learning (4 quarter credits). This course presents theories and research related to adult development. Learners examine the changes that occur during the early, middle, and advanced stages of adulthood and analyze their effects on adult learning. Learners also consider the impact of gender, culture, and personal experience on adult learning and evaluate their related instruction implications. This course emphasizes critically reflective, transformational teaching and learning.

ED5410 - The Early Childhood Learning Environment (4 quarter credits). This course covers the early childhood environment and its effects on growth and learning. Learners evaluate the physical environment, the role of the caregivers and teachers, and the interaction among children, and identify methods of increasing child engagement, effective communication, and learning. Learners explore ways to create supportive and nurturing learning environments and how to monitor, reflect, and adjust them to best meet the needs of young children. Learners also become familiar with the responsibilities associated with working in the early childhood learning field. **Prerequisite(s): PSY7220.**

ED5420 - Exceptional Children in the Early Childhood Setting (4 quarter credits). In this course, learners gain the skills and knowledge needed to meet the needs of young learners in an inclusive environment. The course deals specifically with emotionally, mentally, and physically challenged children, including those who receive special education services in the P-12 system. Learners develop authentic curriculum and learning assessment strategies that are meaningful and understandable to children with various needs. **Prerequisite(s): PSY7220.**

ED5430 - Children, Families, and Society (4 quarter credits). Learners in this course examine the importance of actively engaging families in the education and care of children. The course takes an ecological approach to children's relationships with parents, caregivers, and the broader community. Learners study the characteristics, lifestyles, and contributions associated with various racial, cultural, and economic groups to gain an understanding of the impact of human behavior on children's growth and development. **Prerequisite(s): PSY7220.**

ED5450 - Master's Practicum in Early Childhood Education (6 quarter credits). The practicum is the capstone course for all learners in the Early Childhood Education specialization. Learners complete a directed study experience at an early childhood learning center or student teach in a P-3 school classroom. Learners also prepare a portfolio demonstrating their mastery of Early Childhood Education specialization outcomes. **This course is not available as an elective to learners outside the MS Early Childhood Education specialization. Prerequisite(s): Completion, submission, and approval of Clinical Practice Application and ED5006, ED5500, ED5501, ED5503, ED5504, ED5410, ED5430. Cannot be fulfilled by transfer.**

ED5500 - Standards-Based Curriculum, Instruction, and Assessment (4 quarter credits). This course is required for all P-12 master's degree specializations in the School of Education. Learners examine the impact of state learning performance standards on curriculum planning, instruction, and assessment. Learners also design a curriculum using research-based curriculum planning and instructional models and identify and demonstrate the disposition and skills expected of a professional educator and self-directed learner.

ED5501 - Assessment and Improvement of Instruction (4 quarter credits). This course is required for all P-12 master's degree specializations in the School of Education. Learners examine instruction and learning improvement strategies and collaborate with students' families, the community, and other professionals for the purpose of improving instruction. Learners also evaluate instruction to determine how well it promotes professional teaching standards and dispositions.

ED5502 - Learning Theory and Instructional Practice (4 quarter credits). In this course, learners study learning theory and research associated with cognition, emotion, and the brain and examine their effects on instructional practice. Learners implement strategies for recognizing learning differences among students, including giftedness, and meeting student needs through differentiated instruction. **Learners who have taken ED8502 should not take ED5502. Rather, they should choose any other graduate-level course in the School of Education to fulfill their specialization requirements.**

ED5503 - Classroom Management Strategies (4 quarter credits). This course is required for all P-12 master's degree specializations in the School of Education. Learners apply strategies for managing diverse and challenging student behaviors and develop the skills needed to create classroom environments that maximize the opportunity for each student to learn. This course emphasizes the roles, rights, and responsibilities of teachers, students, and families under The Individuals with Disabilities Education Act (IDEA), The Americans with Disabilities Act (ADA), and Section 504 legislation.

Graduate Course Descriptions, *continued*

ED5504 - Strategies for Eliminating the Achievement Gap (4 quarter credits). This course is required for all P–12 master's degree specializations in the School of Education. Learners examine the origins and complexities of student achievement gaps within the contexts of racial, cultural, socioeconomic, gender, and language diversity and understanding. Learners also explore current student achievement research and best practices and identify instructional strategies most likely to eliminate achievement disparities.

ED5506 - Standards and the K–12 Mathematics Curriculum (4 quarter credits). This course covers the national, state, and local standards that shape mathematics curriculum and instruction in the P–12 classroom. Learners identify, describe, classify, and differentiate these standards and demonstrate their use in planning and implementing instruction and assessment.

ED5507 - The Art of Planning Mathematics Instruction (4 quarter credits). Learners in this P–12 course apply knowledge of students' mathematical thinking, misconceptions about math, and developmental levels planning and implementing instruction. Learners explore the roles of parents and community in student learning and the importance of cross-disciplinary connections in math instruction.

ED5508 - Research and Best Practices in Mathematics Instruction (4 quarter credits). In this P–12 course, learners investigate ways to improve mathematics instruction through best practices, video analysis of instructional strategies, and reflecting on their own teaching practice and knowledge of content. Learners gain skills in teaching key mathematics concepts in multiple ways.

ED5511 - Teaching Algebra for Understanding (4 quarter credits). Learners in this P–12 course review the algebra and algebraic functions content area, research best practices in teaching algebra, and assess and analyze student work samples. Using a variety of resources and student data, learners gain skills in planning instruction, assessments, and rubrics.

ED5513 - Middle-Level Issues (4 quarter credits). This course is designed for P–12 teachers and administrators interested in examining current research and best practices regarding middle-level organization, curriculum, and instruction. Specifically, learners explore the tension between the need to balance middle-level students' developmental and social needs with new and increasingly demanding state achievement standards.

ED5514 - Educational Leadership for Teacher-Leaders (4 quarter credits). This course, for master's and doctoral P–12 teachers and administrators, provides an overview of the teacher leadership skills essential for engaging in successful school change and improvement efforts. Topics include school culture, learning communities, master teaching, management of change processes, and developing skills that inspire others to higher levels of performance.

ED5515 - Action Research for Teacher-Leaders (4 quarter credits). Learners in this course examine action research associated with classroom and school improvement. Learners focus on developing the skills needed to define and resolve problems that create barriers to student learning and engage in individual and collaborative research to improve student learning outcomes. *Learners who have taken ED8515 should not take ED5515. Rather, they should choose any other graduate-level course in the School of Education to fulfill their specialization requirements.*

ED5516 - Adult Learning and Professional Development (4 quarter credits). This course for P–12 teachers and administrators focuses on developing the skills learners need for effective professional development. Learners use their skills as practitioner-scholars to integrate adult learning theory and current research-based best practices to plan professional development for their schools.

ED5522 - The Art of Planning Science Instruction: Creating the Engaged Science Student (4 quarter credits). Learners in this P–12 course examine the key components of planning science learning experiences that are informed by deep knowledge of students and content-related pedagogy. This course introduces a lesson study and a system for examining teaching as a research-based model for learners as they co-plan and document actual classroom science lessons.

ED5523 - Inquiry-Based Curriculum and Resources for Elementary Science Teachers (4 quarter credits). Learners in this course explore the many facets of inquiry in elementary science education, the relationship of inquiry and content standards, and the collaborative nature of science, math, and technology. Learners also critique current elementary texts and programs using National Science Foundation guidelines and explore the array of resources available to the educator-scientist.

ED5524 - Inquiry-Based Curriculum and Resources for Secondary Science Teachers (4 quarter credits). In this course, learners explore the many facets of inquiry in secondary science education, the relationship of inquiry and content standards, and the collaborative nature of science, math, and technology. Learners also critique current secondary texts and programs using National Science Foundation guidelines and explore the array of resources available to the educator-scientist.

ED5526 - Student Assessment and Work Analysis in Science Instruction (4 quarter credits). Learners in this P–12 course develop multiple types of science assessments with appropriate accompanying rubrics. Learners apply protocols for examining student work in collegial groups and analyze data from a variety of sources to plan for future instruction and school improvement.

ED5528 - Technology Skills for the Virtual School Teacher (4 quarter credits). Learners in this course focus on investigating and utilizing the technology skills necessary for effective online P–12 teaching. The course includes descriptions and examinations of troubleshooting, software, Internet, and student reporting and evaluation resources identified by experts at the Florida Virtual School as keys to online instructional success.

ED5529 - Instructional Strategies for the Virtual School Teacher (4 quarter credits). This course for P–12 teachers and administrators focuses on the identification, examination, and application of the instructional strategies of particular interest to virtual school teachers. Learners identify strategies to personalize the student experience, motivate, create community, teach to higher order thinking, and attend to the diverse learning styles and needs of all learners in a virtual environment.

ED5530 - Assessment Strategies for the Virtual School Teacher (4 quarter credits). Learners in this course examine assessment challenges the P–12 virtual school teacher faces in today's performance-based P–12 environment. Topics include the use of rubrics, alternative assessment strategies, student choices, feedback, and re-submission opportunities.

ED5531 - Communication Skills and the Virtual School Teacher (4 quarter credits). Learners in this course examine the unique communication challenges of the P–12 virtual school teacher. Topics include the demands of an environment both asynchronous and synchronous, the need for feedback, the management of email and phone contacts, the needs for personalization and collaboration, and the importance of interactivity.

ED5532 - Social Issues and Virtual School Teaching (4 quarter credits). Learners in this course explore the social and legal issues challenging the P–12 virtual school teacher. The legal focus is on copyright, email, privacy, and security issues. The social focus is on the culture of the online courseroom, academic integrity, and health and safety issues.

ED5533 - Curriculum Mapping: Reflection and Practice (4 quarter credits). Learners in this course formulate a research-based professional vision for curriculum design and develop a curriculum for a specific content and grade-level application using computer-based curriculum mapping applications. *Learners who have taken ED8533 should not take ED5533. Rather, they should choose any other graduate-level course in the School of Education to fulfill their specialization requirements.*

Graduate Course Descriptions, *continued*

ED5534 - Instruction and Assessment: Theory and Practice (4 quarter credits). In this course, learners focus on designing instructional models and assessment strategies that meet the diverse needs of P–12 students. Learners examine the theory and research supporting innovative instructional models and assessment strategies and use them to develop specific content area and grade-level applications. Learners also discuss current and emerging issues and trends related to instructional models and assessment strategies. **Learners who have taken ED8534 should not take ED5534. Rather, they should choose any other graduate-level course in the School of Education to fulfill their specialization requirements.**

ED5535 - Collaboration for the Improvement of Curriculum and Instruction (4 quarter credits). In this course, learners collaborate to develop curriculum that improves student achievement. Learners participate in collaborative skill development activities, including coaching and mentoring, team building, and developing communities of practice. Learners also engage in simulated case studies to complement the practical experience they gain during the course. **Learners who have taken ED8535 should not take ED5535. Rather, they should choose any other graduate-level course in the School of Education to fulfill their specialization requirements.**

ED5536 - Applying Research to the Improvement of Curriculum and Instruction (4 quarter credits). Learners in this course examine current research as a basis for data-driven decision making and develop research designs that contribute to data-driven decision making at the school or district level. **Learners who have taken ED8536 should not take ED5536. Rather, they should choose any other graduate-level course in the School of Education to fulfill their specialization requirements.**

ED5538 - Program Evaluation of Curriculum and Instruction (4 quarter credits). Learners in this course examine theories, concepts, definitions, and models associated with the improvement of curriculum and instruction. Learners collect and organize research, analyze and report data, and complete a program evaluation that demonstrates the integral role of program evaluation in curriculum and instruction improvement.

ED5542 - Master's Capstone in K–12 Studies in Education (6 quarter credits). This capstone course is for all learners in the K–12 Studies in Education specialization who do NOT have access to a P–12 classroom. In this course, learners demonstrate proficiency in integrating learning from their course work at Capella through a literature-based project and the completion and submission of their K–12 master's portfolio. Learners prepare a project plan that includes a proposed topic area, the associated skills and

competencies exhibited in the project, and deliverables with completion dates. Upon approval from their instructor, learners execute their project plans. **This course is not available as an elective to learners outside the MS K–12 Studies in Education specialization. Must be taken during the learner's final quarter. Cannot be fulfilled by transfer.**

ED5543 - Master's Practicum in K–12 Studies in Education (6 quarter credits). The practicum is the capstone course for all learners in the K–12 Studies in Education specialization who have access to a P–12 classroom. Learners select a school and a site supervisor who has experience and expertise in their academic interest area. The site supervisor, a Capella instructor, and the learner develop a plan that allows the learner to gain the substantive experience necessary to complete and present a professional portfolio, the culminating activity in this 45-hour practicum. **This course is not available as an elective to learners outside the MS K–12 Studies in Education specialization. Must be taken during the learner's final quarter. Prerequisite(s): Completion, submission, and approval of Clinical Practice Application. Cannot be fulfilled by transfer.**

ED5544 - Master's Practicum in Curriculum and Instruction I (3 quarter credits). This course is the first of two consecutive capstone courses for the MS Curriculum and Instruction specialization. Learners assess their curriculum and instruction competencies and demonstrate proficiency. They serve the first 125 hours of a 250-hour field-based internship during which they create, sign, and fulfill a competency-based contract with their curriculum and instruction site supervisor and Capella University supervisor. Throughout the course, learners maintain a log of their experiences and develop a portfolio as part of their contract materials. **This course is not available as an elective to learners outside the MS Curriculum and Instruction specialization. ED5544 and ED5545 must be taken in sequence and during the learner's final two quarters. Prerequisite(s): Completion, submission, and approval of Clinical Practice Application. Cannot be fulfilled by transfer.**

ED5545 - Master's Practicum in Curriculum and Instruction II (3 quarter credits). This course is the second of two consecutive capstone courses for the MS Curriculum and Instruction specialization. Learners assess their curriculum and instruction competencies and demonstrate proficiency. They serve the second 125 hours of a 250-hour field-based internship during which they create, sign, and fulfill a competency-based contract with their curriculum and instruction site supervisor and Capella University supervisor. Throughout the course, learners maintain a log of their experiences and develop a portfolio as part of their contract materials. **This course is not available as an elective to learners outside the MS Curriculum**

and Instruction specialization. ED5544 and ED5545 must be taken in sequence and during the learner's final two quarters. Prerequisite(s): ED5544. Cannot be fulfilled by transfer.

ED5548 - Leadership for Higher Education Capstone (4 quarter credits). This capstone course is required for learners in the master's Leadership for Higher Education specialization and is taken after completing all required course work. Learners demonstrate proficiency in integrating learning from required and elective courses by completing a literature-based project. **This course is not available to learners outside the MS Leadership for Higher Education specialization. Must be taken during the learner's final quarter. Cannot be fulfilled by transfer.**

ED5551 - Developing Fluent Readers (3 quarter credits). Learners in this course for P–12 classroom teachers analyze educational principles relevant to the physical, social, emotional, moral, and cognitive development of P–12 students. Learners examine ways to foster development of fluency and prosody skills, including word recognition, vocabulary, and comprehension. Learners also review video case studies and use them as tools to improve student reading achievement in P–12 classrooms.

ED5552 - Teaching Comprehension Strategies (3 quarter credits). In this course for P–12 classroom teachers, learners develop strategies for a wide range of texts to improve the reading comprehension skills of both struggling and exceptional readers. Learners integrate writing and technology to develop deeper comprehension aptitudes, including thinking independently, withholding judgment, recognizing point of view and bias, and considering multiple solutions. Learners also review video case studies and use them as tools to improve student reading comprehension in P–12 classrooms.

ED5553 - Assessment-Based Reading Instruction (3 quarter credits). This course for P–12 classroom teachers focuses on the application of individual and group reading assessment strategies. Learners evaluate a district-wide reading program and determine the ways in which data-driven assessments inform the reading and literacy curriculum. Using quantitative and qualitative assessment data, learners select best practice strategies and instruction methods and materials for students with diverse reading backgrounds and skills. Learners also review video case studies and use them as tools to analyze student achievement assessments.

Graduate Course Descriptions, *continued*

ED5554 - Sociocultural Context of Reading Instruction (3 quarter credits). The focus of this course for P–12 teachers is to create a community in which student literacy extends beyond the classroom and includes family and society. Learners develop reading curriculum, strategies, and materials in a sociocultural context in an effort to increase P–12 students' comprehension of and appreciation for a wide range of narrative and expository texts. Learners also review video case studies and use them as tools to analyze sociocultural reading instruction strategies.

ED5555 - Foundational Theories in Reading Instruction (3 quarter credits). In this course for P–12 classroom teachers, learners present a school- or district-wide balanced reading and literacy program using research theories, best practices, and resources provided by professional organizations. Learners examine fiscal, budgetary, and purchasing practices for operating a balanced reading program; evaluate the role and alignment of department, school, and district missions; and review current state and federal legislation.

ED5559 - Reading and Literacy Capstone (6 quarter credits). This capstone course is required for all learners in the master's Reading and Literacy specialization and is taken after completing all required course work. Learners complete a 45-hour practicum that includes field experiences at the elementary, middle, and high school levels. Learners also review the master's P–12 program outcomes and state-approved reading standards in preparation for developing a final professional portfolio. ***This course is not available as an elective to learners outside the MS Reading and Literacy specialization. Must be taken during the learner's final quarter. Prerequisite(s): Completion, submission, and approval of Clinical Practice Application. Cannot be fulfilled by transfer.***

ED5560 - Human Relations within Teaching and Learning (4 quarter credits). Learners in this course explore the contributions of various racial, cultural, and economic groups within our society. Learners pay particular attention to how these contributions impact the principles and practices of teaching and learning. This course is designed to meet the required human relations component for Minnesota teacher licensure and may meet similar requirements in other states.

ED5700 - Foundations of Special Education (4 quarter credits). This course provides an overview of the historical, conceptual, and cultural foundations of special education. Learners examine current issues relevant to the education of special needs students and analyze students' individual learning differences. Learners also develop the personal philosophy, dispositions, and ethical decision-making framework needed in the field.

ED5701 - Assessment and Planning for Special Education Students (4 quarter credits).

Learners in this course study referral, assessment, placement, and planning procedures for special education students. Learners evaluate the use of formal and informal assessments, design individual education plans, and examine appropriate methods of communicating with all stakeholders.

ED5702 - Instruction for Special Education Students (4 quarter credits). This course prepares learners to plan effective and appropriate learning environments that meet the needs of special education students. Learners apply research-based instructional strategies to teach communication, reasoning, problem-solving, and coping skills. Learners also examine methods of managing the social, emotional, behavioral, and transitional needs of special education students.

ED5703 - Foundations of the Learning Disabled (4 quarter credits). This course provides an overview of the historical, conceptual, and cultural foundations of learning disabilities (LD). Learners examine current issues relevant to the education of students with LD and analyze the relationship between LD and other conditions. Learners also develop the personal philosophy, dispositions, and ethical decision-making framework needed in the field.

ED5704 - Assessment and Planning for Learning Disabled Students (4 quarter credits). Learners in this course study referral, assessment, placement, and planning procedures for learning disabled (LD) students. Learners evaluate the use of formal and informal assessments, design individual education plans, and examine appropriate methods of communicating with all stakeholders.

ED5705 - Instruction for Learning Disabled Students (4 quarter credits). Learners in this course study ways to plan and modify language, reading, writing, listening comprehension, mathematical reasoning, and calculation instruction for learning disabled (LD) children. Learners also examine methods of managing the social, emotional, behavioral, and transitional needs of LD students.

ED5712 - Communication, Consultation, and Collaboration for Special Education (4 quarter credits). This course focuses on communication and interaction among children, families, teachers, and the community to support the learning and well-being of special education students. Learners examine methods of consulting and collaborating with teachers, agencies, support personnel, and other professionals to provide effective special educational services.

ED5713 - Master's Practicum in Special Education Teaching (6 quarter credits). The practicum is the capstone course for all learners in the Special Education Teaching specialization. Learners select a school and a site supervisor who has experience and expertise in their academic interest area. The site supervisor, a Capella instructor, and the learner develop a plan that allows the learner to gain the substantive experience necessary to complete and present a professional portfolio. Throughout the practicum site visits, learners plan, implement, and evaluate special education curriculum and instruction strategies that enhance and promote learning; collaborate effectively with all stakeholders to support students with exceptional needs; and evaluate their personal philosophy, dispositions, and ethical decision-making framework. ***This course is not available as an elective to learners outside the MS Special Education Teaching specialization. Must be taken during the learner's final quarter. Prerequisite(s): Completion, submission, and approval of Clinical Practice Application. Cannot be fulfilled by transfer.***

ED5802 - Principles of Instructional Design (4 quarter credits). This course introduces instructional design to learners from a theory-based treatment of the instructional design process, including the design of instructional strategies. ***Cannot be fulfilled by transfer.***

ED5803 - Processes of Instructional Design (4 quarter credits). This course provides learners the opportunity to apply the instructional design principles studied in ED5802. Learners continue their instructional design preparation by focusing on the process of designing and developing instructional solutions. ***Prerequisite(s): ED5802. Cannot be fulfilled by transfer.***

ED5804 - The Delivery of Distance Education (4 quarter credits). This course provides learners with discussions and experiences that lead to an understanding of current delivery systems for distance education including interactive television, satellite dissemination, and wireless networking.

ED5807 - Design of Instructional Media (4 quarter credits). Learners in this course examine instructional design, budgeting, communication, and project management. Learners apply evidence-based practice to instruction design and development and focus on developing the skills needed to design instructional components using various forms of instructional media and technologies.

ED5810 - Project Management for e-Learning Development (4 quarter credits). This course addresses topics and techniques in project management for courseware development projects. Learners examine a wide range of processes used in project management, budgeting, and implementation. The course provides insights and tools that help instructional designers effectively manage an e-learning development project.

Graduate Course Descriptions, *continued*

ED5900 - Master's Internship in Leadership in Educational Administration (6 quarter credits).

This course is the culminating experience for learners in the master's specialization in Leadership in Educational Administration. Learners receive six credits for completing and presenting their portfolio based on the specialization's 16 program outcomes and for a documented 150–175 hour internship. This field work experience is supervised by a Capella faculty member as well as a licensed principal at the school site. Learners select the site supervisor and site, and working with the Capella University faculty member, designs a set of experiences that strengthen the learner's readiness to meet the challenges of twenty-first century principalship. **Prerequisite(s): Learners must complete 38 credits, or nine core and specialization courses including ED5007 before enrolling in ED5900.**

ED5901 - Master's Practicum in Leadership in Educational Administration I (3 quarter credits).

This master's capstone course is the first of two consecutive principal internship courses that provide learners with the academic and field experiences that are prerequisites for principal or administrative licensure in most states. Learners reflect on their program pre-assessment aptitudes and assess those gained during the program. Learners also participate in the first 125 hours of a 250-hour field-based internship with a licensed principal site supervisor that is designed to strengthen their leadership skills and start to develop a final portfolio that demonstrates their mastery of program outcomes, competencies, and standards. **This course is not available to learners outside the MS Leadership in Educational Administration specialization. ED5901 and ED5902 must be taken in sequence and during the learner's final two quarters. For purposes of licensure endorsement, the two courses constitute a single 250-hour internship experience. Prerequisite(s): Completion, submission, and approval of Clinical Practice Application. Cannot be fulfilled by transfer.**

ED5902 - Master's Practicum in Leadership in Educational Administration II (3 quarter credits).

This master's capstone course is the second of two consecutive principal internship courses that provide learners with the academic and field experiences that are prerequisites for principal or administrative licensure in most states. Learners reflect on their program pre-assessment aptitudes and assess those gained during the program. Learners also participate in the second 125 hours of a 250-hour field-based internship with a licensed principal site supervisor that is designed to strengthen their leadership skills and start to develop a final portfolio that demonstrates their mastery of program outcomes, competencies, and standards. **This course is not available to learners outside the MS Leadership in Educational Administration specialization.**

ED5901 and ED5902 must be taken in sequence and during the learner's final two quarters. For purposes of licensure endorsement, the two courses constitute a single 250-hour internship experience. Prerequisite(s): ED5901. Cannot be fulfilled by transfer.

ED5990 - Integrative Project (4 quarter credits).

In this course, master's learners demonstrate proficiency in integrating learning from required, specialization, and elective courses by completing an analysis of an organization or system or designing a new application in their professional field. **This course is not available as an elective to learners outside the MS in Education degree program. Must be taken during the learner's final quarter. Cannot be fulfilled by transfer.**

ED6891 - Instructional Design for Health Care Programs (4 quarter credits).

Learners in this course explore various instructional design methods used in health care programs. In this course, learners examine theoretical frameworks upon which the instructional design methods are based. **Prerequisite(s): ED5802, ED5803. Directed study, PhD only.**

ED6895 - Internship for Instructional Design for Online Learning (4 quarter credits).

This internship course provides learners with experiential opportunities in the area of instructional design for online learning and requires an action plan, field supervision, and written documentation as required components of the internship. **Prerequisite(s): ED5802, ED5803. Directed study, PhD only.**

School of Education

Graduate Writing Courses

DW-R8000 - Dissertation Writer's Retreat (non-credit).

This week-long, intensive writing experience supports doctoral learners in completing their dissertation. Learners focus on writing in an environment that provides them with the academic experts and writing resources they need to personalize their experience and further develop their dissertation.

ED7004 - Graduate Writing for ESL/EFL Learners (4 quarter credits).

This course introduces non-native speakers of English to graduate-level academic writing. Learners develop an understanding of the assumptions and intentions that underlie advanced academic writing as it is practiced in the U.S. They develop skills in producing effective advanced academic writing including combining facts and opinions from multiple sources. Learners develop linguistic and content editing skills in order to continue improving their own academic writing after they complete the course.

ED7006 - Research and Writing for Graduate Learners (4 quarter credits).

This course prepares graduate learners for the rigors of academic writing, which requires a series of related critical thinking and writing skills, including understanding the nature of academic research; developing strong arguments based on primary and secondary research; evaluating, summarizing, paraphrasing, and citing sources; drafting, revising, and editing multiple drafts of major projects; and producing clear, accurate, and error-free prose. Since this is a writing course, learners should expect to write a lot: the course includes weekly writing assignments, several short writing projects, and a research plan for a longer project. Learners submit a final portfolio at the end of the course.

ED7007 - Focused Research and Writing for Graduate Learners (4 quarter credits).

In this course, learners refine the principles and strategies learned in ED7006 by focusing on writing in their disciplines. Learners should expect to spend a significant amount of time writing, including weekly writing assignments, several short writing projects, one long writing project, and a final portfolio. Learners develop a research topic, conduct and write a short literature review, develop an argumentative essay of significant length (25–35 pages), and document sources appropriately while focusing on the critical thinking and writing skills established in ED7006. **Prerequisite(s): ED7006.**

ED7008 - Developing Voice and Style in Academic and Professional Writing (4 quarter credits).

This course focuses on one of the most challenging components of academic writing: developing a voice and style that reflect excellence in scholarship (research, thinking, and communication) while maintaining individuality and style. In this course, learners analyze a variety of writing samples, including their own, in order to understand the effects of writers' rhetorical choices; learn and apply an array of writing strategies that lead to improved awareness and use of voice and style; and revise writing submissions used in external course work to demonstrate learning and understanding. **Learners are strongly encouraged to take the ED7006–ED7007 course sequence before enrolling in this course.**

ED7009 - Writing for Publication (4 quarter credits).

Learners in this course explore the publication process, beginning with choosing a publication for submission and ending with a completed manuscript to submit. During the quarter, learners define and research their topic and publication, write and revise multiple drafts, participate in peer review, and prepare a cover letter for submission.

Graduate Course Descriptions, *continued*

School of Education, *continued*

ED7106 - Curriculum Development

(4 quarter credits) In this course, learners explore curriculum and instruction design, organization, implementation, and evaluation and its impact on teaching and learning.

ED7107 - Teaching and Learning with Diverse

Populations (4 quarter credits). In this course, learners explore teaching and learning principles and practices as applied to diverse multicultural populations.

ED7212 - Administration and Leadership of Distance Education Programs (4 quarter credits).

Learners in this course examine the skills and competencies needed to administer, manage, and lead distance education programs. Learners explore the evolution of current distance education programs and the ways new distance education programs are being designed and implemented to improve instruction delivery.

ED7310 - Evaluating the Effectiveness of the Educational Process (4 quarter credits). The focus of this course is on higher education program evaluation. Learners analyze various program evaluation models used to assess the effectiveness of college and university education programs. Learners also design appropriate and effective program evaluation models and use them to conduct an evaluation of a simulated program.

ED7311 - Theory and Methods of Educating Adults (4 quarter credits). In this course, learners study adult learning theory and learning styles and preferences to gain an understanding of the roles of instructor and student in adult education. Learners examine the ways race, ethnicity, class, gender, ability, and other forms of diversity impact the theory and practice of adult education. Learners further develop their skills in selecting and applying appropriate materials, methods, and techniques used to achieve particular learning objectives. This course incorporates adult learning from both theoretical and personal perspectives.

ED7312 - Teaching Adults (4 quarter credits).

This course presents best practices of higher education teaching. Learners evaluate multiple teaching models and strategies and their underlying theoretical and research bases. Learners also examine cultural influences on teaching and learning; identify ways to incorporate technology into the teaching-learning process; and assess their teaching dispositions and educational philosophy.

ED7313 - Global Issues in Adult Education

(4 quarter credits). Learners in this course explore issues of race, class, gender, and culture as they relate to the practice of adult education in a global society. Learners analyze systems of power, privilege, and inequality in adult education; the impact of globalization on adult education; and the ways diversity influences the practice of adult education.

ED7390 - Special Topics in Postsecondary and Adult Education (4 quarter credits). In this course, learners study specific or innovative areas of interest within the Postsecondary and Adult Education specialization. ***Directed study, PhD only.***

ED7391 - International Aspects of Adult

Education (4 quarter credits). In this course, learners study adult education from an international perspective. Emphasis is on the comparative analysis of adult educational systems in terms of individual philosophy, goals, and methods. ***Directed study, PhD only.***

ED7392 - Special Topics in Teaching Online (4 quarter credits). This course provides learners an opportunity to study specific or innovative areas of interest within the Teaching Online specialization. ***Directed study, PhD only.***

ED7495 - Research Strategies and Methodologies for Online Learning (4 quarter

credits). Learners in this course investigate and utilize dissertational research in the practice and delivery of online learning. Through discussion and analysis of current research studies, learners formulate models and methodologies that may guide their own study. Quantitative and qualitative studies are included for discussion and analysis.

Prerequisite(s): ED5802, ED5803. Directed study, PhD only.

ED7496 - Advanced Instructional Design

(4 quarter credits). This course provides an opportunity for learners with instructional design backgrounds or those who have completed the prerequisite courses to explore advanced topics. The course uses a case study approach in which learners examine practical applications of instructional design in various education and industry settings. Learners also research and design applications of multiple intelligence, electronic performance support systems, and the use of learning objects. The activities performed in this class are designed to replicate authentic work in contextualized settings. ***Prerequisite(s): ED5802, ED5803, ED7620, ED7624. PhD only.***

ED7503 - Instructional Media Tools (4 quarter

credits). In this course, learners are introduced to the wide range of software tools that developers and instructional designers use to create innovative e-learning experiences. Learners gain experience in using current software tools to apply principles of cognitive learning theory to the design and use of instructional media.

ED7504 - Leadership for Instructional Design

(4 quarter credits). Learners in this course gain an understanding of the leadership and management skills necessary for the effective design and delivery of Web-based instruction. Through the development of a professional portfolio, instructional designers participate in evaluating collaborative team planning, decision making, problem solving, and change management. ***Prerequisite(s): ED5802, ED7624, ED7620. PhD only.***

ED7505 - Evaluation and Assessment of

Instructional Design (4 quarter credits). In this course, learners receive specific guidelines and formats for evaluating and assessing learning environments in a Web-based format. Learners gain knowledge in creating effective assessment for online learning programs. ***Prerequisite(s): ED5802, ED5803.***

ED7537 - Emerging Technology and Multimedia for Curriculum and Instruction (4 quarter credits).

Through an examination of research and literature, learners discuss current trends and issues related to the impact of technology and multimedia on P–12 student learning. Based on a review of the literature, learners develop course projects that include the design of curriculum, instruction, and assessments enhanced through innovative technology and multimedia applications. This elective is recommended for learners in the Curriculum and Instruction specialization who are interested in integrating instructional technology with curriculum and instruction.

ED7540 - Leadership in Higher Education

(4 quarter credits). Learners in this course examine the leadership philosophies, theories, and decision-making structures associated with higher education administration. Learners explore the nature and function of leadership; leadership roles; and institutional history, vision, culture, politics, and organizational structure.

ED7541 - Teacher Supervision and Evaluation

(4 quarter credits). Learners in this course examine current theories and best practices of teacher supervision and evaluation. In particular, learners focus on instructional leadership and professional development as part of a systemic plan to improve student learning. ***Cannot be fulfilled by transfer.***

ED7542 - The Politics of P–12 Education

(4 quarter credits). This course provides learners with a theoretical foundation of education policy and presents the basic analytical categories of political science as they apply to education. Topics include the influence of federal, state, and local governments in school policy making; school and community relations; privatization and choice; decentralization; school finance; desegregation; affirmative action; bilingual education; technology; and teacher empowerment.

ED7543 - The Superintendency (4 quarter

credits). In this course, learners explore the complex and challenging position of the school superintendent. Learners acquire knowledge and skills related to superintendent roles and responsibilities, material and human resource management, school board relationships, and school district organization and culture. ***Cannot be fulfilled by transfer.***

Graduate Course Descriptions, *continued*

ED7544 - Introduction to School Business Administration (4 quarter credits). In this course, learners examine the fundamentals of school business administration. Topics include accounting, budgeting, information technology, facilities planning and construction, purchasing and warehousing, risk management, nutrition services, maintenance/operations, and transportation. Learners also explore legal requirements, organization, and staffing. **Directed study, PhD only.**

ED7545 - Special Education Administration (4 quarter credits). This course provides an overview of special education administration functions and services. Learners identify the human and material resource responsibilities, activities, and challenges associated with integrating students with disabilities into an educational program. Learners also examine the legal, financial, and ethical responsibilities administrators have to staff, students, and families working in or using special education programs and services. **Cannot be fulfilled by transfer.**

ED7546 - Human Resources in Higher Education (4 quarter credits). The focus of this course is human resource management in colleges, universities, and other postsecondary institutions. Learners investigate compensation, selection, training, development, compensation, collective bargaining, retention, tenure, and termination.

ED7547 - Assessment in Higher Education (4 quarter credits). This course provides an overview of the assessment strategies and techniques employed by leaders in higher education. Learners examine the connection between assessment strategies and higher education practices both in and out of the classroom and from the perspectives of various higher education stakeholders.

ED7550 - Leadership for Director of Special Education (4 quarter credits). Learners in this course examine the leadership skills needed to lead and manage special education programs. The focus of the course is on developing a shared vision, respecting and advocating for the needs of exceptional children, leading the change process, and collaborating with families, school personnel, stakeholder organizations, and the community. **Prerequisite(s): ED7545, ED7820.**

ED7551 - Special Education Curriculum and Instructional Strategies (4 quarter credits). This course focuses on planning, delivering, and assessing special education curriculum and instruction programs. Learners examine current practices in the field, such as inclusion and technology, used to effectively provide special education services. **Prerequisite(s): ED7545, ED7106.**

ED7552 - Special Education Law and Finance (4 quarter credits). Learners in this course study the legal and financial considerations of special education programs. Course topics include human resources, finance and budgeting, laws and regulations, and political and ethical considerations. **Prerequisite(s): ED7545, ED7822, ED7823.**

ED7554 - Internship for Director of Special Education I (2 quarter credits). This is the first of two consecutive capstone courses for the Special Education Leadership specialization. Learners assess their special education leadership competencies and demonstrate proficiency. They serve the first 160 hours of a 320-hour field-based internship during which they create, sign, and fulfill a competency-based contract with their special education site supervisor and Capella University supervisor. Throughout the course, learners maintain a log of their experiences and develop a portfolio as part of their contract materials. **This course is not available as an elective to learners outside the PhD Special Education Leadership specialization. ED7554 and ED7555 must be taken in sequence and prior to the comprehensive examination. Prerequisite(s): Completion, submission, and approval of Clinical Practice Application. Cannot be fulfilled by transfer.**

ED7555 - Internship for Director of Special Education II (2 quarter credits). This is the second of two consecutive capstone courses for the Special Education Leadership specialization. Learners assess their special education leadership competencies and demonstrate proficiency. They serve the second 160 hours of a 320-hour field-based internship during which they create, sign, and fulfill a competency-based contract with their special education site supervisor and Capella University supervisor. Throughout the course, learners maintain a log of their experiences and develop a portfolio as part of their contract materials. **This course is not available as an elective to learners outside the PhD Special Education Leadership specialization. ED7554 and ED7555 must be taken in sequence and prior to comprehensive examination. Prerequisite(s): ED7554. Cannot be fulfilled by transfer.**

ED7580 - Theory and Development of Multiple Intelligences (4 quarter credits). In this course, learners use Howard Gardner's theory of multiple intelligences as a tool to better understand creative thinking and to explore and develop better teaching strategies and techniques for different levels of intelligence. The course focuses on how to be more effective in working with the differences and potentials of individual students.

ED7590 - Critical Thinking in Adult Education (4 quarter credits). This course provides learners with a framework for critical inquiry and reflection. Learners examine models and best practices of thinking, reading, and acting critically in adult education. Learners also explore ways to evaluate and resolve conflicts and negotiate and facilitate conflict solutions.

ED7601 - Higher Education Enrollment Management (4 quarter credits). This is the first course in the Enrollment Management curriculum. It provides a comprehensive overview of fundamental enrollment management concepts, theories, and best practices and presents the strategies and techniques used in successful enrollment management programs. Learners analyze higher education recruitment processes from a marketing perspective, explore current trends and applying tools related to financial assistance and scholarship to real-world recruitment situations, evaluate current recruitment practices in an enrollment management plan, and integrate leadership and management theories.

ED7603 - Effective Retention in Higher Education (4 quarter credits). This course provides learners with a comprehensive overview of the fundamentals and best practices of effective student retention in higher education. Learners analyze and interpret a significant body of research on student retention and apply this knowledge to the development and management of an institutionally based retention plan.

ED7605 - Technology Applications to Enrollment Management (4 quarter credits). In this course, learners explore basic concepts in higher education enrollment management technology, focusing on effective technologies for managing enrollment in colleges and universities. Learners develop an understanding of current technologies used in recruitment and retention, and synthesize and apply emerging technologies to the field of enrollment management.

ED7607 - Financial Assistance and Enrollment Management (4 quarter credits). In this course, learners explore financial assistance and its role in student recruitment and retention and act as practitioners, synthesizing knowledge acquired from other courses while using financial assistance principles and policies. The course focuses on applying financial assistance principles and regulations to effective enrollment management strategies. Topics include analyzing current and future trends in technology and the impact of databases and developing strategies for using technology effectively to manage enrollment.

Graduate Course Descriptions, *continued*

ED7609 - Enrollment Management Communications and Marketing Strategies and Issues (4 quarter credits). This course provides learners with an understanding of the purpose and impact of targeted communications and marketing strategies for enrollment management. Learners analyze institutionally based communications and marketing documents and prepare a plan to improve marketing for higher education institutions.

ED7611 - Strategic Enrollment Management Planning (4 quarter credits). This course introduces learners to essential concepts of strategic planning for higher education, including environmental scanning, data collection and analysis, quantifying annual and long-term goals, developing enrollment management strategies, and developing and implementing action plans. Learners create a strategic enrollment plan and explore ways to incorporate it into the institution's overall strategic plan. Course topics include building institutional support for a strategic enrollment management plan and mobilizing human and financial resources. This is the capstone course for the Enrollment Management specialization and includes the project required for the master's degree. **Prerequisite(s):** ED7601, ED7603, ED7605, ED7607, ED7609.

ED7620 - Theoretical Basis of Instructional Design (4 quarter credits). This course is a survey of the major instructional design theories that are applicable to training and education, regardless of delivery method. This course provides learners with a solid foundation for the rest of the Instructional Design for Online Learning curriculum. **Prerequisite(s):** ED5802, ED5803, ED7624. **PhD only.**

ED7624 - Theories of Learning and Instruction (4 quarter credits). Learners in this course explore the key theories of learning and instruction that influence the design of online teaching and learning environments. Throughout the course learners focus on the major research findings that have influenced the development of various theories of learning. The course provides learners with essential knowledge and skills in preparation for the capstone course in the Instructional Design for Online Learning specialization. **Prerequisite(s):** ED5802. **PhD only.**

ED7631 - Introduction to Training and Performance Systems (4 quarter credits). Learners in this course gain an overview of the history and evolution of training and performance improvement systems in business and industry. Learners develop an understanding of the important role played by the Human Performance Improvement (HPI) process and other supporting and critical services such as performance management, coaching, and career and organizational development. The course presents learners with a macro or systems view of developing people and organizations. Topics include numerous structured learning exercises, application activities, discussions, and a final project.

ED7641 - Needs Assessment: Models and Procedures (4 quarter credits). This course is a survey of needs assessment models and procedures that diagnose the causes of workplace performance problems. Learners design and develop needs assessment instruments, as well as collect and then diagnose data in order to differentiate between a workplace performance issue that requires training solutions as opposed to one that requires non-training intervention.

ED7652 - Evaluating Training and Performance Improvement Systems (4 quarter credits). Learners explore reasons that evaluation is essential: so that courses or performance solutions can be improved and so that it can be clearly shown how a particular training intervention can improve both personal and organizational performance. This course provides learners with an understanding of measurement and evaluation theory, principles, and procedures. Topics include quantitative and qualitative measures, performance objectives, Kirkpatrick's five levels, and reporting strategies.

ED7662 - Designing Training and Performance Solutions (4 quarter credits). Learners in this course explore various training and performance solutions associated with information, resources, incentives, knowledge, and capacity. Learners examine theoretical models used to match potential solutions to performance gaps and analyze the factors necessary for increasing the likelihood of a successful performance improvement intervention. Learners then select a performance gap to address using an intervention selection tool.

ED7672 - Delivery Systems for Training and Performance Improvement (4 quarter credits). This course provides learners with an in-depth, application-based overview of facilitation skills and e-learning initiatives. Learners utilize a variety of tools and strategies to address these critical issues.

ED7673 - The Future of Corporate and Technical Training: Issues and Trends (4 quarter credits). In this course, learners explore the forces that shape the evolution of corporate and technical training, including performance improvement methodologies, new technologies, and economic and cultural forces. Capitalizing on these forces, learners study and apply theories and methods of performance improvement consultation by creating a strategic plan for an organization.

ED7675 - Return on Investment in Training and Performance Improvement (4 quarter credits). This course prepares learners to apply return on investment (ROI) methodology that has been developed in the field to their own organizations. Topics include planning for an evaluation, collecting data, analyzing data, and reporting procedures. While utilizing statistics is an important part of ROI evaluation, this course does not include developing competencies in statistical analysis.

Upon successful completion of the final deliverable for the course, learners are awarded the ROI Certificate from the ROI Institute. **For PhD and MS Training and Performance Improvement learners only. Must be taken during the learner's final quarter. Cannot be fulfilled by transfer.**

ED7679 - Survey of Human Resource Development Research (4 quarter credits). In this course, learners explore the values, purposes, methods, and processes of human resource development research. The focus is on identifying how theory and research can be practical tools to solve human resource development challenges that practitioners face on a daily basis. This course is only applicable to learners enrolled in the School of Education Training and Performance Improvement specialization.

ED7690 - Critical Skills for Facilitating Online Learning (4 quarter credits). Learners in this course investigate and examine the facilitator's role in the online learning environment as opposed to traditional classroom or face to face training. Learners examine online learning from a variety of perspectives to enhance technical skills, improve success, and facilitate learning.

ED7699 - Practical Applications for Online Teaching and Training (4 quarter credits). In this course, learners apply skills, strategies, and tactics from earlier courses in a collaborative learning environment. **Prerequisite(s):** ED7690, ED5312, ED5313.

ED7700 - Learning Theory and the Educational Process (4 quarter credits). Learners in this course explore major learning theories from the behaviorist and cognitive perspectives, including social cognitivism and constructivism, as well as associated concepts such as memory and motivation. Learners apply these theories and concepts to educational settings.

ED7701 - Educational Philosophy and Change (4 quarter credits). Learners in this course examine the philosophical foundations, ideologies, and theories that have influenced the development of educational philosophy and practices in the U.S. Learners examine, articulate, clarify, and refine basic assumptions and beliefs underlying their personal educational philosophy and practice.

ED7703 - Student Development, Challenges, and Successes (4 quarter credits). In this course, learners examine the theoretical and research literature related to successful student development, developmental issues, and challenges facing U.S. college students. Learners also explore the constructive-developmental theoretical claim that the epistemological, intrapersonal, and interpersonal aspects of student development are interrelated and essential for higher education.

Graduate Course Descriptions, *continued*

ED7711 - Course Design and Development (4 quarter credits). Learners in this course explore elements of course design that apply to the comprehensive community college. Various models of course (instructional) design and guides for design are included. Course preparation material, instructional techniques, and forms of evaluation constitute the final units of the course.

ED7712 - Classroom Assessment in Education (4 quarter credits). Learners in this course explore evidence-based classroom assessment and evaluation practices and apply a variety of tools and strategies to assess and evaluate learning. Learners also develop appropriate formative and summative classroom assessment techniques that address intended learning outcomes and promote learning in a global society.

ED7713 - Student Advising and Retention (4 quarter credits). This course presents theories, research, and practices of student advising and associated retention efforts in higher education. Learners examine advising programs and their impact on student persistence and evaluate the role of faculty and administration in effective student advising and retention.

ED7716 - Faculty Leadership (4 quarter credits). Learners in this course assess the role of educational leadership in higher education. Learners examine faculty leadership, explore ways to build effective relationships and lead ethically, and assess leadership effectiveness based on theory and self-reflection.

ED7800 - Grant Writing for Higher Education (4 quarter credits). This course provides a comprehensive overview of grant writing for higher education institutions. Learners research and evaluate the types and sources of grant funding, formulate strategies for working with grant funders and external stakeholders, and analyze and apply grant writing skills. The course includes the relationship of grant writing to institutional mission and plans.

ED7814 - Interface Design (4 quarter credits). Designing for a human-computer interface is a complex endeavor that integrates communication, interaction, and information. This course provides learners with a foundation in the critical issues and concepts that inform effective interface design for a broad range of learning applications and environments. Course activities help learners develop a thorough understanding of the research that has informed current interface design practices, as well as the impact of interface design on users of a diverse range of communication devices.

ED7818 - The Future of Teaching and Learning: Issues for the Educational Leader (4 quarter credits). In this course, learners explore and analyze the issues shaping higher education. Learners use futuring methods to examine the ways history, technology, trends, and change affect the future of higher education.

ED7820 - Principles of Educational Administration (4 quarter credits). This course presents an overview of the basic principles of administrative theory and practice and the six Educational Leadership Constituents Council (ELCC) standards. Learners examine business and public administration models and explore theoretical constructs from various disciplines. *This is the first specialization course for the PhD, EdS, and MS Leadership in Educational Administration specializations and must be taken before any other specialization course work. May be taken concurrently with ED8111. Cannot be fulfilled by transfer.*

ED7822 - The Funding of Educational Institutions (4 quarter credits). Learners in this course examine a variety of public education funding issues. In particular, learners examine the effect of litigation and politics on present and future funding patterns and school finance reform. Learners also identify the ways politics have affected the allocation of resources at all levels of government. *Prerequisite(s): PhD and EdS Leadership in Educational Administration learners must have completed ED8007.*

ED7823 - Education and the Law (4 quarter credits). In this course, learners analyze laws and legal issues affecting P–12 school systems and their constituents. Learners focus on recognizing legal issues before they arise and study the methods and tools used to prevent and resolve legal problems. *Prerequisite(s): PhD and EdS Leadership in Educational Administration learners must have completed ED8007.*

ED7830 - Coaching for High Performance (4 quarter credits). In this course, learners become familiar with effectively guiding individuals to improved learning, decision making, and performance. Topics include the role of coaching in organizational performance systems; several theoretical approaches and models for coaching individuals; essential knowledge, skills, and attitudes for effective coaching; assessment of client needs; and communication skills and techniques for supporting the client through personal and professional change. Through extensive work in both theory and practice, learners become confident and effective mediators of people seeking to improve the quality of their personal or professional lives.

ED7834 - Higher Education and the Law (4 quarter credits). In this course, learners evaluate constitutional, statutory, and case law as related to higher education. Learners review federal and state legislation and their implications for both public and private higher education institutions.

ED7837 - Funding and Managing Education Enterprises (4 quarter credits). In this course, learners examine public and private funding patterns and fundraising plans of higher education enterprises. Learners also explore the integration of personnel matters into the management function and the evaluation methods used to ensure quality and accountability.

ED7840 - The Politics of Higher Education (4 quarter credits). This course focuses on the changing perceptions of the role of higher education in the United States. Learners examine the politics of competition for resources, the expectations of consumers and providers, and the role of state and local government in higher education institutions.

ED7841 - The History of Higher Education (4 quarter credits). In this course, learners explore the evolution of colleges, universities, and other postsecondary institutions. Learners focus on the societal, cultural, and economic influences that have shaped the development of higher education curricula, culture, practices, and governance.

ED7852 - P–12 Principalship (4 quarter credits). Learners in this course gain an understanding of the responsibilities and issues associated with the role of the 21st-century P–12 principal. Topics include effective P–12 school leadership and management, curriculum and instruction planning and assessment, and collaboration with stakeholders. *Prerequisite(s): PhD and EdS Leadership in Educational Administration learners must have completed the following courses: ED8113, ED7820, ED8111. Cannot be fulfilled by transfer.*

ED7855 - Higher Education Administration (4 quarter credits). Learners in this course analyze the theories, policies, and procedures involved in administering higher education institutions. Learners distinguish between leadership and management and examine the knowledge and skills needed to address higher education administrative challenges.

ED7857 - Personnel Administration (4 quarter credits). This course covers staffing assignment, policy making, salary negotiation, grievance procedures, records, supervision, and the evaluation of professional and non-professional employees.

ED7901 - Internship in Educational Administration I (4 quarter credits). This capstone course is the first of two consecutive principal internship courses that provide learners with the academic and field experiences that are prerequisites for principal or administrative licensure in most states. Learners reflect on their program pre-assessment aptitudes and assess those gained during the program. Learners also participate in field experiences with a licensed principal site supervisor that are designed to strengthen their leadership skills and start to develop a final portfolio that demonstrates their mastery of program outcomes, competencies, and standards. *ED7901 and ED7902 must be taken in sequence and prior to the comprehensive examination for PhD learners and during the final two quarters for EdS learners. For purposes of licensure endorsement, the two courses constitute a single 320-hour internship experience. Prerequisite(s): Completion, submission, and approval of Clinical Practice Application and ED7820, ED7852, ED8113, ED8111. Cannot be fulfilled by transfer.*

Graduate Course Descriptions, *continued*

ED7902 - Internship in Educational Administration II (4 quarter credits). This capstone course is the second of two consecutive principal internship courses that provide learners with the academic and field experiences that are prerequisites for principal or administrative licensure in most states. Learners continue the activities started in ED7901 and complete a final portfolio that demonstrates their mastery of program outcomes, competencies, and standards. **ED7901 and ED7902 must be taken in sequence and prior to the comprehensive examination for PhD learners and during the final two quarters for EdS learners. For purposes of licensure endorsement, the two courses constitute a single 320-hour internship experience. Prerequisite(s): ED7901. Cannot be fulfilled by transfer.**

ED7903 - Internship in the Superintendency I (4 quarter credits). This capstone course is the first of two consecutive superintendent internship courses that provide learners with the academic and field experiences that are prerequisites for superintendent licensure in most states. Learners participate in field experiences with a licensed superintendent site supervisor and create, sign, and begin to fulfill a contract based on program outcomes, competencies, and standards. **ED7903 and ED7904 must be taken in sequence and prior to the comprehensive examination for PhD learners and during the final two quarters for EdS learners. For purposes of licensure endorsement, the two courses constitute a single 320-hour internship experience. Prerequisite(s): Completion, submission, and approval of Clinical Practice Application and ED7543, ED7820, ED8113, ED8111. Cannot be fulfilled by transfer.**

ED7904 - Internship in the Superintendency II (4 quarter credits). This capstone course is the second of two consecutive superintendent internship courses that provide learners with the academic and field experiences that are prerequisites for superintendent licensure in most states. Learners continue the activities started in ED7903 and complete a final portfolio that demonstrates their mastery of program outcomes, competencies, and standards. **ED7903 and ED7904 must be taken in sequence and prior to the comprehensive examination for PhD learners and during the final two quarters for EdS learners. For purposes of licensure endorsement, the two courses constitute a single 320-hour internship experience. Prerequisite(s): ED7903. Cannot be fulfilled by transfer.**

ED8002 - Foundations of Theory and Practice in Doctoral Studies (4 quarter credits). This is a foundational course for learners in the following specializations: Leadership for Higher Education, Instructional Design for Online Learning, Nursing Education, Postsecondary and Adult Education, Professional Studies in Education, and Training and Performance Improvement. Learners are introduced to discipline-specific topics, and begin to put into practice the academic developmental and behavioral competencies they are expected to master during their degree program. Learners engage in critical thinking, scholarly inquiry and communication, and research within the context of their specialization. **ED8002 must be taken by PhD learners in their first quarter. Cannot be fulfilled by transfer.**

ED8007 - Leading Innovation (4 quarter credits). This is a foundational course for learners in the School of Education's P–12 specializations. Learners study change, behavior, and leadership theories, principles, and case studies to gain an understanding of educational change processes and their associated impacts on the practice of education. Learners also examine discipline-specific topics and begin to put into practice the academic developmental and behavioral competencies they are expected to master during their degree program. Throughout the course, learners engage in critical thinking, scholarly inquiry and communication, and research within the context of their specialization. **ED8007 must be taken by PhD and EdS learners in their first quarter. Cannot be fulfilled by transfer.**

ED8050 - Special Topics in Leadership in Educational Administration (4 quarter credits). In this course, learners study specific or innovative areas of interest within the Leadership in Educational Administration specialization. Learners propose and develop appropriate course topics not covered in the specialization's elective offerings. **Directed study, PhD only.**

ED8051 - Special Topics in Leadership for Higher Education (4 quarter credits). This course provides learners with an opportunity to study specific or innovative areas of interest within the Leadership for Higher Education specialization. Learners propose and develop appropriate topics not covered in the specialization's elective offerings. **Directed study, PhD only.**

ED8052 - Special Topics in Professional Studies in Education (4 quarter credits). In this course, learners study specific or innovative areas of interest within the Professional Studies in Education specialization. **Directed study, PhD only.**

ED8053 - Special Topics in Advanced Classroom Instruction (4 quarter credits). In this course, learners study specific or innovative areas of interest within the Advanced Classroom Instruction specialization. **Directed study, PhD only.**

ED8056 - Special Topics in Training and Performance Improvement (4 quarter credits). In this course, learners study specific or innovative areas of interest within the area of training and performance improvement. Learners propose appropriate course topics that are not covered in any of the electives. **Directed study, PhD only.**

ED8100 - The Future of Educational Institutions: Topics and Trends (4 quarter credits). Based on an examination of the formative ideas that have shaped educational institutions, learners in this course explore both the theory and practice of changing educational institutions to meet future needs. An understanding of the philosophy of education in the U.S. as well as knowledge of institutional change is necessary in this course.

ED8111 - The Historical and Social Foundations of Education (4 quarter credits). In this course, learners study the historical and social foundations of education to gain an awareness of and a context for its evolving practice. Learners explore the ways educational institutions have emerged and developed, particularly in relation to societal functions and expectations. Learners also develop the knowledge, skills, and points of view needed to understand the evolution of education as a whole and its contributing sociocultural forces. **This is the second specialization course in the PhD and EdS Leadership in Educational Administration specializations and must be taken before any other specialization course work. May be taken concurrently with ED7820.**

ED8113 - Advanced Study in Research Methods (4 quarter credits). Learners in this course explore quantitative and qualitative research methodologies that are often used in educational research. Learners analyze and evaluate the characteristics, strengths, and weaknesses of specific quantitative and qualitative research methodologies and designs as well as their philosophical foundations. Learners apply appropriate statistical analysis software such as Statistical Package for the Social Sciences (SPSS) to selected quantitative research methodologies. **Cannot be fulfilled by transfer.**

ED8115 - Advanced Quantitative Research Methods (4 quarter credits). Learners in this course explore advanced quantitative research methods and designs that are relevant to the School of Education's specializations and to learner professional development. Learners evaluate, select, and apply appropriate quantitative research methodologies and designs in response to theoretical, data-based scenarios that require quantitative analysis and solutions. Learners also evaluate and apply statistical analyses appropriate to different research designs using a statistical software package (SPSS). This course prepares doctoral learners to research and complete their dissertation using quantitative methodology and design. **Prerequisite(s): ED8113.**

Graduate Course Descriptions, *continued*

ED8117 - Advanced Qualitative Research Methods (4 quarter credits). This course focuses on the major qualitative research designs and their application to educational research. Learners study the purposes, research questions, key characteristics, and methods of different qualitative traditions. Learners work with qualitative data collection strategies and data analysis techniques and are introduced to the use of software for qualitative data analysis. Learners examine a variety of qualitative research in order to develop their ability to frame problems and issues as research topics and to understand effective approaches for reporting research results. **Prerequisite(s): ED8113.**

ED8119 - Advanced Practicum in Research Design (4 quarter credits). In this course, learners identify and research an education-related idea using a competent research design that can be further developed into a dissertation prospectus. Learners demonstrate appropriate application of research methods and data collection and analysis tools and exemplify the critical thinking skills needed to analyze a significant professional issue and synthesize it into a researchable form. **Prerequisite(s): ED8113. PhD Leadership in Educational Administration learners must have completed ED7901 or ED7903. Cannot be fulfilled by transfer.**

ED8120 - Institutional Research (4 quarter credits). This course provides learners with an overview of institutional research within the context of higher education. Learners examine the processes of compiling data (e.g., enrollment, degrees conferred, and retention), conducting ad hoc research studies, and managing institutional systems (e.g., faculty evaluation and alumni surveys). Learners also evaluate the impact of institutional research on both internal and external accountability and explore national, organizational, administrative, political, and ethical issues in institutional research. **Prerequisite(s): ED8113, ED8119.**

ED8121 - Tests and Measurements for Educational Research (4 quarter credits). In this course, learners develop and apply assessment instruments and surveys used to collect and interpret data for achievement, aptitude, and personality tests. Learners examine Institutional Review Board (IRB) guidelines and was of writing effective questions that can be used on surveys, questionnaires, and various test instruments. **Prerequisite(s): ED8113.**

ED8222 - Professionalism in the 21st Century (4 quarter credits). In this course, learners develop foundational understanding and skills that help them determine what it means to be a professional in the 21st century. Learners examine major historical, ethical, sociocultural, and theoretical perspectives that have contributed to current multidisciplinary models and definitions of professionalism. Learners in this course identify

and analyze critical issues in the professional world (such as ethics, social structure, collective social mobility, esoteric knowledge, and status) that impact contemporary professionals and professionalism. Hands-on exercises and practical applications of core concepts help learners develop and apply the terms “professional” and “professionalism” within a hierarchy of elite and non-elite members. The course also highlights the progression of professionalism across various disciplines in the current century.

ED8320 - Practicum in College Teaching (4 quarter credits). This practicum provides learners with an experience that fosters professional growth and development in the role of college or university instructor. Under the supervision of a Capella faculty member, learners observe and assist in the instruction of an online course at Capella University. Learners respond to unit discussions, read and grade assignments, and meet regularly with their supervising faculty member for developmental feedback and support. **This course is not available as an elective to learners outside the Post-Master's Certificate in College Teaching. Prerequisite(s): Completion of all required course work. Cannot be fulfilled by transfer.**

ED8350 - Advanced Nursing Theory and Concepts (4 quarter credits). In this course, learners analyze current nursing concepts and theories. Topics include nursing philosophy, curriculum development, clinical practice, and future trends in the health care system.

ED8355 - Curriculum Design and Evaluation in Nursing Education (4 quarter credits). In this course, learners develop curricula and explore appropriate evaluation models to assess curriculum design. Learners evaluate the influence of accreditation requirements on curriculum development and the accreditation evaluation process.

ED8360 - The Nurse Educator: Faculty Roles and Responsibilities (4 quarter credits). This course presents the history of higher education nursing programs and the roles and responsibilities of nurse educators in higher education and clinical settings. Topics include clinical site responsibilities, professional and staff development, the importance of student preceptors and mentors, educational program requirements and evaluation, and legal and ethical issues.

ED8365 - Teaching Strategies in Nursing Education (4 quarter credits). In this course, learners examine nursing education teaching and learning theories, and analyze teaching strategies in classroom and clinical settings, including use of simulations. Learners also analyze instructional strategies for teaching in face-to-face and online environments.

ED8370 - Nursing Leadership and Professional Practice (4 quarter credits). Learners in this course explore scholarship in nursing education. Learners investigate professional organizations and legislative issues, and engage in publication, presentation, and grant writing opportunities and activities.

ED8444 - Higher Education Curriculum Development and Teaching Strategies (4 quarter credits). The focus of this course is on curriculum development in higher education. Learners review the evolution of curriculum design and examine the impact of various design models on instructional frameworks and strategies. Learners analyze curricula that use face-to-face, online, and hybrid instructional platforms and develop curricula that meet diverse individual and cultural needs.

ED8447 - Advanced Funding and Managing Education Enterprises (4 quarter credits). In this course, learners explore and analyze the financing and fundraising plans of higher education enterprises. Learners explore current political and finance issues associated with higher education institution funding and management with an emphasis on endowments, public and private funding models, and intellectual property rights.

ED8502 - Advanced Learning Theory and Instructional Practice (4 quarter credits). In this course, learners study advanced learning theory and research associated with cognition, emotion, and the brain and examine their effects on instructional practice. Learners implement strategies for recognizing learning differences among students, including giftedness, and meeting student needs through differentiated instruction. **Learners who have taken ED5502 should not take ED8502. Rather, they should choose any other PhD-level course in the School of Education to fulfill their specialization requirements.**

ED8515 - Advanced Action Research for Teacher-Leaders (4 quarter credits). Learners in this course examine advanced action research associated with classroom and school improvement. Learners focus on developing the skills needed to define and resolve problems that create barriers to student learning and engage in individual and collaborative research to improve student learning outcomes. **Learners who have taken ED5502 should not take ED8515. Rather, they should choose any other PhD-level course in the School of Education to fulfill their specialization requirements.**

ED8533 - Advanced Curriculum Mapping: Reflection and Practice (4 quarter credits). Learners in this course formulate a research-based professional vision for curriculum design and develop a curriculum for a specific content and grade-level application using advanced computer-based curriculum mapping applications. **Learners who have taken ED5533 should not take ED8533. Rather, they should choose any other PhD-level course in the School of Education to fulfill their specialization requirements.**

Graduate Course Descriptions, *continued*

ED8534 - Advanced Instruction and Assessment: Theory and Practice (4 quarter credits). In this course, learners focus designing advanced instructional models and assessment strategies that meet the diverse needs of P–12 students. Learners examine theory and research supporting innovative instructional models and assessment strategies and use them to develop specific content-area and grade-level applications. Learners also discuss current and emerging issues and trends related to instructional models and assessment strategies. **Learners who have taken ED5534 should not take ED8534. Rather, they should choose any other PhD-level course in the School of Education to fulfill their specialization requirements.**

ED8535 - Advanced Collaboration for the Improvement of Curriculum and Instruction (4 quarter credits). In this course, learners collaborate to develop curriculum that improves student achievement. Learners participate in advanced collaborative skill development activities, including coaching and mentoring, team building, and developing communities of practice. Learners also engage in simulated case studies to complement the practical experience they gain during the course. **Learners who have taken ED5535 should not take ED8535. Rather, they should choose any other PhD-level course in the School of Education to fulfill their specialization requirements.**

ED8536 - Advanced Application of Research for the Improvement of Curriculum and Instruction (4 quarter credits). Learners in this course examine current research as a basis for data-driven decision making and develop advanced research designs that contribute to data-driven decision making at the school or district level. **Learners who have taken ED5536 should not take ED8536. Rather, they should choose any other PhD-level course in the School of Education to fulfill their specialization requirements.**

ED8538 - Advanced Curriculum and Instruction: Program Evaluation (4 quarter credits). Learners in this course develop the skills, knowledge, and attitudes necessary for effective program evaluation. The course focuses on trends, issues, and initiatives related to data-based decision making, which is one of the desired outcomes of program evaluation. Through the process of reflection and practical application, learners become familiar with the integral role program evaluation plays in the improvement of curriculum, instruction, and assessment.

ED8540 - Internship in Curriculum and Instruction I (2 quarter credits). This course is the first of two consecutive capstone courses for the PhD and EdS Curriculum and Instruction specializations. Learners assess their curriculum and instruction competencies and demonstrate proficiency. They serve the first 125 hours of a 250-hour field-based internship during which they create, sign, and

fulfill a competency-based contract with their curriculum and instruction site supervisor and Capella University supervisor. Throughout the course, learners maintain a log of their experiences and develop a portfolio as part of their contract materials. **This course is not available as an elective to learners outside the PhD and EdS Curriculum and Instruction specializations. ED8540 and ED8541 must be taken in sequence and prior to the comprehensive examination for PhD learners and during the final two quarters for EdS learners. Prerequisite(s): Completion, submission, and approval of Clinical Practice Application. PhD Curriculum and Instruction learners must have completed ED7820. Cannot be fulfilled by transfer.**

ED8541 - Internship in Curriculum and Instruction II (2 quarter credits). This is the second of two consecutive capstone courses for the PhD and EdS Curriculum and Instruction specializations. Learners assess their curriculum and instruction competencies and demonstrate proficiency. They serve the second 125 hours of a 250-hour field-based internship during which they create, sign, and fulfill a competency-based contract with their curriculum and instruction site supervisor and Capella University supervisor. Throughout the course, learners maintain a log of their experiences and develop a portfolio as part of their contract materials. **This course is not available as an elective to learners outside the PhD and EdS Curriculum and Instruction specializations. ED8540 and ED8541 must be taken in sequence and prior to the comprehensive examination for PhD learners and during the final two quarters for EdS learners. Prerequisite(s): ED8540. Cannot be fulfilled by transfer.**

ED8600 - Effective Online Course Design, Delivery, Facilitation, and Assessment (4 quarter credits). In this course, learners examine learning theory and contemporary teaching curriculum design models and assess the facilitator's role in the online learning environment. Learners develop online teaching skills and the facilitation strategies and tactics that nurture the interaction and collaboration necessary for successful online teaching.

ED8810 - Ethics and Social Responsibility in Distance Education (4 quarter credits). Learners in this course analyze, from both conceptual and applied points of views, the interaction between education and society. Through an examination of basic assumptions, attitudes, and values, learners build an ethical foundation for understanding the issues and policies related to distance education. **Prerequisite(s): ED5802, ED7624, ED7620.**

ED8812 - The Governance of Educational Institutions (4 quarter credits). Learners in this course examine the typical P–12 public school governance model, focusing on the environment as an organic learning space designed to induce and support continuous learning within the staff, faculty, students, and organizational structure itself. Topics include the current issues, practices, and challenges facing this model of governance.

ED8895 - Special Topics in Instructional Design for Online Learning (4 quarter credits). In this course, learners study specific or innovative areas of interest within the area of Instructional Design for Online Learning. Learners propose appropriate course topics that are not covered in any of the electives. **Prerequisite(s): ED5802. ED5803. Directed study, PhD only.**

ED9919 - Doctoral Comprehensive Examination (4 quarter credits). This course includes an overview of the comprehensive examination process, the university's expectations of academic honesty and integrity, the three core themes of the examination, and the evaluation criteria. The courseroom mentor provides three questions addressing the core themes. Learners write answers to the comprehensive examination questions. Answers are evaluated by faculty readers using point-scale scoring rubrics. Upon passing the comprehensive examination, learners are eligible to enroll in the first dissertation course. **Grading for this course is S/NS. Prerequisite(s): Completion of all required and elective course work with a cumulative GPA of 3.0 or better. Completion of practicum courses, if applicable. Fulfillment of all residency requirements. Cannot be fulfilled by transfer.**

ED9920 - Dissertation Courseroom (non-credit). This course provides learners with resources, guidance, and peer and mentor support during each dissertation course as they complete the required milestones. **Grading for this course is R/NS. Prerequisite(s): ED9919. Cannot be fulfilled by transfer.**

ED9921–ED9950 - Dissertation Research 1–Dissertation Research 30 (5 quarter credits each). Learners complete the required dissertation milestones and prepare their dissertation for publication. **Grading for these courses is R/NS. Courses must be taken in sequence. Prerequisite(s): ED9919 and concurrent enrollment in ED9920. Cannot be fulfilled by transfer.**

Graduate Course Descriptions, *continued*

School of Education

EdD Courses

ELM8100 - Foundations of Educational Leadership and Management I (6 quarter credits). This course is the first of two consecutive introductory courses for all EdD learners in the School of Education. It provides an overview of the degree program's structure, competencies, and requirements and presents the fundamental principles and skills of leadership and management. Learners study the leader's role in achieving organizational objectives and developing shared mission, vision, and values. Learners also explore methods of effective financial, human resource, and operations management and examine principles of inquiry and systems thinking. **For EdD learners only. Cannot be fulfilled by transfer.**

ELM8102 - Foundations of Educational Leadership and Management II (6 quarter credits). This course is the second of two consecutive introductory courses for all EdD learners in the School of Education. Learners build on the knowledge gained during ELM8100 and continue their study of fundamental leadership and management principles and skills. **For EdD learners only. Prerequisite(s): ELM8100. Cannot be fulfilled by transfer.**

ELM8104 - Leadership Through Personal and Professional Development (6 quarter credits). In this course, learners analyze the personal, relational, and metacognitive dimensions of leadership. Learners reflect on personal values and behaviors and use metacognitive skills to examine their own learning and growth. Learners also employ the language and tools of various systems models to frame and solve problems and examine ways to negotiate and influence outcomes within organizations. **For EdD learners only. Prerequisite(s): ELM8102. Cannot be fulfilled by transfer.**

ELM8106 - Creating a Culture of Learning (6 quarter credits). Learners in this course identify the leadership and management skills needed to develop an assessment-, knowledge-, learning-, and community-centered culture. Learners explore ways to advocate for students and institutions; lead continuous and data-driven curriculum and instruction improvement processes; and promote academic excellence and cultural competence. **For EdD learners only. Prerequisite(s): ELM8104. Cannot be fulfilled by transfer.**

ELM8108 - Data-Informed Decision Making for Educational Leaders (6 quarter credits). In this course, learners examine the use of data in the planning, execution, and assessment of educational decision making. Learners consider research, multiple perspectives, laws and regulations, organizational resources, and ethics to make data-informed decisions using a variety of decision-making strategies, models, and tools. **For EdD learners only. Prerequisite(s): ELM8106. Cannot be fulfilled by transfer.**

ELM8110 - Leading and Managing Change I (6 quarter credits). This is the first of two consecutive courses in which learners apply the leadership and management competencies gained from previous course work to real-world situations. Learners identify and demonstrate the inquiry, analysis, communication, decision-making, and leadership skills needed to address and solve problems; plan, implement, and evaluate change; improve processes; and demonstrate cultural competence. **For EdD learners only. Prerequisite(s): ELM8108. Cannot be fulfilled by transfer.**

ELM8112 - Leading and Managing Change II (6 quarter credits). This is the second of two consecutive courses in which learners apply the leadership and management competencies gained from previous course work to real-world situations. Learners continue to identify and demonstrate the skills exhibited during ELM8110. **For EdD learners only. Prerequisite(s): ELM8110. Cannot be fulfilled by transfer.**

ELM8114 - Practicum in Educational Leadership and Management (6 quarter credits). The practicum is the final course prior to the dissertation course sequence. Learners identify skills or knowledge related to specific competencies in their degree program that require further development and under the supervision of a Capella faculty member and site supervisor, create an improvement plan to address them during a 100-hour field experience. The course culminates in a final professional portfolio review. **For EdD learners only. Prerequisite(s): ELM8112. Cannot be fulfilled by transfer.**

ELM9920 - Dissertation Courseroom (non-credit). This course provides learners with resources, guidance, and peer and mentor support during each dissertation course as they complete the required milestones. **Grading for this course is R/NS. Prerequisite: ELM8114. Cannot be fulfilled by transfer.**

ELM9921-ELM9950 - Dissertation Research 1–Dissertation Research 30 (6 quarter credits each). Learners complete the required dissertation milestones and prepare their dissertation for publication. **Grading for these courses is R/NS. Courses must be taken in sequence. Prerequisite(s): ELM8114 and concurrent enrollment in ELM9920. Cannot be fulfilled by transfer.**

School of Education

Residential Colloquium Courses

COL-R8921 - PhD Residential Colloquium Track I (non-credit). In the first residential colloquium, learners interact with peers and faculty as they participate in online courseroom and in-person activities that emphasize assessment and practice of academic and intellectual skill sets essential to progressing through doctoral program course work. Learners engage in self-reflection practices and participate in learning experiences that address the doctoral critical-thinking, research, and professional communication competencies associated with becoming a scholar-practitioner. Learners in academic psychology specializations attend this residential colloquium before completing 36 earned and transferred credits. All other learners attend this residential colloquium during their first quarter of enrollment or before completing 56 earned and transferred credits.

COL-R8922 - PhD Residential Colloquium Track II (non-credit). In the second residential colloquium, learners interact with peers and faculty as they participate in online courseroom and in-person activities that emphasize applying the research process to their chosen discipline. Learners expand their intellectual applications and analysis skills and the doctoral critical-thinking, research, and professional communication competencies associated with becoming a scholar-practitioner. Learners in academic psychology specializations attend this residential colloquium while completing 37–60 credits. All other learners attend this residential colloquium while completing 57–72 credits of required course work. **Prerequisite(s): COL-R8921.**

COL-R8923 - PhD Residential Colloquium Track III (non-credit). In the third residential colloquium, learners interact with peers and faculty as they participate in online courseroom and in-person activities that emphasize expanding and applying doctoral competencies to the independent research phase of the program in preparation for the comprehensive examination and dissertation. Learners continue to strengthen the doctoral critical-thinking, research, and professional communication competencies associated with becoming a scholar-practitioner and focus on using intellectual and academic skill sets to synthesize and analyze theory and research as leaders in the discipline. Learners in academic psychology specializations attend this residential colloquium while completing 61–95 credits. All other learners attend this residential colloquium while completing 73–96 credits as a prerequisite for the comprehensive examination. **Prerequisite(s): COL-R8922.**

Graduate Course Descriptions, *continued*

ED-R8000 - College Teaching Residential Colloquium (non-credit). Learners in this residential colloquium focus on building career-planning and applied classroom and online teaching skills. **Learners enrolled in the Post-Master's Certificate in College Teaching only must take ED-R8000 concurrently with COL-R8921. Learners enrolled in both the Post-Master's Certificate in College Teaching and a PhD program must take ED-R8000 concurrently with the appropriate PhD residential colloquium track.**

ED-R8010 - Enrollment Management Residential Colloquium (non-credit). Learners in this residential colloquium engage in dialogue and application and evaluation of skills and knowledge related to best practices in enrollment management.

School of Human Services

Doctoral Counselor Education and Supervision Courses

Only learners enrolled in the PhD in Counselor Education and Supervision degree program may take CES courses.

CES8002 - Advanced Research in Adult Human Development and Behavior (4 quarter credits).

Learners in this course critically analyze theory and research in adult development and behavior with an emphasis on contemporary research and application issues. In addition, learners study adult development from biological, psychological, social, and multicultural perspectives and apply principles of adult development to professional practice.

Must be taken by PhD learners in their first quarter. Cannot be fulfilled by transfer.

CES8100 - Fundamentals of Social Science Research (4 quarter credits).

This course introduces learners to social science research, particularly in the context of human services. Learners focus on becoming educated consumers of research and examine major concepts and techniques of social science research, including problem formulation, identification of variables, literature review, research design, sampling, definition and measurement of study variables, instrument construction, and data collection and analysis. Learners also critically evaluate published research, apply research findings to professional practice, and practice designing research studies in their field of interest. **Prerequisite(s): CES8106 or CST8106 or HS8106. Cannot be fulfilled by transfer.**

CES8106 - Epistemology of Practice Knowledge (4 quarter credits).

Learners in this course examine theories that guide the acquisition of knowledge within human services professions. Learners critically analyze and evaluate the methods used to develop social science theory as a precursor to examining and applying the scientific method. Learners also study theory derivation, the link between research methods and theory, and the ways scholar-practitioners apply the scientific method. **Cannot be fulfilled by transfer.**

CES8111 - Quantitative Research Methods in the Human Services (4 quarter credits).

Learners in this course examine the research methods and designs human service professionals use to solve specific social problems. Topics include human subjects protection, measurement, development of instruments, data collection and management, and initial phases of data analysis. Learners also consider methodological adaptations when conducting research with vulnerable and diverse populations. **Prerequisite(s): CES8100 or CST8100 or HS8100. Cannot be fulfilled by transfer.**

CES8112 - Advanced Qualitative Research Methods (4 quarter credits).

In this course, learners evaluate qualitative research methods and designs. Learners focus on developing the skills used to synthesize information related to qualitative research methodology and examine ethical issues associated with the qualitative research process. **Prerequisite(s): CES8111 or CST8111 or HS8111. Cannot be fulfilled by transfer.**

CES8113 - Advanced Study in Research Methods (4 quarter credits).

Learners in this course analyze the relevance and appropriateness of specific research methodologies in preparation for the dissertation. Learners examine planning and sampling, measurement, statistical and qualitative analytic models, results analysis and interpretation, and ethical considerations. Learners also conceptualize, plan, and design a doctoral research proposal. **Must be taken prior to the comprehensive examination. Prerequisite(s): CES8112 or CST8112 or HS8112. Cannot be fulfilled by transfer.**

CES8756 - Advanced Counseling Theories (4 quarter credits).

This course presents an overview of major counseling theories and the current professional literature and research supporting them. Learners analyze key concepts of counseling and evaluate various theories, approaches, and interventions that can be applied to a diverse population of clients, issues, and settings. Learners also consider the legal and ethical implications of applying theory to practice and examine methods of demonstrating counseling effectiveness.

CES8760 - Advanced Clinical Practice (4 quarter credits).

In this course, learners demonstrate advanced clinical practice skills that promote greater social skills and respect for diversity while expanding and refining the therapeutic skills they developed through prior course work and practice. Learners examine the strengths and limitations of various counseling techniques; apply therapeutic models to a variety of contemporary client populations and issues; and develop a personal theoretical orientation to counseling. Learners also conceptualize a clinical case and develop a treatment plan that is consistent with their theoretical preference and diverse client needs. **Prerequisite(s): CES8756.**

Graduate Course Descriptions, *continued*

CES8764 - Contemporary Issues in Compulsive and Addictive Behavior Treatment (4 quarter credits). In this course, learners review current development, research, and trends within the compulsion and addiction treatment field. The course emphasizes current understanding of substantive issues in the field. Possible topics include developments in psychopharmacologic treatment of compulsive behaviors and addictions, the influences of managed care on treatment, ethics and managed care, the use of Internet resources in the field, the changing role of the counselor, emerging treatment approaches, and the development of new treatments. Cultural considerations and influences as they relate to the treatment of compulsive and addictive behavior treatment are also addressed.

CES8768 - Counselor Education Teaching and Practice (4 quarter credits). This course provides an overview of major roles, responsibilities, and activities of counselor educators. Learners study instructional theory and methods and evaluate ethical and legal issues associated with counselor preparation training. Learners develop a philosophy of teaching and learning and examine procedures for engaging students, assessing student needs, and effectively delivering the information needed to develop competent counselors. **Prerequisite(s): CES8760.**

CES8772 - Counselor Supervision (4 quarter credits). Learners in this course examine critical literature in counselor education, including history, standards, multicultural concerns, and legal and ethical issues. Learners analyze theories, techniques, and models of counselor supervision and develop a personal supervision model. Learners also study the major dimensions of supervisions and the roles and relationships associated with them. **Prerequisite(s): CES8760.**

CES8776 - Leadership and Advocacy in Counseling (4 quarter credits). This course presents the historical and philosophical foundations of counselor education and supervision practice, including professional identity and values, leadership styles, client diversity issues, ethical issues, and social advocacy processes. Learners evaluate leadership theories and their applications and examine the roles of counselor educators and leaders in public and private policy processes, including professional advocacy.

CES8780 - Counselor Education and Supervision Practicum (4 quarter credits). This course provides a structure of supervised experiences in advanced counseling practice during which learners articulate, synthesize, and demonstrate a range of counseling skills and knowledge bases. Learners apply major counseling theories and their associated approaches to working with individuals, groups, systems, and developmental and consultation services. Learners also apply effective case conceptualization, assessment, diagnosis, and

treatment skills; demonstrate the ability to develop ethical therapeutic relationships with a diverse population of clients; and establish long- and short-term goals. This course helps learners synthesize a comprehensive theoretical basis for the practice of counseling that is informed by evidence-informed practice, professional practice skills, and personal meaning. It requires 100 hours of field experience and no less than 40 hours of direct client contact. **Prerequisite(s): CES8002, CES8760, CES8764, CES8776, CES8113; completion of or concurrent enrollment in CES8768 and/or CES8772. Cannot be fulfilled by transfer.**

CES8784 - Counselor Education and Supervision Internship I (4 quarter credits). This is the first in a sequence of two internship courses in the Counselor Education and Supervision degree program in the School of Human Services. This course provides learners with specific skills in counseling teaching, supervision, and research in a field setting relevant to the learner's chosen field. It requires 300 contact hours. **Grading for this course is S/NS. Prerequisite(s): CES8780. Cannot be fulfilled by transfer.**

CES8785 - Counselor Education and Supervision Internship II (4 quarter credits). This is the second in a sequence of two internship courses in the Counselor Education and Supervision degree program in the School of Human Services. This course provides learners with the opportunity to refine the skills they developed in CES8785. It requires 300 contact hours. **Grading for this course is S/NS. Prerequisite(s): CES8784. Cannot be fulfilled by transfer.**

CES9919 - Doctoral Comprehensive Examination (4 quarter credits). This course includes an overview of the comprehensive examination process, the university's expectations of academic honesty and integrity, the three core themes of the examination, and the evaluation criteria. The courseroom mentor provides three questions addressing the core themes. Learners write answers to the comprehensive examination questions. Answers are evaluated by faculty readers using point-scale scoring rubrics. Upon passing the comprehensive examination, learners are eligible to enroll in the first dissertation course. **Grading for this course is S/NS. Prerequisite(s): Completion of all required and elective course work with a cumulative GPA of 3.0 or better. Completion of practicum courses, if applicable. Fulfillment of all residency requirements. Cannot be fulfilled by transfer.**

CES9920 - Dissertation Courseroom (non-credit). This course provides learners with resources, guidance, and peer and mentor support during each dissertation course as they complete the required milestones. **Grading for this course is R/NS. Prerequisite(s): CES9919. Cannot be fulfilled by transfer.**

CES9921–CES9950 - Dissertation Research 1–Dissertation Research 30 (5 quarter credits each). Learners complete the required dissertation milestones and prepare their dissertation for publication. **Grading for these courses is R/NS. Courses must be taken in sequence. Prerequisite(s): CES9919 and concurrent enrollment in CES9920. Cannot be fulfilled by transfer.**

School of Human Services

Master's and Doctoral Addiction Counseling, Marriage and Family Therapy, Mental Health Counseling, and School Counseling Courses

COUN5003 - Survey of Research in Human Development and Behavior (4 quarter credits). This course presents theories of human development and behavior throughout the lifecycle. Learners examine approaches for researching human development, including personality and moral development theory. Learners also focus on the developing person using the theoretical lenses of disciplines such as psychology, anthropology, and biology. **Must be taken by master's learners in their first quarter. Cannot be fulfilled by transfer.**

COUN5006 - Survey of Research Methodology (4 quarter credits). This course provides an overview of graduate-level approaches to research methodology. Learners study major research methodologies and quantitative and qualitative approaches to scholarly inquiry. **Learners may only earn credit for COUN5006 or CST5006 or HS5006.**

COUN5106 - Assessment, Tests, and Measures (4 quarter credits). Learners in this course examine the assessment process and the use of tests and measures in counseling assessment activities. Learners also explore the evolution of assessment methods, test construction and standardization, and assessment strategies and interpretation.

COUN5107 - Principles of Psychopathology: Diagnosis and Treatment (4 quarter credits). Learners in this course examine psychopathology principles, professional literature, and current issues associated with assessing and treating mental disorders. Learners critically evaluate diagnostic models, methods, and approaches used in diagnosing and treating individuals, couples, and families, including the DSM-IV-TR multiaxial system. Learners also explore diagnostic issues associated with multicultural populations. **Prerequisite(s): Addiction Counseling learners must have completed COUN5940 and COUN-R5940. Mental Health Counseling learners must have completed COUN5930 and COUN-R5930.**

Graduate Course Descriptions, *continued*

COUN5108 - Foundations of Addictive and Compulsive Behavior (4 quarter credits). In this course, learners explore the theories and research that guide the treatment of addictive and compulsive behavior disorders. Learners analyze traditional and non-traditional interventions as applied to inpatient, outpatient, and community-based treatment for individuals, couples, families, and groups. Topics include assessment, diagnosis, and treatment planning and evaluation. *Learners may earn credit for either COUN5108 or CST5108, but not both. Prerequisite(s): Addiction Counseling learners must have completed COUN5940 and COUN-R5940. Marriage and Family Therapy learners must have completed COUN5920 and COUN-R5920. Mental Health Counseling learners must have completed COUN5930 and COUN-R5930.*

COUN5214 - Theories of Personality (4 quarter credits). In this course, learners examine the main constructs of personality by analyzing person-centered, trait, behavioral, psychodynamic, and social-cognitive personality theories. Learners also study biological, social, and cultural influences on personality and the development of personality throughout the lifecycle. *Learners may earn credit for either COUN5214 or CST5214, but not both.*

COUN5215 - Professional and Scientific Ethics for Counselors/Therapists (4 quarter credits). Learners in this course examine the evolution of professional counselor/therapist ethics and analyze the effect of ethics on education, psychotherapy, law, and institutional guidelines protecting human subjects in research. Learners also identify current ethical issues in the addiction counseling field and explore methods used to effectively address them.

COUN5220 - Introduction to Marriage and Family Therapy (4 quarter credits). This course provides an introduction to the profession of marriage and family therapy and its underlying systemic theoretical framework. Learners evaluate systems theories from a historical perspective and distinguish them from those of other individual-based mental health disciplines. Learners also review the history, philosophy, and clinical practice theories of marital and family therapy and examine the fundamental therapeutic concepts and skills needed to work with couples and families. This course provides the foundation upon which all other specialization courses are based.

COUN5221 - Mental Health Counseling (4 quarter credits). Learners in this course review the skills, methods, and practices associated with mental health counseling and apply current counseling theory and research to clinical practice. Topics include treatment planning, therapeutic intervention methods, and working with diverse populations. *Learners may earn credit for either COUN5221 or CST5221, but not both.*

COUN5225 - Human Sexuality (4 quarter credits). Learners in this course study sexuality within the broad context of human experience. Learners examine physical and psychosexual development and evaluate the frequency and significance of sexual behavior in individuals. Learners also study health issues associated with sexuality, explore treatments for various sexual problems, and identify sexuality-related concerns of special and diverse populations.

COUN5226 - Sexual Issues in Couple and Family Therapy (1 quarter credit). In this course, learners examine topics of sexual normality, sexual functioning, and sexual orientation as they relate to systemic counseling interventions with couples and families. Learners also evaluate differing cultural attitudes and values about human sexuality.

COUN5239 - Theories of Psychotherapy (4 quarter credits). This course presents various schools of therapeutic intervention and their respective philosophical tenets and associated therapeutic skills. Learners examine current psychotherapy theories, procedures, and techniques and apply them to a variety of clinical problems.

COUN5240 - Counseling and Guidance with Children (4 quarter credits). Learners in this course review current theories, research, and methods of counseling and guidance of children. Topics include childhood abuse and trauma, the effect of family relationships on children, methods of parent education, school counseling issues, and specialized techniques for working with challenging children.

COUN5241 - Group Counseling and Psychotherapy (4 quarter credits). Learners in this course examine the clinical theories, research, and procedures of group counseling and psychotherapy. Topics include leadership responsibilities and styles, co-therapy mechanics, special-function group design, and critical incident management within groups. *Prerequisite(s): Addiction Counseling learners must have completed COUN5940 and COUN-R5940. Marriage and Family Therapy learners must have completed COUN5920 and COUN-R5920. Mental Health Counseling learners must have completed COUN5930 and COUN-R5930. School Counseling learners must have completed COUN5910 and COUN-R5910.*

COUN5252 - Introspective and Personal Growth Seminar (4 quarter credits). This course helps learners identify aspects of their history and personality that are relevant to professional clinical work. Learners examine methods of introspective work that facilitate the self-assessment process, including journaling, personal psychotherapy, self-expressive artwork, dream work, and specialized readings. The course emphasizes identifying personal strengths and limitations and the ways they may influence clinical effectiveness.

COUN5254 - Child and Adolescent Counseling (4 quarter credits). This course presents major theories and research of adolescent and child development. Learners examine biological and psychosocial development factors and evaluate the influence of family, community, society, and trauma on development. *Prerequisite(s): Marriage and Family Therapy learners must have completed COUN5920 and COUN-R5920. Mental Health Counseling learners must have completed COUN5930 and COUN-R5930.*

COUN5258 - Group Therapy and Treatment of Compulsive and Addictive Behaviors (4 quarter credits). In this course, learners analyze theory and research of compulsive and addictive behavior treatment. Learners study the group therapy process and apply clinical theories, research, and skills to their clinical setting. Topics include group therapy development, leadership styles, and critical incident management in group therapy, including members "acting out" (e.g., relapsing), inter-group conflict, and group member transference with leaders. Learners also consider ethics, managed care, and culture and their influences on compulsive and addictive behavior treatment.

COUN5260 - Theories and Models for the Treatment of Addictive and Compulsive Behaviors (4 quarter credits). Learners in this course investigate the nature of addictive and compulsive behavior problems and study various addiction models and their tenets to evaluate the validity and efficacy of associated treatment approaches. Learners also explore alternatives to addiction models, including cognitive behavior therapy and the psycho-dynamic compulsive behavior model.

COUN5262 - Interventions with Substance Abuse and Dependence (4 quarter credits). Learners in this course evaluate traditional and non-traditional treatment approaches of substance abuse, addiction, and recovery and relapse. Topics include inpatient and outpatient treatment programming; self-help groups; and the use of alternative treatment approaches, community resources, and individual, group, and family psychotherapy in the treatment of compulsive and addictive behaviors. The course also addresses current trends in service delivery related to ongoing changes in the health care delivery system, including managed care.

COUN5264 - Current Issues in Compulsive and Addictive Behavior Treatment (4 quarter credits). In this course, learners review current research, developments, and trends in compulsion and addiction treatment. Learners examine the effects of global terrorism on society, the addictive nature of society, and the changing rates of drug-related imprisonment. Other course topics include emerging addictive behavior treatments and treatment approaches, the influence of managed care on treatment, and the changing role of addiction counselor. Learners also consider culture and its influence on the treatment of compulsive and addictive behavior treatment.

Graduate Course Descriptions, *continued*

COUN5269 - Introduction to

Psychopharmacology for Counselors

(1 quarter credit). Learners in this course examine psychopharmacology from a non-medical, mental health perspective. Learners identify the mechanisms and actions of commonly used psychoactive drugs and explore the therapeutic use of drugs for the treatment of mental disorders.

COUN5270 - Family Therapy Theory and

Methods (4 quarter credits). This course is a comparative study of the prominent schools of thought within the field of marriage and family therapy: their tenets, therapeutic strategies, and techniques. Learners also discuss structural, strategic, transgenerational, behavioral, communication, and analytical approaches to marriage and family therapy.

COUN5271 - Marriage and Family Systems

(4 quarter credits). Learners in this course study families as systems from theoretical, clinical, and research perspectives. The course emphasizes family development, transitions, assessment, and intervention. Learners also explore systems-oriented assessment models and strategies for initial interviews, hypothesis formulation, designing a strategy for intervention, and the process of termination.

COUN5273 - Couple and Marital Therapy

(4 quarter credits). In this course, learners study systems-based couples counseling theories, methods, and practices and focus on therapeutic treatment planning and intervention. Learners also examine and interpret marriage therapy literature and examine ways to apply it to clinical practice.

Prerequisite(s): COUN5270. *Marriage and Family Therapy learners must have completed COUN5220, COUN5920, COUN-R5920.*

COUN5274 - Couples Therapy Models:

Contemporary Issues I (4 quarter credits). In this course, learners strengthen their knowledge of the concepts, research, and assumptions associated with two theoretical models of couples counseling—solution-focused therapy and emotionally focused therapy. Learners compare and contrast the two models and use them to evaluate a contemporary couples counseling issue, with an emphasis on case conceptualization, assessment, intervention, and the application of evidence-based research. Learners also reflect on their philosophy of therapy and its place within their personal values and the assumptions of the two counseling models.

COUN5276 - Couples Therapy Models:

Contemporary Issues II (4 quarter credits). In this course, learners strengthen their knowledge of the concepts, research, and assumptions associated with two theoretical models of couples counseling—cognitive-behavioral couples therapy and narrative therapy. Learners compare and contrast the two models and use them to evaluate a contemporary couples counseling issue, with an

emphasis on case conceptualization, assessment, intervention, and the application of evidence-based research. Learners also reflect on their philosophy of therapy and its place within their personal values and the assumptions of the two counseling models.

COUN5278 - Assessment Techniques in Career Planning (1 quarter credit).

Learners in this course focus on career planning and career assessment best practices. Learners review the theoretical foundation of career assessment and examine tools to use in planning appropriate assessments for individual clients. Learners also practice administering career assessment tools to gain a better understanding of career assessment analysis and interpretation.

COUN5279 - Life Planning and Career

Development (4 quarter credits). In this course, learners study theory and research related to working with individuals responding to life transitions. Learners explore career and life development, improvement, and transition.

COUN5280 - Introduction to School Counseling

(4 quarter credits). This course introduces learners to the role and functions of the professional school counselor across the P–12 curriculum. Learners analyze the history and current trends of school counseling programs and design leadership strategies to improve school environments. Learners also study models of prevention and intervention in school settings and the American School Counselor Association (ASCA) National Model as a professional framework for practice. Other course topics include community, environmental, and institutional barriers that enhance or impede student success, and the role of racial, ethnic, and cultural issues in school counseling.

COUN5282 - Developmental School Counseling

and Pupil Services (4 quarter credits). This course provides a comprehensive, developmental approach to establishing and delivering school counseling programs and services, and the management, evaluation, and accountability needed to sustain them. Learners study the needs, structure, specialized areas, and evaluation functions of school counseling programs. Learners also examine comprehensive models of guidance using the American School Counselor Association (ASCA) National Model and the role of the school counselor as an advocate for social justice.

COUN5334 - Ethnic and Cultural Awareness

(4 quarter credits). This course is a survey of theories, research, and concepts that highlight the importance of race, culture, and ethnicity in individual and group experience. Learners consider the effects of gender, social class, religion, and disability on experience and evaluate the role of the human service and educational professional in addressing the multicultural needs of clients and

colleagues in the workforce. Learners also examine cross-cultural issues and practice applying a variety of theoretical approaches and methodologies to real-life scenarios. **Learners may only earn credit for COUN5334 or CST5334 or HS5334.**

COUN5338 - Crisis Intervention and Emergency

Management (4 quarter credits). This course presents crisis intervention and emergency management strategies used in the counseling profession. Learners examine crisis intervention skills applicable to school, mental health, and other counseling settings and explore other related topics, including working with situational crises, developing crisis intervention and prevention plans, assessing suicide and other risks, and creating and implementing emergency management plans.

COUN5600 - Special Topics in Counseling

(1 quarter credit). Learners in this course investigate a specific topic area to enhance their level of counseling competency. Learners prepare a final paper reflective of an empirical inquiry and analysis of the identified content area.

COUN5910 - School Counseling Pre-Practicum

Course I (4 quarter credits). This online course reinforces laboratory skill development and emphasizes therapeutic relationship skills, therapeutic assessment and intervention techniques, and ethical and legal standards of practice. Learners explore the identity, function, and role of the school counselor, evaluate consultation processes, and apply school counseling theories and methods to clinical practice. **COUN5910 must be taken the quarter immediately following COUN-R5910.** **Prerequisite(s):** COUN-R5910, COUN5003, COUN5215, COUN5280, COUN5334. **Cannot be fulfilled by transfer.**

COUN5911 - School Counseling Pre-Practicum

Course II (4 quarter credits). This online course reinforces laboratory skill development and emphasizes counseling theory, advanced therapeutic relationship skills, and school counseling techniques for P–12 children, families, and communities. The course also presents techniques for counseling individuals and groups of different cultures, races, and ethnicities. Learners apply school counseling theories and methods to clinical practice. **COUN5911 must be taken the quarter immediately following COUN-R5911.** **Prerequisite(s):** COUN5910, COUN-R5910, COUN-R5911, COUN5006, COUN5106, COUN5240, COUN5241, COUN5279, COUN5282. **Cannot be fulfilled by transfer.**

COUN5915 - School Counseling Integrative Project (4 quarter credits). In this course, learners demonstrate proficiency in school counseling by applying learning from required courses to complete an analysis of a school counseling organization or system or to propose a new application in the professional school counseling field. **Prerequisite(s):** All required course work. **Cannot be fulfilled by transfer.**

Graduate Course Descriptions, *continued*

COUN5920 - Marriage and Family Therapy Pre-Practicum Course I (4 quarter credits).

This online course reinforces laboratory skill development and emphasizes therapeutic relationship skills, therapeutic assessment and intervention techniques, and ethical and legal standards of practice. Learners apply marriage and family therapy theories and methods to clinical practice. **COUN5920 must be taken the quarter immediately following COUN-R5920.** **Prerequisite(s):** COUN-R5920, COUN5003, COUN5107, COUN5215, COUN5220, COUN5239, COUN5270, COUN5271, COUN5334. **Cannot be fulfilled by transfer.**

COUN5921 - Marriage and Family Therapy Pre-Practicum Course II (4 quarter credits).

This online course reinforces laboratory skill development and emphasizes counseling theory, advanced therapeutic relationship skills, and diagnosis and treatment planning. The course also presents group psychotherapy techniques for unrelated individuals and systems-oriented therapies for couples and family groups. Learners apply marriage and family therapy theories and methods to clinical practice. **COUN5921 must be taken the quarter immediately following COUN-R5921.** **Prerequisite(s):** COUN5920, COUN-R5920, COUN-R5921, COUN5108, COUN5214, COUN5225, COUN5241, COUN5273. **Cannot be fulfilled by transfer.**

COUN5925 - Marriage and Family Therapy Integrative Project (4 quarter credits).

In this course, learners demonstrate proficiency in marriage and family therapy by applying learning from required courses to complete an analysis of a marriage and family therapy organization or system or to propose a new application in the professional marriage and family therapy field. **Prerequisite(s): All required course work. Cannot be fulfilled by transfer.**

COUN5930 - Mental Health Counseling Pre-Practicum Course I (4 quarter credits).

This online course reinforces laboratory skill development and emphasizes therapeutic relationship skills, therapeutic assessment and intervention techniques, and ethical and legal standards of practice. Learners apply mental health counseling theories and methods to clinical practice. **COUN5930 must be taken the quarter immediately following COUN-R5930.** **Prerequisite(s):** COUN-R5930, COUN5003, COUN5214, COUN5215, COUN5221, COUN5239, COUN5252, COUN5334. **Cannot be fulfilled by transfer.**

COUN5931 - Mental Health Counseling Pre-Practicum Course II (4 quarter credits).

This online course reinforces laboratory skill development and emphasizes counseling theory, advanced therapeutic relationship skills, individual psychotherapy techniques using the DSM-IV system, group psychotherapy techniques, and

crisis assessment strategies. Learners apply mental health counseling theories and methods to clinical practice. **COUN5931 must be taken the quarter immediately following COUN-R5931.** **Prerequisite(s):** COUN5930, COUN-R5930, COUN-R5931, COUN5006, COUN5106, COUN5107, COUN5108, COUN5241, COUN5271. **Cannot be fulfilled by transfer.**

COUN5935 - Mental Health Counseling Integrative Project (4 quarter credits).

In this course, learners demonstrate proficiency in mental health counseling by applying learning from required and elective courses to complete an analysis of a mental health counseling organization or system or to propose a new application in the professional mental health counseling field. **Prerequisite(s): All required and elective course work. Cannot be fulfilled by transfer.**

COUN5940 - Addiction Counseling Pre-Practicum Course I (4 quarter credits).

This online course reinforces laboratory skill development and emphasizes therapeutic relationship skills, therapeutic assessment and intervention techniques, and ethical and legal standards of practice. Learners apply addiction counseling theories and methods to clinical practice. **COUN5940 must be taken the quarter immediately following COUN-R5940.** **Prerequisite(s):** COUN-R5940, COUN5003, COUN5214, COUN5215, COUN5221, COUN5239, COUN5334. **Cannot be fulfilled by transfer.**

COUN5941 - Addiction Counseling Pre-Practicum Course II (4 quarter credits).

This online course reinforces laboratory skill development and emphasizes counseling theory, advanced therapeutic relationship skills, and addictive and compulsive behavior treatment planning. The course also presents applications of individual psychotherapy for Axis-I behaviorally disordered clients, group psychotherapy techniques for unrelated individuals, and systems-oriented therapies for individuals and family groups. Learners apply addiction counseling theories and methods to clinical practice. **COUN5941 must be taken the quarter immediately following COUN-R5941.** **Prerequisite(s):** COUN5940, COUN-R5940, COUN-R5941, COUN5006, COUN5106, COUN5107, COUN5108, COUN5225, COUN5241. **Cannot be fulfilled by transfer.**

COUN5945 - Addiction Counseling Integrative Project (4 quarter credits).

In this course, learners demonstrate proficiency in addiction counseling by applying learning from required courses to complete an analysis of an addiction counseling organization or system or to propose a new application in the professional addiction counseling field. **Prerequisite(s): All required course work. Cannot be fulfilled by transfer.**

COUN6102 - School Counseling Clinical Practicum (4 quarter credits).

The clinical practicum is a requirement for all School Counseling learners seeking licensure as a part of their academic program. It is an online-directed, supervised field experience during which learners practice specific clinical skills, including interviewing, assessment, intervention, documentation, and consultation in a school counseling field setting. Learners use fundamental communication and interviewing principles and design individual and small-group counseling approaches that promote student and school success. This course requires 100 hours of clinical field experience, no less than 40 hours of direct client contact, and no less than 15 hours of face-to-face contact with field supervisors. **Prerequisite(s): COUN5910, COUN5911. Cannot be fulfilled by transfer.**

COUN6131 - School Counseling Clinical Internship I (4 quarter credits).

This is the first course in a sequence of two clinical internship courses during which learners fulfill 600 total required contact hours. Learners must complete 240 hours of direct client contact and 24 hours of face-to-face contact with field supervisors. Learners apply counseling skills in a field setting and assist students and parents during all phases of educational transition and create programs that address students' academic, social, emotional, career, and developmental needs. The internship provides learners with specific clinical skills in interviewing, assessment, intervention, documentation, and consultation in a field setting relevant to the learner's chosen field of counseling. **Prerequisite(s): COUN6102 and all required course work. Cannot be fulfilled by transfer.**

COUN6132 - School Counseling Clinical Internship II (4 quarter credits).

This is the second course in a sequence of two clinical internship courses during which learners fulfill 600 total required contact hours. Learners must complete 240 hours of direct client contact and 24 hours of face-to-face contact with field supervisors. Learners apply counseling skills and prevention and crisis intervention strategies in a field setting. Learners also design guidance approaches to assist students with academic, career, and personal and social development, and build teams that promote counseling program objectives and facilitate student achievement. The internship provides learners with specific clinical skills in interviewing, assessment, intervention, documentation, and consultation in a field setting relevant to the learner's chosen field of counseling. **Prerequisite(s): COUN6131. Cannot be fulfilled by transfer.**

Graduate Course Descriptions, *continued*

COUN6202 - Marriage and Family Therapy Clinical Practicum (4 quarter credits). The clinical practicum is a requirement for all Marriage and Family Therapy learners seeking licensure as a part of their academic program. It is an online-directed, supervised field experience during which learners practice specific clinical skills, including interviewing, assessment, intervention, documentation, and consultation in a marriage and family therapy field setting. Learners use fundamental communication and interviewing principles and perform initial assessments with individuals, couples, and families. This course requires 100 hours of clinical field experience; no less than 40 hours of direct client contact, 20 of which must be with couples and families; and no less than 12 hours of face-to-face contact with field supervisors. **Prerequisite(s): COUN5920, COUN5921. Cannot be fulfilled by transfer.**

COUN6231 - Marriage and Family Therapy Clinical Internship I (4 quarter credits). This is the first course in a sequence of two clinical internship courses during which learners fulfill 600 total required contact hours. Learners must complete a minimum of 240 hours of direct client contact, a minimum of 120 of which must be with couples or families, and a minimum of 24 hours of face-to-face contact with field supervisors. The internship provides learners with specific clinical skills in interviewing, assessment, intervention, documentation, and consultation in a field setting relevant to the learner's chosen field of counseling or therapy. **Prerequisite(s): COUN6202 and all required course work. Cannot be fulfilled by transfer.**

COUN6232 - Marriage and Family Therapy Clinical Internship II (4 quarter credits). This is the second course in a sequence of two clinical internship courses during which learners fulfill 600 total required contact hours. Learners must complete a minimum of 240 hours of direct client contact, a minimum of 120 of which must be with couples or families, and a minimum of 24 hours of face-to-face contact with field supervisors. The internship provides learners with specific clinical skills in interviewing, assessment, intervention, documentation, and consultation in a field setting relevant to the learner's chosen field of counseling or therapy. **Prerequisite(s): COUN6231. Cannot be fulfilled by transfer.**

COUN6302 - Mental Health Counseling Clinical Practicum (4 quarter credits). The clinical practicum is a requirement for all Mental Health Counseling learners seeking licensure as a part of their academic program. It is an online-directed, supervised field experience during which learners practice specific clinical skills, including interviewing, assessment, intervention, documentation, and consultation in a mental health counseling field setting. Learners use fundamental communication and interviewing principles and perform initial assessments with individuals,

couples, and families. This course requires 100 hours of clinical field experience, no less than 40 hours of direct client contact, and no less than 12 hours of face-to-face contact with field supervisors. **Prerequisite(s): COUN5930, COUN5931. Cannot be fulfilled by transfer.**

COUN6331 - Mental Health Counseling Clinical Internship I (4 quarter credits). This is the first course in a sequence of two clinical internship courses during which learners fulfill 600 total required contact hours. Learners must complete 240 hours of direct client contact and 24 hours of face-to-face contact with field supervisors. The internship provides learners with specific clinical skills in interviewing, assessment, intervention, documentation, and consultation in a field setting relevant to the learner's chosen field of counseling or therapy. **Prerequisite(s): COUN6302 and all required and elective course work. Cannot be fulfilled by transfer.**

COUN6332 - Mental Health Counseling Clinical Internship II (4 quarter credits). This is the second course in a sequence of two clinical internship courses during which learners fulfill 600 total required contact hours. Learners must complete 240 hours of direct client contact and 24 hours of face-to-face contact with field supervisors. The internship provides learners with specific clinical skills in interviewing, assessment, intervention, documentation, and consultation in a field setting relevant to the learner's chosen field of counseling or therapy. **Prerequisite(s): COUN6331. Cannot be fulfilled by transfer.**

COUN6333 - Counselor Education Clinical Internship III (4 quarter credits). Learners take this clinical internship course to complete the required contact hours needed to fulfill graduation and/or state licensure requirements. It provides additional hours of clinical field experience. **Prerequisite(s): COUN6132 or COUN6232 or COUN6332 or COUN6432. Cannot be fulfilled by transfer.**

COUN6402 - Addiction Counseling Clinical Practicum (4 quarter credits). The clinical practicum is a requirement for all Addiction Counseling learners seeking licensure as a part of their academic program. It is an online-directed, supervised field experience during which learners practice specific clinical skills in interviewing, assessment, intervention, documentation, and consultation in an addiction counseling field setting. This course requires 100 hours of clinical field experience; no less than 40 hours of direct client contact, 20 of which must be substance-abuse related; and no less than 15 hours of face-to-face contact with field supervisors. **Prerequisite(s): COUN5940, COUN5941. Cannot be fulfilled by transfer.**

COUN6431 - Addiction Counseling Clinical Internship I (4 quarter credits). This is the first course in a sequence of two clinical internship courses during which learners fulfill 600 total required contract hours. Learners must complete 240 hours of direct client contact, 120 of which

must be substance abuse-related, and 24 hours of face-to-face contact with field supervisors. The internship provides learners with specific clinical skills in interviewing, assessment, intervention, documentation, and consultation in a field setting relevant to the learner's chosen field of addiction counseling or therapy. **Prerequisite(s): COUN6402 and all required course work. Cannot be fulfilled by transfer.**

COUN6432 - Addiction Counseling Clinical Internship II (4 quarter credits). This is the second course in a sequence of two clinical internship courses during which learners fulfill 600 total required contact hours. Learners must complete 240 hours of direct client contact, 120 of which must be substance abuse-related, and 24 hours of face-to-face contact with field supervisors. The internship provides learners with specific clinical skills in interviewing, assessment, intervention, documentation, and consultation in a field setting relevant to the learner's chosen field of addiction counseling or therapy. **Prerequisite(s): COUN6431. Cannot be fulfilled by transfer.**

COUN8476 - Methods of Family Research (4 quarter credits). Learners in this course are introduced to measurement of family variables, complexities of family research design, data collection, and analysis. Topics include scales of measurement, validity and reliability, experimental and non-experimental designs, and approaches to integrating clinical research and practice. Special attention is given to the unique factors in family research.

School of Human Services

Master's and Doctoral Counseling Studies Courses

CST5003 - Survey of Research in Human Development and Behavior (4 quarter credits). This course presents theories of human development and behavior throughout the lifecycle. Learners examine approaches for researching human development, including personality and moral development theory. Learners also focus on the developing person using the theoretical lenses of disciplines such as psychology, anthropology, and biology. **Must be taken by master's learners in their first quarter. Cannot be fulfilled by transfer.**

CST5006 - Survey of Research Methodology (4 quarter credits). This course provides an overview of graduate-level approaches to research methodology. Learners study major research methodologies and quantitative and qualitative approaches to scholarly inquiry. **Learners may only earn credit for COUN5006 or CST5006 or HS5006.**

Graduate Course Descriptions, *continued*

CST5108 - Foundations of Addictive and Compulsive Behavior (4 quarter credits).

In this course, learners explore the theories and research that guide the treatment of addictive and compulsive behavior disorders. Learners analyze traditional and non-traditional interventions as applied to inpatient, outpatient, and community-based treatment for individuals, couples, families, and groups. Topics include assessment, diagnosis, and treatment planning and evaluation. **Prerequisite(s):** *Addiction Counseling learners must have completed COUN5940 and COUN-R5940. Marriage and Family Therapy learners must have completed COUN5920 and COUN-R5920. Mental Health Counseling learners must have completed COUN5930 and COUN-R5930. Learners may earn credit for either COUN5108 or CST5108, but not both.*

CST5214 - Theories of Personality (4 quarter credits). In this course, learners examine the main constructs of personality by analyzing person-centered, trait, behavioral, psychodynamic, and social-cognitive personality theories. Learners also study biological, social, and cultural influences on personality and the development of personality throughout the lifecycle. **Learners may earn credit for either COUN5214 or CST5214, but not both.**

CST5221 - Mental Health Counseling (4 quarter credits). Learners in this course review the skills, methods, and practices associated with mental health counseling and apply current counseling theory and research to clinical practice. Topics include treatment planning, therapeutic intervention methods, and working with diverse populations. **Learners may earn credit for either COUN5221 or CST5221, but not both.**

CST5237 - Counseling and Guidance in Diverse Populations (4 quarter credits). Learners in this course examine substantive and theoretical issues concerning guidance and counseling in a variety of culturally diverse populations. Topics include the role of culture-specific programming, special issues and needs of cultural subgroups, and therapeutic approaches to working with culture-specific issues. Learners also apply current theory and research to specific clinical issues.

CST5249 - Health Advocacy in the Community (4 quarter credits). Learners in this course explore an important goal in human services, which is to develop effective change agents in communities. Topics include issues such as the purity of drinking water, waste disposal, clean air, health education and public safety, public and private health care plans, effects of HMOs and managed care, and Medicare and Medicaid—all issues that involve health advocacy.

CST5304 - Ethnic and Linguistic Minorities in the Workplace (4 quarter credits).

This course provides an overview of ethnic and linguistic minorities found in the American workplace. Learners synthesize current theories, methods, and research related to diversity and cross-cultural awareness and apply them to linguistic and ethnic minorities in the workplace. Learners examine employer codes of ethics and the ways minorities have been able to achieve success despite barriers. Learners also analyze the influence ethnic and linguistic minorities have on the success of individuals, organizations, and the labor industry.

CST5315 - Professional and Scientific Ethics (4 quarter credits). Learners in this course examine the evolution of professional ethics and analyze the effect of ethics on education, psychotherapy, law, and institutional guidelines protecting human subjects in research. Learners also identify current ethical issues in the human services field and explore methods used to effectively address them.

CST5318 - Scope of Human Services (4 quarter credits). This course presents learners with contemporary social problems addressed by human service professionals in the field. Learners examine theories of human service delivery, management, culture, and diversity to gain a broad understanding of the human services profession in diverse delivery settings. Learners also use the knowledge, skills, and methods acquired during the course to address a contemporary social problem.

CST5334 - Ethnic and Cultural Awareness (4 quarter credits). This course is a survey of theories, research, and concepts that highlight the importance of race, culture, and ethnicity in individual and group experience. Learners consider the effects of gender, social class, religion, and disability on experience and evaluate the role of the human service and educational professional in addressing the multicultural needs of clients and colleagues in the workforce. Learners also examine cross-cultural issues and practice applying a variety of theoretical approaches and methodologies to real-life scenarios. **Learners may only earn credit for COUN5334 or CST5334 or HS5334.**

CST5500 - Multicultural Issues in Health Care (4 quarter credits). Learners in this course examine multicultural issues in health care from a community and organizational perspective. Learners analyze various solutions used to address multicultural health care disparities and develop an implementation plan to better meet the diverse health care needs of the local community.

CST5990 - Counseling Studies Integrative Project (4 quarter credits). In this course, learners demonstrate proficiency in counseling studies by applying learning from required and elective courses to complete an analysis of a counseling or educational organization/system or to propose a new application in the field of counseling or education. **Prerequisite(s):** *All required and elective course work. Cannot be fulfilled by transfer.*

School of Human Services

Graduate Writing Courses

COUN7503 - Academic and Clinical Writing for Counseling (4 quarter credits). Learners in this course develop and improve the clinical and academic writing skills needed in the counseling field. Learners assess the purpose, audience, and format of various clinical and academic documents, and develop the skills used to plan, write, revise, and edit academic and clinical papers that exhibit critical thinking and appropriate use of external sources.

CST7004 - Graduate Writing for ESL/EFL Learners (4 quarter credits). This course introduces non-native speakers of English to graduate-level academic writing. Learners develop an understanding of the assumptions and intentions that underlie advanced academic writing as it is practiced in the U.S. Learners develop skills in producing effective advanced academic writing including combining facts and opinions from multiple sources. They develop linguistic and content editing skills in order to continue improving their own academic writing after they complete the course.

CST7006 - Research and Writing for Graduate Learners (4 quarter credits). This course prepares graduate learners for the rigors of academic writing, which requires a series of related critical thinking and writing skills, including understanding the nature of academic research; developing strong arguments based on primary and secondary research; evaluating, summarizing, paraphrasing, and citing sources; drafting, revising, and editing multiple drafts of major projects; and producing clear, accurate, and error-free prose. Since this is a writing course, learners should expect to write a lot: the course includes weekly writing assignments, several short writing projects, and a research plan for a longer project. Learners submit a final portfolio at the end of the course.

CST7007 - Focused Research and Writing for Graduate Learners (4 quarter credits). In this course, learners refine the principles and strategies learned in HS7006 by focusing on writing in their disciplines. Learners should expect to spend a significant amount of time writing, including weekly writing assignments, several short writing projects, one long writing project, and a final portfolio. Learners develop a research topic, conduct and write a short literature review, develop an argumentative essay of significant length (25–35 pages), and document sources appropriately while focusing on the critical thinking and writing skills established in HS7006. **Prerequisite(s):** *CST7006.*

Graduate Course Descriptions, *continued*

CST7008 - Developing Voice and Style in Academic and Professional Writing (4 quarter credits). This course focuses on one of the most challenging components of academic writing: developing a voice and style that reflect excellence in scholarship (research, thinking, and communication) while maintaining individuality and style. In this course, learners analyze a variety of writing samples, including their own, in order to understand the effects of writers' rhetorical choices; learn and apply an array of writing strategies that lead to improved awareness and use of voice and style; and revise writing submissions used in external course work to demonstrate learning and understanding. **Learners are strongly encouraged to take the CST7006–CST7007 course sequence before enrolling in this course.**

CST7009 - Writing for Publication (4 quarter credits). Learners in this course explore the publication process, beginning with choosing a publication for submission and ending with a completed manuscript to submit. During the quarter, learners define and research their topic and publication, write and revise multiple drafts, participate in peer review, and prepare a cover letter for submission.

School of Human Services, *continued*

CST8002 - Advanced Research in Adult Human Development and Behavior (4 quarter credits). Learners in this course critically analyze theory and research in adult development and behavior with an emphasis on contemporary research and application issues. In addition, learners study adult development from biological, psychological, social, and multicultural perspectives and apply principles of adult development to professional practice. **Must be taken by PhD learners in their first quarter. Cannot be fulfilled by transfer.**

CST8053 - Special Topics in Counseling Studies (4 quarter credits). This course provides an opportunity for PhD learners to engage in an in-depth study of the theory, research, and application of subject matter that is not included in the Counseling Studies curriculum. Using the special topics course format, elements of this directed study course are focused on the specific subject matter that the learner identifies and the program chair approves.

CST8100 - Fundamentals of Social Science Research (4 quarter credits). This course introduces learners to social science research, particularly in the context of human services. Learners focus on becoming educated consumers of research and examine major concepts and techniques of social science research, including problem formulation, identification of variables, literature review, research design, sampling, definition and measurement of study variables, instrument construction, and data collection and

analysis. Learners also critically evaluate published research, apply research findings to professional practice, and practice designing research studies in their field of interest. **Prerequisite(s): CES8106 or CST8106 or HS8106. Cannot be fulfilled by transfer.**

CST8106 - Epistemology of Practice Knowledge (4 quarter credits). Learners in this course examine theories that guide the acquisition of knowledge within human services professions. Learners critically analyze and evaluate the methods used to develop social science theory as a precursor to examining and applying the scientific method. Learners also study theory derivation, the link between research methods and theory, and the ways scholar-practitioners apply the scientific method. **Cannot be fulfilled by transfer.**

CST8111 - Quantitative Research Methods in the Human Services (4 quarter credits). Learners in this course examine the research methods and designs human service professionals use to solve specific social problems. Topics include human subjects protection, measurement, development of instruments, data collection and management, and initial phases of data analysis. Learners also consider methodological adaptations when conducting research with vulnerable and diverse populations. **Prerequisite(s): CES8100 or CST8100 or HS8100. Cannot be fulfilled by transfer.**

CST8112 - Advanced Qualitative Research Methods (4 quarter credits). In this course, learners evaluate qualitative research methods and designs. Learners focus on developing the skills used to synthesize information related to qualitative research methodology and examine ethical issues associated with the qualitative research process. **Prerequisite(s): CES8111 or CST8111 or HS8111. Cannot be fulfilled by transfer.**

CST8113 - Advanced Study in Research Methods (4 quarter credits). Learners in this course analyze the relevance and appropriateness of specific research methodologies in preparation for the dissertation. Learners examine planning and sampling, measurement, statistical and qualitative analytic models, results analysis and interpretation, and ethical considerations. Learners also conceptualize, plan, and design a doctoral research proposal. **Must be taken prior to the comprehensive examination. Prerequisite(s): CES8112 or CST8112 or HS8112. Cannot be fulfilled by transfer.**

CST8300 - Diversity in the Workplace (4 quarter credits). In this course, learners analyze contemporary theories of diversity in the workplace. Learners compare and contrast inclusion theories, research and apply best practices for a diverse workplace, and integrate professional and ethical codes, standards, and laws in the human services work setting.

CST8478 - The Family in Social Context (4 quarter credits). Learners in this course examine families from a systems perspective and explore the dynamics and systems influencing family structures. Learners also identify the skills needed to work with diverse family groups and the challenges faced by human service professionals.

CST8501 - Contemporary Issues in Counseling Studies (4 quarter credits). In this course, learners explore counseling professions and the increasing need to devise research-based methods of practice to better understand the role of the counselor in contemporary society. This course focuses on analysis and evaluation of contemporary issues that affect the counseling professions, such as ethical issues, compassion fatigue and burnout, the impaired professional, Internet counseling applications, and multiculturalism and diversity challenges.

CST8725 - Human Sexuality (4 quarter credits). In this course, doctoral learners study sexuality within the larger context of human experience. The course emphasizes physical and psychosexual development, frequency and significance of various types of sexual behavior, and health-related issues. Topics include treatment of sexual problems and concerns of special and diverse populations.

CST8731 - Psychopathology: Assessment and Treatment (4 quarter credits). This course is a forum for examining the various forms of psychopathology, current methods of psychological assessment, research on psychodynamics, and existing treatment methods. Learners explore the politics of mental disorders, emerging diagnoses, and other contemporary issues.

CST8739 - Theories of Psychotherapy (4 quarter credits). This course provides a review of various schools of therapeutic intervention and the current professional literature and research supporting them. Learners analyze major psychotherapy theories, procedures, and techniques, and their applications to diverse populations and settings.

CST8741 - Group Counseling and Psychotherapy (4 quarter credits). Learners in this course review the historical development of group counseling and psychotherapy, and synthesize and apply the field's current research, theories, and clinical procedures. Topics include the role of the leader and leadership styles, the mechanics of co-therapy, special-function groups, and management of critical incidents within groups.

CST8745 - Grief and Bereavement Counseling (4 quarter credits). Learners in this course investigate research on death and dying. Topics include psychological stages of dying common to all losses, symptomatology of grief, death trajectory, hospice model of treatment, and dealing with death in the family. Learners explore case consultations with dying children and their parents that utilize techniques of drawing therapy and storytelling to elicit psychological material in the form of unfinished business and techniques for coping with losses of all types.

Graduate Course Descriptions, *continued*

CST8754 - Child and Adolescent Counseling (4 quarter credits). This course focuses on advanced analysis of the major theoretical paradigms and their application to child and adolescent counseling. Learners evaluate the influence of individual, family, community, multicultural, and societal factors on the development and treatment of childhood disorders. Topics include ethical and legal requirements, diagnostic treatment planning, play therapy techniques, and systemic concepts.

CST8758 - Mental Health and Aging (4 quarter credits). In this course, learners examine the dramatic increase in the population of older persons and the increase in attention to their mental and physical health. This course addresses mental health and aging as major psychosocial phenomena integrating biological, psychological, social, and environmental perspectives and factors. Learners explore research in these areas as a function of many aspects of modern society: family life, caregivers, community and institutional care, ethnic and sociocultural differences, and urbanization.

CST8764 - Contemporary Issues in Compulsive and Addictive Behavior Treatment (4 quarter credits). In this course, learners review current development, research, and trends within the compulsion and addiction treatment field. The course emphasizes current understanding of substantive issues in the field. Possible topics include developments in psychopharmacologic treatment of compulsive behaviors and addictions, the influences of managed care on treatment, ethics and managed care, the use of Internet resources in the field, the changing role of the counselor, emerging treatment approaches, and the development of new treatments. Cultural considerations and influences as they relate to the treatment of compulsive and addictive behavior treatment are also addressed.

CST8779 - Life Planning and Career Development (4 quarter credits). This course provides doctoral learners with advanced theory, research, and application opportunities appropriate for counselors working with individuals responding to life transitions. Topics include career and life development, improvement, and transition.

CST9919 - Doctoral Comprehensive Examination (4 quarter credits). This course includes an overview of the comprehensive examination process, the university's expectations of academic honesty and integrity, the three core themes of the examination, and the evaluation criteria. The courseroom mentor provides three questions addressing the core themes. Learners write answers to the comprehensive examination questions. Answers are evaluated by faculty readers using point-scale scoring rubrics. Upon passing the comprehensive examination, learners

are eligible to enroll in the first dissertation course.

Grading for this course is S/NS. Prerequisite(s): Completion of all required and elective course work with a cumulative GPA of 3.0 or better. Completion of practicum courses, if applicable. Fulfillment of all residency requirements. Cannot be fulfilled by transfer.

CST9920 - Dissertation Courseroom (non-credit). This course provides learners with resources, guidance, and peer and mentor support during each dissertation course as they complete the required milestones. **Grading for this course is R/NS. Prerequisite(s): CST9919. Cannot be fulfilled by transfer.**

CST9921–CST9950 - Dissertation Research 1–Dissertation Research 30 (5 quarter credits each). Learners complete the required dissertation milestones and prepare their dissertation for publication. **Grading for these courses is R/NS. Courses must be taken in sequence. Prerequisite(s): CST9919 and concurrent enrollment in CST9920. Cannot be fulfilled by transfer.**

School of Human Services

Residential Colloquium Courses

COL-R8921 - PhD Residential Colloquium Track I (non-credit). In the first residential colloquium, learners interact with peers and faculty as they participate in online courseroom and in-person activities that emphasize assessment and practice of academic and intellectual skill sets essential to progressing through doctoral program course work. Learners engage in self-reflection practices and participate in learning experiences that address the doctoral critical-thinking, research, and professional communication competencies associated with becoming a scholar-practitioner. Learners in academic psychology specializations attend this residential colloquium before completing 36 earned and transferred credits. All other learners attend this residential colloquium during their first quarter of enrollment or before completing 56 earned and transferred credits.

COL-R8922 - PhD Residential Colloquium Track II (non-credit). In the second residential colloquium, learners interact with peers and faculty as they participate in online courseroom and in-person activities that emphasize applying the research process to their chosen discipline. Learners expand their intellectual applications and analysis skills and the doctoral critical-thinking, research, and professional communication competencies associated with becoming a scholar-practitioner. Learners in academic psychology specializations attend this residential colloquium while completing 37–60 credits. All other learners attend this residential colloquium while completing 57–72 credits of required course work. **Prerequisite(s): COL-R8921.**

COL-R8923 - PhD Residential Colloquium Track III (non-credit). In the third residential colloquium, learners interact with peers and faculty as they participate in online courseroom and in-person activities that emphasize expanding and applying doctoral competencies to the independent research phase of the program in preparation for the comprehensive examination and dissertation. Learners continue to strengthen the doctoral critical-thinking, research, and professional communication competencies associated with becoming a scholar-practitioner and focus on using intellectual and academic skill sets to synthesize and analyze theory and research as leaders in the discipline. Learners in academic psychology specializations attend this residential colloquium while completing 61–95 credits. All other learners attend this residential colloquium while completing 73–96 credits as a prerequisite for the comprehensive examination. **Prerequisite(s): COL-R8922.**

COUN-R5910 - School Counseling Residential Colloquium I (non-credit). The first residential colloquium, which is also a pre-practicum laboratory, focuses on initial development of clinical school counseling proficiencies, including building relationship skills, performing therapeutic assessments and interventions with children and adolescents, consulting with teachers and parents, and applying ethical and legal standards of practice. This residency guides learners as they integrate school counseling theory with practice. **COUN5910 must be taken the quarter immediately following COUN-R5910. Prerequisite(s): Learners must have completed or be progressing in the following courses: COUN5003, COUN5215, COUN5280, COUN5334. Cannot be fulfilled by transfer.**

COUN-R5911 - School Counseling Residential Colloquium II (non-credit). The second residential colloquium, which is also a pre-practicum laboratory, focuses on advanced development of clinical school counseling proficiencies, including working with difficult populations and applying individual and group counseling techniques and substance abuse prevention and intervention and program evaluation and supervision strategies. This residency guides learners as they integrate school counseling theory with practice. **COUN5911 must be taken the quarter immediately following COUN-R5911. Prerequisite(s): Learners must have completed or be progressing in the following courses: COUN5910, COUN-R5910, COUN5006, COUN5106, COUN5240, COUN5241, COUN5279, COUN5282. Cannot be fulfilled by transfer.**

Graduate Course Descriptions, *continued*

COUN-R5920 - Marriage and Family Therapy Residential Colloquium I (non-credit). The first residential colloquium, which is also a pre-practicum laboratory, focuses on initial development of clinical marriage and family therapy proficiencies, including building therapeutic relationship skills, performing therapeutic assessments and interventions, and applying ethical and legal standards of practice. This residency guides learners as they integrate marriage and family therapy theory with practice. **COUN5920 must be taken the quarter immediately following COUN-R5920.** **Prerequisite(s):** Learners must have completed or be progressing in the following courses: COUN5003, COUN5107, COUN5215, COUN5220, COUN5239, COUN5270, COUN5271, COUN5334. Cannot be fulfilled by transfer.

COUN-R5921 - Marriage and Family Therapy Residential Colloquium II (non-credit). The second residential colloquium, which is also a pre-practicum laboratory, focuses on advanced development of clinical marriage and family therapy proficiencies, including building advanced therapeutic relationship skills and applying individual psychotherapy techniques for Axis-I behaviorally disordered clients, group psychotherapy techniques for unrelated individuals, and systems-oriented therapies for couples and family groups. This residency guides learners as they integrate marriage and family therapy theory with practice. **COUN5921 must be taken the quarter immediately following COUN-R5921.** **Prerequisite(s):** Learners must have completed or be progressing in the following courses: COUN5920, COUN-R5920, COUN5108, COUN5214, COUN5225, COUN5241, COUN5273. Cannot be fulfilled by transfer.

COUN-R5930 - Mental Health Counseling Residential Colloquium I (non-credit). The first residential colloquium, which is also a pre-practicum laboratory, focuses on initial development of clinical mental health counseling proficiencies, including building therapeutic relationship skills, performing therapeutic assessments and interventions, and applying ethical and legal standards of practice. This residency guides learners as they integrate mental health counseling theory with practice. **COUN5930 must be taken the quarter immediately following COUN-R5930.** **Prerequisite(s):** Learners must have completed or be progressing in the following courses: COUN5003, COUN5214, COUN5215, COUN5221, COUN5239, COUN5252, COUN5334. Cannot be fulfilled by transfer.

COUN-R5931 - Mental Health Counseling Residential Colloquium II (non-credit). The second residential colloquium, which is also a pre-practicum laboratory, focuses on advanced development of clinical mental health counseling proficiencies, including building advanced therapeutic relationship skills, applying individual psychotherapy techniques for Axis-I behaviorally disordered clients and group psychotherapy techniques for unrelated individuals, and performing crisis assessments. This residency guides learners as they integrate mental health counseling theory with practice. **COUN5931 must be taken the quarter immediately following COUN-R5931.** **Prerequisite(s):** Learners must have completed or be progressing in the following courses: COUN5930, COUN-R5930, COUN5006, COUN5106, COUN5107, COUN5108, COUN5241, COUN5271. Cannot be fulfilled by transfer.

COUN-R5940 - Addiction Counseling Residential Colloquium I (non-credit). The first residential colloquium, which is also a pre-practicum laboratory, focuses on initial development of clinical addiction counseling proficiencies, including building therapeutic relationship skills, performing therapeutic assessments and interventions, and applying ethical and legal standards of practice. This residency guides learners as they integrate addiction counseling theory with practice. **COUN5940 must be taken the quarter immediately following COUN-R5940.** **Prerequisite(s):** Learners must have completed or be progressing in the following courses: COUN5003, COUN5214, COUN5215, COUN5221, COUN5239, COUN5334. Cannot be fulfilled by transfer.

COUN-R5941 - Addiction Counseling Residential Colloquium II (non-credit). The second residential colloquium, which is also a pre-practicum laboratory, focuses on advanced development of clinical addiction counseling proficiencies, including building advanced therapeutic relationship skills, and assessing and treating addictive and compulsive behaviors. This residency guides learners as they integrate addiction counseling theory with practice. **COUN5941 must be taken the quarter immediately following COUN-R5941.** **Prerequisite(s):** Learners must have completed or be progressing in the following courses: COUN5940, COUN-R5940, COUN5006, COUN5106, COUN5107, COUN5108, COUN5225, COUN5241. Cannot be fulfilled by transfer.

School of Public Service Leadership

DPA Courses

DPA8002 - Public Services Theory, Issues, and Research (4 quarter credits). This course presents the historical and contemporary roles and relationships of the public sector in the United States. It provides a scholarly perspective on public policy and administration that traces major theories associated with the field and the political, social, and economic context within which they developed. Learners focus on developing the critical thinking and analysis skills needed to apply theory to local, state, and federal levels of government and explore the implications of public policy theory on careers in the field. **DPA8002 must be taken by DPA learners in their first quarter and must be taken concurrently with DPA8480. Cannot be fulfilled by transfer.**

DPA8100 - Fundamentals of Public Administration Research (4 quarter credits). Learners in this course examine theories that guide the acquisition of knowledge within the public administration profession. Learners analyze and evaluate the methods used to develop theories, link theory to research, evaluate published research, and apply research findings. The course emphasizes major functions of public administration research, including deriving theory and linking research methods to theory. Learners also complete the Collaborative Institutional Training Initiative (CITI) module required for academic research. **Prerequisite(s): DPA8404. Must be taken concurrently with DPA8408. Cannot be fulfilled by transfer.**

DPA8103 - Theory Development in Public Administration Research (4 quarter credits). In this course, learners analyze theory development in the field of public administration; delineate the links between theory and practice; and explore the emergence and identification of founding theorists, key trends in the theory base, and application of those theories in the field. Learners also develop and evaluate the theoretical constructs guiding their participatory action research in preparation for their dissertation. This course includes a comprehensive literature review, a synthesis of the literature, and an evaluation of future public administration implications and trends. **Prerequisite(s): DPA8424. Must be taken concurrently with DPA8428. Cannot be fulfilled by transfer.**

Graduate Course Descriptions, *continued*

DPA8106 - Program Evaluation and Participatory Research (4 quarter credits). Learners in this course analyze the theories and methods of participatory action research and conduct a program evaluation in which they focus on the application of this research methodology. Topics include planning and sampling, measurement, statistical and qualitative analytic models, ethical considerations, and analysis and interpretation of results. Learners conceptualize, plan, and design a participatory action proposal for doctoral research. *This is the final course prior to the comprehensive examination course. Prerequisite(s): Completion of all required and elective course work. Must be taken concurrently with DPA8488. Cannot be fulfilled by transfer.*

DPA8400 - Theories of Leadership and Public Administration (4 quarter credits). This course provides theoretical and practical knowledge about human behavior, coalition-building, communications, and the influences of various leadership styles. Learners examine the ways in which public administration leadership is unique in its representative nature, structure and balance of power, and systems perspective and focus on improvements that leaders can implement to enhance public value within their sphere of influence. Other topics include interactions with political leaders and lobbyists, strategies for motivating a workforce that has civil service protection, and skills for effective communication at various levels. *Prerequisite(s): DPA8002. Must be taken concurrently with DPA8404. Cannot be fulfilled by transfer.*

DPA8404 - Principles of Organization Theory and Practice (4 quarter credits). This course presents behavior in organizations as it is influenced by individual differences, group processes and interactions, and organizational processes. It emphasizes skills and abilities essential for effective management in changing organizational contexts. Learners examine motivation, productivity, diversity, group development, team building, collaboration, coordination with outside contractors, decision-making and communication processes, power and politics, and organizational culture. *Prerequisite(s): DPA8002. Must be taken concurrently with DPA8400. Cannot be fulfilled by transfer.*

DPA8408 - Ethics and Social Responsibility (4 quarter credits). In this course, learners study the ways in which creating and maintaining public value and mission-specific leadership provides the foundations for ethical behavior. Learners analyze case studies that illustrate ethical dilemmas in order to develop intelligence, planning, operations, command, interagency coordination, communication, and technology solutions applicable to a variety of public agencies and situations. *Prerequisite(s): DPA8404. Must be taken concurrently with DPA8100. Cannot be fulfilled by transfer.*

DPA8412 - Global and Diverse Societies (4 quarter credits). Learners in this course explore the cultural values and styles of communicating, reasoning, and decision making necessary to cross cultural boundaries effectively. Learners examine the challenges of working cross-culturally to create and enhance public value, equitable solutions, and effective public administration systems and policies that improve process and practice. *Prerequisite(s): DPA8408. Must be taken concurrently with DPA8416. Cannot be fulfilled by transfer.*

DPA8416 - Public Administration and Community Collaboration (4 quarter credits). Learners in this course study theories of participative government, community development, and change management as they relate to collaboration between government and communities. Topics include community collaboration through education, communication, participation, and advocacy at all levels of government. *Prerequisite(s): DPA8408. Must be taken concurrently with DPA8412. Cannot be fulfilled by transfer.*

DPA8420 - Public Policy Analysis and Advocacy (4 quarter credits). This course focuses on the role of policy development in areas of public safety, health care, immigration, social services, transportation, housing, labor, arts, and the environment. Learners study the craft of public policy making as it is applied at legislative and administrative sites and at all levels of the public sector. Other topics include the policy process, agenda setting, advocacy, analysis, political process management, policy implementation, and evaluation and feedback in the public policy arena. *Prerequisite(s): DPA8416. Must be taken concurrently with DPA8424. Cannot be fulfilled by transfer.*

DPA8424 - Theories and Practices of Public Human Resource Management (4 quarter credits). This course is a survey of philosophies, approaches, and systems of managing people in government organizations and includes historical developments, personnel management practices and behaviors, and current issues. Learners examine recruitment, classification, compensation, training, evaluation, labor-management relations functions, and the use of outside contractors. *Prerequisite(s): DPA8416. Must be taken concurrently with DPA8420. Cannot be fulfilled by transfer.*

DPA8428 - Public Needs Assessment and Planning (4 quarter credits). This course provides learners with an introduction to the needs-based planning tools used to evaluate the impact of legislation, regulations, programs, and processes and develop plans for systems changes. Topics include selecting programs for evaluation, crafting program descriptions, identifying stakeholders and their interests, developing logic models for decision making, framing evaluation questions,

applying quantitative and qualitative tools of analysis, and formulating evaluation reports and feedback for decision makers. *Prerequisite(s): DPA8424. Must be taken concurrently with DPA8103. Cannot be fulfilled by transfer.*

DPA8480 - Field Experience I: Conference (4 quarter credits). In this case study course, learners focus on integrating theory with practice. Learners attend a professional conference such as the American Society for Public Administration, the Academy of Criminal Justice Sciences, or the American Public Health Association and develop a white paper based on the key focus of the conference. The white paper includes an evaluation of the policy or issue discussed; a review of policy implications for public leaders; and recommendations for policy implementation or actions that enhance public value, citizen involvement, and collaboration. *Must be taken concurrently with DPA8002. Cannot be fulfilled by transfer.*

DPA8484 - Field Experience II: Legislative Interaction (4 quarter credits). The focus of this case study course is legislation, policy evaluation, and cost-benefit analysis. Learners determine an issue related to their focus area and discuss the issue with local, state, and federal public service leaders, interest groups, and key lobbyists. Learners conduct interviews with selected public service and interest group representatives and develop a white paper. The white paper includes recommendations for specific leadership approaches to modifying, evaluating, and expanding governmental policies, regulations, and actions. *Prerequisite(s): DPA8103. Cannot be fulfilled by transfer.*

DPA8488 - Field Experience III: Comprehensive Analysis (4 quarter credits). In this case study course, learners focus on program evaluation and cost-benefit analysis from a multidisciplinary perspective. After selecting a program to evaluate, learners determine an appropriate program evaluation method that includes cost-benefit analysis and application of a public value model. Learners develop a comprehensive analysis of a multidisciplinary case study and write a white paper for publication in a peer-reviewed public service journal. *Prerequisite(s): Completion of all required and elective course work. Must be taken concurrently with DPA8106. Cannot be fulfilled by transfer.*

DPA9920 - Action Research Dissertation Courseroom (non-credit). The DPA dissertation is a participatory action research project undertaken by learners in their field of specialization. This course provides learners with resources, guidance, and peer and mentor support during each dissertation course as they complete the required milestones in their research. *Grading for this course is R/NS. Prerequisite(s): DPA8488. Cannot be fulfilled by transfer.*

Graduate Course Descriptions, *continued*

DPA9921–DPA9950 - Action Dissertation Research 1–Action Dissertation Research 30 (5 quarter credits each). Learners complete the required dissertation milestones and prepare their dissertation for publication. ***Grading for these courses is R/NS. Courses must be taken in sequence. Prerequisite(s): DPA8488 and concurrent enrollment in DPA9920. Cannot be fulfilled by transfer.***

School of Public Service Leadership Master's and Doctoral Human Services Courses

HS5002 - Survey of Research in Human Development and Behavior (4 quarter credits). This course presents theories of human development and behavior throughout the lifecycle. Learners examine approaches for researching human development, including personality and moral development theory. Learners also focus on the developing person using the theoretical lenses of disciplines such as psychology, anthropology, and biology. ***Must be taken by master's learners in their first quarter. Cannot be fulfilled by transfer.***

HS5006 - Survey of Research Methodology (4 quarter credits). This course provides an overview of graduate-level approaches to research methodology. Learners study major research methodologies and quantitative and qualitative approaches to scholarly inquiry. ***Learners may only earn credit for COUN5006 or CST5006 or HS5006.***

HS5100 - Health Care Management (4 quarter credits). In this course, learners examine the founding principles and dynamics of health care management, the health care system, and basic concepts and skills in administration. Learners also analyze institutional, social, and political forces in the field of health care. Topics include fundamentals of management in health care, trends in health care financing, and contemporary issues.

HS5101 - Health Care Finance (4 quarter credits). This course addresses financial management concepts and practices used by health care organizations. Topics include basic accounting, financial statements and ratios, evaluation of project investment decisions, break-even analysis, budgeting, cost allocation, and reimbursement methodologies. Additional topics include reimbursement mechanisms, managed care, capitation, per-case or per-diagnosis payment, mechanics of third-party payers, and the effects reimbursement types have on health care provider organizations. Learners discuss issues of working capital, capital budgeting, and investment in relation to net present value and value added to the organization, health care organizations' ratio analysis, cost analysis, and other financial management techniques of primary importance to health care organizations.

HS5102 - Nonprofit Organization and Management (4 quarter credits). In this course, learners examine the origins, history, and societal role of nonprofit organizations in the U.S., including their social, political, economic, cultural, and ideological importance. Learners in the course also examine the magnitude, scope, and functions of the nonprofit sector and its relationships with business and government. Topics include theories, general concepts and principles of organization management, governance and leadership in nonprofit organizations, and the wide range of external forces and internal dynamics that affect nonprofit organizations. Learners explore the life and growth cycles of organizations as applied to nonprofits and analyze current trends and projections for the future.

HS5103 - Strategic Planning for Nonprofit Organizations (4 quarter credits). In this course, learners view nonprofit operations from a strategic perspective. In addition, learners examine the role of strategic thinking and planning in enhancing organizational effectiveness within the context of increased competition for resources and the range of challenging issues requiring solutions. Learners analyze organizational missions and goals, governance, program development and structure, operational and fiscal controls, information systems and monitoring, and evaluation.

HS5104 - Accounting and Economics for the Nonprofit Manager (4 quarter credits). This course introduces learners to economic principles and the fundamental language, underlying concepts, and reporting methods of accounting and financial analysis related to nonprofit organizations. Learners evaluate economic factors that can affect an organization's financial operations and results and develop innovative and strategic approaches to achieving and maintaining financial stability while upholding the mission of the organization. Other course topics include accounting and financial management principles and methods of generating long-term financial viability for nonprofit organizations.

HS5105 - Human Resources and Volunteer Management in Nonprofits (4 quarter credits). This course addresses the theories, concepts, practices, and strategies of human resource management in nonprofit organizations. Learners examine basic HRM issues such as strategic workforce planning, hiring, training, personnel evaluation, and compensation as they relate to nonprofit organizations with their mix of paid staff and volunteers. Additionally, learners evaluate the impact of HRM on the board and executive director, staff, volunteerism, and productivity. The course focuses particularly on the legal responsibilities of the organization in HRM and the role of the board.

HS5304 - Ethnic and Linguistic Minorities in the Workplace (4 quarter credits). This course provides an overview of ethnic and linguistic minorities found in the American workplace. Learners synthesize current theories, methods, and research related to diversity and cross-cultural awareness and apply them to linguistic and ethnic minorities in the workplace. Learners examine employer codes of ethics and the ways minorities have been able to achieve success despite barriers. Learners also analyze the influence ethnic and linguistic minorities have on the success of individuals, organizations, and the labor industry.

HS5315 - Professional and Scientific Ethics (4 quarter credits). Learners in this course examine the evolution of professional ethics and analyze the effect of ethics on education, psychotherapy, law, and institutional guidelines protecting human subjects in research. Learners also identify current ethical issues in the human services field and explore methods used to effectively address them.

HS5317 - Social Systems (4 quarter credits). Learners in this course review basic features and factors of social systems theory as it applies to groups, families, agencies, institutions or corporations, and government entities. The course addresses problems inherent in the operation of these systems and explores resolution of these problems from a systemic viewpoint. Additionally, learners in the course study issues of social policy making and decision making that affect conditions of social change.

HS5318 - Scope of Human Services (4 quarter credits). This course presents learners with contemporary social problems addressed by human service professionals in the field. Learners examine theories of human service delivery, management, culture, and diversity to gain a broad understanding of the human services profession in diverse delivery settings. Learners also use the knowledge, skills, and methods acquired during the course to address a contemporary social problem.

HS5334 - Ethnic and Cultural Awareness (4 quarter credits). This course is a survey of theories, research, and concepts that highlight the importance of race, culture, and ethnicity in individual and group experience. Learners consider the effects of gender, social class, religion, and disability on experience and evaluate the role of the human service and educational professional in addressing the multicultural needs of clients and colleagues in the workforce. Learners also examine cross-cultural issues and practice applying a variety of theoretical approaches and methodologies to real-life scenarios. ***Learners may only earn credit for COUN5334 or CST5334 or HS5334.***

Graduate Course Descriptions, *continued*

HS5401 - History of Social Welfare (4 quarter credits). This course is an advanced historical survey of social services, public policies, social welfare, and the profession of social work in the U.S. from the colonial era to the present. Learners in the course explore the historical social welfare experience of different groups, including women, Asian-Americans, African-Americans, Native Americans, Hispanics, citizens with disabilities, gays and lesbians, and others in the U.S. Some comparisons are made to other social welfare systems, particularly those of England, which greatly influenced early U.S. "poor laws."

HS5402 - Social Change and Public Policy (4 quarter credits). Learners in this course are introduced to social welfare policies and programs that are designed to improve the well-being and quality of people's lives. Learners explore the process of development and implementation of programs targeted to poverty, mental illness, HIV/AIDS, children and families, the elderly, ethnic minorities, and other social problems and groups. Learners also begin to acquire skills in policy and program formation, change, and evaluation. Learners become familiar with ways that social welfare policies affect the direct practice of human service professionals and social workers, the professional role of affecting change at the public policy level, and policy at the agency level.

HS5423 - Philosophy of Social Work (4 quarter credits). Learners in this course review the history, development, and intervention methods of contemporary social work within the framework of social work philosophy. Learners examine issues related to a wide range of families, communities, and systems by conducting analyses of social welfare systems with the objective of improving social conditions.

HS5436 - Utilization of Community Resources (4 quarter credits). Learners in this course investigate the influence of larger social systems on human behavior and various methods of organizing and utilizing community resources. The course addresses specific topics such as theories of social organization, community organizing, self-help organizations, use of volunteers, and the use of social policy to influence human behavior.

HS5500 - Multicultural Issues in Health Care (4 quarter credits). Learners in this course examine multicultural issues in health care from a community and organizational perspective. Learners analyze various solutions used to address multicultural health care disparities and develop an implementation plan to better meet the diverse health care needs of the local community.

HS5501 - Health Informatics (4 quarter credits). This course provides a management perspective of information technology and ways for health care administrators to use information technology to maximize organizational performance. Topics include fundamental principles of information

technology and data management and their implications for health care administrators. Learners explore the use of technology, data bases, and other analytical tools to construct, analyze, and present information related to health care management and problem solving as well as strategic information systems planning, systems analysis, system design, evaluation, and selection. In addition, learners examine current applications, such as patient care, administrative and strategic decision support, managed health, health information networks, and the Internet to determine how they may be used to meet the challenges facing health care administrators today and in the future.

HS5502 - Nonprofit Entrepreneurship (4 quarter credits). This course provides an introduction to the theory and practice of entrepreneurship in the nonprofit sector. The course focuses both on the creation of an innovative mission-based organization and the establishment of an innovative program or activity within an existing organization. Learners explore diverse areas of social innovation such as business, environment, education, human services, and government. Topics include practical information about ways to identify potential opportunities; necessary skills development; competencies for creating, developing, and implementing entrepreneurship ideas; and ways of measuring the success of entrepreneurial activity.

HS5503 - Contexts and Models of Health (4 quarter credits). Learners in this course explore the models of health and their contexts as utilized in the contemporary health industry. Learners examine the impact of change on models of health care within the context of health delivery systems. The course also addresses the implications for health service administration.

HS5504 - Quality Risk Management and Patient Safety (4 quarter credits). Learners in this course examine important issues associated with being health care employees, including patient safety, risk management, compliance, and medical device regulations. This course addresses the demands of the regulatory environment affecting health care in the United States today, including the health care administrator's role in organizational compliance; licensing; and the enforcement of federal guidelines, standards, and regulations.

HS5506 - Managed Care and Health Services (4 quarter credits). This course is an overview of managed care and the variety of techniques employed by the mainstream health system to provide quality care in an efficient and affordable manner. Learners focus on delivery systems, their utilization, and quality management practices of a wide variety of organizations. Learners also explore regulatory, legal, and ethical issues. Learners consider the future of our health care system and how the world of providers, receivers, and payers may continue to change within the U.S.

HS5507 - Health Care Communication: Providers and Receivers (4 quarter credits). This course is an overview of health communication and an exploration of current theoretical models. Learners develop strategies to enhance communication between professionals, allied health personnel, patients, and their families in both interpersonal and group settings and to facilitate more functional and therapeutic communication.

HS5509 - Long-Term Care (4 quarter credits). In this course, learners examine how their profession relates to long-term care and the management of personal, social, and medical services needed by people who can no longer care for themselves. While learners explore areas of home care and assisted living facilities, the primary focus of the course is on skilled nursing facilities and the crisis facing this industry today. Topics include changes in long-term care, institutional versus non-institutional care; system financing, public reimbursement, balancing cost and quality, staffing, licensure, certification, inspection, and review; and the levels of care including the role of hospice. Learners acquire a basic understanding of both the social and medical models along this continuum of care.

HS5510 - Survey of Current Issues in Gerontology (4 quarter credits). This course provides an overview of the major theories and concepts of gerontology. Learners study the behavioral, psychological, and social effects of aging and their impact on individuals, families, communities, and public policy. Learners also evaluate current research on aging, advocacy, public policy, and continuum of care.

HS5514 - Social and Cultural Aspects of Aging (4 quarter credits). The focus of this course is on the social, cultural, and ecological influences of aging and the experiences of individuals across the aging spectrum. Learners evaluate the perceptions and treatment of the elderly from a cultural perspective and identify cultural biases toward the aging population. Learners also examine the effects of socioeconomic status, rapid social change, ethnicity, and gender on individual and community perception and treatment of elders.

HS5518 - Biological and Health Aspects of Aging (4 quarter credits). Learners in this course review the biological and epidemiological effects of aging. Learners examine the functional changes that accompany the normal aging process, and those associated with disease. This course focuses on the relationship between changes in physical function, environment, and quality of life, and includes a review of the theoretical perspectives of aging.

Graduate Course Descriptions, *continued*

HS5522 - Psychology of Development and Aging (4 quarter credits). In this course, learners distinguish between primary and secondary aging by identifying age-related changes in cognitive functions, personality, and interpersonal relationships. Learners study the effects of normal age-related physiological changes on an older adult's psychosocial functioning and the impact of various psychological changes upon the daily functioning of the aging individual. Learners also examine the psychological processes involved in death and grieving, and the relationship between formal and informal support services and the psychological well-being of older adults.

HS5526 - The Family in Later Life (4 quarter credits). This course provides an examination of the evolution of the role of the family within a social context. Learners explore family diversity from a cultural, gender, and socioeconomic perspective. Course topics include family rules, family member roles and functions; intergenerational family relationships; the effects of economic, political, and social policy on family life; and supportive resources for older families.

HS5531 - Community Advocacy for Aging Populations (4 quarter credits). The focus of this course is on programs and services for the aging demographic. Learners study the principles, practices, and ethical considerations used to foster community advocacy for diverse populations, and formulate empowerment strategies to increase older adult involvement in program planning and implementation. Other course topics include social planning, social and community action, program advocacy, and community intervention.

HS5534 - Leading Across the Continuum of Care (4 quarter credits). Learners in this course discuss the history and context of the current long-term care continuum. Learners evaluate theories and frameworks for developing and implementing effective organizational policies and practices, and examine strategies used to manage and lead long-term care organizations. Other course topics include the regulatory, political, and social issues affecting care organization managers and leaders, financial and budgeting principles, and reimbursement strategies and regulations.

HS5990 - Integrative Project for Human Services Learners (4 quarter credits). In this course, master's learners demonstrate proficiency in their specialization area by applying learning from required and elective courses to complete an analysis of a human services organization or system, or propose a new application in their professional field. **For MS in Human Services learners only. Prerequisite(s): All required and elective course work. Cannot be fulfilled by transfer.**

HS5597 - Human Service Professional Development (4 quarter credits). In this course, master's learners demonstrate proficiency by applying learning from required and specialization courses to the professional human services discipline. Professional development activities include preparing the integrative project for publication in a nationally recognized peer-reviewed human services journal, presenting at a national human services conference, participating in a community human services program or intervention, or preparing for professional licensure or certification. **Prerequisite(s): HS5990. Cannot be fulfilled by transfer.**

School of Public Service Leadership Graduate Writing Courses

DW-R8000 - Dissertation Writer's Retreat (non-credit). This week-long, intensive writing experience supports doctoral learners in completing their dissertation. Learners focus on writing in an environment that provides them with the academic experts and writing resources they need to personalize their experience and further develop their dissertation.

HS7004 - Graduate Writing for ESL/EFL Learners (4 quarter credits). This course introduces non-native speakers of English to graduate-level academic writing. Learners develop an understanding of the assumptions and intentions that underlie advanced academic writing as it is practiced in the U.S. Learners develop skills in producing effective advanced academic writing including combining facts and opinions from multiple sources. They develop linguistic and content editing skills in order to continue improving their own academic writing after they complete the course.

HS7006 - Research and Writing for Graduate Learners (4 quarter credits). This course prepares graduate learners for the rigors of academic writing, which requires a series of related critical thinking and writing skills, including understanding the nature of academic research; developing strong arguments based on primary and secondary research; evaluating, summarizing, paraphrasing, and citing sources; drafting, revising, and editing multiple drafts of major projects; and producing clear, accurate, and error-free prose. Since this is a writing course, learners should expect to write a lot: the course includes weekly writing assignments, several short writing projects, and a research plan for a longer project. Learners submit a final portfolio at the end of the course.

HS7007 - Focused Research and Writing for Graduate Learners (4 quarter credits). In this course, learners refine the principles and strategies learned in HS7006 by focusing on writing in their disciplines. Learners should expect to spend a significant amount of time writing, including weekly writing assignments, several short writing projects, one long writing project, and a final portfolio. Learners develop a research topic, conduct and write a short literature review, develop an argumentative essay of significant length (25–35 pages), and document sources appropriately while focusing on the critical thinking and writing skills established in HS7006. **Prerequisite(s): HS7006.**

HS7008 - Developing Voice and Style in Academic and Professional Writing (4 quarter credits). This course focuses on one of the most challenging components of academic writing: developing a voice and style that reflect excellence in scholarship (research, thinking, and communication) while maintaining individuality and style. In this course, learners analyze a variety of writing samples, including their own, in order to understand the effects of writers' rhetorical choices; learn and apply an array of writing strategies that lead to improved awareness and use of voice and style; and revise writing submissions used in external course work to demonstrate learning and understanding. **Learners are strongly encouraged to take the HS7006–HS7007 course sequence before enrolling in this course.**

HS7009 - Writing for Publication (4 quarter credits). Learners in this course explore the publication process, beginning with choosing a publication for submission and ending with a completed manuscript to submit. During the quarter, learners define and research their topic and publication, write and revise multiple drafts, participate in peer review, and prepare a cover letter for submission.

Graduate Course Descriptions, *continued*

School of Public Service Leadership, *continued*

HS7500 - Quality Improvement and Organizational Performance in Health Care (4 quarter credits). Learners in this course analyze the concept of quality and its application in a variety of health care arenas. The course addresses methods for measuring, benchmarking, and assessing organizational performance along dimensions such as financial results, clinical services, utilization, productivity, and the health of the community. Learners in this course also evaluate public and private quality review mechanisms, including the Joint Commission on Accreditation of Health Care Organizations, Professional Review Organizations, and Accreditation Council for Graduate Medical Education, and quality control mechanisms in managed care plans, including the National Committee for Quality Assurance.

HS7501 - Fundraising Strategies for Nonprofit Organizations (4 quarter credits). Learners in this course examine a variety of strategies for securing resources for a nonprofit organization such as donor research, annual giving, endowment and capital campaigns, major gifts, planned giving, social enterprise, and special events. In addition, learners analyze the key practices, principles, and processes of fundraising to enable the nonprofit executive to create, participate in, and manage fund development programs and staff.

HS7502 - Grant Proposal Development and Administration (4 quarter credits). Grant funding is key to the financial survival of nonprofit organizations. This course provides insights into strategies for grant-seeking, such as effective research, identification and development of relationships with appropriate prospective grant sources, and effective writing and proposal preparation. The course offers a comprehensive overview of private and corporate philanthropies along with other research resources including the Internet.

HS8001 - Human Services Practicum (4 quarter credits). This is a supervised, hands-on practicum during which learners apply the theory and skills from their course work and residencies to a work environment in their professional specialization. Topics include study assignments, tracking practicum and supervision hours and monthly reports. Learners receive a final evaluation from the site supervisor. The four quarter credits include up to 300 hours of experience, including but not limited to 12 hours of face-to-face site supervisor feedback for the learner. **Prerequisite(s): HS5315 or equivalent upon faculty approval. Contact the School of Public Service Leadership six months prior to enrollment for application materials. Cannot be fulfilled by transfer.**

HS8002 - Advanced Research in Adult Human Development and Behavior (4 quarter credits). Learners in this course critically analyze theory and research in adult development and behavior with an emphasis on contemporary research and application issues. In addition, learners study adult development from biological, psychological, social, and multicultural perspectives and apply principles of adult development to professional practice. **Must be taken by PhD learners in their first quarter. Cannot be fulfilled by transfer.**

HS8051 - Special Topics in Health Care Administration (4 quarter credits). This course provides an opportunity for PhD learners to engage in an in-depth study of the theory, research, and application of subject matter not included in the Health Care Administration curriculum. Using the special topics course format, elements of this directed study course are focused on the specific subject matter that the learner identifies and the program chair approves.

HS8052 - Special Topics in General Human Services (4 quarter credits). This course provides an opportunity for PhD learners to engage in an in-depth study of the theory, research, and application of subject matter that is not included in the General Human Services curriculum. Using the special topics course format, elements of this directed study course are focused on the specific subject matter that the learner identifies and the program chair approves.

HS8054 - Special Topics in Management of Nonprofit Agencies (4 quarter credits). This course provides an opportunity for PhD learners to engage in an in-depth study of the theory, research, and application of subject matter that is not included in the Management of Nonprofit Agencies curriculum. Using the special topics course format, the elements of this directed study course are focused on specific subject matter that the learner identifies and the program chair approves.

HS8055 - Special Topics in Social and Community Services (4 quarter credits). This course provides an opportunity for PhD learners to engage in an in-depth study of the theory, research, and application of subject matter that is not included in the Social and Community Services curriculum. Using the special topics course format, the elements of this directed study course are focused on the specific subject matter that the learner identifies and the program chair approves.

HS8100 - Fundamentals of Social Science Research (4 quarter credits). This course introduces learners to social science research, particularly in the context of human services. Learners focus on becoming educated consumers of research and examine major concepts and techniques of social science research, including problem formulation, identification of variables, literature review, research design, sampling, definition and measurement of study variables, instrument construction, and data collection and analysis. Learners also critically evaluate published research, apply research findings to professional practice, and practice designing research studies in their field of interest. **Prerequisite(s): CES8106 or CST8106 or HS8106. Cannot be fulfilled by transfer.**

HS8103 - Principles and Practices of Social Work (4 quarter credits). This course is an overview of principles, methods, and practice models for intervention and social change through work with groups and communities. Learners examine theoretical perspectives of group and community organizing as well as advocacy models, grassroots participation, and the empowerment of disadvantaged groups. Learners also explore theories and methods of present-day social work practices with individuals, families, and organizations.

HS8106 - Epistemology of Practice Knowledge (4 quarter credits). Learners in this course examine theories that guide the acquisition of knowledge within human services professions. Learners critically analyze and evaluate the methods used to develop social science theory as a precursor to examining and applying the scientific method. Learners also study theory derivation, the link between research methods and theory, and the ways scholar-practitioners apply the scientific method. **Cannot be fulfilled by transfer.**

HS8107 - Marketing and Public Relations for Nonprofits (4 quarter credits). In this course, learners examine the importance of establishing an integrated marketing system and the specialized aspects of marketing strategies in nonprofit organizations. Topics include segmentation, complementary positioning, membership recruitment, products and services, the supply chain, and promoting intangible products whose benefits are often indirect. Learners also explore the roles of public relations, advertising, and persuasive communication with target markets. Learners examine topics such as fundraising, volunteer management, and media relations from a marketing perspective, with attention to integrating various techniques into compelling marketing positioning strategies for the organization.

Graduate Course Descriptions, *continued*

HS8108 - Financial Analysis and Reporting for Nonprofit Executives (4 quarter credits).

In this course, learners explore techniques and principles of financial analysis and management including budgeting, finance and investment decision making, revenue management, internal control, and cost management for the nonprofit. In addition, learners examine current economic thinking about the role of nonprofit organizations in a market economy, cross-subsidization and competition, and cost-benefit analysis; they analyze timely financial issues, transactions, and trends in nonprofit finance. Topics include innovative financing techniques, complicated organizational structures, mergers, and bankruptcy. Database and spreadsheet scenarios and sensitivity analysis of finance topics, through the use of analytical models, are used to create effective tools for financial decision making. Prior knowledge in the areas of accounting and finance, and familiarity with financial statements are expected.

HS8109 - Nonprofit Public Policy and Advocacy (4 quarter credits).

This course provides learners with a comprehensive view of the current advocacy strategies utilized by nonprofit executives and advocates to advance their organizations' missions and to inform public policies and attitudes. These strategies include advocacy organizing, public education, litigation, mobilization, demonstrations, polling, research, lobbying, and working with the media. The course emphasizes best practices for nonprofit advocates working to advance their goals in the public policy process.

HS8110 - Statistics and Quantitative Data Analysis for Human Services (4 quarter credits).

This course supports learners taking their first course in statistical research and provides advanced learners the opportunity to enhance their research, statistical, and data analysis skills using the latest version of SPSS. During the course, learners receive step-by-step instruction through a combination of demonstrations and exercises emphasizing practical research skills and gain practical experience interpreting basic statistics using SPSS. Topics include frequency distributions; measurement scales; measures of central tendency and dispersion; the normal curve and z scores; hypothesis formation; inferential statistics such as t, F, and X²; effect size, power, and correlation; and bivariate regression.

HS8111 - Quantitative Research Methods in the Human Services (4 quarter credits).

Learners in this course examine the research methods and designs human service professionals use to solve specific social problems. Topics include human subjects protection, measurement, development of instruments, data collection and management, and initial phases of data analysis. Learners also consider methodological adaptations when conducting research with vulnerable and diverse populations. **Prerequisite(s): CES8100 or CST8100 or HS8100. Cannot be fulfilled by transfer.**

HS8112 - Advanced Qualitative Research Methods (4 quarter credits).

In this course, learners evaluate qualitative research methods and designs. Learners focus on developing the skills used to synthesize information related to qualitative research methodology and examine ethical issues associated with the qualitative research process. **Prerequisite(s): CES8111 or CST8111 or HS8111. Cannot be fulfilled by transfer.**

HS8113 - Advanced Study in Research Methods (4 quarter credits).

Learners in this course analyze the relevance and appropriateness of specific research methodologies in preparation for the dissertation. Learners examine planning and sampling, measurement, statistical and qualitative analytic models, results analysis and interpretation, and ethical considerations. Learners also conceptualize, plan, and design a doctoral research proposal. **Must be taken prior to the comprehensive examination. Prerequisite(s): CES8112 or CST8112 or HS8112. Cannot be fulfilled by transfer.**

HS8114 - Operations in Health Care Systems (4 quarter credits).

Learners in this course apply principles from the field of operations management to the health care industry. Topics include formulating a competitive strategy and management decision making, strategic planning, process design, quality control, and service delivery. Learners in the course explore and assess organizational technology and structure as well as operations and models for organizing work such as the matrix structure. In addition, learners become familiar with tools of Continuous Quality Improvement (CQI) and selected quantitative techniques such as forecasting, queuing, inventory analysis, and linear programming that support efficient management of health care delivery.

HS8115 - Managing Human Capital in Health Care Environments (4 quarter credits).

This course addresses the complex theories, concepts, practices, and strategies for human resources management in health care organizations. Learners examine strategic workforce planning, hiring, training, personnel evaluation, and compensation as carried out from the unit level through the executive level. Topics include recruitment, interviewing, and selection; retention (including compensation and benefits); diversity; performance management; and career development. Other topics include laws and regulations that frame HRM including employment law and OSHA, fair employment practices, wrongful termination and privacy, National Labor Relations Act (and unions), and strikes and boycotts.

HS8116 - Financial Analysis in Health Care Systems (4 quarter credits).

This course focuses on the knowledge and skills required to conduct advanced strategic financial analyses of an organization's external environment, mergers and acquisitions, capital budgeting and sources of capital, and debt and investment. Learners analyze high-uncertainty, high-impact trends and events of importance to health care organizations and investigate current issues in fraud and abuse in the health care environment. Topics include frameworks for conducting advanced strategic financial analyses and related innovative organizational recommendations, scenarios of possible futures, assessment of the outcomes of trends and events, and identification of possible management responses.

HS8117 - Strategic Management of Health Care Reimbursement Systems (4 quarter credits).

This course presents an in-depth examination and analysis of current health care reimbursement policies and practices. Topics include research and analysis of health insurance as a concept, major federal insurance programs (e.g., Medicare Parts A–D), state-sponsored health care programs (e.g., Medicaid), and various health care cost control strategies. Learners explore current legislative changes in these reimbursement programs and consider the organizational level data that drives the reimbursement process. Learners also examine the health care reimbursement spectrum from the individual provider/hospital level to the federal level with regard to revenue impact and explore strategies that both maximize revenue and provide patients with quality care.

HS8118 - Health Policies Analysis and Strategy (4 quarter credits).

In this course, learners analyze selected existing and proposed health policies from the perspectives of economic, sociological, and political theory; methodology; and models. Learners gain an understanding of how health care executives participate effectively in the development and analysis of policy and in the political processes within which they take place. Learners in the course evaluate health care issues, strategies, and programs that are the subject of comparative analysis for public and quasi-public sector decision making. Topics include alternative methods of policy analysis such as matrix analysis, decision trees, and cost-benefit analysis. Additionally, learners examine the ethical dilemmas that arise in policy making and analysis.

Graduate Course Descriptions, *continued*

HS8120 - Families, Systems, and Health Care (4 quarter credits). The focus of this course is on issues surrounding children with health care needs and their families. The importance of family-centered care is emphasized. Learners discuss the use of collaborative, interdisciplinary, multidisciplinary, and transdisciplinary practice as well as the contributions of different health care professionals, including occupational therapists, physical therapists, speech language pathologists, social workers, dietitians, psychologists, nurses, developmental pediatricians, dentists, and health care administrators. Learners in the course also explore legislative and policy issues such as Individuals with Disability Act, section 504 of the Rehabilitation Act, the Olmstead Decision, the Americans with Disability Act, and community-based care.

HS8121 - Health in the Workplace (4 quarter credits). This course presents a step-by-step approach to planning, implementing, and evaluating health programs in a variety of worksite settings. Learners explore the theoretical concepts of worksite health promotion and their everyday applications, and gain an understanding of the role and function of worksite health programs.

HS8300 - Diversity in the Workplace (4 quarter credits). In this course, learners analyze contemporary theories of diversity in the workplace. Learners compare and contrast inclusion theories, research and apply best practices for a diverse workplace, and integrate professional and ethical codes, standards, and laws in the human services work setting.

HS8302 - Stress Management in the Workplace (4 quarter credits). Learners in this course study academic research concerning stress in the workplace and apply theory to workplace situations. Learners examine stress management and focus on related techniques used to enhance work performance, particularly in high-stress situations. Other topics include the psychological and physical effects of stress, stress reduction methods, and individual and organizational stress prevention strategies.

HS8413 - Social Influences of Behavior (4 quarter credits). Learners in this course explore behavior that is influenced by the presence of others, or behavior that is under the control of society. Topics include culture and society, large and small group behavior, cross-cultural factors, and interpersonal relationships. Learners in this course review the social psychology of decision making, attitude formation, and social attribution and their application to contemporary issues.

HS8415 - Advanced Professional Scientific Ethics (4 quarter credits). This course explores professional and scientific ethics in human services with an emphasis on social and community services. Doctoral learners analyze the role and function of ethics in decision making, social systems, policy, process, procedures, reality testing to ethical existential dilemmas, and communicative competence. This course prepares learners to better understand the ethical nature of professionalization.

HS8447 - Applied/Clinical Sociology (4 quarter credits). This course emphasizes multidisciplinary and interdisciplinary perspectives of sociological theory and practice and provides learners with a solid grounding in applying sociological knowledge, theory, and research to strategic interventions. Learners explore different human services contexts and design interventions to improve the productivity and performance of public and private organizations.

HS8453 - Prevention and Causes of Child Abuse (4 quarter credits). This course provides an overview of child abuse and neglect in the United States. Learners evaluate the etiology of child abuse and neglect from a theoretical/empirical perspective. Learners explore the various forms, signs, and symptoms of child abuse and neglect and how they relate to the prevention practices used by human services practitioners. In addition, learners in the course analyze the efficacy of child abuse and neglect prevention models. Exploring the results of child abuse and neglect allows learners to evaluate emotional/psychological, cognitive/memory, and sociological developmental theories and models.

HS8476 - Methods of Family Research (4 quarter credits). Learners in this course are introduced to measurement of family variables, complexities of family research design, data collection, and analysis. Topics include scales of measurement, validity and reliability, experimental and non-experimental designs, and approaches to integrating clinical research and practice. Special attention is given to the unique factors in family research.

HS8478 - The Family in Social Context (4 quarter credits). Learners in this course examine families from a systems perspective and explore the dynamics and systems influencing family structures. Learners also identify the skills needed to work with diverse family groups and the challenges faced by human service professionals.

HS8502 - Health Care Strategic Planning and Management (4 quarter credits). Learners in this course focus on strategic analysis of the mission and goals of an institution; its governance, services, operational and fiscal components, market, and clients. Learners evaluate these elements within a strategic management framework that links planning to operations. In addition, learners examine the role of strategic thinking and planning in enhancing organizational effectiveness in the context of increased competition for health care dollars and the wide range of challenging issues requiring solutions.

HS8503 - Health Systems Analysis and Evaluation (4 quarter credits). The focus of this course is on the structure, process, and outcomes of health care systems in the U.S. and select international settings at the micro and macro level. Learners analyze health care systems and services research and related evaluation measurements. Learners explore critical issues facing health systems and examine the function, financing, and management of relationships among providers, payers, and patients. Learners also evaluate the impact of various independent actors on health care systems and the effects of decisions on the clinical, policy, and management health care arenas.

HS8504 - Law and Health Care Administration (4 quarter credits). Learners in the course focus on analyzing the impact of law on the way health care is delivered in the U.S. Learners also examine the major legal principles and issues relevant to health care administration such as those that affect the operational decisions of health care providers, payors, and managers, and others that affect development of markets for health care products and services. Other topics include legal and regulatory constraints imposed on the health care industry, the liability of health care providers, the rights of patients, labor relations, and administrative law for health care organizations. In addition, the course covers legal issues related to admission and discharge, emergency treatment, medical records, and mental health treatment.

HS8505 - Ethics and Decision Making in Health Care (4 quarter credits). In this course, learners focus on substantive ethical principles and procedural methodologies by which managers can understand, analyze, and resolve ethical problems. Learners explore issues in medical ethics with an emphasis on their impact on administrative policies in health care delivery organizations, including the personal and moral dilemmas they may raise for administrators. Topics include business ethics versus health care ethics, organizational philosophy and mission statements, professional codes of ethics, conflicts of interest, ethical committees, the allocation of scarce resources, informed consent, confidentiality, human experimentation, determination of death, euthanasia, suicide, abortion, the ethics of managed care, and HIV disease.

Graduate Course Descriptions, *continued*

HS8506 - Leading Organizational Change in Health Care Systems (4 quarter credits). This course is a thorough examination of the complex, dynamic, and rapidly changing health care system in the U.S. In this course, learners explore the health care system's major components and their characteristics with an emphasis on current policy issues, performance challenges, and program solutions. Learners also trace the social, economic, and political forces that have shaped and continue to influence the health care system. Other topics include policy innovations designed to address performance gaps for federal, state, and private sector programs; potential lessons from international health care systems; and prospects for the future of U.S. health care.

HS8508 - Ethics for Nonprofit Executives (4 quarter credits). Learners in this course examine the principles and methodologies by which nonprofit executives can understand, analyze, and resolve ethical issues. Learners explore conceptual and practical ethical questions and value dilemmas encountered by executives in various types of contemporary nonprofit organizations. Topics include personal codes of ethics, organizational philosophy and goals, conflicts of interest, ethics committees of the board, and allocation of scarce resources.

HS8509 - Law and Nonprofit Organizations (4 quarter credits). This course is an overview of the laws and regulations governing the establishment and operations of nonprofit organizations. Specifically, learners explore the laws governing incorporation and tax-exempt status of nonprofit organizations, and the implications of laws and statutes. Other topics include efforts of nonprofit organizations to influence legislative and rule-making processes.

HS8511 - Resource Management in Nonprofit Organizations (4 quarter credits). Learners in this course examine fundamental theoretical and conceptual economic models used to plan resource management in nonprofit organizations. Topics include resource allocation, price formation, production and costs, and economic impact analysis. The course also presents economic changes faced by nonprofit organizations, methods for evaluating those challenges, and the economic impact of nonprofit organizations on the people and communities they serve.

HS8512 - Organizational Assessment and Program Evaluation in Nonprofit Organizations (4 quarter credits). In this course, learners critically analyze the principles and techniques used by nonprofit managers to assess and measure organizational and program effectiveness. Learners evaluate the use of financial and human resources data in organizational assessment and program evaluation. Learners also investigate the ways nonprofit managers can use the results of assessment processes to enhance an organization's mission.

HS8513 - Role and Function of Boards and CEOs (4 quarter credits). This course addresses the responsibilities of boards of directors in public and private sectors, including policy-making, representing the public, and promoting the organization. Learners review the functions of boards as they establish contracts and hire executives and general managers, the roles and functions of CEOs, and legal liabilities and responsibilities of boards.

HS8514 - Management of Human Services Agencies (4 quarter credits). Learners in this course examine the principles of management practice in nonprofit agencies and the organizational management competencies that serve as a basis for comparison among for-profit, public, and nonprofit sectors. In particular, learners focus on identifying competencies and best practices of managing nonprofit organizations.

HS8518 - Leadership of Nonprofit Organizations (4 quarter credits). Learners in this course examine the components necessary for successful leadership of nonprofit organizations, including advocacy of mission and sustainability in various multicultural, social, economic, and political environments. Learners also focus on developing competence in the areas of leadership style, followership, communication, cultural competence, and ethics and values. Other course topics include financial viability, working with diverse stakeholders, and maximizing organizational performance.

HS8745 - Grief and Bereavement Counseling (4 quarter credits). Learners in this course investigate research on death and dying. Topics include psychological stages of dying common to all losses, symptomatology of grief, death trajectory, hospice model of treatment, and dealing with death in the family. Learners explore case consultations with dying children and their parents that utilize techniques of drawing therapy and storytelling to elicit psychological material in the form of unfinished business and techniques for coping with losses of all types.

HS8764 - Contemporary Issues in Compulsive and Addictive Behavior Treatment (4 quarter credits). In this course, learners review current development, research, and trends within the compulsion and addiction treatment field. The course emphasizes current understanding of substantive issues in the field. Possible topics include developments in psychopharmacologic treatment of compulsive behaviors and addictions, the influences of managed care on treatment, ethics and managed care, the use of Internet resources in the field, the changing role of the counselor, emerging treatment approaches, and the development of new treatments. Cultural considerations and influences as they relate to the treatment of compulsive and addictive behavior treatment are also addressed.

HS8900 - Nonprofit Program Development and Implementation (4 quarter credits). This course is an overview of the theories and issues of planning, developing, and implementing programs consistent with the mission and goals of the nonprofit organization. Topics include conducting and interpreting needs assessments, evaluating the organization and its programs, and making the organization's philosophy and goals operational. Learners also explore strategic planning, business planning, and development of nonprofit infrastructure. Attention is given to different types of nonprofits, including service agencies, membership organizations, research institutes, and foundations. Learners are encouraged to develop their skills as leaders of new nonprofits or develop new major programs for existing nonprofits.

HS9919 - Doctoral Comprehensive Examination (4 quarter credits). This course includes an overview of the comprehensive examination process, the university's expectations of academic honesty and integrity, the three core themes of the examination, and the evaluation criteria. The coursework mentor provides three questions addressing the core themes. Learners write answers to the comprehensive examination questions. Answers are evaluated by faculty readers using point-scale scoring rubrics. Upon passing the comprehensive examination, learners are eligible to enroll in the first dissertation course.

Grading for this course is S/NS. Prerequisite(s): Completion of all required and elective course work with a cumulative GPA of 3.0 or better. Completion of practicum courses, if applicable. Fulfillment of all residency requirements. Cannot be fulfilled by transfer.

HS9920 - Dissertation Coursework (non-credit).

This course provides learners with resources, guidance, and peer and mentor support during each dissertation course as they complete the required milestones. **Grading for this course is R/NS. Prerequisite(s): HS9919. Cannot be fulfilled by transfer.**

HS9921–HS9950 - Dissertation Research 1–Dissertation Research 30 (5 quarter credits each). Learners complete the required dissertation milestones and prepare their dissertation for publication. **Grading for these courses is R/NS. Courses must be taken in sequence. Prerequisite(s): HS9919 and concurrent enrollment in HS9920. Cannot be fulfilled by transfer.**

Graduate Course Descriptions, *continued*

School of Public Service Leadership

MPA Courses

MPA5002 - Survey of Research and Practice in Public Administration (4 quarter credits).

This course provides an overview of the major theories and concepts of public administration. Learners study and evaluate the theories, practices, and resources that guide the profession and examine the relationships between individuals, organizations, and society in public services. **MPA5002 must be taken by master's learners in their first quarter. Cannot be fulfilled by transfer.**

MPA5400 - Public Administration Theory (4 quarter credits).

Learners in this course explore the history, foundations, and theories of public administration and its underlying political, social, and economic contexts. Learners examine organizational public policy environments and develop an understanding of public administration theory bases that provide a foundation for subsequent course work. **Prerequisite(s): MPA5002. May be taken concurrently with MPA5002.**

MPA5404 - Public Administration Organizational Leadership and Theory (4 quarter credits). In this course, learners examine the roles of public administration leaders and managers and explore change management, systems theories, and organizational behavior and culture from an applied, theoretical perspective. In particular, learners focus on local, state, federal, elected, appointed, and employed government structures and officials and analyze their respective leadership requirements. **Prerequisite(s): MPA5400.**

MPA5408 - Finance and Accounting in Public Administration (4 quarter credits). This course covers the public administration finance, accounting, and budgeting concepts, policies, and practices associated with organizations and the fiscal climate within which they operate. Learners study the theories motivating major public administration fiscal-policy debates, budgeting, financial management and reporting, auditing, and tax and technology systems. Learners also examine public administration finance issues such as limited general funds availability and the use of dashboards for financial monitoring. **Prerequisite(s): MPA5404. May be taken concurrently with MPA5404.**

MPA5410 - Strategic Management and Planning (4 quarter credits). Learners in this course explore strategic management and planning concepts and processes, including collaboration, cooperation, and coordination within and among organizations. Learners apply these concepts to real-life situations and organizations, examining their internal and external environments, allocation of resources, and translation of strategic plans into tactical operations. **Prerequisite(s): MPA5408.**

MPA5412 - Ethics and Personal Leadership Development (4 quarter credits). In this course, learners evaluate the associations between ethics and social justice and economic disparity, power, and privilege. Learners use demographic data and current social trends and themes to identify and address ethical and social justice issues affecting global service delivery. **Prerequisite(s): MPA5408.**

MPA5416 - Quantitative and Qualitative Research (4 quarter credits). This course presents quantitative and qualitative research and evaluation methods used in the public sector. Learners examine models, metrics, and methodological tools used to evaluate programs and policies. Learners also study legal and ethical issues associated with research and evaluation and identify the strengths, limitations, and threats to the validity and reliability of research. **Prerequisite(s): MPA5408.**

MPA5420 - Leadership and Human Resource Management in Public Services (4 quarter credits). This course presents theories, approaches, and systems of employee acquisition, management, development, and retention in government organizations. Learners review case studies to explore public services topics associated with law and ethics, diversity, performance and conflict management, use of outside contractors, and policy development and implementation. **Prerequisite(s): MPA5408.**

MPA5424 - Policy Analysis and Research (4 quarter credits). In this course, learners examine the concepts, principles, and stages of public policy analysis and development. Learners study the models and tools used by policymakers and policy analysts to evaluate the effect of programs and projects on societal problems. Topics include political, legal, economic, and social institutions and processes; the impact of policy on public value; policy assessment; and global complications of policy processes. **Prerequisite(s): MPA5408.**

MPA5428 - Integrative Public Administration Project (4 quarter credits). In this course, master's learners demonstrate proficiency in their specialization area by applying learning from required and elective courses to complete an analysis of a public administration organization or system, or propose a new application in their professional field. **For MPA learners only. Prerequisite(s): Completion of all required and elective course work. Cannot be fulfilled by transfer.**

School of Public Service Leadership

Master's Public Health Courses

MPH5002 - Survey of Public Health Concepts and Issues (4 quarter credits). This course provides an overview of the major theories and concepts of public health. Learners study the psychological, social, and behavioral factors that affect individual and population health. Learners also evaluate the epidemiological, environmental, and administrative research related to public health concepts and measures. **MPH5002 must be taken by MPH learners in their first quarter. Cannot be fulfilled by transfer.**

MPH5100 - Management of Health Service Organizations (4 quarter credits). This course provides an overview of organizational and managerial principles and practices. Learners study organizational theory and behavior, principles of evidenced-based decision making, health problem analysis, intervention strategies, and monitoring and evaluation. This course emphasizes the systems approach to management, building organizational teams that foster cross-functional efficiencies and organizational and system integration. **Prerequisite(s): MPH5002, MPH5500, MPH5503, MPH5506, MPH5509, MPH5512.**

MPH5104 - Fundamentals of Health Care Finance (4 quarter credits). In this course, learners analyze the basic theories and principles of finance as applied in public health and review the fundamentals of accounting needed to prepare and analyze financial statements. Learners examine the development, utility, and interpretation of accounting information used to make managerial decisions, and identify and compare governmental financial compliance and reimbursement standards and strategies. **Prerequisite(s): MPH5002, MPH5500, MPH5503, MPH5506, MPH5509, MPH5512.**

MPH5108 - Public Health Communication Strategies (4 quarter credits). Learners in this course study communication theories and strategies, focusing on the development of cogent and persuasive written and oral media messages. The course emphasizes building skills needed to create consumer-oriented public health intervention and advocacy efforts, such as formative research, audience segmentation, and channel analysis. Learners also examine crisis communication strategies and advanced technologies, media, and community networks used to disseminate information. **Prerequisite(s): MPH5002, MPH5500, MPH5503, MPH5506, MPH5509, MPH5512.**

Graduate Course Descriptions, *continued*

MPH5112 - Health Economics (4 quarter credits). This course addresses allocation of scarce resources to meet public health needs. It provides an overview of theories, tools, and methods of economic analysis and the role of health economics in the public policy decision-making process. Learners analyze national income theories and price theories, evaluate the behavior of organizations under varying economic conditions, and assess the economic roles of public health organizations, governments, and households.

Prerequisite(s): MPH5002, MPH5500, MPH5503, MPH5506, MPH5509, MPH5512.

MPH5116 - Strategic Planning and Operations Management (4 quarter credits). In this course, learners examine the concepts, tools, and evidence-based best practices needed to plan, implement, and manage public health programs. The course provides an overview of the theories and approaches used in strategic and operational planning, including administration and evaluation, quality assurance, information systems integration, budgeting, and compliance. **Prerequisite(s):** MPH5002, MPH5500, MPH5503, MPH5506, MPH5509, MPH5512. **Prerequisites do not apply to MPA learners.**

MPH5120 - Evidence-Based Management of Public Health Programs (4 quarter credits). Learners in this course evaluate evidence-based public health programs and policies, and identify guidelines on how to select, administer, and evaluate them. Learners study and apply the tools and practices of evidence-based decision-making, including using scientific evidence to develop guidelines and intervention strategies. **Prerequisite(s):** MPH5002, MPH5500, MPH5503, MPH5506, MPH5509, MPH5512. **Prerequisites do not apply to MPA learners.**

MPH5124 - Public Health Leadership and Politics (4 quarter credits). This course presents significant issues affecting U.S. health policy. Learners evaluate public administration theories and their application to the public health system. Learners examine the health policy development process and analyze the factors affecting health policy initiatives and their limitations on policy and regulatory implementation. Learners also formulate leadership strategies to create political compromise. **Prerequisite(s):** MPH5002, MPH5500, MPH5503, MPH5506, MPH5509, MPH5512.

MPH5200 - Social and Behavioral Research Methods (4 quarter credits). This course provides an overview of social and behavioral sciences research within the context of public health. Learners examine social and behavioral factors that impact health status, and analyze health risk indicators and long-term trends in morbidity and mortality. Learners analyze theories that explain health disparities across populations and study and apply quantitative, qualitative, and evaluation research methods and research ethics. **Prerequisite(s):** MPH5002, MPH5500, MPH5503, MPH5506, MPH5509, MPH5512.

MPH5204 - Theories of Social and Behavioral Sciences (4 quarter credits). Learners in this course examine social and behavioral theories applied in public health research and practice, and evaluate how these theoretical constructs identify community health needs and address health inequalities. The course presents theories from an interdisciplinary perspective, and building on these theoretical bases, recommends practical problem-solving approaches to promote health in individuals, communities, and populations.

Prerequisite(s): MPH5002, MPH5500, MPH5503, MPH5506, MPH5509, MPH5512.

MPH5208 - Public Health Program Planning and Evaluation (4 quarter credits). In this course, learners study the core functions of public health program planning and evaluation, including assessment, policy development, programmatic intervention, and quality assurance. Learners identify social and behavioral determinants associated with public health issues, and examine and evaluate programs and their impact on the health of individuals, organizations, communities, and nations. **Prerequisite(s):** MPH5002, MPH5500, MPH5503, MPH5506, MPH5509, MPH5512.

MPH5212 - Assessment and Surveillance in Public Health (4 quarter credits). This course presents the knowledge and skills needed to develop community assessment and surveillance strategies, and design programs and services that positively impact community and population health. Learners explore approaches to early detection, assessment, and disease surveillance and intervention strategies. **Prerequisite(s):** MPH5002, MPH5500, MPH5503, MPH5506, MPH5509, MPH5512. **Prerequisites do not apply to MPA learners.**

MPH5216 - Public Health Information for Diverse Populations (4 quarter credits). The focus of this course is the social and behavioral context of health communication and its effect on the success of health outreach efforts. Learners study the elements of health information messages, the process by which they are created, and how they are understood and heeded by diverse populations. Learners analyze communication theory and evaluate effective public information campaigns. **Prerequisite(s):** MPH5002, MPH5500, MPH5503, MPH5506, MPH5509, MPH5512.

MPH5220 - Health Disparities in the United States (4 quarter credits). Learners in this course explore the social factors contributing to racial, ethnic, socioeconomic, and gender disparities in health and health care. Learners examine health disparities on a local, regional, and national basis, calculating their impact on overall health status and health service use. Learners also develop community-based intervention strategies to address identified disparities. **Prerequisite(s):** MPH5002, MPH5500, MPH5503, MPH5506, MPH5509, MPH5512.

MPH5224 - International Public Health (4 quarter credits). This course focuses on the spread and control of disease and presents public health policy and program design, implementation, and evaluation from an international perspective. Learners explore the determinants of health and evaluate the quality of life of rural, urban, and ethnically diverse populations. Learners also compare the public health policies of established and developing countries and interpret how they impact disease control and promote health.

Prerequisite(s): MPH5002, MPH5500, MPH5503, MPH5506, MPH5509, MPH5512.

MPH5500 - Introduction to Public Health Administrative Systems (4 quarter credits). This course provides an overview of the elements of the public health system and reviews the administrative processes that foster integration and managerial effectiveness across the system. Learners study the organizational, financial, and managerial structure and function of the public health system and analyze the impact of health policy on administrative systems, including health insurance and reimbursement policy.

MPH5503 - Environmental Health Concepts in Public Health (4 quarter credits). This course surveys the major issues related to environmental and occupational health and health hazards. Learners identify the sources of biological, chemical, and physical agents found in the environment and analyze their effects on water, food, and land resources in community and occupational settings. Learners also examine the legal framework, policies, and practices associated with controlling environmental and occupational hazards.

MPH5506 - Psychological, Behavioral, and Social Issues in Public Health (4 quarter credits). Learners in this course explore psychological, social, and behavioral science theories and concepts applied throughout the health-illness spectrum. Learners identify the health concerns of individuals, organizations, and communities and examine the resources needed to develop social and behavioral policy and public health interventions. Learners also evaluate the efficient use of scarce health care resources and the participation of communities in adopting healthy self-care practices and developing programs to enhance the quality of life.

MPH5509 - Principles of Biostatistics (4 quarter credits). This course provides an introduction to the objectives, principles, and methods of biostatistics for health sciences. Topics include statistical vocabulary; methods for descriptive data analysis; fundamentals of probability and sampling distribution; methods for statistical inference and hypothesis testing; and data analysis and linear regression for continuous, binary, and survival data.

Graduate Course Descriptions, *continued*

MPH5512 - Principles of Epidemiology (4 quarter credits). This course provides an overview of epidemiology, including an evaluation of the nature of disease; the interaction among agent, host, and environment; and the chain of transmission. Learners examine epidemiological research methods for identifying and describing variables, determining key data sources, and formulating interventions to control disease occurrence and transmission. **Prerequisite(s): MPH5509. Prerequisites do not apply to Public Health concentration learners.**

MPH5993 - Public Health Integrative Project (4 quarter credits). In this course, learners demonstrate proficiency in their specialization area by applying learning from all required courses to complete an analysis of a public health organization or system, or propose a new application in their professional field. **For MPH learners only. Prerequisite(s): MPH5002, MPH5500, MPH5503, MPH5506, MPH5509, MPH5512. Cannot be fulfilled by transfer.**

MPH5999 - Public Health Professional Collaborative Project (4 quarter credits). In this course, learners participate in a collaborative project within a public health organization or community health program and demonstrate proficiency in public health competencies. Learners prepare a report of the outcome of the collaborative work for publication in a nationally recognized peer-reviewed public health journal. **Prerequisite(s): MPH5993. Cannot be fulfilled by transfer.**

PUBH5993 - Integrative Project for Public Health Learners (4 quarter credits). In this course, master's learners demonstrate proficiency in their specialization area by applying learning from all required courses to complete an analysis of a public health organization or system, or propose a new application in their professional field. **For MS in Public Health learners only. Prerequisite(s): MPH5002, MPH5500, MPH5503, MPH5506, MPH5509, MPH5512. Cannot be fulfilled by transfer.**

PUBH5997 - Public Health Professional Development (4 quarter credits). In this course, master's learners demonstrate proficiency by applying learning from all required courses to the professional public health discipline. Professional development activities include preparing the integrative project for publication in a nationally recognized peer-reviewed public health journal, presenting at a community public health conference, participating in a community public health program or intervention, or preparing for professional licensure or certification. **Prerequisite(s): PUBH5993. Cannot be fulfilled by transfer.**

School of Public Service Leadership MSN Courses

MSN5000 - Introduction to Nursing Concepts (4 quarter credits). Learners in this course examine the role of the professional nurse and the scope of nursing practice in a variety of settings (e.g., acute, chronic, ambulatory, and end-of-life care and community health services). Learners evaluate the influence of effective clinical judgment, communication, and interdisciplinary collaboration on direct and indirect patient care across the lifespan. Learners also explore the relationships among culture, traditions, ethics, beliefs, and alternative and complementary medical practices that may influence the wellness of individuals, groups, communities, and diverse populations. **Nurse Educator Bridge learners must take MSN5000 in their first quarter. Cannot be fulfilled by transfer.**

MSN5002 - Health Assessment, Communication, and Collaboration for Quality Outcomes (4 quarter credits). In this course, learners analyze effective health assessment methods, communication strategies, and interdisciplinary collaboration techniques used in a variety of health care settings. Learners conduct comprehensive evidence-based health assessments encompassing environmental, genetic, multicultural, ethnic, and socioeconomic factors and consider the skills members of collaborative interdisciplinary teams need to promote evidence-based quality care for individuals, groups, communities, and diverse populations. Learners also explore ways of adapting their communication style to meet the specific needs of their audience. **Prerequisite(s): Completion of or concurrent enrollment in MSN5000.**

MSN5004 - Introduction to Nursing Research and Technology (4 quarter credits). This course introduces learners to the application of research and information technology in the nursing profession. Learners identify the ways information systems and patient care technologies have contributed to improved patient outcomes; evaluate the safeguards, secure practices, and ethical standards needed to promote and support data security, patient confidentiality, and regulatory requirements; and explore effective use of patient care technologies, communication systems, and information systems across the health-illness continuum. Learners also examine ethics in nursing research and scholarship and the relationships among theory, research, and behavior in the application of evidence-based nursing practice. **Prerequisite(s): Completion of or concurrent enrollment in MSN5002.**

MSN5006 - Policy, Law, Ethics, and Regulations (4 quarter credits). Learners in this course examine the role of health care policy and legal, regulatory, and quality control in ethical decision making in professional nursing practice. Learners explore concepts and principles of health care policy, legal control, ethical conduct, and regulatory environments and their application to the health care environment and the nursing profession. Learners evaluate the impact of health care policy and multicultural, socioeconomic, political, legal, and regulatory factors on health care access disparities and examine ways to articulate the needs of individuals, communities, and vulnerable populations to consumers and appropriate officials. Learners also focus on the importance of cultural competence and ethical decision making in professional nursing practice. **Prerequisite(s): Completion of or concurrent enrollment in MSN5004.**

MSN5008 - Organizational and Systems Leadership for Nursing Practice (4 quarter credits). This course presents the fundamental concepts and principles of individual and organizational leadership necessary for successful nursing practice in integrated and non-integrated health care systems and environments. Learners examine and evaluate nursing leadership concepts, research, and models and explore best practices of organizational and systems leadership to apply to professional nursing practice. Learners integrate the concept of quality improvement with patient safety and examine the influence of complex organizational and leadership system issues on quality and patient safety initiatives. Learners also analyze techniques for monitoring individual and organizational performance in promoting safe and caring patient-centered environments. **Prerequisite(s): Completion of or concurrent enrollment in MSN5006.**

MSN5010 - Health Promotion and Disease Prevention in Vulnerable and Diverse Populations (4 quarter credits). This course presents concepts, frameworks, and models used to foster health promotion and disease prevention, particularly in multicultural and vulnerable populations. Learners explore the wellness of individuals and populations from multicultural, ethnic, traditional, and spiritual perspectives and examine factors that cause wellness disparities among people in vulnerable populations. Learners consider the ways health care access barriers are created and identify evidence-based best practices for developing a population-focused approach to health promotion and disease prevention. Learners also explore cultural competence and ways of applying it to professional nursing practice. **Prerequisite(s): Completion of or concurrent enrollment in MSN5008.**

Graduate Course Descriptions, *continued*

MSN5012 - Nursing Leadership and Management (4 quarter credits). In this course, learners examine theoretical concepts of leadership and management for the professional nurse, particularly those associated with health care finance, human resources, and materials allocation. Learners consider evidence-based best practices and behaviors that support effective nursing leadership in a variety of health care settings and analyze strategies for developing effective skills in coordination, delegation, collaboration, negotiation, conflict management, goal setting, and performance improvement. Learners also explore ethical interpersonal communication as an essential component of positive interdisciplinary working relationships. **Prerequisite(s): Completion of or concurrent enrollment in MSN5010.**

MSN5020 - Nurse Educator Bridge Integrative Project (4 quarter credits). This course is for learners completing the Nurse Educator Bridge specialization. Learners demonstrate proficiency by integrating nursing theories, research, and best practices into a single practice model of health promotion or disease prevention for a specific community or population group. Learners create and customize an evidence-based project plan and develop and implement strategies for achieving desired project outcomes. **Prerequisite(s): Completion of or concurrent enrollment in MSN5012. Cannot be fulfilled by transfer.**

MSN6000 - Orientation to Graduate Nursing Study (4 quarter credits). This course provides an overview of foundational nursing academic content that helps learners prepare for master's-level course work. Learners study nursing concepts, principles, and research; critical-thinking and problem-solving techniques; evidence-based plans of care; and practices used to promote patient safety and quality outcomes. **Nurse Educator learners must take MSN6000 in their first quarter. Cannot be fulfilled by transfer.**

MSN6001 - Role of the Professional Practice Nurse (4 quarter credits). This course provides an introduction to the role and scope of practice for the graduate-level nurse. Learners explore the ways theoretical frameworks can be effectively applied in nursing practice and the ways technology and information systems can be used to enhance health care practice. Learners also focus on developing the skills needed to apply evidence-based practice to individuals and groups and analyze the institutional, social, political, and economic forces that impact health care delivery. **Prerequisite(s): Nurse Educator learners must take MSN6000. Nurse Educator Bridge learners must take MSN5000, MSN5002, MSN5004, MSN5006, MSN5008, MSN5010, MSN5012, MSN5020.**

MSN6002 - Foundations and Frameworks for Professional Nursing Practice (4 quarter credits). In this course, learners focus on using advanced nursing concepts, theories, research, best practices, and materials to enhance nursing practice while maintaining the ethical requirements of the profession. Learners consolidate theories and evaluate emerging challenges, opportunities, trends, and needs applicable to specific health care situations. Learners also practice using effective oral, written, virtual, and technological communication strategies. **Prerequisite(s): Completion of or concurrent enrollment in MSN6001.**

MSN6004 - Policy, Regulations, and Ethics in Advanced Nursing Practice (4 quarter credits). The focus of this course is regulatory control, quality control, and policy as a basis for ethical decision making in professional nursing practice. Learners evaluate the impact of health policy issues and trends on clinical practice and health care delivery; articulate health care concerns affecting the needs of individuals, communities, and populations to appropriate officials and consumers; and identify clinical practice improvement areas in response to health care policy. Learners also incorporate ethical decision making and cultural competence in personal and professional nursing practice while analyzing common ethical dilemmas in the health care environment. **Prerequisite(s): Completion of or concurrent enrollment in MSN6002.**

MSN6006 - Diversity and Advocacy in Professional Nursing Practice (4 quarter credits). This course presents a variety of theories and factors impacting cultural competence in health care delivery. Learners explore health variants, including physiological variations, in a wide range of age, gender, racial, cultural, and ethnic groups and evaluate the ways they may influence assessment and plan of care. Learners also build advanced skills in practicing in a diverse, global environment to meet the needs of individuals, groups, and vulnerable populations and address their own assumptions and beliefs associated with culture and diversity, applying cultural competence in professional nursing practice. **Prerequisite(s): Completion of or concurrent enrollment in MSN6004.**

MSN6008 - Research and Technology for Advanced Nursing Practice (4 quarter credits). Learners in this course study advanced knowledge and skills associated with research and the use of technology and information systems in health care environments. Learners differentiate between various types of research and research strategies; examine ways to access research information effectively and efficiently; and evaluate research information, its sources, and its applications in professional nursing practice. Learners also explore ethical and legal considerations of conducting research and using technology and information systems and apply appropriate research findings to professional nursing practice. **Prerequisite(s): Completion of or concurrent enrollment in MSN6006.**

MSN6010 - Advanced Nursing Leadership and Management (4 quarter credits). In this course, learners study advanced skills associated with health care system management, leadership, finance, and cost-effective decision making. Learners explore what it means to be a leader in today's global health care environment; evidence-based leadership practices in health care decision making; policies and regulations affecting health care delivery; and planning strategies for promoting health and disease management. Learners also apply appropriate leadership and management theory to professional nursing practice. **Prerequisite(s): Completion of or concurrent enrollment in MSN6008.**

MSN6012 - Evidence-Based Practice in Health Promotion and Disease Management and Prevention (4 quarter credits). This course presents a multidisciplinary approach to using strategic planning and resource allocation to foster population-based health care promotion and disease management and prevention. Learners explore the causes of various health disparities; the influences of and barriers to health care access; and the theories, research, and evidence-based best practices used to promote and preserve health and healthy lifestyles in populations. Learners also study advanced skills in writing comprehensive, holistic care plans that both address the health care promotion and disease prevention needs of populations and incorporate data into a model of health care promotion and disease management and prevention. **Prerequisite(s): Completion of or concurrent enrollment in MSN6010.**

MSN6020 - Nursing Capstone Project (4 quarter credits). In this course, learners synthesize and apply theories, knowledge, and best practices of nursing and related disciplines in a final project that is intended to affect the well-being of diverse populations. Learners demonstrate the ability to apply evidence-based practices of health care promotion, disease prevention, and disease management; management and leadership concepts; effective communication skills using information systems and technology; cultural competence; and ethical and legal standards of professional nursing practice. The final project is designed to present a single practice model for fostering health care promotion, disease prevention, and disease management for individuals, groups, communities, and vulnerable populations. **Prerequisite(s): Completion of all required course work. May be taken concurrently with MSN6110. Cannot be fulfilled by transfer.**

Graduate Course Descriptions, *continued*

MSN6102 - Role of the Nurse Educator (4 quarter credits). In this course, learners examine the history of education, nursing, and clinical education; explore the role of the nurse educator from personal, professional, and ethical perspectives; and develop a personal nursing education philosophy. Learners evaluate the responsibilities of the nurse educator and integrate the practices and behaviors of the professional nurse educator into professional practice. Learners also practice cultural competence and personal and professional development in nursing education. **Prerequisite(s): Completion of or concurrent enrollment in MSN6012.**

MSN6104 - Teaching and Learning Strategies (4 quarter credits). This course covers instructional frameworks, learning environments, and classroom and student management and motivation techniques. Learners explore theories associated with optimizing the teaching experience and student outcomes and gain an understanding of the teaching, learning, communication, and motivation strategies used for specific learning situations and student populations. Learners identify various learning barriers and formulate appropriate teaching strategies to address them, including acknowledging and using emotional intelligence. **Prerequisite(s): Completion of or concurrent enrollment in MSN6102.**

MSN6106 - Curriculum Theory, Frameworks, and Design (4 quarter credits). In this course, learners explore various curriculum frameworks and models and study the skills needed to design effective nursing and health-related curricula for diverse learning populations and environments. Learners integrate health care knowledge and technology into the curriculum planning and design phase and examine the importance of building an ongoing evaluation process into the curriculum design phase to promote quality instruction and meet student needs. **Prerequisite(s): Completion of or concurrent enrollment in MSN6104.**

MSN6108 - Information Systems for Nurse Educators (4 quarter credits). Learners in this course build on current knowledge of technology and information systems from a nurse educator perspective. Learners explore health care technology systems, data collection systems, distance- and e-learning environments, and the use of simulations in the classroom setting. Learners also consider the effect of multimedia on diverse student critical thinking, knowledge acquisition, and motivation and develop effective instructional strategies for integrating technology into nursing curriculum design. **Prerequisite(s): Completion of or concurrent enrollment in MSN6106.**

MSN6110 - Assessment and Evaluation in Health Education (4 quarter credits). In this course, learners study the skills needed to effectively assess, evaluate, and revise nursing and health-related curricula to meet the diverse learning needs of individuals, groups, communities, and populations. Learners differentiate between

assessment and evaluation in the education process and apply strategies to assess and evaluate student achievement and program effectiveness. Learners also use evaluation results to revise curricula to meet program outcomes and incorporate the concept of ongoing assessment and evaluation in health education programs to promote high-quality clinical and academic achievement and continued process improvement. **Prerequisite(s): Completion of or concurrent enrollment in MSN6108.**

School of Public Service Leadership

Master's and Doctoral Public Safety Courses

PSF5002 - Survey of Public Safety Issues, Theories, and Concepts (4 quarter credits). This course provides learners with foundational public safety academic content that helps them prepare for course work in their chosen Public Safety specialization. Learners analyze various public safety theories, concepts, and research from the practitioner-scholar perspective, including law, policy analysis, emergency management and business continuity, leadership, multiculturalism, criminological theory, and public safety research methodology. **PSF5002 must be taken by master's learners in their first quarter. Cannot be fulfilled by transfer.**

PSF5006 - Research Methodology in Public Safety (4 quarter credits). This course presents an overview of various graduate-level public safety and criminal justice research methodologies. Learners study major research methodologies and quantitative, qualitative, and mixed research design approaches to rigorous scholarly inquiry. This course also provides an introduction to qualitative and quantitative research data analysis tools. **This course is aimed primarily at master's learners, although PhD learners may take it as an elective.**

PSF5334 - Public Safety Ethnic and Cultural Awareness (4 quarter credits). Learners in this course examine the salience of race, ethnicity, and culture in public safety and the ways public safety addresses the diverse needs of multicultural citizens. Learners analyze cultural experiences from gender, social class, religion, and disabled-status perspectives, and study and apply theoretical approaches for addressing cross-culturalism.

PSF5370 - Juvenile Delinquency (4 quarter credits). Learners in this course investigate the etiology, nature and extent, and treatment of juvenile delinquency in contemporary society. The course allows learners to review various theories and apply current theory and research in order to understand the dynamics of juvenile delinquency and current methods of intervention.

PSF5371 - Practices of Probation, Parole, and Community Corrections (4 quarter credits). This course is an investigation of historical and current community-based correctional practices. Learners examine trends in practice and policy that govern community supervision programs and explore issues surrounding offender rehabilitation and re-entry.

PSF5372 - History of the Juvenile Criminal Justice System (4 quarter credits). This course offers an intensive study of the juvenile criminal justice system and process. Learners examine theories of causation and innovative intervention approaches such as "drug court." Learners also review the dramatic increase of juvenile violence and crime in U.S. culture over the last quarter century and focus on the debate between root causes of juvenile violence and crime (e.g., poverty, literacy, family and community cohesion) versus the effectiveness of the juvenile court system (recidivism, youthful violent crime offenders, and incarceration).

PSF5377 - Criminal Justice Policy Analysis and Social Change (4 quarter credits). In this course, learners evaluate criminal justice policies and programs, the processes by which they are developed, and their effects on social change. Topics include intelligence-led policing, immigration and policing, the USA PATRIOT Act, and socioeconomic correlates of crime. Learners identify a current public safety problem and formulate a solution using criminal justice and public safety practices and policies.

PSF5380 - Law Enforcement: Intelligence-Led Policing (4 quarter credits). This course focuses on the planning, operations, and technology of law enforcement organizations. Learners study problem- and community-oriented policing, data-driven accountability, crime analysis, and crime prevention as means to enhance the effectiveness of law enforcement and intelligence gathering within the emerging National Response Framework (NRF) collaborative model. Learners also examine national and international case studies to integrate theory and best practice toward the development of a more effective policing model.

PSF5385 - Psychopathy and Criminal Profiling (4 quarter credits). As an introduction to the study of criminal profiling, learners in this course explore criminal and non-criminal psychopathy and their comorbidities, including compulsive and addictive behavior. Learners examine empirical research and theory that differentiate antisocial personality disorders and general criminal behavior from criminal psychopathy and determine whether there are ways to identify offenders as dangerous by analyzing their behavioral cues or crime-scene clues. Learners also study crime-scene management and its connection to criminal profiling.

Graduate Course Descriptions, *continued*

PSF5600 - Public Safety Organizational Leadership (4 quarter credits). Learners in this course examine the strategic development and direction of public safety leadership within policing, law enforcement, fire suppression, emergency management, and emergency medical response in the United States, as well as contemporary challenges outside the scope of public and private security and national defense. The course focuses on components of public safety such as risk assessment, preparedness, prevention, and response in an all-hazards environment. Topics include the role of the public safety leader, the need for the integration of functions in the traditional public safety agencies, and threats ranging from potential bio-terror attacks to natural disasters.

PSF5601 - Personal Leadership Development (4 quarter credits). This course examines the learners' personal leadership attributes, characteristics, and behaviors. Personal leadership skills are examined in the context of the type and level of the organization. A variety of leadership practices and their applications are evaluated.

PSF5602 - Leadership and Human Resource Management (4 quarter credits). This course focuses on organizational planning, staff acquisition, and team development, which includes assigning project roles, responsibilities, and reporting relationships, staffing, motivation, leadership, team development, and conflict resolution. Learners gain an understanding of the processes required to make effective use of people and resources on a project. The relationship between human resource management and project management are explored along with how it relates to the project life cycle. Techniques are covered regarding interfacing with project stakeholders, designing effective organizational structures, dealing with conflict on projects, communication, and managing stress. Practical self-assessment exercises are used to determine learners' communication, conflict resolution, and leadership styles in addition to power orientation, personality type, and motivation to manage.

PSF5610 - Accounting and Finance in Public Safety Organizations (4 quarter credits). This course is a survey of the elements of financial accounting and ways the activities of organizations are influenced by accounting measurement. The emphasis of the course is on becoming good consumers, rather than producers, of financial information. Course topics and assignments reinforce and demonstrate the implications of accounting choices, especially in public service or government-funded organizations.

PSF5611 - Managing Training and Performance Improvement (4 quarter credits). Learners in this course explore the ways Internet-based learning and the emergence of performance management in the field of human resource development have affected the complexity and accountability to the

training manager role. Learners focus on preparing themselves to meet the challenges of being a training manager in the public safety arena by studying practices and approaches of determining priorities, assessing needs, creating missions and goals, developing budgets and marketing strategies, planning programs and performance interventions, conducting evaluations, hiring and managing personnel, and providing leadership.

PSF5620 - Critical Incident Stress Management (4 quarter credits). Critical incident stress can be debilitating to public safety first-responders. This course provides insight into critical incident stress, Critical Incident Stress Disorder (CISD), Post-Traumatic Stress Disorder (PTSD), and Critical Incident Stress Management (CISM). The course focuses on understanding the consequences of unaddressed critical incident stress and examines effective stress management strategies. **Cannot be fulfilled by transfer.**

PSF5621 - Disaster Management (4 quarter credits). Learners in this course examine the anatomy of a disaster event, both natural and intentional. Preparedness, post-disaster response, recovery, and mitigation are topics central to the emerging field of emergency management.

PSF5622 - National Incident Management Systems (4 quarter credits). In this course, learners examine the fragmented structure of public safety agencies, emerging threats to public safety, and the formation and development of the National Incident Management System (NIMS) and Incident Command System (ICS). Course topics include chemical, biological, radiological/nuclear, and explosive (CBRNE) incidents and threats, and a variety of integrated best practices and standards for handling weapons of mass destruction (WMD) and protecting critical infrastructures.

PSF5623 - Critical Infrastructure Risk Assessment, Evaluation, and Analysis (4 quarter credits). The post-9/11 environment demands awareness and analysis of our critical resources and infrastructure. Learners in this course examine the Homeland Security National Priorities and National Preparedness standards and how they can be used to conduct risk assessments, evaluations, and analyses of critical national infrastructure.

PSF5991 - Integrative Project for Public Safety Learners (4 quarter credits). In this course, learners demonstrate proficiency in their area of specialization area by applying learning from required, specialization, and elective courses to complete an analysis of an public safety organization or system, or propose a new application in their professional field. **For MS in Public Safety learners only. Prerequisite(s): Completion of all required and elective course work. Cannot be fulfilled by transfer.**

PSF7231 - Cyberterrorism, Bioterrorism, and Weapons of Mass Effect (4 quarter credits). Learners in this course examine weapons of mass effect—the cyberterror and bioterror threats posed by today's terrorist organizations. Learners differentiate between weapons of mass effect and weapons of mass destruction and explore the potential consequences of cyberterror and bioterror attacks.

PSF7233 - Intelligence Analysis and Forecasting Terrorism (4 quarter credits). This course focuses on the elements and processes involved in predicting and preventing terrorist attacks. Learners examine data collection, information synthesis, and intelligence analysis and evaluate the effectiveness of current information sharing and collaborative network models within the homeland security field.

PSF7235 - Homeland Security: A Systems Approach (4 quarter credits). In this course, learners identify the primary local, state, federal, and private stakeholders involved in homeland security. Learners use a risk management model to analyze homeland security threats, vulnerability, and consequence factors and determine appropriate situation-based, optimal intervention strategies.

PSF8002 - Advanced Research in Public Safety Issues, Theories, and Concepts (4 quarter credits). This course provides learners with advanced public safety academic content that helps them prepare for course work in their chosen Public Safety specialization. Learners critically analyze various public safety theories, concepts, and research from the scholar-practitioner perspective, including law and legal systems, leadership and leadership theory, community corrections, terrorism, criminological theory, and public safety research methodology. **PSF8002 must be taken by PhD learners in their first quarter. Cannot be fulfilled by transfer.**

PSF8050 - Special Topics in Public Safety (4 quarter credits). This course provides PhD learners with an opportunity to engage in an in-depth study of the theory, research, and application of subject matter not included in the Public Safety curriculum. Using the special topics course format, elements of this directed study course are focused on the specific subject matter that the learner identifies and the program chair approves.

PSF8210 - Issues in Police-Community Relations (4 quarter credits). Learners in this course study issues in police communication and their impact on society in the context of police-community relations. The course covers a variety of law enforcement structures in large and small communities, urban and rural areas, and suburban districts. Learners examine resident expectations of police, sheriff, and legal systems in their local communities, focusing particularly upon disparities between relationships with the police in mainstream communities versus those in racial minority resident areas.

Graduate Course Descriptions, *continued*

PSF8301 - Ethics and Social Responsibility (4 quarter credits). This course examines ethical behavior in public safety organizations and the role of public safety in society. Learners develop and apply their own ethical responsiveness by examining relevant public safety issues through the lenses of dominant ethical theories. Learners study ethical approaches to a variety of public safety issues, including organizational responsibility; organizational accountability and liability; organizational collaboration and responsibility during times of crisis; the changing local, state, national, and global environment; diversity in the workplace; information technology; and personal accountability, responsibility, and obligation and duty.

PSF8350 - Sociological Theories of Crime (4 quarter credits). In this course, learners examine the sociological theories that explain crime causation from the early 19th century to the present. Topics include the ways the environment contributes to criminal behavior, specifically, the effects of association, informal and formal social control mechanism, and location on crime causation. Learners also study original theorist writings to help them develop a high level of theoretical synthesis and application.

PSF8354 - Psychological and Biological Theories of Criminal Behavior (4 quarter credits). In this course, learners develop an understanding of the psychological and biological factors that affect criminal behavior. Learners study the work of theorists and researchers that identify and analyze essential psychological and biological theories, empirical findings, and projections that attempt to explain criminality and further illuminate the criminal mind.

PSF8358 - Law and Legal Foundations (4 quarter credits). This course presents a historical overview of the U.S. legal framework and the ways in which it has established legal policy and operational guidelines for public safety personnel and the criminal justice system as a whole. Learners focus on the Fourth, Fifth, and Sixth Amendments and their interpretative case laws, and analyze them according to how well they maintain the balance between civil liberties and public safety.

PSF8362 - Criminal Justice Policy Analysis (4 quarter credits). Learners in this course analyze the ways criminal justice policies are implemented, administered, and evaluated. Learners examine the actual and perceived effects of implemented policies on both the criminal justice agencies responsible for implementing them and the criminal justice system as a whole. Learners also review case study examples to analyze the ways in which political agendas, organizational initiatives, accepted operational practices, and legislation have affected the criminal justice system and administration of justice. Case study examples include the Kansas City Preventive

Patrol Experiment; Broken Windows, the police and neighborhood safety study; plea bargaining; federal sentencing guidelines; mandatory sentencing and truth-in-sentencing legislation; and abolishment of parole.

PSF8370 - The Criminal Mind (4 quarter credits). In this course, learners examine the lifestyles, practices, and motivations of serial killers, robbers, and those who assault citizens in our communities. Learners review psychosocial theories used to analyze and evaluate deviant human behavior and the environment that precipitates repetitive criminal conduct. The course is also an introduction to profiling criminals and predicting criminal behavior.

PSF8371 - Race/Culture in Criminal Justice (4 quarter credits). Learners in this course examine topics such as the increased diversity of our communities and the heightened need to understand and address how racial and cultural pluralism affect human behavior. Learners study how the criminal justice system, like larger society, must reflect changes in social attitudes. Law enforcement agents, in particular, are being monitored for their relationships with those who come from diverse backgrounds. Similarly, disproportionate rates and lengths of incarceration between racial and ethnic groups are being evaluated. Learners in this course explore these and other issues within correctional practice and the criminal justice system.

PSF8372 - Criminal Behavior: A Sociological Primus (4 quarter credits). Learners in this course evaluate the current “get tough” attitude toward crime. Learners examine and assess root causes of crime that are often ignored by society when discussing crime and causation. Learners examine the nexus between crime and these social issues as manifested in increased incidences of youth crime, delinquency, and crimes against property and persons. A final evaluation is investigated that may indicate that the root causes of criminal behavior in the U.S. are exacerbated by the way our society is organized.

PSF8373 - Understanding Criminology (4 quarter credits). This course is for learners who are interested in understanding crime as it relates to the field of criminology and focuses on defining crime. Topics include developing a better understanding of reasons that people break the law; ways that society responds to offenders; and comparisons of the ways that criminologists and criminals define crime and view its effects.

PSF8374 - Current Research on Violent Behavior (4 quarter credits). Through an examination of sociological and psychological perspectives in current research, learners in this course develop a coherent approach to understanding violent behavior. The course also focuses on the ways in which violence is defined by the criminal justice system. Learners practice using the vocabulary of criminal justice practitioners in writing.

PSF8375 - Deviance: The Interactionist Perspective (4 quarter credits). This course advances a new sociology of deviance by focusing on ways that people stereotype one another with regard to their involvement in crime. Relationships between individuals based on such stereotypes identify an important link between “crime in the streets” and “crime in the suites” and highlight the differences between the two. This perspective helps the learner understand the interactionist approach and distinctions between deviance and crime by examining deviance as a social phenomenon that consists of a set of interpretations and social reactions.

PSF8376 - Correlates of Crime (4 quarter credits). In this course, learners explore one of the most perplexing problems faced by any person with a basic knowledge of statistics: the confusion of correlation with cause. Learners in this course examine social class, race, sex, and gender as correlates of crime to determine if patterns exist for understanding their development.

PSF8377 - The Penal System: Its Role in the U.S. Society (4 quarter credits). Learners in this course examine the social and historical foundation of the U.S. correctional institution in depth. The course focuses primarily on issues related to structure and social processes of institutions of confinement and to problems of treatment and rehabilitation. Topics include a systemic evaluation of recidivism, general and specific deterrence, rehabilitation, incapacitation, and retribution in the U.S. correctional system. The emphasis of the course is on philosophies of punishment, sentencing strategies, the prison community, alternatives to incarceration, various reform efforts, and critical issues facing corrections.

PSF8601 - Contemporary Public Safety Leadership (4 quarter credits). Learners in this course examine the factors contributing to increased demands on public safety agencies and the need for effective leadership at all levels within the public safety domain, including changing demographics, new technologies, globalization, and terrorism. Learners explore emerging issues, challenges, and theoretical assumptions of leadership in the public safety field and evaluate the impact of public safety paradigms on the ability to lead in an era of rapid and constant change.

PSF8602 - Theories of Leadership (4 quarter credits). Learners in this doctoral seminar course examine the leadership theories that inform public safety research and practice. Learners explore foundational tenants of leadership theory and evaluate their associated impacts on organizations, leaders, and followers. **Learners who take PSF8602 may not also earn credit for the equivalent course, OM8101.**

Graduate Course Descriptions, *continued*

PSF8606 - Diversity Issues in Public Safety (4 quarter credits). This course focuses on the impact of increased diversity in our communities and the heightened need to understand and address how racial, ethnic, and cultural pluralism affect human behavior. Topics include ways in which public safety organizations must reflect changes in social attitudes, practices, policies, and concepts such as transparency, diversity, and inclusion within public safety organizations.

PSF8609 - Disaster Preparedness and Mitigation (4 quarter credits). This course presents an overview of theoretical approaches and strategies of U.S. disaster preparedness and mitigation. Learners analyze U.S. disaster law and policy and assess the importance of national mitigation policies. Learners also explore disaster preparedness and mitigation concepts from an all-hazards perspective and recommend cost-effective preparedness and mitigation strategies and activities to reduce or eliminate the risk to human life and property and make communities more disaster resilient.

PSF8612 - Emergency Management Operations (4 quarter credits). This course provides learners with a theoretical and operational overview of disaster response that is scalable, flexible, and adaptable. Learners analyze the incident command and management structures, roles, and responsibilities of tribal, local, state, and federal agencies and the private sector from an all-hazards perspective. Learners also explore critical functions of emergency operations, incident command, and unified command centers during responses to various emergency events including floods, hazardous materials, pandemics, and terrorist attacks.

PSF8615 - Global Issues of Disaster Management (4 quarter credits). In this course, learners analyze disaster preparedness, response, recovery, and mitigation from an international perspective and examine a multidisciplinary approach to disaster management and humanitarian assistance. Learners evaluate the importance of building partnerships with nations, non-governmental organizations (NGOs), and other disaster management organizations to promote collective awareness and understanding of complex international emergencies. Learners also use disaster management theories and case studies to identify best practices of multijurisdictional communication and coordination during real-world disaster events.

PSF8620 - Principles of Organization Theory and Practice (4 quarter credits). Learners in this course examine developments in organization theory and explore organizations as rational, natural, and open systems. The course prepares doctoral learners to synthesize and integrate organizational theory. *Learners who take PSF8620 may not also earn credit for the equivalent course, OM8010.*

PSF8621 - Theories of Executive Human Resource Management (4 quarter credits). This doctoral seminar course presents current trends in human resource research and the numerous theories of human resource management. Research articles compare and contrast theories for their impact on the human asset management of the organization. *Learners who take PSF8621 may not also earn credit for the equivalent course, OM8201.*

PSF8622 - Needs Assessment: Models and Procedures (4 quarter credits). This course is a survey of needs assessment models and procedures that diagnose the causes of workplace performance problems. Learners design and develop needs assessment instruments, as well as collect and then diagnose data in order to differentiate between a workplace performance issue that requires training solutions as opposed to one that requires non-training intervention.

PSF8623 - Legal Systems, Labor Relations, and Regulatory Practices (4 quarter credits). Learners in this doctoral course examine key components of domestic and international legal systems, labor relations, and regulatory practices as they relate to public safety organizational structure, public sector business activities, and human capital management in government settings. Topics include law making, enforcement agencies, labor relations, legal processes, and litigation reduction and management. *Cannot be fulfilled by transfer.*

PSF8624 - Designing Training and Performance Solutions (4 quarter credits). The design of training and performance solutions is both a systematic and an artful process. Alternative solutions are often possible. In this context, design is informed by multiple factors: the needs of the learner, the circumstances, the organization, and the experience and savvy of the designer. In this course, learners are exposed to learning theories, several instructional and performance design models, and case studies. Learners design performance solutions by diagnosing the results of needs assessments, specifying objectives and applying the principles and procedures of learning solution design, selecting appropriate methods, and continuous evaluation. *Learners who take PSF8624 may not also earn credit for the equivalent course, ED7662.*

PSF8625 - Grant Writing (4 quarter credits). This course provides a comprehensive overview of grant writing. Learners research and evaluate the types and sources of grant funding, formulate strategies for working with grant funders and external stakeholders, and analyze and apply grant writing skills. Learners also examine the relationship of grant writing to institutional missions and plans. *Learners who take PSF8625 may not also earn credit for the equivalent course, ED7800.*

PSF8626 - Stress Management in Public Safety Organizations (4 quarter credits). Learners in this course study an integrated approach to assessing and managing stress in public safety organizations. Learners analyze various stress-assessment tools and stress prevention, intervention, and management strategies for public safety personnel. Learners also examine psychological and physiological approaches to identifying and managing stress, lifestyle-change stress reduction methods, and behavioral and organizational strategies for managing high levels of stress.

PSF8630 - Critical Incident Stress (4 quarter credits). Critical incident stress can be debilitating to first responders. Learners in this course analyze the dynamics of critical incident stress and evaluate psychological and physiological disorders such as Critical Incident Stress Disorder (CISD) and Post-Traumatic Stress Disorder (PTSD). Learners develop a hypothesis that supports a proposal for a comprehensive approach to Critical Incident Stress Management (CISM).

PSF8631 - Case Studies in Critical Incident Management (4 quarter credits). This course focuses on case studies in critical incident management connected with chemical, biological, radiological/nuclear, and explosive (CBRNE) incidents in order to understand best practices in emergency event management. Learners evaluate the National Incident Management System (NIMS) for its effectiveness during CBRNE events and explore topics such as how NIMS could best coordinate interagency responses to weapons of mass destruction (WMD) events.

PSF8632 - Philosophy and Practice of Disaster Preparedness (4 quarter credits). This course focuses on examining natural and intentional disasters and integrating the philosophical paradigms of disaster management with best practice. Topics include analysis of the philosophy, history, and practices of disaster management and preparedness, post-disaster response, recovery, and mitigation. *Cannot be fulfilled by transfer.*

PSF8634 - Public Safety Incident Command Paradigms (4 quarter credits). In this course, learners study the development and effectiveness of the National Incident Management System (NIMS) from its inception to its current state. Topics include examining integrated best practices, standards, and techniques critical to successfully managing national emergencies and leading the successful implementation of a national standard of practice for emergency response. *Cannot be fulfilled by transfer.*

PSF8638 - Business Continuity for Emergency Management (4 quarter credits). In this course, learners study the business continuity planning (BCP) process and develop a business continuity plan. Learners explore best practices for design, development, and implementation during all phases of emergency management. This course highlights the need for proactive continuity planning and preparedness in information technology and communications networks.

Graduate Course Descriptions, *continued*

School of Public Service Leadership Residential Colloquium Courses

COL-R8921 - PhD Residential Colloquium Track I (non-credit). In the first residential colloquium, learners interact with peers and faculty as they participate in online courseroom and in-person activities that emphasize assessment and practice of academic and intellectual skill sets essential to progressing through doctoral program course work. Learners engage in self-reflection practices and participate in learning experiences that address the doctoral critical-thinking, research, and professional communication competencies associated with becoming a scholar-practitioner. Learners in academic psychology specializations attend this residential colloquium before completing 36 earned and transferred credits. All other learners attend this residential colloquium during their first quarter of enrollment or before completing 56 earned and transferred credits.

COL-R8922 - PhD Residential Colloquium Track II (non-credit). In the second residential colloquium, learners interact with peers and faculty as they participate in online courseroom and in-person activities that emphasize applying the research process to their chosen discipline. Learners expand their intellectual applications and analysis skills and the doctoral critical-thinking, research, and professional communication competencies associated with becoming a scholar-practitioner. Learners in academic psychology specializations attend this residential colloquium while completing 37–60 credits. All other learners attend this residential colloquium while completing 57–72 credits of required course work. **Prerequisite(s): COL-R8921.**

COL-R8923 - PhD Residential Colloquium Track III (non-credit). In the third residential colloquium, learners interact with peers and faculty as they participate in online courseroom and in-person activities that emphasize expanding and applying doctoral competencies to the independent research phase of the program in preparation for the comprehensive examination and dissertation. Learners continue to strengthen the doctoral critical-thinking, research, and professional communication competencies associated with becoming a scholar-practitioner and focus on using intellectual and academic skill sets to synthesize and analyze theory and research as leaders in the discipline. Learners in academic psychology specializations attend this residential colloquium while completing 61–95 credits. All other learners attend this residential colloquium while completing 73–96 credits as a prerequisite for the comprehensive examination. **Prerequisite(s): COL-R8922.**

Harold Abel School of Psychology Graduate Writing Course

DW-R8000 - Dissertation Writer's Retreat (non-credit). This week-long, intensive writing experience supports doctoral learners in completing their dissertation. Learners focus on writing in an environment that provides them with the academic experts and writing resources they need to personalize their experience and further develop their dissertation.

Harold Abel School of Psychology Master's and Doctoral Psychology Courses

PSY5002 - Orientation to Graduate Learning in Psychology (5 quarter credits). In this course, learners improve their ability to navigate the virtual campus and become familiar with library, career center, and writing center resources. This course requires the articulation of a professional identity based on master's-level training in psychology. Learners examine professional roles, organizations, specialization requirements, and codes of ethics in psychology. Learners choose a focused area of study within the field of psychology and identify the educational steps necessary to successfully complete the master's degree in their chosen specialization. **PSY5002 must be taken by master's learners in their first quarter. Cannot be fulfilled by transfer.**

PSY5004 - Orientation to Graduate Learning in Psychology, School Psychology (5 quarter credits). This course is an orientation to the School Psychology specialization and the standards developed for the field by the National Association of School Psychologists (NASP). Learners review clinical training, certification, and licensure requirements information; ethics and professional standards, including the NASP practice domains; the specialization's course and residency requirements. Learners also assess their school psychology skills, identify networking opportunities, and begin to develop a professional portfolio. **PSY5004 must be taken by master's learners in their first quarter. Cannot be fulfilled by transfer.**

PSY5201 - Integrative Project for Master's Degree in Psychology (5 quarter credits). Learners enrolled in the master's program in the Harold Abel School of Psychology enroll in this final capstone project after all course requirements have been met for the master's degree. Learners are expected to demonstrate mastery of knowledge, scholarship, and research proficiencies in an identified field of psychology. **Prerequisite(s): Completion of all course work. Cannot be fulfilled by transfer.**

PSY5202 - Master's Integrative Project, School Psychology (5 quarter credits). Learners enrolled in the master's School Psychology specialization in the Harold Abel School of Psychology enroll in this final capstone project after all course requirements have been met for the master's degree. Learners are expected to demonstrate mastery of knowledge, scholarship, and research proficiencies as identified by the National Association of School Psychologists (NASP) practice domains. **Prerequisite(s): Completion of all course work. Cannot be fulfilled by transfer.**

PSY5922 - Selected Topics for Combined Option Learners (2 quarter credits). This course is for psychology learners seeking to complete graduate-level course work in psychology. Learners select a field-related topic and develop a paper. The paper follows APA publication standards and relates the topic to a chosen graduate-level psychology course. **For Combined BS/MS in Psychology option learners only.**

PSY6010 - Human Prenatal Development (5 quarter credits). This course provides learners with an overview of prenatal and postnatal development through the first three months of life. Learners analyze genetic and reproductive technology and its impact on families and society. Learners study the stages of prenatal development (embryonic and fetal), focusing specifically on brain development and fetal life, and examine various prenatal illnesses and physical problems resulting from birth complications. The course presents research, theory, and best practices related to promoting healthy newborn and infant development.

PSY6020 - Topics in Child and Adolescent Development (5 quarter credits). Learners in this course apply Bronfenbrenner's systems theory framework to child and adolescent development issues. Learners analyze the impact of public policy and legislation involving education, health, mental health, the military, and the economy on the lives of children and adolescents. Learners also consider selected topics related to family, school, and social relationships from theoretical systems and public policy perspectives. **Prerequisite(s): PSY6010, PSY7220, PSY7230.**

PSY6230 - Introduction to Psychological Testing (5 quarter credits). Learners in this course administer, score, and interpret common psychological tests, including the WAIS-IV, WRAT-IV, ABAS-2, and MMPI-2, and an addiction screen. Learners develop written reports of test results and test batteries and report test results to clients and referral sources. Other course topics include ethical and professional standards of testing practice and suitability and fairness issues. **Learners taking this course must be enrolled in one of HASOP's professional psychology specializations. There is a residency requirement associated with this course. Test kits are required and are available for rental at psytestkits@capella.edu. Prerequisite(s): PSY7610, PSY-R6162. Cannot be fulfilled by transfer.**

Graduate Course Descriptions, *continued*

PSY6310 - Introduction to Theories of Psychotherapy (5 quarter credits). In this course, learners examine the foundational scientific theories and practices of evidence-based psychotherapy and the ways these theories and practices are applied in a clinical setting. Learners also consider the ethical and multicultural dimensions of psychotherapy and practice communicating in a professional manner.

PSY6391 - Master's Practicum I (5 quarter credits). This practicum course provides supervised training appropriate to the master's level in psychological testing, interviewing, assessment, intervention techniques, community consultation, and applied research in a setting selected by the learner and approved by the director of training. The online course emphasizes increased awareness of the learner's clinical strengths and limitations, psychological assessment and understanding of DSM-IV TR, introduction to treatment planning, case documentation, ethical issues, and work with specific clinical populations. Learners taking this course must be enrolled in one of HASOP's professional psychology specializations. **Learners taking this course must be enrolled in one of HASOP's professional psychology specializations. Prerequisite(s): Approval of the practicum application by the director of clinical training. Clinical Psychology learners must have completed PSY5002; PSY6230 or PSY8230; PSY6310 or PSY8310; PSY7210; PSY7543; PSY7610; PSY8210; PSY8312; PSY-R6161; PSY-R6162; PSY-R6163. Counseling Psychology learners must have completed PSY5002; PSY6230 or PSY8230; PSY7210; PSY7543; PSY7610; PSY8090; PSY8092; PSY8210; PSY-R6161; PSY-R6162; PSY-R6163. Cannot be fulfilled by transfer.**

PSY6393 - Master's Practicum II (5 quarter credits). The second practicum course provides continued supervised training in professional psychology issues with particular emphasis on DSM-IV Axis I. As an addition to field experience, the online course provides learners with the opportunity for in-depth examination of various psychopathological conditions appropriate for master's learners. **Prerequisite(s): Clinical Psychology learners must have completed PSY8312, PSY6391. Counseling Psychology learners must have completed PSY8091, PSY6391. Cannot be fulfilled by transfer.**

PSY6395 - Master's Practicum III (5 quarter credits). The third practicum course provides continued supervised training in professional psychology issues with particular emphasis on DSM-IV Axis II conditions, V codes, and other psychosocial concerns. As an addition to field experience, the online course provides learners with the opportunity for in-depth examination of various psychopathological conditions appropriate to the master's level. This course is designed for

learners whose state regulatory or licensure boards require more than two academic quarters of practicum or for learners who want to extend their field training. **Prerequisite(s): PSY6393. Cannot be fulfilled by transfer.**

PSY6500 - Learner Annual Review, School Psychology (non-credit). This annual review course assists learners as they progress through the MS specialization or Specialist Certificate in School Psychology. Learners conduct their own skills assessments and receive skills-assessment reviews from two instructors. These reviews provide constructive feedback about the areas in which learners need to improve their skills and those in which their skills are well-developed.

PSY7016 - Graduate Research and Writing in Psychology (4 quarter credits). In this course, graduate psychology learners prepare for the rigors of academic writing and strengthen associated critical-thinking and writing skills, including understanding the nature of academic research; developing strong arguments based on primary and secondary research; evaluating, summarizing, paraphrasing, and citing sources; drafting, revising, and editing multiple drafts; and producing clear, accurate, and error-free prose. Learners prepare weekly writing assignments, several short writing projects, a research plan for a longer writing project, and a final writing portfolio at the end of the course.

PSY7050 - Writing Within the Discipline of Psychology (5 quarter credits). This course is designed to assist learners in developing the proficiencies necessary for graduate-level psychology writing. Learners identify and apply essential scholarly writing skills, including American Psychological Association (APA) style and formatting. Learners further develop their critical thinking and writing skills and produce a comprehensive literature review and critical analysis founded in primary, peer-reviewed research. Learners also compile a portfolio demonstrating the writing skills required for scholarly, graduate-level writing as they apply to the discipline of psychology.

PSY7110 - History and Systems of Psychology (5 quarter credits). Learners in this course explore the historical and contemporary schools of psychology and gain an understanding of what constitutes the profession of psychology and their chosen specialization in particular. Learners critique primary source material to develop an in-depth understanding of the evolution of various psychological theories and their implications for professional practice.

PSY7210 - Lifespan Development (5 quarter credits). In this course, learners explore lifespan development from infancy through adulthood, including human developmental processes and milestones. Learners evaluate theories and approaches to examining human development and use them to analyze human development processes as they relate to their area of discipline.

PSY7220 - Child Psychology (5 quarter credits). This course addresses the developmental stages of children from the prenatal period to adolescence. Learners examine how children develop physically, emotionally, socially, and intellectually, and evaluate the influences of family, society, and culture on child and adolescent development. Learners also assess children's evolving needs and apply theory and research to recommend appropriate responses to those needs.

PSY7225 - Child and Adolescent Psychology (5 quarter credits). This course focuses on the study of children and adolescents from infancy through adolescence. Learners apply in-depth knowledge of the physical, cognitive, and psychosocial development of this age group to school-related functioning. Learners examine all major stages of life from prenatal to adolescence, focusing on development as the progressive reorganization of psychological functioning. These developmental factors are examined within the context of a child's home, school, culture, and community. Learners integrate cognitive, emotional, and social processes within these developmental stages.

PSY7230 - Adolescent Psychology (5 quarter credits). This course is an overview of major theories and current research in adolescent behavior and development. Learners examine the physical, psychosocial, emotional, sexual, moral, and cognitive changes associated with adolescent development and analyze these changes in the contexts of family, school, work, and social relationships. Learners also study the nature of adolescent society and the influences of gender, socioeconomic status, health, ethnicity, and culture on adolescents.

PSY7240 - Adult Psychology (5 quarter credits). This course is an analysis of major contemporary theories and research on continuity and change during the period of maturity, from the end of the dependency of childhood to the beginning of the dependency of old age. Learners explore the application of current theory and research to the workplace, family and social relationships, and psychological changes to the self.

PSY7310 - Biological Basis of Behavior (5 quarter credits). This course provides learners with an introduction to physiological psychology and associated topics, including genetics, functional neuroanatomy, and physiology. Learners explore brain functioning; sensory systems; attention; memory, perception, and language mechanisms; and effects of neurotransmitters on human behavior. Learners also focus on the relationship between brain functions and behavioral disorders and examine current physiological psychology research, ethics, and the implications of culture and diversity on field-related issues.

Graduate Course Descriptions, *continued*

PSY7320 - Advanced Biological Psychology (5 quarter credits). Learners in this course examine the biological factors related to psychopathology. The course emphasizes research problems and methods currently being explored in biological psychology. Topics include the role of genetic factors in psychopathology, the influence of physical and emotional trauma on brain function, biological considerations in treatment planning, addictive phenomena, and other clinically relevant subjects. **Prerequisite(s): PSY7310. Cannot be fulfilled by transfer.**

PSY7330 - Psychopharmacology (5 quarter credits). Learners in this course explore the behavioral and therapeutic effects of psychoactive drugs. Course topics include synaptic transmission, behavioral role of specific neuromodulatory systems, pharmacological treatment of mental and neurological disorders, addiction, and the various side effects of psychoactive drugs. Drug effects on learning, creativity, memory, sleep, perception, and sexual functioning receive special attention. Learners also examine the efficacy of treating patients with a combination of psychotherapy and psychotropic medications for a number of diagnosed mental disorders including depression, bipolar disorder, anxiety, obsessive compulsive behavior, schizophrenia, and childhood disorders. **Prerequisite(s): PSY7310.**

PSY7340 - Human Sexuality (5 quarter credits). This course is an investigation of sexuality within the larger context of human experience and individual development, emphasizing physical and psychosexual development; frequency and significance of various types of sexual behavior; health related issues; and the application of scientific information to sexual issues and problems. Issues related to sexual deviation, sexual inadequacy, treatment of sexual problems, and concerns of special and diverse populations are also addressed.

PSY7411 - Learning Theories in Psychology (5 quarter credits). This course focuses on the theoretical principles and concepts of learning and on related research findings, especially those connected to cognition. Course topics include applying principles and concepts to teaching and learning experiences in a variety of settings. Although several different theories of learning are discussed, the course focuses on cognitive perspectives.

PSY7421 - Cognitive/Affective Psychology (5 quarter credits). This course is a study of the theoretical, philosophical, historical, and biological concepts, tools of inquiry, and models of human thought and emotion. Topics include cognitive science and neuroscience, attention and consciousness, perception, memory, linguistics and language development, reasoning, problem solving, decision making, intelligence, and creativity.

PSY7510 - Psychology of Personality (5 quarter credits). This course is an examination of personality development from the perspective of several theoretical orientations: psychodynamic, humanistic/existential, dispositional, and learning theory. Learners analyze and evaluate these theories and consider how other factors such as culture and gender contribute to personality development. This course also allows learners to apply personality theory to their professional practice.

PSY7520 - Social Psychology (5 quarter credits). This course provides an overview of behavior that is influenced by the presence of others or behavior that is under the control of society. Interpersonal relationships, social cognition, social inference, emotion, and personality are considered within this framework. The social psychology of decision making, attitude formation, and social attribution are reviewed and applied to contemporary issues. Learners also explore the application of social psychological theory and research to various clinical, educational, and organizational settings.

PSY7530 - Psychology of Group Dynamics (5 quarter credits). This course provides a foundational understanding of group development, processes, and behaviors. Learners evaluate current group psychology theory and research and identify the elements of effective groups to gain an understanding of the psychology of group dynamics. Topics include group formation and structure, power and influence, performance and decision making, leadership, followership, and conflict in group dynamics.

PSY7540 - Multicultural Perspectives in Human Behavior (5 quarter credits). This course is an examination of substantive and theoretical issues concerning the cultural differences of individuals and groups and their influence on the practice of professional psychology. Learners explore the role of culture-specific programming, the needs and values of cultural subgroups, and approaches to providing psychological services to culturally diverse populations. Learners also critically analyze the interactions of multiple dimensions of diversity to better understand the ways in which individual differences contribute to professional psychological practice.

PSY7543 - Ethics and Multicultural Issues in Psychology (5 quarter credits). In this course, learners analyze multicultural perspectives and factors such as ethnicity, socioeconomic status, and gender, and their influences on the ethical behavior of psychology professionals. Learners evaluate multicultural issues within the context of different settings and learn to apply ethical reasoning principles and standards within their profession. **Prerequisite(s): PSY5002 or PSY8002.**

PSY7550 - Process of Professional Development (5 quarter credits). Learners in this course address developmental theories and research, and important issues related to the process of professional development. Topics include

biological, cognitive, social, cultural, and multicultural factors across adult professional development, including leader development. The process by which these factors come together to create and maintain professional development is the focus of this course, integrating interpersonal and intrapersonal factors to create a context for development and applications within psychology specializations. **Prerequisite(s): PSY7543.**

PSY7610 - Tests and Measurements (5 quarter credits). This course is an introduction to the general area of mental measurement. Learners examine measuring devices used in the fields of intelligence, interests, personality, and special aptitudes; study techniques for correctly interpreting test scores such as percentiles, standard errors of measurement, validity and reliability indices, and standard scores; and identify professional standards of test development and use. The course includes an analysis of the psychometric procedures used to develop and validate educational and psychological instruments and presents appropriate applications for each type of methodology. **School Psychology learners must take this course in their second quarter, immediately following PSY5004.**

PSY7612 - Functional Behavioral Assessment (5 quarter credits). In this course, learners apply functional behavior assessments to the development of behavioral support plans. Learners collaborate with others to design strategies that help students who exhibit challenging behaviors improve academic performance. Learners also explore functional behavior strategies associated with environmental supports and skills training and examine behavioral interventions. **Prerequisite(s): PSY7610.**

PSY7615 - Data Analysis with SPSS (5 quarter credits). Learners in this course examine the fundamental procedures for using SPSS statistical software to transform and analyze data acquired from psychological research. Course topics include file structures and manipulation, graphical and descriptive functions, variable transformation and recoding, and syntax. Learners create a syntax program in SPSS that performs sophisticated merge and transformation operations on provided data files, including computing new variables derived from the provided data.

PSY7620 - Inferential Statistics (5 quarter credits). This course focuses on applying parametric statistical procedures to psychological research and the strengths and limitations of conducting quantitative studies. Learners examine sampling issues, experimental design, and concerns of internal validity and study tests of difference between and among groups, and correlations. This course may involve the use of software in the analysis of data sets provided by the instructor. **Prerequisite(s): PhD and MS Industrial/Organizational Psychology, MS Leadership Coaching Psychology, and MS Organizational Psychology learners must have completed PSY7610.**

Graduate Course Descriptions, *continued*

PSY7624 - Advanced Inferential Statistics for Professional Psychology (5 quarter credits). This is an advanced course in inferential statistics that emphasizes the practical application of statistical concepts and communication of statistical analyses leading to the research report. Learners formulate research questions and hypotheses based on data characteristics, use software to manipulate and analyze data, interpret and communicate the results of analysis, and apply statistical concepts to professional research. During the course, learners are expected to develop an understanding of the fundamental concepts of quantitative analysis and advanced techniques, including analysis of variance (ANOVA), analysis of covariance (ANCOVA), correlations, multiple regression, and their nonparametric alternatives. **Prerequisite(s): PSY7620. Cannot be fulfilled by transfer.**

PSY7625 - Advanced Inferential Statistics (5 quarter credits). Learners in this advanced course examine a variety of statistical analyses, including statistical power and effect size in research design, factorial and repeated measures of analysis of variance (ANOVA), analysis of covariance (ANCOVA), selected nonparametric analyses, and bivariate and multiple regression. Learners are expected to have proficiency in the use of statistical software appropriate to dissertation-level research. **Prerequisite(s): PSY7620. Cannot be fulfilled by transfer.**

PSY7626 - Multivariate Statistics: Theory and Application (5 quarter credits). This course focuses on the theory and application of multivariate statistics, including discriminant analysis, factor (components) analysis, multiple analysis of variance (MANOVA), and logistic regression. Using SPSS, learners perform and interpret the results of these analyses. Learners also apply multivariate analysis, read and understand research results in peer-reviewed psychology journals, and utilize SPSS to produce output consistent with the correct parameters and assumptions of specific multivariate procedures. In addition, learners have the option of exploring the mathematical aspects of multivariate and inferential statistics theory and application. **Prerequisite(s): PSY7625.**

PSY7630 - Qualitative Analysis (5 quarter credits). This course covers qualitative methods appropriate for phenomenological, observational, and ethnological content in research. The course emphasizes methods such as data analysis techniques for qualitative data.

PSY7635 - Advanced Qualitative Analysis (5 quarter credits). This course extends the topics covered in PSY7630 by further exploring the philosophical underpinnings of qualitative research and inquiry and emphasizes effective execution of the six school-approved dissertation research methodologies: ethnography, case study, grounded-theory phenomenology, heuristics, and generic qualitative research. Learners examine primary source references, books, and journal

articles written by the developers of the six methodologies and gain an understanding of their nuances and applications. This course is designed to prepare learners to develop and conduct their own qualitative study for a dissertation.

Prerequisite(s): PSY7630.

PSY7650 - Research Methods (5 quarter credits). This course provides learners with the tools needed to critically read and evaluate research. Learners explore and develop research design skills, and gain an understanding of the scientific methods of inquiry and the ethical considerations of research. This course prepares learners to critically analyze and apply research methodologies, validity, reliability, and other components of scientific research. **Prerequisite(s): PhD and MS Industrial/Organizational Psychology, MS Leadership Coaching Psychology, and MS Organizational Psychology learners must have completed PSY7620.**

PSY7656 - Advanced Research Methods (5 quarter credits). This course addresses advanced issues of research design and methodological consideration in the selection and execution of a research proposal. Relationships between problem formulation, hypothesis testing, sampling, data collection, and data analysis are covered in detail. The final project for this course is a research paper that may be applicable to a dissertation proposal. **Prerequisite(s): PSY7650. Cannot be fulfilled by transfer.**

PSY7657 - Advanced Quantitative Research Methods for Professional Psychology (5 quarter credits). In this course, learners develop advanced knowledge of quantitative research design methodology by studying the foundations, strategies, and practice of research in the field of professional psychology. Learners engage in the scholarly critical analysis of current quantitative research, construct their own quantitative research proposals, and exchange critical, constructive project feedback with their peers. Research designs developed in this course may form the basis for learners' dissertation proposals. **Prerequisite(s): PSY7650, PSY7625. Cannot be fulfilled by transfer.**

PSY7660 - Survey Construction and Administration (5 quarter credits). Learners in this course explore the conceptual and applied aspects of survey construction and administration processes. Course topics include comparative study designs (cross-sections versus panels); sampling techniques; data collection procedures and methods (face-to-face, telephone, paper, and Internet); survey question design that accurately measures behavior, attitude, and personality; data processing and analysis; results reporting; ethics of surveys; causal inference; and survey critiques. **Prerequisite(s): PSY7615, PSY7620.**

PSY7670 - Psychological Principles of Strategic Planning (5 quarter credits). In this course, learners examine the process of strategic planning, including developing organizational

missions, visions, and values. Learners study strategic planning models and identify leader responsibilities at the various stages of strategic plan development. Other course topics include integrating multicultural and multinational perspectives into strategic intent, establishing accountability for and evaluating the effectiveness of strategic plans, and the process of assessing, diagnosing, and implementing strategic plans.

Prerequisite(s): PSY5002, PSY7210, PSY7543, PSY7610, PSY7620, PSY7650.

PSY7690 - Leading Organizational Change (5 quarter credits). Learners in this course study and apply organizational change theories, models, and practices. Course topics include change and transition, systemic and incremental change, and organizational culture and multicultural influences on change. Learners also examine the ethical issues that change agents face. **Prerequisite(s): PSY7670.**

PSY8001 - Orientation to Professional Psychology (5 quarter credits). In this course, learners improve their ability to navigate the virtual campus and become familiar with library, career center, and writing center resources. This course requires the articulation of a professional identity based on doctoral-level training in psychology. Learners examine professional roles, organizations, specialization requirements, and codes of ethics in psychology. Learners choose a focused area of study within the field of psychology and identify the educational steps necessary to successfully complete the doctoral degree in their chosen specialization. **PSY8001 must be taken by PsyD learners in their first quarter. Cannot be fulfilled by transfer.**

PSY8002 - Orientation to Doctoral Learning in Psychology (5 quarter credits). In this course, learners improve their ability to navigate the virtual campus and become familiar with library, career center, and writing center resources. This course requires the articulation of a professional identity based on doctoral-level training in psychology. Learners examine professional roles, organizations, specialization requirements, and codes of ethics in psychology. Learners choose a focused area of study within the field of psychology and identify the educational steps necessary to successfully complete the PhD degree in their chosen specialization. **PSY8002 must be taken by PhD learners in their first quarter. Cannot be fulfilled by transfer.**

PSY8090 - Counseling Theories (5 quarter credits). This course presents an overview of major counseling theories, the assumptions that underlie them, and the historical and cultural contexts in which they developed. Learners explore counseling research, techniques, limitations, and ethics. Learners compare and contrast theories to create an integrated understanding of disparate counseling perspectives and apply theory to hypothetical client cases to foster their conceptualization skills.

Graduate Course Descriptions, *continued*

PSY8091 - Group Counseling (5 quarter credits).

In this course, learners explore the theories and techniques underlying the use of the group format in counseling. Learners examine the dynamics of group facilitation, therapeutic movement within groups, and group development. Additional topics include the use of groups across the intervention spectrum (prevention to tertiary), issues specific to particular populations, and integration of developmental theory within group counseling and co-facilitation. **Prerequisite(s):** *Learners taking this course must be enrolled in one of HASOP's professional psychology specializations.*

PSY8092 - Counseling Skills and Procedures (5 quarter credits).

This course provides an introduction to the fundamental skills and core conditions associated with effective counseling practice, from development of the therapeutic alliance through termination. Learners taking this course must be enrolled in one of HASOP's professional psychology specializations.

PSY8093 - Professional Standards and Ethics of Counseling (5 quarter credits).

Through the use of case studies, learners explore the application of professional and personal codes of ethics to the practice of counseling. Ethical guidelines applicable to the multiple professional roles associated with counseling are also explored. The course emphasizes strategies and methods for identifying ethical conflicts and the appropriate professional response. **Prerequisite(s):** *Learners taking this course must be enrolled in one of HASOP's professional psychology specializations.*

PSY8100 - Principles of Educational Psychology (5 quarter credits).

This course provides an introduction to the field of educational psychology with an emphasis on learning and instruction across the lifespan. Learners study the fundamental principles and historical and contemporary theories of learning and instruction supported by empirical psychology and education research and examine the effect of motivation and cognition and social and emotional influences on teaching and learning. **Prerequisite(s):** *PSY5002 or PSY8002.*

PSY8110 - Teaching Psychology (5 quarter credits).

This course is a review of traditional and current methods of formulating the objectives of instruction. Topics include examining student characteristics that affect learning; discussing basic learning processes; analyzing instructional variables that affect learning; selecting instructional methods, technologies, and materials; evaluating learning outcomes; and evaluating instructional methods and systems for their appropriateness in teaching psychology courses.

PSY8120 - Computer-Mediated Instruction/Learning (5 quarter credits).

This course focuses on the theories and applications of computer-mediated communication used to improve learning, productivity, and personal satisfaction in information processing and cognitive tasks. Learners evaluate the ways in which people learn, and apply appropriate theory and research strategies to develop computer-mediated communication processes. Learners also examine computer-based training and other distance learning techniques as well as available online instructional resources.

PSY8130 - Adult Learner in the Classroom (5 quarter credits).

This course reviews the special issues related to education of adult populations in traditional and distance education programming. Topics include learning styles, tenets of adult education, curriculum considerations in the design of adult education, implementing advanced technological methods, and uses for emerging technological developments.

PSY8140 - Mentoring Psychological Research (5 quarter credits).

This course covers the psychologist's role in teaching research design including execution, analysis of data, and interpretation of results. The course addresses the necessity of writing skills for preparing publication-ready manuscripts and emphasizes the collaborative and consultative roles necessary for successful adult learning.

PSY8150 - Exceptional Children in the Classroom (5 quarter credits).

In this course, learners examine different disabling conditions in children and adolescents and study their theoretical perspectives, characteristics, etiology, assessment, and remediation. Learners also explore recent trends in the field, research-based interventions, and the predominant special education law that impacts the practice of school psychology.

PSY8160 - Strategies for Career and Life Planning (5 quarter credits).

This course is a survey of current methods and criteria used in career development, placement, and follow-up. Career entry, mid-career transition, and the special needs of handicapped and disadvantaged populations receive special attention. Learners in the course also consider current theory and research in clinical, educational, and organizational settings.

PSY8162 - Career Counseling Theory (5 quarter credits).

This course presents a survey of the history of career counseling, the development of career counseling theory, and the basic tenets of current vocational psychology. It covers theories of career development, the relationship between training and vocation, and the application of career counseling interventions in various settings and among diverse populations. Learners are encouraged to participate in experiential exercises and discussion topics that may include disclosing information that is personal.

PSY8170 - Principles of Instructional Design (5 quarter credits).

This course presents methods of instructional design and the learning principles and cognitive information processes used to develop effective instructional design strategies. Learners critique course development and apply appropriate instructional design principles to ensure that course objectives are met. Learners also examine the importance of designing instructional strategies that meet the learning needs of individual students.

PSY8210 - Principles of Psychopathology (5 quarter credits).

The course is an examination of the assessment and treatment of various forms of psychopathology. Learners in the course review the etiology of psychopathology, current methods of psychological assessment, research on psychodynamics, and existing treatment methods. The politics of mental disorders, emerging diagnoses, and other contemporary issues are also addressed.

PSY8220 - Advanced Psychopathology (5 quarter credits).

Learners examine theory and research associated with major psychological disorders; the course emphasizes the transition from concepts and terminology of DSM-IV TR to actual clinical situations. Learners also examine in depth the concepts of psychopathology, focusing on areas related to the learner's practice emphasis. In particular, learners familiarize themselves with applications of theoretical concepts in a clinical setting. Additional topics include the controversy of "empirically validated" treatments, the interplay of social and biological factors in etiology and treatment, and a review of Axis I and II disorders.

Prerequisite(s): *PSY8210. Learners taking this course must be enrolled in one of HASOP's professional psychology specializations.*

PSY8230 - Psychological Testing (5 quarter credits).

Learners in this course apply theories and models of psychological testing to assessment of cognitive, achievement, and adaptive functioning. Learners use clinical interviews and mental status exams; administer, score, and interpret tests of cognitive, achievement, and adaptive functioning; and develop integrated assessment reports. Learners examine issues of diversity and ethics in cognitive, achievement and adaptive functioning assessment. **Learners taking this course must be enrolled in one of HASOP's professional psychology specializations. There is a residency requirement associated with this course. Test kits are required and are available for rental at psyttestkits@capella.edu. Prerequisite(s): PSY7610. Cannot be fulfilled by transfer.**

Graduate Course Descriptions, *continued*

PSY8233 - Psychological Assessments for School Psychologists I (5 quarter credits). In this course, learners develop the skills necessary for the correct administration and interpretation of norm-referenced intelligence tests (verbal and non-verbal) while simultaneously considering diagnostic issues within multiculturally diverse school populations and the established standards of educational and psychological testing. Learners synthesize norm-referenced assessments with observational assessments to develop recommendations that include research-supported interventions and create audience-appropriate psychological reports. The course covers measurement and measurement tools, including instruments used to assess cognitive function and intelligence. **For School Psychology learners only. There is a residency requirement associated with this course. Test kits are required and are available for rental at psytestkits@capella.edu. Prerequisite(s): PSY7610. Cannot be fulfilled by transfer.**

PSY8234 - Psychological Assessments for School Psychologists II (5 quarter credits). In this course, learners further develop the skills necessary for the correct administration and interpretation of norm-referenced intelligence tests (verbal and non-verbal), achievement tests, and adaptive functioning while simultaneously considering diagnostic issues within multiculturally diverse school populations and the established standards of educational and psychological testing. Learners synthesize norm-referenced assessments with observational assessments to develop recommendations that include research-supported interventions and create audience-appropriate psychological reports. The course covers measurement and measurement tools, including instruments used to assess cognitive function and intelligence, academic achievement, and adaptive functioning. **For School Psychology learners only. There is a residency requirement associated with this course. Test kits are required and are available for rental at psytestkits@capella.edu. Prerequisite(s): PSY8233. Cannot be fulfilled by transfer.**

PSY8235 - Psychological Assessments for School Psychologists III (5 quarter credits). Learners in this course demonstrate mastery of the diagnostic skills needed to assess the social-emotional functioning and personality of a multiculturally diverse population of school-age children. Learners conduct clinical interviews and behavioral observations; synthesize and interpret data from teachers, parents; and self-report behavior rating scales and objective and projective techniques. Learners score, interpret, and integrate assessment results to make recommendations and write psychological reports. **For Specialist Certificate in School Psychology learners only. There is a residency requirement associated with this course. Test kits are required and are available for rental at psytestkits@capella.edu. Prerequisite(s): PSY7610, PSY8233. Cannot be fulfilled by transfer.**

PSY8240 - Advanced Psychological Testing (5 quarter credits). Learners in this course apply theories and models of psychological testing to the assessment of personality dynamics and psychopathology. Learners focus on administration, scoring, and interpretation of measures of personality functioning, with an emphasis on the MMPI-2. Learners create integrated reports that include information gathered from interviews, cognitive, achievement and personality testing; make diagnoses; and develop treatment plans. Learners also examine issues of diversity and ethics in personality assessment. **Learners taking this course must be enrolled in one of HASOP's professional psychology specializations. There is a residency requirement associated with this course. Test kits are required and are available for rental at psytestkits@capella.edu. Prerequisite(s): PSY7610, PSY8230. Cannot be fulfilled by transfer.**

PSY8251 - Neuropsychological Assessment (5 quarter credits). Learners study current theory, methods, and research in neuropsychological assessment of mental disorders. Administration of test batteries and preparation of psychological reports are required in this course. **Prerequisite(s): PSY7610, PSY8230, PSY8240. Learners taking this course must be enrolled in one of HASOP's professional psychology specializations. Cannot be fulfilled by transfer.**

PSY8310 - Theories of Psychotherapy (5 quarter credits). Learners in this course critically analyze the clinical techniques and intervention methods associated with major psychotherapy approaches. Learners examine the historical context, underlying assumptions, and appropriate applications of each approach and investigate current research associated with the therapeutic effectiveness of psychotherapy. Learners also synthesize course concepts to create an integrated model of psychotherapy and explore legal considerations, empirical support, and personal beliefs and attitudes regarding issues of diversity.

PSY8312 - Clinical Interventions (5 quarter credits). Learners in this course explore and practice foundational skills used to apply clinical interventions, including establishing the therapeutic alliance, conducting clinical interviews, applying psychotherapeutic techniques, planning treatments, and providing feedback. Learners also examine other related course topics, including assessment of psychopathology and the implications of cultural competency and ethics on clinical work. **Learners taking this course must be enrolled in one of HASOP's professional psychology specializations. Prerequisite(s): PSY6310 or PSY8310.**

PSY8315 - Research in Psychotherapy and Empirically Supported Treatments (5 quarter credits). Learners in this course examine the scientifically derived foundation of empirically supported treatments and evidence-based practice in psychology. The course focuses on the ways generation and evaluation of research are relevant to psychological practice. Historical development, issues of ethics, measurement, and methodology for integration of research and practice are also addressed. The current APA policy, Evidence-Based Practice of Psychology, is reviewed in terms of best research evidence, clinical expertise, and client characteristics as they are relevant to effective practice.

PSY8322 - Advanced Group Psychotherapy (5 quarter credits). Learners in this advanced course enhance their knowledge of the historical development, major theories, current research, and clinical procedures of group counseling and psychotherapy. Course content includes the role of the leader and leadership styles, mechanics of co-therapy, group development, and methods of group intervention. Learners also become familiar with designing special function groups and handling critical incidents within groups. The course emphasizes developing clinical competence by applying theory and research to the group experience. **Prerequisite(s): Learners in the course are encouraged to participate in experiential exercises and discussion topics that may include disclosure of information that is personal. Learners taking this course must be enrolled in one of HASOP's professional psychology specializations.**

PSY8330 - Ethics and Standards of Professional Practice (5 quarter credits). In this course, learners examine the historical origins of professional ethics, including issues affecting education, psychotherapy, law, and institutional guidelines for protecting human participants in research. The current APA Ethical Principles of Psychologists and Code of Conduct and standards of practice for professional psychology are reviewed. Learners also work to identify effective methods for addressing ethical dilemmas and exploring current ethical issues in professional psychology.

PSY8331 - Principles of School Psychology (5 quarter credits). This course is an examination of the history and practice of school psychology and its current and evolving trends. Learners review the roles and functions of school psychologists, employment contexts, and professional evaluation and accountability. Learners also explore the practice of school psychology from an international perspective and examine the laws and regulations guiding the future of the profession.

Graduate Course Descriptions, *continued*

PSY8332 - Advanced Methods in School Psychology (5 quarter credits). In this course, learners explore major issues encountered by practicing school psychologists. Course topics include social functioning, violence in schools, school phobia, peer mediation, social skills instruction, and confidentiality and ethics. Learners also assess childhood disabilities and analyze the social and psychological needs of children who have them. **Prerequisite(s):** *This course is restricted to learners in the School Psychology certificate program.*

PSY8335 - Consultation and Collaboration in the School (5 quarter credits). In this course, learners examine approaches for effective consultation and collaboration within the school setting and develop an understanding of assessment outcomes and intervention implementation. Learners review and interpret results of assessments and formulate effective ways to communicate with teachers, school administrators, parents, and other support service providers.

PSY8336 - Organization and Operation of the School (5 quarter credits). Learners in this course focus on mastering the general education, special education, and other educational and related skills school psychologists need to be effective in their schools. Learners conduct a systems analysis of schools and other settings to determine how best to collaborate with individuals and groups in developing and maintaining policies and practices that foster effective, supportive, and safe learning environments.

PSY8337 - Legal and Ethical Issues in the School (5 quarter credits). In this course, learners apply professional codes of conduct to the practice of school psychology. Learners study federal laws governing school psychology practice and examine legal and ethical considerations of psycho-educational assessments, school-related interventions, and testing. Course topics include privacy, confidentiality, informed consent, duty to inform, and record keeping.

PSY8340 - Psychology and the Law (5 quarter credits). The primary focus of PSY8340 is to prepare learners for the advanced practical training covered in PSY8350 and PSY8360, emphasizing basic theoretical, ethical, and empirical bases of forensic psychology. This course also helps learners develop skills in forensic assessment methodologies. Topics include psychology's role in the judicial system, differences between clinical and forensic psychological practice, and parameters of ethical practice in forensic psychology. Basic functions of forensic practice in criminal, civil, juvenile, and family law contexts and basic principles of testimony are also addressed. **Prerequisite(s):** *PSY8210, PSY8230, PSY8240, PSY8330.*

PSY8350 - Techniques of Forensic Practice (5 quarter credits). The primary focus of PSY8350 is on the methodology and mechanics for performing different forensic activities including training in methodology. The course also focuses on practical applications and skill-building in different forensic practice areas. The course introduces forensic evaluation methodologies including competency to stand trial, insanity defense, child custody, fitness to parent, mitigating defenses, and recidivism. Evaluating malingering and understanding the guidelines for ethical practice are emphasized throughout the course. **Prerequisite(s):** *PSY8340.*

PSY8360 - Current Issues and Trends in Forensic Practice (5 quarter credits). Learners in this course analyze current issues within forensic psychology. The course emphasizes the application of scientific methods to forensic situations. Topics include eye-witness identification, legal decision making, forensic assessment and reporting, criminal defenses, profiling, polygraphy, risk assessment, jury composition, scientific jury selection, and other selected topics of interest to both the psychological and legal fields. **Prerequisite(s):** *PSY8210, PSY8230, PSY8240, PSY8340, PSY8350.*

PSY8361 - Online Teaching in Psychology Practicum (5 quarter credits). Learners in this course develop a pedagogical orientation to online teaching in psychology, including an understanding of academic scholarship. Learners participate in a supervised online teaching experience during which they demonstrate pedagogical, instructional, and academic engagement skills, strategies, and best practices. This course provides learners with the opportunity to develop an assessment of their professional and instructional competencies and an accompanying career-path plan. **Prerequisite(s):** *PSY8110; PSY8120 or PSY8170; and PSY8130. Cannot be fulfilled by transfer or petition.*

PSY8371 - Strategies of Clinical Supervision and Consultation (5 quarter credits). This course provides an overview of the theory, basic functions, and methods of clinical supervision and consultation. Topics include supervisory and consultative contracts and relationships, various styles of supervision and consultation, and the legal and ethical issues related to these services. Learners in the course review the research on supervision and consultation, and these findings are applied to service delivery. Learners are encouraged to develop their own theory and approach to clinical supervision. **Prerequisite(s):** *Learners taking this course must be enrolled in one of HASOP's professional psychology specializations.*

PSY8377 - School Psychology Practicum I (3 quarter credits). Practicum I is the first field training course and coincides with the learner's initial work with students, families, and staff in the school psychologist-in-training role. Throughout

this course learners use the information gained through research and previous course work. They apply theoretical understanding to real-life situations, analyzing their experiences and comparing them to best practice within the field. Learners should be able to identify their school setting's strengths as well as the challenges of meeting the needs of the children and families it serves. Learners should also be able to identify and describe ways in which their school setting ensures comprehensive service delivery. Upon successful completion of practicum, learners are prepared to move from shadowing, interviewing, and observing to a role in which they take on a more independent role as an intern under supervision. **Cannot be fulfilled by transfer.**

PSY8378 - School Psychology Practicum II (2 quarter credits). The second quarter of the school psychology practicum is a continuation of the integrated field experience of school psychology training, incorporating the academic and clinical skills learners have acquired, and building on the skills and knowledge from the first practicum course. In the second practicum course, learners spend less time observing their supervisor and more time practicing skills under close supervision. The full practicum experience and its two courses, School Psychology Practicum I and II, is conducted over two quarters for a total of 350 hours of direct and indirect activities at the field site. This experience gives learners the opportunity to observe and practice and participate in daily life in a school setting while under the guidance of an experienced school psychologist supervisor. The course also allows learners to synthesize these site experiences with academic knowledge from previous course work. The school psychology practicum prepares learners for the school psychology internship. **Prerequisite(s):** *PSY8150, PSY8235, PSY8332, PSY8337, PSY8377, and completion of all course work for the master's degree with a specialization in School Psychology. Cannot be fulfilled by transfer.*

PSY8385 - School Psychology Internship I (5 quarter credits). This course is taken concurrently with supervised clinical training experience. The purpose of this course is to integrate and apply skills that address the competencies of professional practice outlined by professional standards in the field. The internship provides supervision as well as formative and summative performance-based evaluation of the intern's work. The internship requires that learners work 1,200 hours (40 hours per week) in a school setting during one academic year. **Prerequisite(s):** *Completion of all required course work and residency requirements. Enrollment restricted to those whose internship application has been approved by the Clinical Training Office. Application deadline is at least three months prior to intended start date. Refer to the current manual for further details. Cannot be fulfilled by transfer.*

Graduate Course Descriptions, *continued*

PSY8386 - School Psychology Internship II (5 quarter credits). This course is a continuation of the previous quarter of internship, PSY8385. The purpose of this course is to integrate and apply skills that address the competencies of professional practice outlined by professional standards in the field. The internship provides supervision as well as formative and summative performance-based evaluation of the intern's work. The internship requires that learners work 1,200 hours (40 hours per week) in a school setting during one academic year. **Prerequisite(s): PSY8385. Cannot be fulfilled by transfer.**

PSY8387 - School Psychology Internship III (5 quarter credits). This course is a continuation of the previous two quarters of internship, PSY8385 and PSY8386. The purpose of this course is to integrate and apply skills that address the competencies of professional practice outlined by professional standards in the field. The internship provides supervision as well as formative and summative performance-based evaluation of the intern's work. The internship requires that learners work 1,200 hours (40 hours per week) in a school setting during one academic year. Successful completion of the internship is contingent upon passing a final portfolio review that reflects proficiency across competency areas. **Prerequisite(s): PSY8386. Cannot be fulfilled by transfer.**

PSY8392 - Doctoral Practicum I (5 quarter credits). Learners in the first practicum receive supervised training appropriate to the doctoral level in psychological testing, interviewing, assessment, intervention techniques, community consultation, and applied research in a setting selected by the learner and approved by the director of training. The online course emphasizes increased awareness of the learner's clinical strengths and limitations, psychological assessment and understanding of DSM-IV TR, introduction to treatment planning, case documentation, ethical issues, and working with specific clinical populations. **Learners taking this course must be enrolled in one of HASOP's professional specializations. Prerequisite(s): Approval of the practicum application by the director or associate director of clinical training. For Clinical Psychology: PSY8001, PSY7110, PSY7210, PSY7320, PSY7421, PSY7520, PSY7540, PSY8220, PSY8230, PSY8330. Cannot be fulfilled by transfer.**

PSY8394 - Doctoral Practicum II (5 quarter credits). The second practicum course provides continued supervised training in professional psychological issues with particular emphasis on DSM-IV TR Axis I conditions. As an addition to the field experience, the online course provides learners with the opportunity for in-depth examination of various psychopathological conditions appropriate for doctoral learners. **Prerequisite(s): PSY8392, PSY8240. Cannot be fulfilled by transfer.**

PSY8396 - Doctoral Practicum III (5 quarter credits). The third practicum course provides continued supervised training in professional psychology issues with particular emphasis on DSM-IV TR Axis II conditions, V codes, and other psychosocial concerns. As an addition to field experience the online course provides an opportunity for in-depth examination of various psychopathological conditions appropriate to the doctoral level. This course is designed for learners whose state regulatory or licensure boards require more than two academic quarters of practicum or for learners who want to extend their field training. **Prerequisite(s): PSY8394. Cannot be fulfilled by transfer.**

PSY8397 - Advanced Practicum (5 quarter credits). This course offers continued supervised training in professional psychology issues with particular emphasis on case presentations. The course also provides an opportunity to develop case presentations and to consult with colleagues about treatment issues. In addition, the course facilitates in-depth examination of various psychopathological conditions and treatment issues. **Prerequisite(s): PSY8396. Cannot be fulfilled by transfer.**

PSY8401 - Internship I (5 quarter credits). In internship, learners work with a range of clients in various institutions and settings. The course emphasizes academic psychology principles, development of diagnostic and clinical skills, and clarification of personal strengths and limitations as a clinician. **Prerequisite(s): PSY8394. Completion of all course work including practicum course(s) and approval of the internship application by the director of clinical training. Refer to the current manual for further details. Enrollment in a doctoral program in Clinical Psychology. Cannot be fulfilled by transfer.**

PSY8402 - Internship II (5 quarter credits). This course is a continuation of the previous quarter of internship, PSY8401. **Prerequisite(s): PSY8401. Cannot be fulfilled by transfer.**

PSY8403 - Internship III (5 quarter credits). This course is a continuation of the previous quarter of internship, PSY8402. **Prerequisite(s): PSY8401, PSY8402. Cannot be fulfilled by transfer.**

PSY8404 - Internship IV (5 quarter credits). This course is a continuation of the previous quarter of internship, PSY8403. **Prerequisite(s): PSY8401, PSY8402, PSY8403. Cannot be fulfilled by transfer.**

PSY8410 - Substance-Related Therapies (5 quarter credits). This course presents various approaches to substance-related treatment, including assessment and diagnostic issues. Learners study in- and out-patient treatment programming; self-help group therapy; and individual, group, and family-based treatments. Learners also examine ways the community and other resources can be used to treat substance-related behavior and analyze current trends and changes in service delivery. **Prerequisite(s): PSY7310, PSY7330, PSY7510, PSY7610, PSY7650, PSY8210, PSY8330.**

PSY8420 - Multicultural Issues in Addiction (5 quarter credits). In this course, learners examine ethnic and cultural issues that influence the etiology, perception, and treatment of compulsive and addictive behavior. Topics include the need for specialized treatments and training, the needs of various special populations, the impact of racial identity on self-perception, and culture-specific methods of treatment. The course emphasizes applying scientific research and theory to clinical work.

PSY8430 - Issues and Trends in Addiction-Related Treatments (5 quarter credits). This course presents current addiction research, clinical trends, and substantive field-related issues. Learners use evidence-based practice and practice-based evidence to examine ways of identifying and defining substance-related problems and behaviors with addictive features and to explore pharmacologic and other emerging treatment approaches. Other course topics include managed care, mental health parity, Internet resources used in addiction training and treatment, and the changing role of the counselor in the addiction field.

PSY8440 - Substance-Related Program Evaluation (5 quarter credits). This course covers various methods used to evaluate substance-related treatment programs. Learners examine quasi-experimental designs, study sampling procedures, and analyze program evaluation and ethical field research-related issues. **Prerequisite(s): PSY7543; PSY7650 or PSY7656.**

PSY8450 - Compulsive Behavior and the Disturbance of the Self (5 quarter credits). This course defines the nature of addictive and compulsive behavior problems; learners in the course discuss the development of the addiction model and its tenets and review the literature regarding the validity and efficacy of treatment approaches based on the addiction model. Alternatives to the addiction model are discussed, including cognitive behavior therapy. The course provides a detailed examination of the psychodynamically oriented Compulsive Behavior Model.

Graduate Course Descriptions, *continued*

PSY8460 - Dual Diagnosis (5 quarter credits). This course addresses the complexities of comorbidity, diagnosis, and treatment of clients with various substance-related disorders and other mental illnesses, and emphasizes application of scientific research in clinical and programmatic settings. Learners review current research and theory on the etiology, psychodynamics, and treatment of individuals with comorbid disorders and examine specific methods of psychotherapy and the role of pharmacotherapy in their treatment. Learners also evaluate case studies to develop applications skills needed to work with individuals with comorbid features in research and other face-to-face settings. **Prerequisite(s): PSY8210, PSY8410.**

PSY8510 - Family Systems Theories (5 quarter credits). Families are studied as systems from theoretical, clinical, and research perspectives. The course emphasizes family development, family transitions, assessment, and intervention. Learners in the course explore systems-oriented assessment models as well as strategies for initial interviews, hypothesis formulation, strategy design for intervention, and the process of termination.

PSY8520 - Couples Therapy (5 quarter credits). This course is an overview of theory and research on marriage and the couple relationship in contemporary society. Topics include relationship development, maintenance, and termination; conflict-resolution skills; communication styles and skills; couple adjustment and assessment of interpersonal relationships; cultural variations; and issues related to gender. Major approaches to couples therapy are reviewed.

PSY8530 - Family Therapy (5 quarter credits). This course is an analysis and comparative study of the prominent schools of thought within the field of family psychology, their tenets, therapeutic strategies, and techniques. Structural, strategic, trans-generational, behavioral, communication, and analytical approaches to family therapy are discussed.

PSY8540 - Current Issues and Methods in Family Research (5 quarter credits). This course provides learners with an overview of family variables, complexities of family research design, data collection, and analysis. Topics include current scales of measurement, validity and reliability, experimental and non-experimental designs, and approaches to integrating clinical research and practice. Special attention is given to current factors in family research. **Prerequisite(s): PSY8510 or PSY8530.**

PSY8550 - Bereavement and Loss Therapy (5 quarter credits). This course covers the process of dealing with expected and traumatic losses as well as the impediments to that process. Topics include phases of bereavement, special issues related to suicide survivorship, coping with loss following chronic illness, the role of emotion in

the grief process, and the clinical methods of bereavement treatment. Current theory, relevant research, and application to clinical, educational, and organizational settings are considered in this course.

PSY8560 - Principles of Family Pathology (5 quarter credits). This course offers a conceptualization of pathology based on a family systems model. The etiology and maintenance of pathology are presented as a function of family interaction and family structure rather than individual dynamics. Topics include styles of family interaction, family boundaries, family roles, and the family life cycle.

PSY8570 - Family Systems Approach to Addictive Behavior Problems (5 quarter credits). Learners in this course examine current theory and research on family dynamics and treatment methods of addictive and compulsive behavior problems. The course covers a variety of theoretical approaches to treatment including the disease model, brief therapy, structural/strategic therapy, and psychoanalytically oriented treatment. Topics include the role of family in the etiology, maintenance, and treatment of various problems; emerging approaches to family interventions; the role of self-help groups in family intervention; and ethical issues related to family treatment of addictive and compulsive problems.

PSY8610 - Principles of Health Psychology (5 quarter credits). This course is a review of behavioral and biomedical theory and research with the objective of understanding the contributions of psychological factors to the prevention, diagnosis, and treatment of disease and illness. Topics include psychosocial factors contributing to health and disease, health promotion, mind-body relationships, and psychological approaches to the prevention and treatment of physical illness. Cognitive and behavioral interventions for health-related problems and the collaborative roles of medical specialists and psychologists are emphasized.

PSY8630 - Health Care Delivery (5 quarter credits). Learners in this course examine the role of the psychologist as a health care provider within managed health care. Consultative and collaborative roles for the psychologist are reviewed and learners explore working in an integrated and interdisciplinary team and alternative health care delivery models.

PSY8640 - Community Psychology (5 quarter credits). This course addresses the role of the psychologist as an agent of change in the community. Social change strategies that community-oriented psychologists can use in facilitating community improvements and alleviating adverse social conditions are given special attention. Legal, social policy, medical, familial, and psychological viewpoints are

considered in the analysis of community problems and their prevention. Other topics include child abuse, delinquency, crime, poverty, powerlessness, inadequate social support, and forms of discrimination.

PSY8650 - Innovative Health Care Practices (5 quarter credits). This course is an examination of the emerging trends in health practices. Topics include integrating spiritual resources into treatment, "alternative" therapies, current issues in mind/body relationships, and the impact of managed care in the delivery of psychological services. Interdisciplinary practice and collaborative relationships are emphasized.

PSY8660 - Coping with Chronic Physical Illness (5 quarter credits). This course examines the psychological impact of a variety of medical conditions and their bio-psycho-social etiologies and treatments. Emphasis is placed on the role of the interdisciplinary team in treatment planning and implementation. Medical conditions addressed in the course include pain syndromes such as headaches, back pain, gastrointestinal disorders, auto-immune, and other chronic diseases.

PSY8670 - Cognitive/Affective Basis of Physical Illness (5 quarter credits). This course emphasizes the assessment and treatment of psychosomatic conditions from a cognitive/affective perspective. Learners explore the ways assessment and treatment interventions from this perspective are applied to patients with acute and chronic conditions housed both in medical care facilities and treated as out-patients. The use of self-instruction strategies, relaxation techniques, imagery, meditation, hypnosis, and other stress management strategies are reviewed.

PSY8711 - Principles of Industrial/Organizational Psychology (5 quarter credits). In this course, learners identify and confirm theories and research of industrial/organizational psychology. Learners examine the various psychological constructs affecting individuals, groups, teams, and organizations in the workplace. Learners also evaluate the differences between industrial and organizational psychology and explore various assessment methods, models, and interventions applicable across workplace settings.

PSY8720 - Psychology of Leadership (5 quarter credits). This course provides a comprehensive review of various leadership theories and models. Learners evaluate historic and current leadership theories; identify their applications to clinical, counseling, educational, organizational, and sports settings; and apply them to their professional practice. Learners also analyze the process of leader development and explore the influence of the leader, group, task, and context on the process of leadership. Course topics include team building and leading, leader development, leadership styles, and multicultural issues relevant to leadership in various settings.

Graduate Course Descriptions, *continued*

PSY8721 - Introduction to Business Practices for Psychologists (5 quarter credits). In this course, learners analyze business models and the effects of business structure and processes within specific settings on coaching performance. Learners also examine internal and external issues affecting business professions, including organizational change and transition. **Prerequisite(s): PSY7650.**

PSY8730 - Consultation Psychology (5 quarter credits). Learners in this course explore the variety of roles and interventions that engage psychological consultants in an applied setting. Learners examine psychological consultants' contributions to clinical, educational, industrial, and organizational settings and demonstrate the competencies required to evaluate and conduct psychological consultative services through applied case work, practice, self-appraisal, feedback, and discussion. Other course topics include current consultation theories, consultation ethics, models of consultation research, and the dynamics of the consultant-client relationship.

PSY8740 - Psychology Practices in Personnel and Human Resource Management (5 quarter credits). This course provides a broad overview of psychologically based methods, tools, and practices used in personnel psychology and human resource management. Learners identify the underlying psychological theories and approaches applicable to personnel and HRM practice and synthesize these theories to develop enhanced application and scholarship. Course topics include needs assessment, personnel selection, job analysis, performance management and appraisal, organizational effectiveness, motivation, training and development, competency development, and quality management.

PSY8750 - Managing Psychological Services (5 quarter credits). This course addresses the current challenges of managing psychological services and is designed to assist learners with the business components and professional standards of establishing a practice. Learners examine the theories, models, and practices used in the consultation process and explore practical psychological services issues, such as marketing a practice, developing proposals, and managing risk. Learners also evaluate various psychological processes and services that can be applied in organizational, educational, and clinical settings and the cultural and ethical issues associated with developing psychological services.

PSY8760 - Vocational Psychology (5 quarter credits). This course is a comprehensive review of major theories and research in vocational psychology and implications for the work of the counseling and consulting psychologist. In this course, learners study an individual's occupational behavior, occupational choice, and motivational development surrounding work choice patterns. Industrial/organizational practitioners, psychologists, and career counselors are the primary audiences for this course, which combines industrial/organizational psychology with vocational counseling.

PSY8763 - Program Evaluation (5 quarter credits). This course provides an examination of the theories, techniques, methods, and processes of program evaluation. Learners synthesize the knowledge and skills gained from prior course work to design, implement, and communicate the results of a simulated program evaluation. **Prerequisite(s): PSY7620.**

PSY8765 - Testing and Assessment in Workplace Psychology (5 quarter credits). Learners in this course review relevant theories and research methods of workplace psychology, coaching, and consultation assessment. Learners study the assessment process, identify assessment tools and their applications, and examine how to evaluate and deliver assessment feedback. Topics include individual, group, and organizational assessment, psychometric testing, as well as quantitative/qualitative principles and research methods. **Prerequisite(s): PSY7610.**

PSY8768 - Theory and Practice of Psychological Coaching (5 quarter credits). Learners in this course study the psychological underpinnings, theoretical framework, and foundational elements of evidence-based coaching. Learners explore the stages of the coaching relationship and determine effective coaching frameworks to apply in different contexts, including positive, humanistic, individual, group, multidimensional, behavioral, developmental, cognitive, psychoanalytic, and systems-based perspectives. Learners also identify ethical and multicultural issues related to evidence-based coaching. **Prerequisite(s): PSY7610.**

PSY8770 - Psychology of Motivation and Performance (5 quarter credits). In this course, learners explore various psychological theories, concepts, and principles of motivation. Learners evaluate the factors of motivation that influence personal and professional performance, success, and satisfaction. Learners also synthesize research in order to identify, assess, and integrate motivational strategies and apply models of performance enhancement.

PSY8780 - Psychology of Organizational Ergonomics in the Workplace (5 quarter credits). Learners in this course explore ergonomics and its roots in engineering, psychology, and physiology. Learners investigate the impact of technology, the environment, and ergonomics of work on the various psychological processes that contribute to motivated, productive, and satisfied employees.

PSY8785 - Compensation and Benefits Planning Psychology (5 quarter credits). This course emphasizes workplace compensation issues and benefits planning, and addresses current trends in compensation issues, the process of job evaluation, establishing pay rates, and conducting salary surveys. The psychology of employee benefits planning, insurance programs and services, retirement planning, Employee Assistance Programs, workplace options, and flexible workplace programs are also addressed.

PSY8790 - Workplace Safety and Health Psychology (5 quarter credits). This course addresses contemporary issues relevant to employee safety and health environments in the workplace setting. Topics include Occupational Safety and Health Administration awareness, management's commitment to a safe work environment, conducting safety surveys, critical incidents, preventing accidents, and health issues and interventions found in workplace environments and occupational settings.

PSY8810 - Geriatric Psychology (5 quarter credits). Age-related cognitive and personality changes in the elderly are examined, along with an analyses of the causes and mechanisms of aging. Content includes interpersonal relationships between the aged individual and significant others (especially family members) and the importance of these relationships for further development and aging. Learners also explore psychological interventions appropriate to the treatment of disorders of the elderly, current research supporting treatment of cognitive dysfunction in the aged, and the characteristics of successful aging.

PSY8820 - Research in the Aging Process (5 quarter credits). This course is a comprehensive review of past and current research as well as research methods and trends in the area of aging. Topics include biological factors, cognitive and personality changes, interpersonal and family relationships, spiritual concerns, and relevant medical factors. Factors that facilitate successful negotiation of age-related issues receive special attention. Learners examine aspects of human aging both in contemporary American society and cross-cultural and ethnic perspectives.

PSY8840 - Principles of Sport Psychology (5 quarter credits). An overview of the field of sport psychology, this course covers a broad range of topics, including personality, attention, anxiety and arousal, arousal adjustment strategies, cognitive-behavioral intervention, causal attribution, motivation, self-confidence, psychology, and social issues of sport. Learners who complete this course gain a comprehensive understanding of sport psychology. **Prerequisite(s): PSY7411.**

PSY8841 - Performance Enhancement in Sports (5 quarter credits). Learners in this course examine the mechanisms athletes use to exceed their perceived physical and mental limitations. Learners also begin to apply performance enhancement theories and techniques to help clients' improve athletic performance. Topics include strategies such as visualization, meditation, hypnosis, autogenic training, biofeedback, and progressive relaxation. **Prerequisite(s): PSY8840.**

Graduate Course Descriptions, *continued*

PSY8842 - Applied Sport Psychology (5 quarter credits). Learners in this course explore methods of applying fundamental sport psychology concepts to their chosen profession. Learners consider ethical issues, their personal approach to sport psychology practice, and ways to use research to inform their work. Learners also examine the significance of working with diverse populations and expanding their areas of expertise.

Prerequisite(s): PSY8841.

PSY8845 - Current Issues in Sport Psychology (5 quarter credits). In this course, learners critically analyze the research, theories, and practices of sport psychology. Learners examine current issues in sports and explore ways to ethically and professionally apply sport psychology practices to educate sports participants and improve the performance of athletes. **Prerequisite(s): PSY8842.**

PSY8990 - Independent Readings (5 quarter credits). This course allows learners to read about and critically analyze specific topics in psychology in greater depth under the guidance of the course instructor. **May only be taken once.**

PSY8991 - Selected Topics in Psychology (1 quarter credit). This course is intended to supplement one four-credit elective from outside Capella's Harold Abel School of Psychology. Learners select a topic from the four-credit course and develop it for further study. Learners explore professional literature and apply theory and research to produce a project that supports the relevance and application of the selected topic to their specialization. **Course may be repeated for credit.**

PSY8992 - Selected Topics in Psychology (2 quarter credits). This course is intended to be taken concurrently with two four-credit elective courses from outside Capella's Harold Abel School of Psychology. Learners select a topic from each of the four-credit courses and develop it for further study. Learners explore professional literature and apply theory and research to produce projects that support the relevance and application of the selected topics to their specialization. **Course may be repeated for credit.**

PSY8993 - Selected Topics in Psychology (3 quarter credits). This course is intended to be taken concurrently with three four-credit elective courses from outside Capella's Harold Abel School of Psychology. Learners select a topic from each of the four-credit courses and develop it for further study. Learners explore professional literature and apply theory and research to produce projects that support the relevance and application of the selected topics to their specialization. **Course may be repeated for credit.**

PSY9919 - Doctoral Comprehensive Examination (5 quarter credits). This course includes an overview of the comprehensive examination process, the university's expectations of academic honesty and integrity, the three core themes of the examination, and the evaluation criteria. The courseroom mentor provides three questions addressing the core themes. Learners write answers to the comprehensive examination questions. Answers are evaluated by faculty readers using point-scale scoring rubrics. Upon passing the comprehensive examination, learners are eligible to enroll in the first dissertation course. **Grading for this course is S/NS. Prerequisite(s): Completion of all required and elective course work with a cumulative GPA of 3.0 or better. Completion of practicum courses, if applicable. Fulfillment of all residency requirements. Cannot be fulfilled by transfer.**

PSY9920 - Dissertation Courseroom (non-credit). This course provides learners with resources, guidance, and peer and mentor support during each dissertation course as they complete the required milestones. **Grading for this course is R/NS. Prerequisite(s): PSY9919. Cannot be fulfilled by transfer.**

PSY9921–PSY9950 - Dissertation Research 1–Dissertation Research 30 (5 quarter credits each). Learners complete the required dissertation milestones and prepare their dissertation for publication. **Grading for these courses is R/NS. Courses must be taken in sequence. Prerequisite(s): PSY9919 and concurrent enrollment in PSY9920. Cannot be fulfilled by transfer.**

Harold Abel School of Psychology Residential Colloquium Courses

COL-R8921 - PhD Residential Colloquium Track I (non-credit). In the first residential colloquium, learners interact with peers and faculty as they participate in online courseroom and in-person activities that emphasize assessment and practice of academic and intellectual skill sets essential to progressing through doctoral program course work. Learners engage in self-reflection practices and participate in learning experiences that address the doctoral critical-thinking, research, and professional communication competencies associated with becoming a scholar-practitioner. Learners in academic psychology specializations attend this residential colloquium before completing 36 earned and transferred credits. All other learners attend this residential colloquium during their first quarter of enrollment or before completing 56 earned and transferred credits.

COL-R8922 - PhD Residential Colloquium Track II (non-credit). In the second residential colloquium, learners interact with peers and faculty as they participate in online courseroom and in-person activities that emphasize applying the research process to their chosen discipline. Learners expand their intellectual applications and analysis skills and the doctoral critical-thinking, research, and professional communication competencies associated with becoming a scholar-practitioner. Learners in academic psychology specializations attend this residential colloquium while completing 37–60 credits. All other learners attend this residential colloquium while completing 57–72 credits of required course work. **Prerequisite(s): COL-R8921.**

COL-R8923 - PhD Residential Colloquium Track III (non-credit). In the third residential colloquium, learners interact with peers and faculty as they participate in online courseroom and in-person activities that emphasize expanding and applying doctoral competencies to the independent research phase of the program in preparation for the comprehensive examination and dissertation. Learners continue to strengthen the doctoral critical-thinking, research, and professional communication competencies associated with becoming a scholar-practitioner and focus on using intellectual and academic skill sets to synthesize and analyze theory and research as leaders in the discipline. Learners in academic psychology specializations attend this residential colloquium while completing 61–95 credits. All other learners attend this residential colloquium while completing 73–96 credits as a prerequisite for the comprehensive examination. **Prerequisite(s): COL-R8922.**

Graduate Course Descriptions, *continued*

PSY-R6161 - Psychology MS Residential Colloquium Track I (non-credit). Through residential colloquia, Capella learners gain a stronger sense of academic community by networking and discussing course work, projects, and research issues face-to-face with fellow learners and faculty. This experience provides a learning environment that fosters the application of knowledge and critical-thinking skills to professional practice. Track I offers labs in clinical relationship building, interviewing, and intervention.

PSY-R6162 - Psychology MS Residential Colloquium Track II (non-credit). Through residential colloquia, Capella learners gain a stronger sense of academic community by networking and discussing course work, projects, and research issues face-to-face with fellow learners and faculty. This experience provides a learning environment that fosters the application of knowledge and critical-thinking skills to professional practice. Track II offers labs in psychological assessment.

PSY-R6163 - Psychology MS Residential Colloquium Track III (non-credit). Through residential colloquia, Capella learners gain a stronger sense of academic community by networking and discussing course work, projects, and research issues face-to-face with fellow learners and faculty. This experience provides a learning environment that fosters the application of knowledge and critical-thinking skills to professional practice. Track III offers labs in applying cultural competence and ethical principles to psychological interventions.

Harold Abel School of Psychology School Psychology Year-in-Residence Courses

PSY-R6580 - Orientation and Professional Issues. This opening weekend is the beginning of the School Psychology year-in-residence. It initiates the process of cohort formation and group cohesion and orients learners to year-in-residence activities, requirements, and logistics. Learners study a variety of concepts and participate in activities aimed at developing their professional identity as a psychologist and scholar-practitioner. **Prerequisite(s):** PSY5004, PSY7610, PSY8233. *This prerequisite applies only to MS School Psychology learners who matriculated in July 2005 or later.*

PSY-R6581 - Assessment. Learners in this residency observe testing sessions, score test results, take notes from faculty presentations, and engage in mock testing sessions. Learners gain valuable skills in conducting standardized academic and intellectual assessments and scoring and interpreting test results. Learners also study the ethical principles associated with the practice of school psychology. **Prerequisite(s):** PSY5004, PSY7610, PSY8233, PSY-R6580. *This prerequisite applies only to MS School Psychology learners who matriculated in July 2005 or later.*

PSY-R6582 - Interventions and Response to Intervention. In this residency, learners develop the skills school psychologists need to coordinate and consolidate efforts at the school site that ultimately help children learn. In particular, learners acquire skills in academic intervention development and implementation and response to intervention (RTI) in an efficient and effective manner, using a school instructional team approach. Learners also examine ways to provide support for teachers, students, and parents and to assist in developing intervention strategies that help teachers generalize interventions and activities. Learners also study the ethical principles associated with the practice of school psychology. **Prerequisite(s):** PSY-R6580, PSY-R6581.

PSY-R6583 - Assessments: Nonverbal. This residency includes an assessment review of previously taught academic and achievement measures. Through mock testing and supervised observation and feedback from experienced professional psychologists and peers, learners continue to develop skills in administering assessment instruments, following test administration procedures, handling test materials appropriately, maintaining a neutral test environment, and encouraging full “testee” cooperation. Learners are introduced to and practice the skills needed for scoring, interpreting, and presenting nonverbal assessment results to teachers, parents, and other professionals. Learners also study the ethical principles associated with the practice of school psychology. **Prerequisite(s):** PSY-R6580, PSY-R6581, PSY-R6582.

PSY-R6584 - Counseling. This residency includes counseling skill development, interviewing, and assessment review. Learners participate in P–12 role-play scenarios to develop and strengthen their counseling skills, including those used in establishing a structure for and guiding group and individual counseling sessions; counseling special needs students; and working in multicultural settings. Learners also review assessment instruments; explore the parameters of counseling conducted by school psychologists, including state and federal legal requirements; and study the ethical principles associated with the practice of school psychology. **Prerequisite(s):** PSY-R6580, PSY-R6581, PSY-R6582, PSY-R6583.

PSY-R6585 - Behavior. This residency includes functional behavior assessment, behavior improvement planning, data gathering and graphing procedures, and assessment review. Learners discuss cases and interventions and develop skills in applied behavior analysis. Learners also study the ethical principles associated with the practice of school psychology. **Prerequisite(s):** PSY-R6580, PSY-R6581, PSY-R6582, PSY-R6583, PSY-R6584.

PSY-R6586 - Personality and Behavior Assessment. Learners in this residency study personality and behavior assessment, and behavior interventions. In particular, learners examine the Behavior Assessment System for Children, Second Edition (BASC-2); the Achenbach System of Empirically Based Assessment (ASEBA), including the Child Behavior Checklist and Teacher Report Form; Conners’ Rating Scales-Revised (CRSR); the Kinetic Drawing System for Family and School; and the House-Tree-Person (H-T-P), Roberts-2, and sentence completion tests. Learners work individually and in small groups to score measures of personality and behavior and interpret the results and provide a written summary of their findings. Learners gain skills in conducting clinical interviews and behavioral observations; synthesizing and interpreting data from teacher, parent, and self-report behavior rating scales using objective and projective techniques; and scoring, interpreting, and integrating the results to make recommendations and write psychological reports. Learners also analyze student case studies exhibiting Attention Deficit Hyperactivity Disorder (ADHD), Oppositional Defiant Disorder (ODD), depression, anxiety, and conduct disorders and study the ethical principles associated with the practice of school psychology. **Prerequisite(s):** PSY-R6580, PSY-R6581, PSY-R6582, PSY-R6583, PSY-R6584, PSY-R6585.

PSY-R6587 - Report Writing and Behavior Interventions. The focus of this residency is report writing, assessment review, and behavior intervention and includes an analysis of Individual Education Programs (IEPs) and special education identifications. Learners explore the various sections and characteristics of psychological/psycho-educational reports and examine the skills and principles needed to write them. Learners engage in report writing practice sessions, individually with the instructor and in small groups. Learners gain experience developing interventions for students with internalizing and externalizing disorders, social skills training programs for preschool and adolescent students, and a parent training curriculum to help them manage their children’s problem behavior. Learners also study the ethical principles associated with the practice of school psychology. **Prerequisite(s):** PSY-R6580, PSY-R6581, PSY-R6582, PSY-R6583, PSY-R6584, PSY-R6585, PSY-R6586.

PSY-R6588 - Comprehensive Learner Assessment. This residency is for Specialist Certificate in School Psychology learners. It includes the portfolio review, an assessment demonstration of the Wechsler Intelligence Scale for Children (WISC-IV) and the Woodcock-Johnson Third Edition (WJ-III), and the comprehensive examination of the National Association of School Psychologists (NASP) practice domains. **Prerequisite(s):** PSY-R6580, PSY-R6581, PSY-R6582, PSY-R6583, PSY-R6584, PSY-R6585, PSY-R6586, PSY-R6587.

Graduate Course Descriptions, *continued*

PSY-R6589 -Treatment Planning and Recommendations. In this residency, learners explore treatment planning and behavior intervention, including of Individual Education Programs (IEPs) and special education identifications. Learners develop school supervisory skills and skills needed to present assessment and evaluation data in a narrative format. Learners analyze treatment plan formats and work on case studies individually and in groups. Learners also study the ethical principles associated with the practice of school psychology. Completing PSY-R6589 is contingent on passing the formative portfolio review during the residency.
Prerequisite(s): PSY-R6580, PSY-R6581, PSY-R6582, PSY-R6583, PSY-R6584, PSY-R6585, PSY-R6586, PSY-R6587, PSY-R6588.

Harold Abel School of Psychology Clinical Psychology Year-in-Residence Courses

PSY-R8360 - Professional Issues in Clinical Psychology and Residency Preparation. In the opening weekend of the clinical year-in-residence, learners are oriented to year-in-residence activities, requirements, and logistics. During the weekend, learners are introduced to concepts and activities that develop the learner's professional identity as a psychologist and as a scholar-practitioner and that initiate the process of cohort-formation and group cohesion.

PSY-R8361 - Extended Seminar I: Relationships, Assessment, and Professional Issues. The extended seminar plays an important role in socializing learners into careers in the profession of psychology as well as increasing and extending learners' knowledge and skill competencies. The professional issues weekend and accompanying two weeks include presentations, lectures, discussion groups, and small group labs that offer experiential training in counseling/psychotherapy and assessment skills. Learners have opportunities for individual mentoring, advising, and attending meetings involving all clinical learners as well as learners from other specializations in the school of psychology. Learners and faculty hear guest speakers, attend evening programs, and engage in social activities that contribute to networking.

Week I - Relationship: Interviewing and Constructive Working Alliances. Learners explore basic individual counseling and psychotherapy skills and factors that contribute to empirically supported relationships. Role plays and feedback sessions train learners to develop a therapeutic alliance with clients as well as collegial interactions that support professional relationships.

Week II - Assessment: Test Administration, Scoring, and Interpretation. In small groups, instructors demonstrate test administration, scoring, and interpretation. In pairs, learners practice intensively, acquiring beginning assessment skills. Learners explore test selection, psychometric properties such as reliability and validity, and target populations within the context of ethical and effective assessment procedures.

PSY-R8362 - Ethics and Standards of Professional Practice. Learners explore ethics and standards of professional practice through lectures, role play, and discussion. Learners study the APA Ethical Principles of Psychologists and Codes of Conduct and the differences between ethics and mental health law. Using case studies and relevant experiential materials, learners discuss possible ethical violations and practice methods that are successful for preventing ethical violations. Learners develop problem-solving strategies to resolve professional, legal, and ethical dilemmas.

PSY-R8363 - Assessment: Diagnosis, Case Formulation, and Treatment Planning. In this weekend-in-residence, lectures and small group discussions focus on case formulation and development of a differential diagnosis as a working hypothesis that incorporates developmental, biological, and cognitive/affective factors. The residency includes discussion of case studies and the use of different theoretical approaches to case formulation and treatment. Using prior records, interviews, and test results contributes to the evaluation process with attention given to oral and written communication of diagnostic conclusions. Learners apply these skills as they work with individuals, families, and couples and as they incorporate their use of the current DSM-IV TR. Through role play, learners demonstrate the ability to form a therapeutic alliance, communicate the conceptualization of the problem, the treatment plan, and the selection of interventions to clients and other professionals.

PSY-R8364 - Intervention: Treatment Implementation. Learners explore ways to implement empirically supported treatments that are derived from case formulation and differential diagnosis. Activities include group discussions regarding theoretical approaches to treatment implementation and derived outcome measures. Through role play, learners demonstrate the ability to maintain a therapeutic alliance and to communicate a treatment plan and amendment of therapeutic goals to clients and to professionals. Learners develop clinical skills that help individuals, families, and couples progress toward mutually agreed-on therapy goals. Learners demonstrate the ability to modify diagnostic hypotheses with each therapeutic intervention in order to accommodate additional input.

PSY-R8365 - Diversity: Individual Differences. In this weekend-in-residence, learners explore issues of diversity, culture, and individual differences that must be incorporated into all aspects of professional functioning in psychology. Lectures and small and large group discussions emphasize personal reflection and self-monitoring regarding diversity issues and developing personally tailored strategies to acquire sensitivity to diversity issues about which learners or professionals may not be knowledgeable.

PSY-R8366 - Assessment: Cognitive, Achievement, and Adaptive Testing. In this weekend-in-residence, learners practice administering, scoring, and interpreting a battery of psychological tests assessing intelligence, achievement, and adaptive or developmental abilities. Working in pairs, learners act as examiner and test taker to gain practical experience. Scoring exercises increase their ability to properly score responses and to calculate protocol scores. Learners gain report writing techniques that integrate results in support of a diagnostic impression and implications for a treatment plan.

PSY-R8367 - Assessment: Personality Testing. In this weekend-in-residence, learners acquire hands-on experience in scoring, analyzing, interpreting, and integrating select psychological test profiles/data. Learners integrate results from a complete battery to support a diagnostic impression and implement a treatment plan. Learners explore report writing techniques to produce a succinct, accurate report.

PSY-R8368 - Assessment: Neuropsychological Testing. Clinical neuropsychology is a highly specialized area of practice within the profession of clinical psychology. In this weekend-in-residence, learners gain a solid foundation for recognizing diagnostic evidence that requires further neuropsychological assessment. Learners assimilate knowledge of neuroanatomy, neuropathology, and neuropsychological assessment processes as well as a working knowledge of neurological assessment instruments and administrative procedures and their diagnostic value.

Graduate Course Descriptions, *continued*

PSY-R8369 - Research and Evaluation. The scholar-practitioner model emphasizes skills necessary to support the tradition of empirically supported knowledge, theories, and systems in psychology and to conduct outcome evaluations of programs and interventions for their effectiveness. In this weekend-in-residence, learner lectures and small and large group discussions emphasize critical analysis of professional literature for appropriate research designs and statistical analysis. Learners demonstrate their ability to synthesize professional literature in order to support conclusions and provide direction for future research. Through small group collaboration, learners develop a research proposal. Learners demonstrate in discussion and practice the ability to create strategies to evaluate program effectiveness and deliver empirically supported interventions to meet the unique needs of programs and relevant stakeholders.

PSY-R8370 - Crisis Intervention and Risk Assessment. In this weekend-in-residence, learners practice crisis intervention and risk assessment. In lectures and small and large group discussions, learners examine therapeutic, legal, and ethical issues including Duty to Warn, Involuntary Detention, and thorough documentation of records. Role plays with feedback provide practice in crisis intervention skills including the need to consult with colleagues following a difficult session.

PSY-R8371 - Extended Seminar II: Consultation, Supervision, Reports, and Professional Issues. This extended seminar continues the development of the learner's professional identity as a clinical psychologist. In addition to plenary presentations, workshops, and lectures, learners make short professional presentations to their peers and continue their training in empirically supported assessment and treatment approaches.

Week I - Consultation, Supervision, and Professional Issues. Learners demonstrate the ability to compare and contrast the roles involved in consultation and supervision. Learners practice consultation and supervision skills in small groups and examine the responsibilities, cultural, ethical, and legal issues that arise.

Week II - Professional Issues. Learners conclude the year-in-residence with discussions of professional issues and practice writing integrative reports. Faculty teams conduct the portfolio review. Learners demonstrate competencies as specified by program goals and objectives, demonstrate the formation of a professional identity, and respond to questions surrounding any of the issues of training. Successfully passing the portfolio review is required for passing the year-in-residence.

Right to Change Requirements

Neither the *Capella University Catalog*, nor any of the information and requirements contained herein, constitute a contract or create any contractual commitments between Capella University and any student, any prospective student, or any third party. The information and program requirements contained in the *Capella University Catalog* are regularly updated and are subject to change without notice. All updates to the catalog will be posted on Capella's Web site.

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Adams, Walter, BA, Princeton University; MPA, Yale University

Adeogun, Joann, BS, Shorter College; MS, Troy State University; DBA, Nova Southeastern University

Airapetian, Vladimir, MSci Yerevan State University – Armenia; PhD, Byurakan Astrophysical Observatory – Armenia

Ali, Azad, BBA, University of Baghdad; MPH, University of Pittsburgh; MBA, Indiana University of Pennsylvania; DSC, Robert Morris University

Aloi, Susan, BS, Kean University; MPA, New York University

Andersen, Jill, BA, Augustana College; MS, Cardinal Stritch University

Andrus, Sonja, BA, Hardin Simmons University; MA, Hardin Simmons University; PhD, Texas A&M University

Ansoorian, Andrew, BS, James Madison University; MS, California State University, San Bernardino

Archbold, Nataly, BS, University of Florida; MFA, Savannah College of Art and Design

Armour-Price, Casey, BS, Grand Valley State University; MS, North Dakota State University; PhD, University of North Dakota

B

Barker, Gwen, BS, University of Wisconsin – River Falls; MBA, University of Minnesota – Twin Cities

Barland, Libby, BA, Lynn University; MS, Lynn University

Barnes, Laurie, BS, Virginia Tech; MS, Old Dominion University; MBA, Saint Leo University

Basl, Barbara, BS, Virginia Commonwealth University; MBA, Virginia Commonwealth University

Basta, Alfred, BS, Alexandria University – Egypt; MS, Alexandria University – Egypt; PhD, Alexandria University – Egypt

Battle, Louis, BA, Saint Leo University; MPA, University of Miami; MS, Barry University

Becker, John, BA, California State University, Stanislaus; MA, Boston University; MA, Emory University; JD, University of Denver; PhD, University of Denver

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Benson, Kristina, DBA, Argosy University, Sarasota Campus

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Blessinger, Patrick, BS, Auburn University; MS, Georgia Institute of Technology

Bobowski, Kenneth, BFA, The School of the Art Institute of Chicago; MBA, University of St. Thomas

Bolden-Ingram, Libbia, BS, University of Maryland; MS, Central Michigan University

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Boyd, Michael, BA, Jacksonville University; MBA, University of North Florida

Brain, Hank, BS, Florida Southern College; MA, University of Phoenix

Brancazio, Steven, BS, Lynn University; MS, Kaplan University

Braun, Diana, BS, University of Iowa; MEd, American Intercontinental University

Brewer, Jackie, BA, Ottawa University; MA, Ottawa University; PhD, Capella University

Breyer, David, BS, Pennsylvania State University; MBA, Pennsylvania State University; PhD, University of Pittsburgh

Brooks, Rochelle, BS, University of Wisconsin – Stout; ME-PD, University of Wisconsin – La Crosse; PhD, Capella University

Brown, Allen C., BS, Arkansas Tech University; MS, University of Missouri – Rolla

Brown, Harryette, BA, Southern Methodist University; MA, Southern Methodist University; PhD, Texas Woman's University

Buchholz, Robert, BS, State University of New York at Plattsburgh; MS, The Sage Colleges

Buffkin, Sally, BSBA, University of Wisconsin – Eau Claire; MBA, University of Central Florida

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Buszta, Robert, BS, Central Michigan University; MS, University of Phoenix

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Carter, Beverly, BS, Chicago State University; MA, Depaul University

Carter, Stephen, BA, Olivet Nazarene University; MS, DePaul University; PhD, DePaul University

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Champion, John, BS, Central Michigan University; MS, Walsh College

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E

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School of Undergraduate Studies, continued

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K

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N

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O

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P

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R

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Z

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School of Business and Technology

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School of Business and Technology, continued

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H

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I

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K

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L

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M

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Matias, Haziell, BA, Stella Maris College – Manila, Philippines; MBA, University of St. Thomas

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McGaughey, Nick, BS, University of Chattanooga; MS, University of Tennessee; MBA, Western Kentucky University; PhD, Walden University; DBA, Nova Southeastern University

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Morris, Johnny, BBA, University of Miami; MBA, Nova Southeastern University; PhD, Capella University

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N

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O

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P

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R

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School of Business and Technology, continued

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Faculty, continued

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C

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E

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F

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G

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I

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J

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K

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L

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M

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Mayberry, Ed, BS, Northern Illinois University; MS, Northern Illinois University; EdD, Northern Illinois University

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McDaniel, Heather, BS, Florida Southern College; MS, Nova Southeastern University; EdD, Nova Southeastern University

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McLenighan, Harry, BA, University of Minnesota – Twin Cities; MA, University of St. Thomas; EdD, University of St. Thomas

McNeil-Hueitt, Teronda, BA, Methodist College; MS, Central Michigan University; PhD, Capella University

Merrill, Herbert, BA, State University of New York at Buffalo; MEd, State University of New York at Buffalo; MS, State University of New York at Buffalo; EdD, Columbia University

Miller, Heather, BS, Washington State University; MS, Oregon State University; PhD, University of Northern Colorado

Mills, Dennis W., BA, Western Washington University; MEd, Western Washington University; PhD, University of Minnesota – Twin Cities

Minchella, K., BS, Mercy College of Detroit; MEd, Wayne State University; PhD, Wayne State University

Misite, Phyllis, BS, Framingham State College; MA, Boston College; PhD, Boston College

Faculty, continued

School of Education, continued

Mondell, Kathleen, BSJ, Ohio University; MA, University of Toledo; PhD, University of Toledo

Monroe, Lee, BA, Shaw University; MEd, University of Cincinnati; EdD, Virginia Polytechnic Institute and State University

Morgan, Debra, BA, Southwest State University, MS, Bemidji State University, PhD, Capella University

Morse, Gwen, BSN, California State University, Dominguez Hills; MSN, California State University, Dominguez Hills; PhD, University of Arizona

Mosley-Jenkins, Shirlean, BA, Arizona State University; MEd, University of Southwestern Louisiana; EdS, South Carolina State University; EdD, South Carolina State University

Mottaz, Carole, BA, University of Lancaster – England; BS, University of Wisconsin – River Falls; MST, University of Wisconsin – River Falls; EdD, University of St. Thomas

Musial, Diann, BA, Rosary College; MA, Roosevelt University; CAS, University of Chicago; EdD, Northern Illinois University

Myer, Russ, BS, University of Pittsburgh; MS, University of Pittsburgh; CAS, University at Albany; PhD, Capella University

Myers, Carmen, BA, University of South Florida; MEd, North Carolina State University; PhD, Florida State University

N

Nash-Nadir, Joyce, BS, Eastern Michigan University; MS, Wayne State University; PhD, University of Michigan – Ann Arbor

Newman-Lee, Adell, BA, Western Illinois University; MA, Western Illinois University; EdD, Northern Illinois University

Newton, Janet, Teaching certificate, Durham University – England; BS, Regents College; MA, California State University, San Bernardino; PhD, Walden University

O

O'Brien, Stephen, AB-STL, St. Mary's Seminary and University; MEd, University of Virginia; MEd, Virginia Commonwealth University; EdD, Virginia Tech

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Owens-Kristenson, Jodi, BS, University of Minnesota; BA, Mankato State University; MEd, Mankato State University

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P

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Perry, David, BEd, University of Saskatchewan; MA, Gonzaga University; MA, Gonzaga University (second); PhD, Gonzaga University/Texas A&M University

Persky, Barry, BA, Brooklyn College; MS, Brooklyn College; MS, Bank Street College (second); PhD, New York University

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Pohl, Robert, BA, University of Notre Dame; MEd, University of Southern California; EdD, Boston University

Price, Bill, BA, Bethel College; MSW, Washington University in St. Louis; EdS, University of Minnesota – Twin Cities; EdD, University of Minnesota – Twin Cities

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R

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Reynolds, Larry, BSEd, Washington University in St. Louis; MEd, Washington University in St. Louis; PhD, University of Oregon – Eugene

Rice-Crenshaw, Mary, BA, Voorhees College; MAT, University of South Carolina; EdS, South Carolina State University; EdD, South Carolina State University

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S

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Silber, Kenneth, BA, University of Rochester; MS, University of Southern California; PhD, University of Southern California

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Slater, Susan, BS, Gustavus Adolphus College; MS, University of Minnesota – Twin Cities; EdD, University of St. Thomas

Smith, Robert, BS, Baptist College at Charleston; MA, Webster University; MS, Troy State University; EdS, University of West Florida; EdD, University of West Florida

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Snyder, Leone, BS, University of Minnesota – Twin Cities; MEd, University of Minnesota – Twin Cities; PhD, Capella University

Song, Hongzhan, BA, Anging Teachers College; MA, Fresno Pacific University; PhD, University of Minnesota – Twin Cities

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Faculty, continued

School of Education, continued

Suter, Marcia, BA, University of Northern Colorado; MA, University of Nebraska – Lincoln; MEd, University of Nebraska – Lincoln; PhD, Capella University

Swenk, Jean, BA, Pitzer College; MA, University of California, Davis; MA, Stanford University; PhD, Stanford University

T

Tetu, William, BS, United States Military Academy; MMA, School of Advanced Military Studies; MBA, Boston University; MS, University of Kansas, Lawrence; PhD, Argosy University

Thomas, Mary Norris, BS, Texas Christian University; MS, University of Georgia; PhD, University of Georgia

Thornton, Nan, BA, College of St. Catherine; MS, Washington University; PhD, Arizona State University

Trujillo-Jenks, Laura, BS, University of Texas at Austin; MA, Austin Peay State University; PhD, University of Texas at Austin

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V

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W

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Walling, Griffin, BS, Hobart College; MS, State University of New York at Albany; EdD, State University of New York at Albany

Wang, Chunxue, BA, Dalian Foreign Language Institute; EdS, Pittsburg State University; EdD, University of Arkansas; MEd, University of Arkansas

Ward, Jason, BA, Florida State University; MA, University of Phoenix; EdD, Nova Southeastern University

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Wiley, Susan, BA, University of California, Santa Barbara; MA, University of California, Santa Barbara; PhD, University of California, Santa Barbara

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Wilson, Phyllis, BS, Southern Illinois University, Carbondale; MA, Roosevelt University, Chicago; PhD, The Ohio State University

Wold, James, BA, St. Mary's University; MA, University of St. Thomas; PhD, Peabody College at Vanderbilt University

Wold, William F., BA, Saint Mary's College; MA, College of Saint Thomas; MA, Saint Mary's University; EdD, Saint Mary's University

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Wordell, Jennifer, BA, Bridgewater State College; MA, Bridgewater State College

Z

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School of Human Services

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B

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Bamond, Roxanne, BA, University of Florida; MS, Nova Southeastern University; PhD, Nova Southeastern University

Banks-Johnson, Angela, BS, University of North Carolina at Greensboro; MS, Western Carolina University; PhD, University of Virginia

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Bishop, Michael, BA, Lubbock Christian University; MS, Texas Woman's University; PhD, Texas Woman's University

Blaydes, Kathy, BA, Western Kentucky University; MA, Western Kentucky University; EdD, Argosy University

Borda, Charmaine, BS, Nova Southeastern University; MS, Nova Southeastern University; PhD, Nova Southeastern University

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C

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Cooper, Barbara, BA, New Mexico State University; MA, Nicholls State University; PhD, Saint Mary's University

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Darr, Jay, BA, West Virginia University; MA, West Virginia University; MSE, Duquesne University; PhD, Duquesne University

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E

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Eckstein, Daniel, BA, Presbyterian College; MA, University of South Carolina; PhD, University of South Carolina

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F

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G

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Gray, Dovie, BA, University of Arkansas at Pine Bluff; MA, Clark Atlanta University; EdS, University of West Georgia; EdD, University of Sarasota

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H

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Hotaling, Marjorie, BA, Allegheny College; MEd, Kutztown University; EdS, Ball State University; EdD, Ball State University

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J

Jeanty, Guy, BA, Baptist Bible College; MTh, Dallas Theological Seminary; MS, Florida International University; PhD, Nova Southeastern University

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Judice, Andre, BA, Loyola University; MEd, University of New Orleans; PhD, University of New Orleans

K

Killam, Wendy, BA, Baylor University; MS, Texas A&M University – Commerce; MBA, University of Phoenix; PhD, University of Arkansas

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Kochanowski, Yvonne, MBA, Loyola University – Chicago; MPA, California State University, Sacramento; DPA, University of Southern California

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Krell, Raina, BA, University of California, Los Angeles; MS, University of Southern California; PhD, University of Southern California

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Kushner, Jason, BA, University of South Florida; MA, University of South Florida; PhD, University of Arkansas

Kwiecien, Susan, BA, University of Minnesota – Twin Cities; MA, University of Minnesota – Twin Cities; PhD, University of Minnesota – Twin Cities

L

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Low, Lori, BA, University of Washington; MS, Oregon State University; PhD, Oregon State University

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M

Maione, Paul, BA, State University of New York; MA, Hofstra University; PhD, Nova Southeastern University

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McKenna, Lisa, BA, Florida International University; MS, Florida International University; PhD, Florida International University

Messmore, Carol, BA, Florida Atlantic University; MS, Nova Southeastern University; PhD, Nova Southeastern University

Faculty, continued

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Moore, Deborah, BA, York College; MS, Fordham University; PhD, Capella University

Mosser, Marian, BA, Thiel College; MS, Youngstown State University; MS, Command and General Staff College; PhD, Walden University

Muchnick, Ron, BS, University of Missouri; MA, Lindenwood College; MS, Nova Southeastern University; PhD, Nova Southeastern University

Muchnick, Sherri, BA, University of Missouri; MS, University of Missouri; PhD, St. Louis University

Muldrow, Edward, BA, Philander Smith College; MSW, University of Houston; PhD, University of Houston

Mullen, Michael, BA, University of West Florida; MA, Pepperdine University; PhD, Alliant International University

N

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O

Ostby, Alan, BS, Macalester College; MA, Yale University; MS, Montana State University; PhD, Pacifica Graduate Institute

P

Palacios, Lisa, BS, Nova Southeastern University; MS, Nova Southeastern University; PhD, Nova Southeastern University

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R

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S

Schoen, Eva, BA, University of Regensburg; MA, University of Northern Iowa; MA, University of Northern Iowa (second); PhD, Ball State University

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Stechschulte, Paula, BS, Eastern Michigan University; MS, Central Michigan University; PhD, Capella University

Stower, Catherine, BA, Louisiana Tech University; MA, Louisiana Tech University; PhD, Virginia Polytechnic Institute and State University

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V

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W

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Wunderman, Terilee, BA, University of Florida; MS, University of Miami; PhD, University of Miami

Y

Yick Flanagan, Alice, BA, Williams College; MSW, Columbia University; PhD, University of California, Los Angeles

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Anderson, Cheryl, BAPT, College of St. Scholastica; MBA, University of St. Thomas; PhD, Walden University

Antunez, Hector, MPH, Tulane University; DPH, Tulane University

Arnason, Phyllis, BS, Virginia Commonwealth University; MS, University of North Carolina at Chapel Hill; EdD, The George Washington University

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B

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Barthelmeus, Steven, BS, Mercy College; EdD, University of Sarasota

Beaumaster, Suzanne, BBA, Ohio University; MPA, Northern Kentucky University; PhD, Virginia Polytechnic Institute and State University

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Beaver, Kevin, BA, The Ohio State University; MS, University of Cincinnati; PhD, University of Cincinnati

Beckham, Laurel Gulish, BA, University of California, Davis; MA, Syracuse University; PhD, University of Georgia

Bemker, Mary, BS, Indiana University; BSN, University of Alabama at Birmingham; MS, Indiana University; MS, Spalding University; PsyS, University of Alabama at Birmingham; DSN, University of Alabama at Birmingham

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Blizzard, Amy, BS, East Carolina University; PhD, East Carolina University

Bold, Mary, BA, Syracuse University; MS, Texas Woman's University; PhD, Texas Woman's University

Borges, Ray, BS, Wayland Baptist University; MA, Texas Tech University; MBA, Wayland Baptist University; PhD, Nova Southeastern University

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Brant, Curtis, BA, Kent State University; MA, Bowling Green State University; PhD, Bowling Green State University

Brehm, William, BA, State University of New York at Albany; MS, Springfield College; PhD, Walden University

Brezinski, Paul, BS, United States Air Force Academy; MBA, Arizona State University; MHA, Arizona State University; PhD, University of Iowa

Brooke, Stephanie, BA, Moravian College; MS, North Carolina State University; PhD, Walden University

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Brown, Terrence, BS, Ohio University; MHSA, Ohio University; PhD, Ohio University

Bryan, Herbert Leon, BS, James Madison University; MA, The University of The District of Columbia; EdD, The George Washington University

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C

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Carter, Hellen, BA, Arizona State University; MS, Northern Arizona University; PhD, Walden University

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Cauthen, Delores, BS, University of South Carolina; MEd, University of South Carolina; PhD, Walden University

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Comeau, Joan, BS, Iowa State University; MA, Chapman University; PhD, University of Minnesota

Conis, Peter, BS, Iowa State University; MS, Iowa State University; PhD, Iowa State University

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Cooper, Mary Ellen, BA, Augusta College; MA, Liberty University; MBA, Brenau Online University; PhD, Walden University

Coppola, Nicholas, BSc, Liverpool University – England; BA, State University of New York at Potsdam; MSA, Central Michigan University; MHA, Baylor University; PhD, Virginia Commonwealth University

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D

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Darnell, Jolee, BA, University of Wisconsin – Madison; MSW, University of Wisconsin – Milwaukee; PhD, University of Minnesota – Twin Cities

Dawson, Beverly, BA, Hunter College; MSW, University of Michigan – Ann Arbor; PhD, University of Michigan – Ann Arbor

Deaton, John, BA, San Diego State University; MPS, Loyola University; MA, San Diego State University; PhD, The Catholic University of America

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E

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Faculty, continued

School of Public Service Leadership, continued

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G

Gambone, James, BA, Duquesne University; MA, University of New Mexico; PhD, University of New Mexico

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Gangluff, Deborah, BS, University of Central Arkansas; MS, University of Central Arkansas; DPH, Tulane University

Green, Jeff, BS, Virginia Commonwealth University; MS, Virginia Commonwealth University; PhD, Capella University

H

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Henderson, Howard, BS, Middle Tennessee State University; MCJ, Tennessee State University; PhD, Sam Houston State University

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Hurd, Coy F., BA, Arkansas State University; MPA, University of Arkansas; PhD, University of Arkansas

J

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Johnson, Kit, BA, College of New Rochelle; MA, Manhattanville College; EdD, Florida Atlantic University; PhD, Barry University

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Jones, Lynn K., BA, Drew University; MSW, Yeshiva University; PhD, Yeshiva University

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Kavanaugh, Frank, BA, Lake Forest University; PhD, Union Institute & University

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Kladopoulos, Toni, BA, Queens College – CUNY; MA, The Graduate School and University Center – CUNY; MPhil, The Graduate School and University Center – CUNY; PhD, The Graduate School and University Center – CUNY

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School of Public Service Leadership, continued

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R

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School of Public Service Leadership, continued

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T

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V

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W

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Williams, Yolanda, BA, The Claremont Colleges – Pomona; MPH, University of California, Los Angeles; EdD, Argosy University

Wilson, Dawn, BS, Central Michigan University; MA, Central Michigan University; DHA, Central Michigan University

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Woods, Manuel, BA, University of Minnesota; MEd, University of Hartford; PhD, University of Minnesota

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Z

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C

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Carter-McWoodson, Charletta, BA, Trinity College; MA, Towson State University; PhD, Union Institute & University

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E

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F

Faibisch, Loren, BA, Barnard College; EdM, Harvard University; EdD, Harvard University

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G

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I

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Jarvis, Sara, BA, University of Florida; MEd, University of Florida; EdS, University of Florida; PhD, Union Institute & University

Jean, Rojeanne, BA, Florida International University; MS, Florida International University; PhD, Union Institute & University

Johnson, Randy, BA, Valdosta State University; MRC, University of Florida; EdD, Argosy University

Jordan, Caren, BS, Boston College; BA, Boston College; MA, New York University; PhD, University of Florida

K

Kavar, Louis, BA, Duquesne University; MA, Duquesne University; PhD, University of Pittsburgh

King, Carolyn, BA, Southern State College; MA, University of Michigan; PhD, University of Michigan

Klein, Richard, BA, The Ohio State University; MA, Kent State University; PhD, Kent State University

Kleine, Sheldon, BA, Temple University; MA, Trenton State College; PhD, Purdue University

Kostere, Kim, BA, Mercy College; MA, Center for Humanistic Studies; PsyS, Center for Humanistic Studies; PhD, Union Institute & University

Kostere, Sandra, BA, Madonna College; MA, Center for Humanistic Studies; PsyS, Center for Humanistic Studies; PhD, Union Institute & University

Kramer, Thomas, BA, University of Massachusetts; MA, Long Island University C.W. Post Campus; PhD, The Graduate Center – CUNY

Krebs, Krista, BA, University of Nebraska; MS, Iowa State University; PhD, Iowa State University

L

La Civita, Lori, BA, Western Illinois University; MS, Capella University; PhD, Capella University

Langan, Gina, BA, Oakland University; MA, Wayne State University; PhD, Wayne State University

Leslie-Toogood, Adrienne, BA, University of Manitoba; MA, University of Manitoba; PhD, University of Manitoba

Levinaskas, Antanas, BA, Governors State University; MA, Arizona State University; PhD, Arizona State University

Lifrak, Stephen, BA, University of Rhode Island; MS, University of Rhode Island; PhD, University of Rhode Island

Liu, Yuliang, BA, Hengyang Teachers University – China; MA, Northwest Normal University – China; PhD, Texas A&M University

Loehrer, Rebecca, BA, Baylor University; MS, Radford University; PhD, Texas A&M University

Longo, Nancy, BA, University of Southern California; MEd, University of Southern California; PhD, University of Southern California

Lorenz, Gail, BA, Carleton College; MA, University of Minnesota; PhD, University of Minnesota

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Makatura, Tim, BA, Youngstown State University; MS, Youngstown State University; PhD, Illinois Institute of Technology

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Malpass, John, BS, United States Military Academy; MS, Indiana University; MA, Central Michigan University; MS, West Coast University; MBA, Pepperdine University; PhD, University of Southern California

Mankoff, Robert, BA, Wesleyan University; MA, Georgia State University; PhD, Georgia State University

Marks-Frey, Marilyn, BA, Roosevelt University; MS, Illinois Institute of Technology; PhD, Illinois Institute of Technology

McCartney, Catherine, BS, Mankato State University; MS, St. Cloud State University; PhD, University of Idaho

McEvoy-Rumbo, Elizabeth, BS, Arizona State University; MEd, Northern Arizona University; PhD, Walden University

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Mends-Cole, Saydee Jonathan, BA, Southern Illinois University; MEd, Southern Illinois University; EdD, Wayne State University

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N

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O

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P

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Percy, Bill, BA, St. John's College; MA, Goddard College; PhD, Union Institute & University

Pimpinelli, Angelo, BA, University of South Florida; MS, Nova Southeastern University; PhD, Union Institute & University

Piotrowski, Nancy A., BA, Rice University; MA, University of Houston – University Park; PhD, University of Houston – University Park

Posner, Rita, BA, Fairleigh Dickinson University; MA, Fairleigh Dickinson University; PhD, Seton Hall University

Preussler, Donald, BA, Pillsbury College; BA, University of Minnesota; MS, University of Texas at Dallas; PhD, University of North Dakota

Faculty, continued*Harold Abel School of Psychology, continued***R**

Reddout, Jeffery, BS, Cornell University; MS, Syracuse University; PhD, Syracuse University

Reed, Linda, BS, Wright State University; MS, Wright State University; PhD, Walden University

S

Santonastasi, Antonio, BS, University of Maryland; MHR, University of Oklahoma; PhD, Walden University

Sarnoff, David, BA, Harvard University; MS, University of Kentucky; PhD, University of Kentucky

Schatzman, Bard, BA, Westminster College; MS, Central Missouri State University; PhD, University of Missouri – Columbia

Schnedler, Robert, BA, Florida State University; MS, Washington State University; PhD, Washington State University

Schneider, Steven, BA, Southern Illinois University; MS, Southern Illinois University; PhD, University of Wisconsin – Madison

Secrest, Wayland, BA, University of California, Santa Cruz; MA, University of Oregon; PhD, University of Oregon

Shen, Jeff, BS, Soochow University – China; MS, St. John's University; PhD, St. John's University

Small, Linwood, BA, Wesleyan University; MA, University of Florida; PhD, University of Florida

St. Germaine, Jacquelyn, BS, Old Dominion University; MEd, Old Dominion University; MA, Pepperdine University; PhD, University of Arizona

Starrett, Dawn, BS, University of Nevada – Las Vegas; MS, University of Nevada – Las Vegas; PhD, United States International University

Stacks, James, BS, East Texas State University; MS, Texas A&M University; PhD, Texas A&M University

Styles, Deborah, BFA, Emerson College; MFA, University of San Diego; MA, California Institute of Integral Studies; PsyD, California School of Professional Psychology

Styles, Douglas, BA, University of California, Santa Cruz; MA, California Institute of Integral Studies; PsyD, California School of Professional Psychology – Alameda

T

Terlizzi, Charlene, BA, Mundelein College; MA, Adler School of Professional Psychology; PsyD, Adler School of Professional Psychology

Troiani, Joseph, BA, Northeastern Illinois University; MHSA, Governors State University; MA, Fielding Graduate University; PhD, Fielding Graduate University; MSSl, Joint Military Intelligence College

Trunk, Barry, BA, University of California, Los Angeles; MA, California State University, Long Beach; PhD, The Ohio State University

V

Vail, Thomas, BS, Florida State University; MTh, Harding Graduate School of Theology; PhD, Saybrook Institute

Van Haveren, Richard, BS, Carroll College; MEd, University of Miami; PhD, Oklahoma State University

Vernon, Fox, BA, Stanford University; PhD, University of Southern California

Vogele-Welch, Deborah, BA, Hawaii Pacific University; MA, Professional School of Psychological Studies; PhD, Union Institute & University

W

Warren, Stephanie, BA, Duke University; MS, University of Pittsburgh; PhD, University of Pittsburgh

Wilkinson, Lee, BA, Syracuse University; MS, State University of New York; EdS, Nova Southeastern University; EdD, University of Sarasota

Williams, Seth, BA, University of Virginia; MA, Minnesota School of Professional Psychology – Argosy University; PsyD, Minnesota School of Professional Psychology – Argosy University

Williamson, Gordon, BA, University of Portland; MS, Portland State University; PhD, University of Maryland

Winter, Laren, BS, Kansas State University; MS, Kansas State University; MDiv, University of South Sewanee; EdD, University of Northern Colorado

Woolf, Christine, BA, Oglethorpe University; MA, University of South Florida; EdS, University of South Florida; PhD, University of South Florida

Y

Yasgoor, Karen, BA, University of Cincinnati; MA, Pepperdine University; PhD, Walden University

Yu, Chong Ho, BS, Bemidji State University; BA, Bemidji State University; MHR, University of Oklahoma; MEd, University of Oklahoma; PhD, Arizona State University

Z

Zwingelberg, Mark, BS, University of Minnesota – Twin Cities; MS, University of Wisconsin – Madison; PsyD, Florida Institute of Technology

State Regulatory Information

Capella University is licensed, registered, authorized, or certified in the following states:

Alabama Commission on Higher Education

100 N. Union St.
P.O. Box 302000
Montgomery, AL 36130-2000
334.242.1998

Alabama Department of Postsecondary Education

P.O. Box 302101
Montgomery, AL 36130-2101
334.242.2900

Arizona Department of Education

1535 W. Jefferson St.
Phoenix, AZ 85007
602.542.4391

The Master of Science in School Counseling degree program and the Leadership in Educational Administration and School Psychology specializations are approved by the Arizona Department of Education.

Arizona State Board for Private Postsecondary Education

1400 W. Washington St., Room 260
Phoenix, AZ 85007
602.542.5709
<http://azppse.state.az.us>

Arkansas Higher Education Coordinating Board

114 E. Capitol
Little Rock, AR 72201-3918
501.371.2065

Arkansas Higher Education Coordinating Board certification does not constitute an endorsement of any institution or program. Such certification merely indicates that certain minimum standards have been met under the rules and regulations implementing institutional certification as defined in Arkansas Code §6-61-301. The Doctor of Philosophy in Organization and Management does not meet requirements for teacher or administrator licensure in Arkansas.

Florida Commission for Independent Education

325 W. Gaines St., Suite 1414
Tallahassee, FL 32301
850.245.3200
License #2809

Georgia Nonpublic Postsecondary Education Commission

2082 E. Exchange Place, Suite 220
Tucker, GA 30084-4113
770.414.3235

Illinois Board of Higher Education

431 E. Adams St., Second Floor
Springfield, IL 62701-1418
217.782.8548

Kentucky Council on Postsecondary Education

1024 Capital Center Drive, Suite 320
Frankfort, KY 40601-8204
502.573.1555

The School of Education specializations for P–12 teachers may not be recognized by the Kentucky Education Professional Standards Board.

Minnesota Office of Higher Education

1450 Energy Park Drive, Suite 350
St. Paul, MN 55108-5227
651.642.0533

Capella University is registered as a private institution with the Minnesota Office of Higher Education pursuant to sections 136A.61 to 136A.71. Registration is not an endorsement of the institution. Credits earned at the institution may not transfer to all other institutions.

Nevada Commission on Postsecondary Education

1820 E. Sahara Ave., Suite 111
Las Vegas, NV 89104
702.486.7330

University of North Carolina Board of Governors

University of North Carolina
Office of the President
910 Raleigh Road
Chapel Hill, NC 27515

The following degree programs are licensed by the North Carolina Board of Governors: Master of Science in Education, Master of Science in Human Services, Master of Science in Psychology. Capella University is authorized to conduct postsecondary activity in North Carolina for these programs based on approval from the Board of Governors under North Carolina general statute § 116-15.

Prior to enrollment, North Carolina learners are advised to contact their local school administrative offices and the North Carolina Department of Public Instruction for specific advanced licensure and payment requirements in their program areas. The North Carolina Department of Public Instruction is located at <http://www.dpi.state.nc.us/>.

Master's learners in North Carolina are encouraged to use the online database NC Live, located at <http://www.nclive.org>.

North Dakota Department of Career and Technical Education

State Capitol 15th Floor
600 E. Blvd. Ave., Dept. 270
Bismarck, ND 58505-0610
701.328.3180

Ohio Board of Regents

30 E. Broad St., 36th Floor
Columbus, OH 43215-3414
614.466.6000

The following degree programs are authorized by the Ohio Board of Regents: Bachelor of Science in Business, Bachelor of Science in Information Technology, Master of Science in Organization and Management, Master of Science in Information Technology, Master of Business Administration, Master of Science in Education, Master of Science in Human Services, and the Clinical Psychology, Counseling Psychology, and General Psychology specializations in the Master of Science in Psychology.

Ohio State Board of Career Colleges and Schools

35 E. Gay St., Suite 403
Columbus, OH 43215-3138
614.466.2752

Capella University is registered with the Ohio State Board of Career Colleges and Schools, and three graduate certificate programs have program authorization under the provisions of Chapter 3332 of the Ohio Revised Code and the standards, rules and regulations of the Ohio State Board of Career Colleges and Schools. Registration No. 04-03-1709T.

Pennsylvania Department of Education

333 Market St.
Harrisburg, PA 17126-0333
717.787.5820

Capella University has been granted a Certificate of Authority for marketing and recruitment purposes only in Pennsylvania.

South Carolina Commission on Higher Education

1333 Main St., Suite 200
Columbia, SC 29201
803.737.2260

Licensure indicates only that minimum standards have been met; it is not an endorsement or guarantee of quality. Licensure is not equivalent to or synonymous with accreditation by an accrediting agency recognized by the U.S. Department of Education.

State Council of Higher Education for Virginia

James Monroe Bldg., Ninth Floor
101 N. 14th St.
Richmond, VA 23219
804.225.2609

Washington Higher Education Coordinating Board

P.O. Box 43430
Olympia, WA 98504-3430
360.753.7800

Capella University is authorized by the Washington Higher Education Coordinating Board (HECB) and meets the requirements and minimum educational standards established for degree-granting institutions under the Degree-Granting Institutions Act. This authorization is subject to periodic review and authorizes Capella University to advertise and recruit for the following degree programs: Bachelor of Science in Business; Bachelor of Science in Information Technology; Bachelor of Science in Public Safety; Bachelor of Public Administration; Master of Science in Human Resource Management; Master of Science in Leadership; Master of Science in Organization and Management; Master of Science in Organizational Development; Master of Science in Information Technology; Master of Business Administration; Master of Science in Education; Master of Science in Counseling Studies; Master of Science in Addiction Counseling; Master of Science in Marriage and Family Therapy; Master of Science in Mental Health Counseling; Master of Science in School Counseling; Master of Science in Human Services; Master of Science in Public Safety; Master of Science in Nursing; Master of Public Administration; Master of Public Health; Master of Science in Psychology; Education Specialist; Doctor of Philosophy in Business; Doctor of Philosophy in Organization and Management; Doctor of Philosophy in Information Technology; Doctor of Education; Doctor of Philosophy in Education; Doctor of Philosophy in Counseling Studies; Doctor of Philosophy in Counselor Education and Supervision; Doctor of Philosophy in Human Services; Doctor of Philosophy in Public Safety; Doctor of Public Administration; Doctor of Psychology; and Doctor of Philosophy in Psychology. Authorization by the HECB does not carry with it an endorsement by the board of the institution or its programs. Any person desiring information about the requirements of the act or the applicability of those requirements to the institution may contact the HECB at P.O. Box 43430, Olympia, WA 98504-3430.

Prior to enrollment, Washington state learners are advised to contact the Office of the Superintendent of Public Instruction at 360.725.6320 or profed@k12.wa.us to determine teacher certification or endorsement requirements, and contact their school district regarding qualifications for salary advancement.

West Virginia Higher Education Policy Commission

1018 Kanawha Blvd. E., Suite 700
Charleston, WV 25301
304.558.2101

Wisconsin Educational Approval Board

30 W. Mifflin St., Ninth Floor
Madison, WI 53707-8696
608.266.1354

Wyoming Department of Education

Hathaway Building, Second Floor
2300 Capitol Ave.
Cheyenne, WY 82002-0050
307.777.5712

Right to Change Requirements

Neither the *Capella University Catalog*, nor any of the information and requirements contained herein, constitute a contract or create any contractual commitments between Capella University and any student, any prospective student, or any third party. The information and program requirements contained in the *Capella University Catalog* are regularly updated and are subject to change without notice. All updates to the catalog will be posted on Capella's Web site.



CAPELLA UNIVERSITY

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2009–2010 University Catalog, Volume 09–10, No. 2

Catalog Addendum

Effective April 12, 2010

Effective April 1, 2010, Capella University will introduce the Harold Abel School of Social and Behavioral Sciences, which will replace the School of Human Services and the Harold Abel School of Psychology. This new school will offer the following degree and certificate programs and specializations previously offered by those two schools, in addition to new Doctor of Social Work (DSW) and Master of Science (MS) in Career Counseling degree programs.

HAROLD ABEL SCHOOL OF SOCIAL AND BEHAVIORAL SCIENCES DEGREE PROGRAMS, SPECIALIZATIONS, CERTIFICATES

DOCTORAL DEGREE PROGRAMS

Doctor of Philosophy (PhD) in Counseling Studies

General Counseling Studies

Doctor of Philosophy (PhD) in Counselor Education and Supervision

General Counselor Education and Supervision

Doctor of Philosophy (PhD) in Psychology

General Psychology
Educational Psychology
Industrial/Organizational Psychology

Doctor of Psychology (PsyD)

Clinical Psychology

MASTER'S DEGREE PROGRAMS

Master of Science (MS) in Counseling Studies

General Counseling Studies

Master of Science (MS) in Addiction Counseling

General Addiction Counseling

Master of Science (MS) in Marriage and Family Therapy

General Marriage and Family Therapy

Master of Science (MS) in Mental Health Counseling

General Mental Health Counseling

Master of Science (MS) in School Counseling

General School Counseling

Master of Science (MS) in Psychology

General Psychology
Child and Adolescent Development
Educational Psychology
Evaluation, Research, and Measurement
Industrial/Organizational Psychology
Leadership Coaching Psychology
Organizational Leader Development
Sport Psychology
Clinical Psychology
Counseling Psychology
School Psychology

CERTIFICATES

Addiction Counseling
Diversity Studies
Marriage and Family Therapy
Professional Counseling
Specialist Certificate in School Psychology

Page 13 - University Policies

The following university policies have been updated to reflect the addition of new Doctor of Business Administration (DBA), Doctor of Social Work (DSW), and/or Master of Science (MS) in Career Counseling degree programs. Capella University policies apply to all Capella learners. Since some policies may be updated after publication, learners, faculty, and staff should refer to iGuide for current policies and procedures. Learners are responsible for understanding and following the most current version of all Capella University policies.

[2.01.01 Admission](#)

[2.01.02 Maximum Time to Degree Completion](#)

[3.04.03 Transfer of Credit](#)

[4.03.01 Tuition and Fees](#)

[4.03.02 Tuition Refunds](#)

Page 15 - Admission Components

The following admission components have been updated to reflect the addition of new Doctor of Business Administration (DBA), Doctor of Social Work (DSW), and Master of Science (MS) in Career Counseling degree programs.

ADMISSION COMPONENTS

School	Undergraduate Studies	Business and Technology	Education	Public Service Leadership	Harold Abel School of Social and Behavioral Sciences
Acknowledgement Agreement	✓	✓	✓	✓	✓
Official Transcript from Previous Institution	BSN RN-to-BSN Degree Completion specialization	✓	✓	✓	✓
International Applicants: Proof of English Equivalency	✓	✓	✓	✓	✓
Letters of Recommendation					PhD General Counselor Education and Supervision specialization; PsyD Clinical Psychology specialization; MS General Addiction Counseling, General Career Counseling, General Marriage and Family Therapy, General Mental Health Counseling, and General School Counseling specializations; MS School Psychology specialization
Faculty Interview					PsyD Clinical Psychology specialization; MS School Psychology specialization
Bachelor of Science in Nursing (BSN) RN License Verification and Work Experience Acknowledgement Form	BSN RN-to-BSN Degree Completion specialization				
DBA Course Registration Acknowledgment		DBA Business Intelligence, Global Operations and Supply Chain Management, and Strategy and Innovation specializations			
Licensure Disclosure & Responsibilities Acknowledgement			✓		✓
Certification of Teaching Experience Form			PhD, EdS, and MS Leadership in Educational Administration specializations; PhD, Special Education Leadership specialization		
Certification of Licensed Teaching Form			MS Curriculum and Instruction, Early Childhood Education, K-12 Studies in Education, Reading and Literacy, and Special Education Teaching specializations		
Cohort Auto-Registration Form			EdD Educational Leadership and Management specialization	DPA General Public Administration specialization	DSW General Social Work specialization

Pages 16–17 - Admission Requirements

The following admission requirements have been updated to reflect the addition of new Doctor of Business Administration (DBA), Doctor of Social Work (DSW), and Master of Science (MS) in Career Counseling degree programs.

ADMISSION REQUIREMENTS

Capella Degree/ Certificate	Minimum Level of Education Completed	Minimum Cumulative Grade Point Average (on a 4.0 scale)	Additional Requirements
BS	High school diploma or equivalent.	None	Applicants must be at least 24 years old. (This age requirement may be waived for active military applicants, veterans, and applicants with 90 or more quarter credits of prior college/university course work.)
BSN	Associate's degree in nursing or diploma in nursing from an institution accredited by a U.S. Department of Education-accrediting agency or an internationally recognized institution.	2.00 cumulative GPA from an associate's degree or diploma granting institution.	Applicants must be at least 24 years old. (This age requirement may be waived for active military applicants, veterans, and applicants with 90 or more quarter credits of prior college/university course work.) Applicants to the School of Undergraduate Studies' BSN degree program must have a current, unrestricted RN license to practice in the United States and one year of licensed RN work experience.
BPA	High school diploma or equivalent.	None	Applicants must be at least 24 years old. (This age requirement may be waived for active military applicants, veterans, and applicants with 90 or more quarter credits of prior college/university course work.)
Post-Bachelor's Certificate	Bachelor's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	2.30 cumulative GPA from a bachelor's degree granting institution.	
MS	Bachelor's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	*2.30 cumulative GPA from a bachelor's degree granting institution.	Applicants to the School of Education's MS Leadership in Educational Administration specialization must have three years of licensed teaching experience. Applicants to the Harold Abel School of Social and Behavioral Sciences' MS in Addiction Counseling, MS in Career Counseling, MS in Marriage and Family Therapy, MS in Mental Health Counseling, and MS in School Counseling degree programs will be assessed on professionalism and academic fit to the program as determined by the school.
MSN	Bachelor's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	2.30 cumulative GPA from a bachelor's degree granting institution.	Applicants to the School of Public Service Leadership's MSN Nurse Educator specialization must have a current, unrestricted RN license to practice in the United States and a bachelor's degree in nursing. Applicants to the School of Public Service Leadership's MSN Nurse Educator Bridge specialization must have a current, unrestricted RN license to practice in the United States and a bachelor's degree in a field other than nursing.
MBA	Bachelor's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	2.30 cumulative GPA from a bachelor's degree granting institution.	
MPA	Bachelor's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	2.30 cumulative GPA from a bachelor's degree granting institution.	
MPH	Bachelor's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	2.30 cumulative GPA from a bachelor's degree granting institution.	

ADMISSION REQUIREMENTS, *continued*

Capella Degree/ Certificate	Minimum Level of Education Completed	Minimum Cumulative Grade Point Average (on a 4.0 scale)	Additional Requirements
Post-Master's Certificate	Master's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	3.00 cumulative GPA from a master's degree granting institution.	Applicants to the Harold Abel School of Social and Behavioral Sciences' Specialist Certificate in School Psychology must have a master's degree with a specialization in School Psychology from Capella University.
EdS	Master's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	3.00 cumulative GPA from a master's degree granting institution.	Applicants to the School of Education's EdS Leadership in Educational Administration specialization must have three years of licensed teaching experience.
PhD	Master's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	*3.00 cumulative GPA from a master's degree granting institution.	<p>Applicants to the School of Education's PhD Leadership in Educational Administration specialization must have three years of licensed teaching experience.</p> <p>Applicants to the School of Education's PhD Nursing Education specialization must have a current license as a registered nurse and a master's degree in nursing.</p> <p>Applicants to the School of Education's PhD Special Education Leadership specialization must have a master's degree in education, a certification or license in special education, and three years of licensed teaching experience.</p> <p>Applicants to the Harold Abel School of Social and Behavioral Sciences' PhD in Counselor Education and Supervision degree program must have completed a CACREP-accredited or CACREP curriculum equivalent master's degree program. Applicants will also be assessed on professionalism and academic fit to the program as determined by the school.</p>
DBA	Master's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	3.00 cumulative GPA from a master's degree granting institution.	
EdD	Master's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	3.00 cumulative GPA from a master's degree granting institution.	
DPA	Master's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	3.00 cumulative GPA from a master's degree granting institution.	
PsyD	Master's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	3.00 cumulative GPA from a master's degree granting institution or a combined score of 1,000 on the GRE General Exam.	Applicants to the Harold Abel School of Social and Behavioral Sciences' PsyD Clinical Psychology specialization must have a master's degree in psychology or a related field. Applicants will also be assessed on professionalism and academic fit to the program as determined by the school.
DSW	Master's degree from an institution accredited by a U.S. Department of Education-recognized accrediting agency or an internationally recognized institution.	3.00 cumulative GPA from a master's degree granting institution.	Applicants to the Harold Abel School of Social and Behavioral Sciences' DSW degree program must have a master's degree in social work from an institution accredited by the Council of Social Work Education (CSWE).

* Selected degree programs have higher GPA and/or additional admission requirements. Refer to the procedures section II of this policy and Capella's *University Catalog* for more information.

Page 68 - Tuition and Fees

The tuition and fees table has been updated to reflect the addition of new Doctor of Business Administration (DBA) and Doctor of Social Work (DSW) degree programs and a new Combined BS/MBA option.

	SOUS	SOBT	SOE	SOPSL	SOSBS
ALL PROGRAMS					
Application fee (non-refundable)	\$50	\$75	\$75	\$75	\$75
International transcript evaluation fee (non-refundable)	\$100	\$100	\$100	\$100	\$100
Learner ID card replacement fee	\$15	\$15	\$15	\$15	\$15
BACHELOR OF SCIENCE (BS) PROGRAM					
Capella Prior Learning Assessment per credit (non-refundable)	\$75				
Tuition per 6-credit upper-division course (3000–4000 level)	\$1,950				
Tuition per 4-credit upper-division course (3000–4000 level)	\$1,300				
Tuition per 3-credit upper-division course (3000–4000 level)	\$975				
Tuition per 6-credit lower-division course (1000–2000 level)	\$1,590				
Tuition per 3-credit lower-division course (1000–2000 level)	\$795				
Tuition per 5-credit graduate course for combined option	\$1,625				
Tuition per 4-credit graduate course for combined option	\$1,300				
Tuition per 3-credit graduate course for combined option	\$975				
BS graduation fee	\$250				
BACHELOR OF SCIENCE IN NURSING (BSN) PROGRAM					
Capella Prior Learning Assessment per credit (non-refundable)	\$75				
Tuition per 6-credit upper-division course (3000–4000 level)	\$1,950				
Tuition per 4-credit upper-division course (3000–4000 level)	\$1,300				
Tuition per 6-credit lower-division course (1000–2000 level)	\$1,590				
Tuition per 3-credit lower-division course (1000–2000 level)	\$795				
BSN graduation fee	\$250				
BACHELOR OF PUBLIC ADMINISTRATION (BPA) PROGRAM					
Capella Prior Learning Assessment per credit (non-refundable)	\$75				
Tuition per 6-credit upper-division course (3000–4000 level)	\$1,950				
Tuition per 4-credit upper-division course (3000–4000 level)	\$1,300				
Tuition per 6-credit lower-division course (1000–2000 level)	\$1,590				
Tuition per 3-credit lower-division course (1000–2000 level)	\$795				
BPA graduation fee	\$250				
MASTER OF SCIENCE (MS) PROGRAM					
Capella Prior Learning Assessment per credit (non-refundable)		\$125		\$125	\$125
Tuition per 6-credit course			\$2,460		
Tuition per 5-credit course					\$1,950
Tuition per 4-credit HRM, LEAD, OM, ORD, TS course		\$2,192			
Tuition per 4-credit ED course			\$1,640		
Tuition per 4-credit HS, PSF course				\$1,692	
Tuition per 4-credit COUN, CST course					\$1,692
Tuition per 4-credit PSY course					\$1,560
Tuition per 3-credit ED course			\$1,230		
Tuition per 3-credit PSY course					\$1,170

SOUS	School of Undergraduate Studies
SOBT	School of Business and Technology
SOE	School of Education
SOPSL	School of Public Service Leadership
SOSBS	Harold Abel School of Social and Behavioral Sciences


TUITION AND FEES, continued

	SOUS	SOBT	SOE	SOPSL	SOSBS
MASTER OF SCIENCE (MS) PROGRAM (cont'd.)					
Tuition per 2-credit ED course			\$820		
Tuition per 2-credit PSY course					\$780
Tuition per 1-credit ED course			\$410		
Tuition per 1-credit COUN course					\$423
Tuition per 1-credit PSY course					\$390
Tuition per residential colloquium*				\$1,495	\$1,495
Year-in-residence tuition per weekend-in-residence*					\$239
Year-in-residence tuition per week-in-residence*					\$995
Year-in-residence tuition per extended seminar*					\$2,890
MS graduation fee		\$350	\$350	\$350	\$350
MASTER OF SCIENCE IN NURSING (MSN) PROGRAM					
Tuition per 4-credit course				\$1,420	
MSN graduation fee				\$350	
MASTER OF BUSINESS ADMINISTRATION (MBA) PROGRAM					
Capella Prior Learning Assessment per credit (non-refundable)		\$125			
Tuition per 3-credit course		\$1,935			
MBA graduation fee		\$350			
MASTER OF PUBLIC ADMINISTRATION (MPA) PROGRAM					
Tuition per 4-credit course				\$1,692	
MPA graduation fee				\$350	
MASTER OF PUBLIC HEALTH (MPH) PROGRAM					
Tuition per 4-credit course				\$1,692	
MPH graduation fee				\$350	
EDUCATION SPECIALIST (EDS) PROGRAM					
Quarterly tuition			\$4,485		
Tuition per residential colloquium*			\$1,495		
EdS graduation fee			\$450		
DOCTOR OF PHILOSOPHY (PHD) PROGRAM					
Quarterly tuition		\$4,485	\$4,485	\$4,485	\$4,485
Quarterly tuition for OM, PHB, TS comprehensive examination and dissertation courses		\$3,945			
Quarterly tuition for ED comprehensive examination and dissertation courses			\$3,945		
Quarterly tuition for HS, PSF comprehensive examination and dissertation courses				\$3,945	
Quarterly tuition for CES, CST comprehensive examination and dissertation courses					\$3,945
Quarterly tuition for PSY comprehensive examination and dissertation courses					\$2,495
Tuition per 5-credit course					\$2,300
Tuition per 3-credit course					\$1,380
Tuition per 2-credit course					\$920
Tuition per 1-credit course					\$460
Tuition per residential colloquium*		\$1,495	\$1,495	\$1,495	\$1,495
PhD graduation fee		\$450	\$450	\$450	\$450



Page 85 - School Undergraduate Studies

The following new combined degree program option has been added in the School of Undergraduate Studies. In addition, a correction has been made to the Combined BS/MS in Information Technology option for the General Information Technology specialization, and a change has been made to the Combined BS/MS in Psychology option for the General Psychology specialization.

Bachelor of Science (BS) in Business

The Bachelor of Science in Business degree program integrates the mastery of business fundamentals with practical application in a rich, interactive learning environment that enhances learners' personal and organizational effectiveness in their chosen field of study. The curriculum provides an integrated approach to complex organizational systems, preparing learners to work in collaboration with diverse work groups and functional areas. Learners may pursue a specialization in Accounting, Business Administration, Finance, Health Care Management, Human Resource Management, Management and Leadership, Marketing, Project Management, or Retail Management.

This degree program offers a Combined BS/MBA option. This option is available for qualified learners of exceptional ability and interest in business. Learners who qualify to take this option begin the graduate experience earlier, completing a specified number of graduate quarter credits as part of their bachelor's degree program. Successful completion of the graduate course work will be applied toward the requirements for both the bachelor's and MBA degree programs.

Bachelor of Science (BS) in Business Specializations

Accounting

Accounting professionals design, examine, and manage accurate financial recording and reporting procedures for financial and business transactions. Undergraduate learners in the Accounting specialization acquire and apply various methods of ethically maintaining accurate and up-to-date records. The specialization provides learners with an understanding of a wide array of accounting-related services, including budget analysis, financial and investment planning, and financial statement and internal control auditing. These skills prepare graduates for a profession in financial, managerial, or government accounting. In addition to accounting expertise, learners in this specialization demonstrate the interpersonal and communication skills required to present information to both internal and external clients, influencing organizational effectiveness at all levels of their organization. This specialization is not designed to prepare learners for a CPA exam.

Learners enrolled in this specialization may qualify to take the Combined BS/MBA option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of MBA course work. Successful completion of the MBA course work will be applied toward the requirements for both the bachelor's specialization and the learner's chosen MBA specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Required course:

MAT2001 Statistical Reasoning

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 42 quarter credits

- BUS3004 Developing a Business Perspective
- BUS3010 Fundamentals of Management and Leadership
- BUS3020 Fundamentals of E-Business
- BUS3030 Fundamentals of Marketing and Sales
- BUS3040 Fundamentals of Human Resource Management
- BUS3050 Fundamentals of Organizational Communication
- BUS3060 Fundamentals of Finance and Accounting

Specialization courses - 48 quarter credits

- BUS4060 * Financial Accounting Principles
- BUS4061 * Managerial Accounting Principles
- BUS4062 * Intermediate Financial Accounting Topics and Trends
- BUS4063 * Advanced Financial Accounting Topics and Trends
- BUS4064 * Cost Accounting for Planning and Control
- BUS4065 * Income Tax Concepts and Strategies
- BUS4066 * Contemporary Auditing: An Ethical Perspective
- BUS4070 * Foundations in Finance

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses.

Combined BS/MBA option

For an MBA specialization in General Business Administration, Accounting, Finance, Global Operations and Supply Chain Management, Health Care Management, Human Resource Management, Information Technology Management, Marketing, or Project Management:

Specialization courses - 60 quarter credits

- BUS4060 * Financial Accounting Principles
- BUS4061 * Managerial Accounting Principles
- BUS4062 * Intermediate Financial Accounting Topics and Trends
- BUS4063 * Advanced Financial Accounting Topics and Trends
- BUS4064 * Cost Accounting for Planning and Control
- BUS4065 * Income Tax Concepts and Strategies
- BUS4066 * Contemporary Auditing: An Ethical Perspective
- BUS4070 * Foundations in Finance
- MBA6010 Professional Effectiveness (3 quarter credits)
- MBA6020 Leading for Results (3 quarter credits)
- MBA6110 Marketing and Brand Management (3 quarter credits)
- MBA6130 Operations and Process Management (3 quarter credits)

Elective courses - 27 quarter credits

Choose 27 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

BUS4993 Business Capstone Project

Total 180 quarter credits

In compliance with regulations of the Kansas Board of Regents, Kansas residents starting any undergraduate program after January 1, 2010 will be required to complete 186 quarter credits in order to graduate.

All courses are 6 quarter credits except as noted.

* Denotes courses that have prerequisites. Refer to the descriptions for further details.

Business Administration

Undergraduate learners in the Business Administration specialization develop the business, interpersonal, and professional thinking skills to impact organizational effectiveness across all functional levels of organizations in manufacturing, service, professional, and government arenas. Learners select elective courses based on their individual professional needs.

Learners enrolled in this specialization may qualify to take the Combined BS/MBA option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of MBA course work. Successful completion of the MBA course work will be applied toward the requirements for both the bachelor's specialization and the learner's chosen MBA specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 42 quarter credits

BUS3004	Developing a Business Perspective
BUS3010	Fundamentals of Management and Leadership
BUS3020	Fundamentals of E-Business
BUS3030	Fundamentals of Marketing and Sales
BUS3040	Fundamentals of Human Resource Management
BUS3050	Fundamentals of Organizational Communication
BUS3060	Fundamentals of Finance and Accounting

Specialization courses - 48 quarter credits

Required course:

BUS4801	Ethics and Enterprise
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In addition, choose 42 quarter credits of upper-division Business courses.

Combined BS/MBA option

For an MBA specialization in General Business Administration, Accounting, Finance, Global Operations and Supply Chain Management, Health Care Management, Human Resource Management, Information Technology Management, Marketing, or Project Management:

Specialization courses - 48 quarter credits

BUS4801	Ethics and Enterprise
MBA6010	Professional Effectiveness (3 quarter credits)
MBA6020	Leading for Results (3 quarter credits)
MBA6110	Marketing and Brand Management (3 quarter credits)
MBA6130	Operations and Process Management (3 quarter credits)

In addition, choose 30 quarter credits of upper-division Business courses.

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

BUS4993	Business Capstone Project
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Total 180 quarter credits

In compliance with regulations of the Kansas Board of Regents, Kansas residents starting any undergraduate program after January 1, 2010 will be required to complete 186 quarter credits in order to graduate.

Finance

Finance professionals help organizations find and manage the resources needed to grow, make investments and acquisitions, plan for the future, and manage existing assets. Undergraduate learners in the Finance specialization build the finance knowledge and skills needed to advance in the financial services industry or as a finance professional within a public or private organization. In addition to finance expertise, learners demonstrate the management, interpersonal, and professional thinking skills needed to impact effectiveness across all levels of their organization. Learners select elective courses based on their individual professional needs.

Learners enrolled in this specialization may qualify to take the Combined BS/MBA option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of MBA course work. Successful completion of the MBA course work will be applied toward the requirements for both the bachelor's specialization and the learner's chosen MBA specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Required course:

MAT2001	Statistical Reasoning
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Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 42 quarter credits

BUS3004	Developing a Business Perspective
BUS3010	Fundamentals of Management and Leadership
BUS3020	Fundamentals of E-Business
BUS3030	Fundamentals of Marketing and Sales
BUS3040	Fundamentals of Human Resource Management
BUS3050	Fundamentals of Organizational Communication
BUS3060	Fundamentals of Finance and Accounting

Specialization courses - 48 quarter credits

BUS4070 *	Foundations in Finance
BUS4071 *	Financial Markets and Institutions
BUS4072 *	Analysis for Financial Management
BUS4073 *	Investments and Portfolio Management
BUS4801	Ethics and Enterprise

In addition, choose 18 quarter credits from the following courses:

BUS4074 *	Entrepreneurial Finance
BUS4075 *	Public and Nonprofit Finance
BUS4076 *	Issues in International Finance
BUS4077 *	Risk Management Strategies
BUS4078 *	Financial Institution Management
BUS4079 *	Real Estate Finance

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses.

Combined BS/MBA option

For an MBA specialization in General Business Administration, Accounting, Finance, Global Operations and Supply Chain Management, Health Care Management, Human Resource Management, Information Technology Management, Marketing, or Project Management:

Specialization courses - 60 quarter credits

BUS4070 *	Foundations in Finance
BUS4071 *	Financial Markets and Institutions
BUS4072 *	Analysis for Financial Management
BUS4073 *	Investments and Portfolio Management
BUS4801	Ethics and Enterprise
MBA6010	Professional Effectiveness (3 quarter credits)
MBA6020	Leading for Results (3 quarter credits)
MBA6110	Marketing and Brand Management (3 quarter credits)
MBA6130	Operations and Process Management (3 quarter credits)

In addition, choose 18 quarter credits from the following courses:

BUS4074 *	Entrepreneurial Finance
BUS4075 *	Public and Nonprofit Finance
BUS4076 *	Issues in International Finance
BUS4077 *	Risk Management Strategies
BUS4078 *	Financial Institution Management
BUS4079 *	Real Estate Finance

Elective courses - 27 quarter credits

Choose 27 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

BUS4993	Business Capstone Project
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Total 180 quarter credits

In compliance with regulations of the Kansas Board of Regents, Kansas residents starting any undergraduate program after January 1, 2010 will be required to complete 186 quarter credits in order to graduate.

All courses are 6 quarter credits except as noted.

* Denotes courses that have prerequisites. Refer to the descriptions for further details.

Health Care Management

The bachelor's Health Care Management specialization is designed to provide learners with a broad understanding of basic health care business functions, including accounting, finance, human resources, communications, and marketing, as well as a more focused understanding of quality assurance, risk management, and health care operations. Other specialization topics include health care laws and regulations, leadership, and ethics. Successful graduates of this specialization are prepared to pursue leadership or management roles in today's challenging health care environment.

Learners enrolled in this specialization may qualify to take the Combined BS/MBA option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of MBA course work. Successful completion of the MBA course work will be applied toward the requirements for both the bachelor's specialization and the learner's chosen MBA specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 42 quarter credits

BUS3006	Developing a Health Care Management Perspective
BUS3010	Fundamentals of Management and Leadership
BUS3025	Introduction to Health Care, Wellness, and Disease
BUS3030	Fundamentals of Marketing and Sales
BUS3040	Fundamentals of Human Resource Management
BUS3050	Fundamentals of Organizational Communication
BUS3060	Fundamentals of Finance and Accounting

Specialization courses - 48 quarter credits

BUS4121 *	Ethics and Decision Making in Health Care
BUS4122 *	Health Care Economics
BUS4123 *	Quality Assurance Risk Management
BUS4124 *	Health Care Marketing and Strategic Planning
BUS4125 *	Legal Aspects of Health Care Management
BUS4126 *	Health Care Information Management
BUS4127 *	Evidence-Based Health Care Management
BUS4128 *	Cultural Competence in Health Care

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses.

Combined BS/MBA option

For an MBA specialization in General Business Administration, Accounting, Finance, Global Operations and Supply Chain Management, Health Care Management, Human Resource Management, Information Technology Management, Marketing, or Project Management:

Specialization courses - 60 quarter credits

BUS4121 *	Ethics and Decision Making in Health Care
BUS4122 *	Health Care Economics
BUS4123 *	Quality Assurance Risk Management
BUS4124 *	Health Care Marketing and Strategic Planning
BUS4125 *	Legal Aspects of Health Care Management
BUS4126 *	Health Care Information Management
BUS4127 *	Evidence-Based Health Care Management
BUS4128 *	Cultural Competence in Health Care
MBA6010	Professional Effectiveness (3 quarter credits)
MBA6020	Leading for Results (3 quarter credits)
MBA6110	Marketing and Brand Management (3 quarter credits)
MBA6130	Operations and Process Management (3 quarter credits)

Elective courses - 27 quarter credits

Choose 27 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

BUS4993	Business Capstone Project
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Total

180 quarter credits

In compliance with regulations of the Kansas Board of Regents, Kansas residents starting any undergraduate program after January 1, 2010 will be required to complete 186 quarter credits in order to graduate.

Human Resource Management

The human resource professional wears many hats, and his or her specific duties depend upon the nature and size of the organization. Typical responsibilities may include staffing the organization, training and developing employees at all levels, maintaining a fair and equitable compensation system, developing personnel policies and procedures, and developing strategies to meet the HR needs for the organization's future. Undergraduate learners in the Human Resource Management specialization develop the human resource management, interpersonal, and professional thinking skills needed to manage talent, develop intellectual capital, work in networked relationships, deal with continuous change, and impact organizational effectiveness as HR leaders and managers at all levels of their organizations.

Learners enrolled in this specialization may qualify to take the Combined BS/MBA option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of MBA course work. Successful completion of the MBA course work will be applied toward the requirements for both the bachelor's specialization and the learner's chosen MBA specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 42 quarter credits

BUS3004	Developing a Business Perspective
BUS3010	Fundamentals of Management and Leadership
BUS3020	Fundamentals of E-Business
BUS3030	Fundamentals of Marketing and Sales
BUS3040	Fundamentals of Human Resource Management
BUS3050	Fundamentals of Organizational Communication
BUS3060	Fundamentals of Finance and Accounting

Specialization courses - 48 quarter credits

BUS4043 *	Compensation and Benefits Management
BUS4044 *	Legal Issues in Human Resource Management
BUS4045 *	Recruiting, Retention, and Development
BUS4046 *	Employee and Labor Relations
BUS4047 *	Employee Training and Development
BUS4048 *	International Human Resource Management Issues
BUS4801	Ethics and Enterprise
BUS4802	Change Management

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses.

All courses are 6 quarter credits except as noted.

* Denotes courses that have prerequisites.
Refer to the descriptions for further details.

Combined BS/MBA option

For an MBA specialization in General Business Administration, Accounting, Finance, Global Operations and Supply Chain Management, Health Care Management, Human Resource Management, Information Technology Management, Marketing, or Project Management:

Specialization courses - 60 quarter credits

BUS4043 * Compensation and Benefits Management

BUS4044 * Legal Issues in Human Resource Management

BUS4045 * Recruiting, Retention, and Development

BUS4046 * Employee and Labor Relations

BUS4047 * Employee Training and Development

BUS4048 * International Human Resource Management Issues

BUS4801 Ethics and Enterprise

BUS4802 Change Management

MBA6010 Professional Effectiveness (3 quarter credits)

MBA6020 Leading for Results (3 quarter credits)

MBA6110 Marketing and Brand Management (3 quarter credits)

MBA6130 Operations and Process Management (3 quarter credits)

Elective courses - 27 quarter credits

Choose 27 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

BUS4993 Business Capstone Project

Total 180 quarter credits

In compliance with regulations of the Kansas Board of Regents, Kansas residents starting any undergraduate program after January 1, 2010 will be required to complete 186 quarter credits in order to graduate.

Management and Leadership

Management involves coordinating, implementing, promoting, supervising, and directing the activities of individuals, organizations, and businesses. The focus of the Management and Leadership specialization is to develop individuals who have the skills and competencies necessary to successfully lead people and manage organizations in a dynamic, global environment. Undergraduate learners in this specialization demonstrate the management, interpersonal, and professional thinking skills needed to impact organizational effectiveness as leaders and managers at all levels of their organizations.

Learners enrolled in this specialization may qualify to take the Combined BS/MBA option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of MBA course work. Successful completion of the MBA course work will be applied toward the requirements for both the bachelor's specialization and the learner's chosen MBA specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 42 quarter credits

BUS3004 Developing a Business Perspective

BUS3010 Fundamentals of Management and Leadership

BUS3020 Fundamentals of E-Business

BUS3030 Fundamentals of Marketing and Sales

BUS3040 Fundamentals of Human Resource Management

BUS3050 Fundamentals of Organizational Communication

BUS3060 Fundamentals of Finance and Accounting

Specialization courses - 48 quarter credits

BUS4011 * Virtual Team Collaboration

BUS4012 * Leadership in Organizations

BUS4013 * Organizational Structure, Learning, and Performance

BUS4014 * Operations Management for Competitive Advantage

BUS4015 * Strategic Planning and Implementation

BUS4016 * Global Business Relationships

BUS4801 Ethics and Enterprise

BUS4802 Change Management

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses.

Combined BS/MBA option

For an MBA specialization in General Business Administration, Accounting, Finance, Global Operations and Supply Chain Management, Health Care Management, Human Resource Management, Information Technology Management, Marketing, or Project Management:

Specialization courses - 60 quarter credits

BUS4011 * Virtual Team Collaboration

BUS4012 * Leadership in Organizations

BUS4013 * Organizational Structure, Learning, and Performance

BUS4014 * Operations Management for Competitive Advantage

BUS4015 * Strategic Planning and Implementation

BUS4016 * Global Business Relationships

BUS4801 Ethics and Enterprise

BUS4802 Change Management

MBA6010 Professional Effectiveness (3 quarter credits)

MBA6020 Leading for Results (3 quarter credits)

MBA6110 Marketing and Brand Management (3 quarter credits)

MBA6130 Operations and Process Management (3 quarter credits)

Elective courses - 27 quarter credits

Choose 27 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

BUS4993 Business Capstone Project

Total 180 quarter credits

In compliance with regulations of the Kansas Board of Regents, Kansas residents starting any undergraduate program after January 1, 2010 will be required to complete 186 quarter credits in order to graduate.

All courses are 6 quarter credits except as noted.

* Denotes courses that have prerequisites. Refer to the descriptions for further details.

Marketing

The undergraduate Marketing specialization provides learners with fundamental business knowledge and emphasizes marketing research; sales, marketing, and channel management processes; brand identity and marketing communications; change management; and business ethics. Learners may choose to focus on the fundamentals of sales and marketing or broaden their study to include a stronger emphasis on marketing strategy, international marketing, customer behavior, services marketing, or public relations. Upon successful completion of this specialization, learners have gained the marketing expertise and the management, interpersonal, and professional thinking skills needed to increase organizational effectiveness.

Learners enrolled in this specialization may qualify to take the Combined BS/MBA option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of MBA course work. Successful completion of the MBA course work will be applied toward the requirements for both the bachelor's specialization and the learner's chosen MBA specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Required course:

MAT2001 Statistical Reasoning

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 42 quarter credits

- BUS3004 Developing a Business Perspective
- BUS3010 Fundamentals of Management and Leadership
- BUS3020 Fundamentals of E-Business
- BUS3030 Fundamentals of Marketing and Sales
- BUS3040 Fundamentals of Human Resource Management
- BUS3050 Fundamentals of Organizational Communication
- BUS3060 Fundamentals of Finance and Accounting

Specialization courses - 48 quarter credits

- BUS4022 * E-Business Sourcing, Marketing, and Sales
- BUS4031 * Marketing, Sales, and Channel Management
- BUS4033 * Brand Identity and Marketing Communications
- BUS4036 * Marketing Research
- BUS4801 Ethics and Enterprise
- BUS4802 Change Management

In addition, choose 12 quarter credits from the following courses:

- BUS4024 * Customer Behavior
- BUS4025 * Sales and Sales Management
- BUS4026 * Services Marketing
- BUS4027 * Public Relations
- BUS4034 * Marketing Strategy
- BUS4035 * Marketing Across Borders

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses.

Combined BS/MBA option

For an MBA specialization in General Business Administration, Accounting, Finance, Global Operations and Supply Chain Management, Health Care Management, Human Resource Management, Information Technology Management, Marketing, or Project Management:

Specialization courses - 60 quarter credits

- BUS4022 * E-Business Sourcing, Marketing, and Sales
- BUS4031 * Marketing, Sales, and Channel Management
- BUS4033 * Brand Identity and Marketing Communications
- BUS4036 * Marketing Research
- BUS4801 Ethics and Enterprise
- BUS4802 Change Management
- MBA6010 Professional Effectiveness (3 quarter credits)
- MBA6020 Leading for Results (3 quarter credits)
- MBA6110 Marketing and Brand Management (3 quarter credits)
- MBA6130 Operations and Process Management (3 quarter credits)

In addition, choose 12 quarter credits from the following courses:

- BUS4024 * Customer Behavior
- BUS4025 * Sales and Sales Management
- BUS4026 * Services Marketing
- BUS4027 * Public Relations
- BUS4034 * Marketing Strategy
- BUS4035 * Marketing Across Borders

Elective courses - 27 quarter credits

Choose 27 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

- BUS4993 Business Capstone Project

Total 180 quarter credits

In compliance with regulations of the Kansas Board of Regents, Kansas residents starting any undergraduate program after January 1, 2010 will be required to complete 186 quarter credits in order to graduate.

Project Management

The Project Management specialization provides undergraduate learners with a foundational education in the processes, procedures, tools, and techniques of coordinating and managing projects in an organizational setting. The curriculum focuses on the basics of project management, resource allocation, risk assessment, and teamwork. Learners examine the role of project manager as a change agent—working with others to create value for an organization. Successful graduates of this specialization are prepared to pursue careers as project coordinators, project managers, business analysts, and program managers.

Learners enrolled in this specialization may qualify to take the Combined BS/MBA option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of MBA course work. Successful completion of the MBA course work will be applied toward the requirements for both the bachelor's specialization and the learner's chosen MBA specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Required course:

MAT2001 Statistical Reasoning

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 42 quarter credits

- BUS3004 Developing a Business Perspective
- BUS3010 Fundamentals of Management and Leadership
- BUS3020 Fundamentals of E-Business
- BUS3030 Fundamentals of Marketing and Sales
- BUS3040 Fundamentals of Human Resource Management
- BUS3050 Fundamentals of Organizational Communication
- BUS3060 Fundamentals of Finance and Accounting

Specialization courses - 48 quarter credits

- BUS4090 * Introduction to Project Management
- BUS4091 * Project Management I
- BUS4092 * Project Management II
- BUS4093 * Contracts and Procurement
- BUS4094 * Managing Project Risk
- BUS4095 * Motivating Project Teams
- BUS4801 Ethics and Enterprise
- BUS4802 Change Management

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses.

All courses are 6 quarter credits except as noted.

* Denotes courses that have prerequisites. Refer to the descriptions for further details.

Combined BS/MBA option

For an MBA specialization in General Business Administration, Accounting, Finance, Global Operations and Supply Chain Management, Health Care Management, Human Resource Management, Information Technology Management, Marketing, or Project Management:

Specialization courses - 60 quarter credits

BUS4090 * Introduction to Project Management

BUS4091 * Project Management I

BUS4092 * Project Management II

BUS4093 * Contracts and Procurement

BUS4094 * Managing Project Risk

BUS4095 * Motivating Project Teams

BUS4801 Ethics and Enterprise

BUS4802 Change Management

MBA6010 Professional Effectiveness
(3 quarter credits)

MBA6020 Leading for Results (3 quarter credits)

MBA6110 Marketing and Brand Management
(3 quarter credits)

MBA6130 Operations and Process Management
(3 quarter credits)

Elective courses - 27 quarter credits

Choose 27 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

BUS4993 Business Capstone Project

Total 180 quarter credits

In compliance with regulations of the Kansas Board of Regents, Kansas residents starting any undergraduate program after January 1, 2010 will be required to complete 186 quarter credits in order to graduate.

Retail Management

The Retail Management specialization provides undergraduate learners with knowledge of the history and fundamentals of managing in a retail environment. Specialization topics include retail management and store operations, competitive analysis and planning, communication and teamwork, leadership, diversity and globalization, and the legal and ethical considerations of managing a retail operation. This specialization prepares learners to pursue careers in the field of retail management, including store operations supervisor or manager, inventory analyst, buyer analyst, inventory analyst, store associate, demand planning analyst, and department lead.

Learners enrolled in this specialization may qualify to take the Combined BS/MBA option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of MBA course work. Successful completion of the MBA course work will be applied toward the requirements for both the bachelor's specialization and the learner's chosen MBA specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 42 quarter credits

BUS3004 Developing a Business Perspective

BUS3010 Fundamentals of Management and Leadership

BUS3020 Fundamentals of E-Business

BUS3030 Fundamentals of Marketing and Sales

BUS3040 Fundamentals of Human Resource Management

BUS3050 Fundamentals of Organizational Communication

BUS3060 Fundamentals of Finance and Accounting

Specialization courses - 48 quarter credits

BUS4080 * Fundamentals of Retail Management

BUS4081 * Brand Building and Channel Development

BUS4082 * Marketing, Merchandising, and Advertising

BUS4083 * Retailing Analytical Tools and Techniques

BUS4084 * Pricing Management

BUS4085 * Management and Operational Issues in Retail

BUS4801 Ethics and Enterprise

BUS4802 Change Management

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses.

Combined BS/MBA option

For an MBA specialization in General Business Administration, Accounting, Finance, Global Operations and Supply Chain Management, Health Care Management, Human Resource Management, Information Technology Management, Marketing, or Project Management:

Specialization courses - 60 quarter credits

BUS4080 * Fundamentals of Retail Management

BUS4081 * Brand Building and Channel Development

BUS4082 * Marketing, Merchandising, and Advertising

BUS4083 * Retailing Analytical Tools and Techniques

BUS4084 * Pricing Management

BUS4085 * Management and Operational Issues in Retail

BUS4801 Ethics and Enterprise

BUS4802 Change Management

MBA6010 Professional Effectiveness
(3 quarter credits)

MBA6020 Leading for Results (3 quarter credits)

MBA6110 Marketing and Brand Management
(3 quarter credits)

MBA6130 Operations and Process Management
(3 quarter credits)

Elective courses - 27 quarter credits

Choose 27 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

BUS4993 Business Capstone Project

Total 180 quarter credits

In compliance with regulations of the Kansas Board of Regents, Kansas residents starting any undergraduate program after January 1, 2010 will be required to complete 186 quarter credits in order to graduate.

Bachelor of Science (BS) in Information Technology

The Bachelor of Science in Information Technology degree program integrates technology skill development with the business enterprise knowledge needed in today's rapidly changing, global workplace. The curriculum focuses on key elements of the IT lifecycle, including requirements analysis, architecture, software construction, and support and maintenance. Learners develop a fundamental understanding of software, hardware, networks, databases, human-computer interaction, project management, and security and gain knowledge of both theory and practice that are required of today's IT professional. Building on all of these concepts and skills, learners then specialize in fields that prepare them for specific IT careers. Learners may pursue a specialization in General Information Technology, Health Informatics, Information Assurance and Security, Network Technology, Project Management, or Software Architecture.

This degree program offers a Combined BS/MS in Information Technology option for some specializations or a Combined BS/MBA option for all specializations. These options are available for qualified learners of exceptional ability and interest in information technology or business. Learners who qualify to take an option begin the graduate experience earlier, completing a specified number of graduate quarter credits as part of their bachelor's degree program. Successful completion of the graduate course work will be applied toward the requirements for both the bachelor's and master's Information Technology or MBA degree programs.

Bachelor of Science (BS) in Information Technology Specializations

General Information Technology

In the General Information Technology specialization, undergraduate learners explore a range of information technology topics. This specialization consists of a set of core courses that cover the fundamental IT domains of networking, database, Web development, systems analysis and design, and project management. Learners have an opportunity to select a variety of more advanced IT courses that allow them to develop deeper and broader knowledge and skills in IT topics including Web development, networking, project management, and graphics and multimedia.

Learners enrolled in this specialization may qualify to take the Combined BS/MS in Information Technology option or the Combined BS/MBA option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of graduate course work. Successful completion of the graduate course work will be applied toward the requirements for both the bachelor's specialization and the corresponding master's General Information Technology specialization or the learner's chosen MBA specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Recommended course:

MAT2051 * Discrete Mathematics

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 48 quarter credits

IT3006	Communication Strategies for the Information Technology Professional
IT3120	Fundamentals of Project Management
IT3160	Ethical and Human Side of Information Technology
IT3200	Enterprise Architecture
IT3300 *	Human-Computer Interaction
IT3310 *	Hardware and Operating Systems Architecture
IT3340 *	Fundamentals of Software Architecture
IT3350 *	Network and Security Architecture

Specialization courses - 42 quarter credits

Choose 42 quarter credits of upper-division Information Technology courses.

Combined BS/MS in Information Technology option

Specialization courses - 42 quarter credits

Choose 30 approved quarter credits of upper-division Information Technology courses.*

*** Some undergraduate Information Technology courses correspond with graduate Information Technology courses. Combined BS/MS in Information Technology option learners may not satisfy their specialization requirements using both the undergraduate Information Technology course and its corresponding graduate Information Technology course.**

In addition, choose 12 quarter credits from the following courses:

TS5311	Enterprise Security (4 quarter credits)
TS5321	Local Area Network Architectures (4 quarter credits, corresponds with IT4041)
TS5322	Wide Area Network Architectures (4 quarter credits, corresponds with IT4045)
TS5325	Enterprise Network Analysis (4 quarter credits)
TS5332	Project Management Planning, Execution, and Control (4 quarter credits, corresponds with IT4065)
TS5334	Project Risk Assessment and Control (4 quarter credits, corresponds with IT4031)
TS5335	Project Leadership and Management (4 quarter credits)
TS5351	Architecture Requirements Analysis (4 quarter credits, corresponds with IT4710)
TS5356	Advanced Application Development (4 quarter credits, corresponds with IT4765)
TS5357	Enterprise Software Architecture Quality Assurance (4 quarter credits)
TS5531	Security Management Practices (4 quarter credits, corresponds with IT4070)
TS5534	Computer Forensics and Investigations (4 quarter credits, corresponds with IT4075)
TS5615	Health Informatics (4 quarter credits)
TS5620	Databases in Health Care Environments (4 quarter credits, corresponds with IT4620)
TS5625	System Security in Health Care Environments (4 quarter credits, corresponds with IT4660)

All courses are 6 quarter credits except as noted.

* Denotes courses that have prerequisites. Refer to the descriptions for further details.

Combined BS/MBA option

For an MBA specialization in General Business Administration, Accounting, Finance, Global Operations and Supply Chain Management, Health Care Management, Human Resource Management, Information Technology Management, Marketing, or Project Management:

Specialization courses - 42 quarter credits

MBA6010	Professional Effectiveness (3 quarter credits)
MBA6020	Leading for Results (3 quarter credits)
MBA6110	Marketing and Brand Management (3 quarter credits)
MBA6130	Operations and Process Management (3 quarter credits)

In addition, choose 30 quarter credits of upper-division Information Technology courses.

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses. The School of Undergraduate Studies recommends that 18 of these quarter credits be earned through undergraduate Information Technology courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

IT4990	Integrated Action Learning Project
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Total 180 quarter credits

Health Informatics

Health informatics professionals design, implement, test, deploy, and maintain clinical applications and networks in health care environments. The Health Informatics specialization allows undergraduate learners to acquire and apply various processes, tools, technologies, and methods used to support clinicians who gather, store, and manipulate clinical data. Specialization topics include anatomical and medical terminology, electronic medical records and other clinical data systems, data management, statistical analysis, and information security. Learners evaluate methods of designing clinical data systems to support data extraction and manipulation by clinical researchers and examine the organizational and market-based issues of the health care industry. Upon successful completion of this specialization, learners have gained the skills necessary to be successful in health care information technology and informatics environments. The Health Informatics specialization prepares learners for possible careers as clinical systems architects, software developers, data architects, database administrators, and network administrators in health care settings.

Learners enrolled in this specialization may qualify to take the Combined BS/MS in Information Technology option or the Combined BS/MBA option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of graduate course work. Successful completion of the graduate course work will be applied toward the requirements for both the bachelor's specialization and the corresponding master's Health Information Management specialization or the learner's chosen MBA specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 48 quarter credits

IT3006	Communication Strategies for the Information Technology Professional
IT3120	Fundamentals of Project Management
IT3160	Ethical and Human Side of Information Technology
IT3200	Enterprise Architecture
IT3300 *	Human-Computer Interaction
IT3310 *	Hardware and Operating Systems Architecture
IT3340 *	Fundamentals of Software Architecture
IT3350 *	Network and Security Architecture

Specialization courses - 42 quarter credits

IT4610	Anatomical and Medical Terminology
IT4620 *	Managing Data in Multiple System Environments
IT4630 *	Statistical Analysis for Health Care
IT4640 *	Electronic Health Records/Clinical Systems
IT4650 *	Decision Support/Quality Management
IT4660 *	Information Security and Privacy in Health Care
IT4670 *	Health Care Organization and Management

Combined BS/MS in Information Technology option

Specialization courses - 42 quarter credits

IT4610	Anatomical and Medical Terminology
IT4630 *	Statistical Analysis for Health Care
IT4640 *	Electronic Health Records/Clinical Systems
IT4650 *	Decision Support/Quality Management
IT4670 *	Health Care Organization and Management
TS5615	Health Informatics (4 quarter credits)
TS5620	Databases in Health Care Environments (4 quarter credits)
TS5625	System Security in Health Care Environments (4 quarter credits)

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses. The School of Undergraduate Studies recommends that 18 of these quarter credits be earned through undergraduate Information Technology courses.

Combined BS/MBA option

For an MBA specialization in General Business Administration, Accounting, Finance, Global Operations and Supply Chain Management, Health Care Management, Human Resource Management, Information Technology Management, Marketing, or Project Management:

Specialization courses - 54 quarter credits

IT4610	Anatomical and Medical Terminology
IT4620 *	Managing Data in Multiple System Environments
IT4630 *	Statistical Analysis for Health Care
IT4640 *	Electronic Health Records/Clinical Systems
IT4650 *	Decision Support/Quality Management
IT4660 *	Information Security and Privacy in Health Care
IT4670 *	Health Care Organization and Management
MBA6010	Professional Effectiveness (3 quarter credits)
MBA6020	Leading for Results (3 quarter credits)
MBA6110	Marketing and Brand Management (3 quarter credits)
MBA6130	Operations and Process Management (3 quarter credits)

Elective courses - 27 quarter credits

Choose 27 quarter credits of additional undergraduate courses. The School of Undergraduate Studies recommends that 18 of these quarter credits be earned through undergraduate Information Technology courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

IT4990	Integrated Action Learning Project
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Total 180 quarter credits

In compliance with regulations of the Kansas Board of Regents, Kansas residents starting any undergraduate program after January 1, 2010 will be required to complete 186 quarter credits in order to graduate.

All courses are 6 quarter credits except as noted.

* Denotes courses that have prerequisites. Refer to the descriptions for further details.

Information Assurance and Security

Information assurance and security professionals design, install, configure, manage, and troubleshoot an organization's security policies, processes, network, hardware, and software infrastructure. They apply tools and technologies to ensure that the organization is secure. The Information Assurance and Security specialization allows undergraduate learners to acquire and apply various processes, tools, technologies, and methods of securing an enterprise, including security policies, social engineering, access control, authentication, perimeter security, disaster recovery and business continuity, risk management, incident response, viruses, malware, spam, encryption, and other infrastructure security techniques. In addition to information assurance and security expertise, learners in this specialization demonstrate the business, interpersonal, and communication skills required to influence internal decision making and overall organizational effectiveness.

Learners enrolled in this specialization may qualify to take the Combined BS/MS in Information Technology option or the Combined BS/MBA option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of graduate course work. Successful completion of the graduate course work will be applied toward the requirements for both the bachelor's specialization and the corresponding master's Information Assurance and Security specialization or the learner's chosen MBA specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Required course:

MAT2051 * Discrete Mathematics

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 48 quarter credits

IT3006	Communication Strategies for the Information Technology Professional
IT3120	Fundamentals of Project Management
IT3160	Ethical and Human Side of Information Technology
IT3200	Enterprise Architecture
IT3300 *	Human-Computer Interaction
IT3310 *	Hardware and Operating Systems Architecture
IT3340 *	Fundamentals of Software Architecture
IT3350 *	Network and Security Architecture

Specialization courses - 48 quarter credits

IT4803 *	System Assurance Security
IT4070 *	Cyber Defense and Countermeasures
IT4071 *	Cyber Attacks and Ethical Hacking
IT4072 *	Operating Systems Security
IT4073 *	Organizational Security
IT4074 *	Applications Security
IT4075 *	Computer Forensics
IT4076 *	Security Management and Policies

Combined BS/MS in Information Technology option

Specialization courses - 48 quarter credits

IT4803 *	System Assurance Security
IT4071 *	Cyber Attacks and Ethical Hacking
IT4072 *	Operating Systems Security
IT4073 *	Organizational Security
IT4074 *	Applications Security
IT4076 *	Security Management and Policies
TS5311	Enterprise Security (4 quarter credits)
TS5531	Security Management Practices (4 quarter credits)
TS5534	Computer Forensics and Investigations (4 quarter credits)

Elective courses - 33 quarter credits

Choose 33 quarter credits of additional undergraduate courses. The School of Undergraduate Studies recommends that 18 of these quarter credits be earned through undergraduate Information Technology courses.

Combined BS/MBA option

For an MBA specialization in General Business Administration, Accounting, Finance, Global Operations and Supply Chain Management, Health Care Management, Human Resource Management, Information Technology Management, Marketing, or Project Management:

Specialization courses - 60 quarter credits

IT4803 *	System Assurance Security
IT4070 *	Cyber Defense and Countermeasures
IT4071 *	Cyber Attacks and Ethical Hacking
IT4072 *	Operating Systems Security
IT4073 *	Organizational Security
IT4074 *	Applications Security
IT4075 *	Computer Forensics
IT4076 *	Security Management and Policies
MBA6010	Professional Effectiveness (3 quarter credits)
MBA6020	Leading for Results (3 quarter credits)
MBA6110	Marketing and Brand Management (3 quarter credits)
MBA6130	Operations and Process Management (3 quarter credits)

Elective courses - 21 quarter credits

Choose 21 quarter credits of additional undergraduate courses. The School of Undergraduate Studies recommends that 18 of these quarter credits be earned through undergraduate Information Technology courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

IT4990 Integrated Action Learning Project

Total 180 quarter credits

In compliance with regulations of the Kansas Board of Regents, Kansas residents starting any undergraduate program after January 1, 2010 will be required to complete 186 quarter credits in order to graduate.

Network Technology

Network technology professionals analyze, design, implement, test, deploy, administer, and maintain an organization's custom network architecture. The Network Technology specialization allows undergraduate learners to acquire and apply various processes, tools, technologies, and methods used to build and administer networks. Learners study proposal development, network requirements analysis, the architectural elements of networks, network construction, network administration, and support and maintenance. Upon successful completion of this specialization, learners have gained information technology-related organizational, communications, and decision-making skills. The Network Technology specialization prepares learners for possible careers as network engineers, network architects, network administrators, system administrators, and support specialists.

Learners enrolled in this specialization may qualify to take the Combined BS/MS in Information Technology option or the Combined BS/MBA option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of graduate course work. Successful completion of the graduate course work will be applied toward the requirements for both the bachelor's specialization and the corresponding master's Network Architecture specialization or the learner's chosen MBA specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Required course:

MAT2051 * Discrete Mathematics

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 48 quarter credits

IT3006	Communication Strategies for the Information Technology Professional
IT3120	Fundamentals of Project Management
IT3160	Ethical and Human Side of Information Technology
IT3200	Enterprise Architecture
IT3300 *	Human-Computer Interaction
IT3310 *	Hardware and Operating Systems Architecture
IT3340 *	Fundamentals of Software Architecture
IT3350 *	Network and Security Architecture

Specialization courses - 42 quarter credits

Choose 42 quarter credits from the following courses:

IT4040 *	Network Administration
IT4041 *	Advanced Network Administration
IT4045 *	Network Analysis and Design
IT4140 *	Introduction to Internetworking
IT4141 *	Advanced Internetworking
IT4803 *	System Assurance Security
IT4813	Operating Systems
IT4815	Introduction to Telecommunications

All courses are 6 quarter credits except as noted.

* Denotes courses that have prerequisites. Refer to the descriptions for further details.

Combined BS/MS in Information Technology option

Specialization courses - 42 quarter credits

TS5321	Local Area Network Architectures (4 quarter credits)
TS5322	Wide Area Network Architectures (4 quarter credits)
TS5325	Enterprise Network Analysis (4 quarter credits)

In addition, choose 30 quarter credits from the following courses:

IT4040 *	Network Administration
IT4140 *	Introduction to Internetworking
IT4141 *	Advanced Internetworking
IT4803 *	System Assurance Security
IT4813	Operating Systems
IT4815	Introduction to Telecommunications

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses. The School of Undergraduate Studies recommends that 18 of these quarter credits be earned through undergraduate Information Technology courses.

Combined BS/MBA option

For an MBA specialization in General Business Administration, Accounting, Finance, Global Operations and Supply Chain Management, Health Care Management, Human Resource Management, Information Technology Management, Marketing, or Project Management:

Specialization courses - 54 quarter credits

MBA6010	Professional Effectiveness (3 quarter credits)
MBA6020	Leading for Results (3 quarter credits)
MBA6110	Marketing and Brand Management (3 quarter credits)
MBA6130	Operations and Process Management (3 quarter credits)

In addition, choose 42 quarter credits from the following courses:

IT4040 *	Network Administration
IT4041 *	Advanced Network Administration
IT4045 *	Network Analysis and Design
IT4140 *	Introduction to Internetworking
IT4141 *	Advanced Internetworking
IT4803 *	System Assurance Security
IT4813	Operating Systems
IT4815	Introduction to Telecommunications

Elective courses - 27 quarter credits

Choose 27 quarter credits of additional undergraduate courses. The School of Undergraduate Studies recommends that 18 of these quarter credits be earned through undergraduate Information Technology courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

IT4990 Integrated Action Learning Project

Total 180 quarter credits

In compliance with regulations of the Kansas Board of Regents, Kansas residents starting any undergraduate program after January 1, 2010 will be required to complete 186 quarter credits in order to graduate.

Project Management

The Project Management specialization focuses on developing the skills required to effectively lead and manage a complex information technology project, including IT, business, and human interaction skills. Undergraduate learners are introduced to a variety of topics, including assessing product requirements; establishing configuration management; understanding the impact of evolving legal and regulatory issues on a project; understanding team dynamics; and using tools for project planning, estimation, budgeting, and risk management. Learners ultimately integrate IT fundamentals, professional practice, and specialization course work in an integrated action learning project.

Learners enrolled in this specialization may qualify to take the Combined BS/MS in Information Technology option or the Combined BS/MBA option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of graduate course work. Successful completion of the graduate course work will be applied toward the requirements for both the bachelor's specialization and the corresponding master's Project Management specialization or the learner's chosen MBA specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Recommended course:

MAT2051 * Discrete Mathematics

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 48 quarter credits

IT3006	Communication Strategies for the Information Technology Professional
IT3120	Fundamentals of Project Management
IT3160	Ethical and Human Side of Information Technology
IT3200	Enterprise Architecture
IT3300 *	Human-Computer Interaction
IT3310 *	Hardware and Operating Systems Architecture
IT3340 *	Fundamentals of Software Architecture
IT3350 *	Network and Security Architecture

Specialization courses - 42 quarter credits

IT4030 *	Project Estimation and Budgeting
IT4031 *	Risk Management in Information System Development
IT4063 *	Project Integration and Scope Management
IT4064 *	Project Communications
IT4065 *	Project Human Resources Management
IT4067 *	Project Quality Assurance
IT4068 *	Project Procurement Management

Combined BS/MS in Information Technology option

Specialization courses - 42 quarter credits

IT4030 *	Project Estimation and Budgeting
IT4063 *	Project Integration and Scope Management
IT4064 *	Project Communications
IT4067 *	Project Quality Assurance
IT4068 *	Project Procurement Management
TS5332	Project Management Planning, Execution, and Control (4 quarter credits)
TS5334	Project Risk Assessment and Control (4 quarter credits)
TS5335	Project Leadership and Management (4 quarter credits)

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses. The School of Undergraduate Studies recommends that 18 of these quarter credits be earned through undergraduate Information Technology courses.

Combined BS/MBA option

For an MBA specialization in General Business Administration, Accounting, Finance, Global Operations and Supply Chain Management, Health Care Management, Human Resource Management, Information Technology Management, Marketing, or Project Management:

Specialization courses - 54 quarter credits

IT4030 *	Project Estimation and Budgeting
IT4031 *	Risk Management in Information System Development
IT4063 *	Project Integration and Scope Management
IT4064 *	Project Communications
IT4065 *	Project Human Resources Management
IT4067 *	Project Quality Assurance
IT4068 *	Project Procurement Management
MBA6010	Professional Effectiveness (3 quarter credits)
MBA6020	Leading for Results (3 quarter credits)
MBA6110	Marketing and Brand Management (3 quarter credits)
MBA6130	Operations and Process Management (3 quarter credits)

Elective courses - 27 quarter credits

Choose 27 quarter credits of additional undergraduate courses. The School of Undergraduate Studies recommends that 18 of these quarter credits be earned through undergraduate Information Technology courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

IT4990 Integrated Action Learning Project

Total 180 quarter credits

In compliance with regulations of the Kansas Board of Regents, Kansas residents starting any undergraduate program after January 1, 2010 will be required to complete 186 quarter credits in order to graduate.

All courses are 6 quarter credits except as noted.

* Denotes courses that have prerequisites. Refer to the descriptions for further details.

Software Architecture

Software architecture professionals analyze, design, implement, test, deploy, and maintain an organization's custom software architecture, which includes Web, traditional, and mobile applications. The Software Architecture specialization allows undergraduate learners to acquire and apply various processes, tools, technologies, and methods used to create software. Learners study proposal development; software requirements analysis; the architectural elements of software, database, and applications; software construction; and support and maintenance. Upon successful completion of this specialization, learners have gained information technology-related organizational, communications, and decision-making skills. The Software Architecture specialization prepares learners for possible careers as software engineers, software architects, software developers, data architects, database administrators, and applications architects.

Learners enrolled in this specialization may qualify to take the Combined BS/MS in Information Technology option or the Combined BS/MBA option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of graduate course work. Successful completion of the graduate course work will be applied toward the requirements for both the bachelor's specialization and the corresponding master's Enterprise Software Architecture specialization or the learner's chosen MBA specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Required course:

MAT2051 * Discrete Mathematics

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 48 quarter credits

IT3006	Communication Strategies for the Information Technology Professional
IT3120	Fundamentals of Project Management
IT3160	Ethical and Human Side of Information Technology
IT3200	Enterprise Architecture
IT3300 *	Human-Computer Interaction
IT3310 *	Hardware and Operating Systems Architecture
IT3340 *	Fundamentals of Software Architecture
IT3350 *	Network and Security Architecture

Specialization courses - 42 quarter credits

IT4710 *	Software Requirements Architecture
IT4715 *	Applications Architecture
IT4720 *	Software Construction I: Design and Modeling
IT4725 *	Software Construction II: Database Development
IT4770	Support and Maintenance of Software Systems

In addition, choose one of the following groups:

For a focus in Web development:

IT4730 *	Software Construction III: Web Application Development
IT4735 *	Software Construction IV: Advanced Web Application Development

For a focus in application development:

IT4760 *	Software Construction III: Application Development
IT4765 *	Software Construction IV: Advanced Application Development

Combined BS/MS in Information Technology option

Specialization courses - 42 quarter credits

IT4715 *	Applications Architecture
IT4720 *	Software Construction I: Design and Modeling
IT4725 *	Software Construction II: Database Development
IT4760 *	Software Construction III: Application Development
IT4770	Support and Maintenance of Software Systems
TS5351	Architecture Requirements Analysis (4 quarter credits)
TS5356	Advanced Application Development (4 quarter credits)
TS5357	Enterprise Software Architecture Quality Assurance (4 quarter credits)

Elective courses - 39 quarter credits

Choose 39 quarter credits of additional undergraduate courses. The School of Undergraduate Studies recommends that 18 of these quarter credits be earned through undergraduate Information Technology courses.

Combined BS/MBA option

For an MBA specialization in General Business Administration, Accounting, Finance, Global Operations and Supply Chain Management, Health Care Management, Human Resource Management, Information Technology Management, Marketing, or Project Management:

Specialization courses - 54 quarter credits

IT4710 *	Software Requirements Architecture
IT4715 *	Applications Architecture
IT4720 *	Software Construction I: Design and Modeling
IT4725 *	Software Construction II: Database Development
IT4770	Support and Maintenance of Software Systems
MBA6010	Professional Effectiveness (3 quarter credits)
MBA6020	Leading for Results (3 quarter credits)
MBA6110	Marketing and Brand Management (3 quarter credits)
MBA6130	Operations and Process Management (3 quarter credits)

In addition, choose one of the following groups:

For a focus in Web development:

IT4730 *	Software Construction III: Web Application Development
IT4735 *	Software Construction IV: Advanced Web Application Development

For a focus in application development:

IT4760 *	Software Construction III: Application Development
IT4765 *	Software Construction IV: Advanced Application Development

Elective courses - 27 quarter credits

Choose 27 quarter credits of additional undergraduate courses. The School of Undergraduate Studies recommends that 18 of these quarter credits be earned through undergraduate Information Technology courses.

Capstone course - 6 quarter credits

Taken during the learner's final quarter:

IT4990	Integrated Action Learning Project
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Total 180 quarter credits

In compliance with regulations of the Kansas Board of Regents, Kansas residents starting any undergraduate program after January 1, 2010 will be required to complete 186 quarter credits in order to graduate.

All courses are 6 quarter credits except as noted.

* Denotes courses that have prerequisites. Refer to the descriptions for further details.

Bachelor of Science (BS) in Psychology

The Bachelor of Science in Psychology degree program provides undergraduate learners with instruction across the broad science of psychology. The curriculum emphasizes the knowledge, skills, and values identified by the American Psychological Association (APA) as fundamental in the undergraduate study of psychology and is designed to foster understanding of the complexities of human behavior and thought and the development of the analytical, quantitative, and communication skills associated with psychology study. Successful graduates of this program are prepared to continue their studies at the graduate level or pursue careers in a variety of public and private employment settings in which psychology knowledge and skills are used to promote human welfare.

This degree program offers a Combined BS/MS in Psychology option or a Combined BS/MBA option. These options are available for qualified learners of exceptional ability and interest in psychology or business. Learners who qualify to take an option begin the graduate experience earlier, completing a specified number of graduate quarter credits as part of their bachelor's degree program. Successful completion of the graduate course work will be applied toward the requirements for both the bachelor's and master's Psychology or MBA degree programs.

Review of this program is pending in FL, ND, and SC.

Bachelor of Science (BS) in Psychology Specialization

General Psychology

Undergraduate learners in the General Psychology specialization integrate psychology knowledge with associated skills by engaging in a curriculum that presents fundamental psychological concepts, theories, empirical findings, and historical trends. In particular, learners focus on social, abnormal, positive, and biological psychology and lifespan development, motivation and performance, learning and cognition, research methodology, culture and diversity, and ethics. Successful graduates of this specialization are prepared to build on their knowledge and skills at the graduate level or pursue careers in a variety of settings, including education, public service, law enforcement and corrections, business, human development, and rehabilitation and mental health.

Learners enrolled in this specialization may qualify to take the Combined BS/MS in Psychology option or the Combined BS/MBA option, in which after completing 100 quarter credits of undergraduate course work, they complete 12 quarter credits of graduate course work. Successful completion of the graduate course work will be applied toward the requirements for both the bachelor's General Psychology specialization and the learner's chosen master's Psychology specialization or MBA specialization.

General Education Requirements

Choose 45 quarter credits with a minimum of 6 quarter credits from each category; see [General Education Courses](#).

Required courses:

BIO1000 Human Biology
ENG1000 English Composition
MAT2001 Statistical Reasoning
PHI2000 Ethics
PSYC1000 Introduction to Psychology

Residents of Arkansas must complete Arkansas general education requirements.

Additional Program Requirements

Core courses - 66 quarter credits

PSYC3002 Developing a Psychology Perspective
PSYC3210 * Human Lifespan Development
PSYC3500 * Learning and Cognition
PSYC3520 * Introduction to Social Psychology
PSYC3540 * Culture, Ethnicity, and Diversity
PSYC4100 * History and Modern Systems of Psychology
PSYC4310 * Biological Psychology
PSYC4600 * Research Methods in Psychology
PSYC4700 * Statistics for the Behavioral Sciences

In addition, choose 12 quarter credits from the following courses:

PSYC3110 * Abnormal Psychology
PSYC3770 * Psychology of Human Motivation and Performance
PSYC4110 * Positive Psychology

Elective courses - 63 quarter credits

Choose 63 quarter credits of additional undergraduate courses.

Combined BS/MS in Psychology option

For an MS specialization in General Psychology; Child and Adolescent Development; Educational Psychology; Evaluation, Research, and Measurement; Industrial/Organizational Psychology; Leadership Coaching Psychology; Organizational Leader Development; Sport Psychology; Clinical Psychology; Counseling Psychology; or School Psychology:

Core courses - 69 quarter credits

PSYC3002 Developing a Psychology Perspective
PSYC3210 * Human Lifespan Development
PSYC3500 * Learning and Cognition
PSYC3520 * Introduction to Social Psychology
PSYC3540 * Culture, Ethnicity, and Diversity
PSYC4100 * History and Modern Systems of Psychology
PSYC4310 * Biological Psychology
PSY7610 Tests and Measurements (5 quarter credits)
PSY7620 Inferential Statistics (5 quarter credits)
PSY7650 Research Methods (5 quarter credits)

In addition, choose 12 quarter credits from the following courses:

PSYC3110 * Abnormal Psychology
PSYC3770 * Psychology of Human Motivation and Performance
PSYC4110 * Positive Psychology

Elective courses - 60 quarter credits

Choose 60 quarter credits of additional undergraduate courses.

Combined BS/MBA option

For an MBA specialization in General Business Administration, Accounting, Finance, Global Operations and Supply Chain Management, Health Care Management, Human Resource Management, Information Technology Management, Marketing, or Project Management:

Core courses - 78 quarter credits

PSYC3002 Developing a Psychology Perspective
PSYC3210 * Human Lifespan Development
PSYC3500 * Learning and Cognition
PSYC3520 * Introduction to Social Psychology
PSYC3540 * Culture, Ethnicity, and Diversity
PSYC4100 * History and Modern Systems of Psychology
PSYC4310 * Biological Psychology
PSYC4600 * Research Methods in Psychology
PSYC4700 * Statistics for the Behavioral Sciences
MBA6010 Professional Effectiveness (3 quarter credits)
MBA6020 Leading for Results (3 quarter credits)
MBA6110 Marketing and Brand Management (3 quarter credits)
MBA6130 Operations and Process Management (3 quarter credits)

All courses are 6 quarter credits except as noted.

* Denotes courses that have prerequisites. Refer to the descriptions for further details.

In addition, choose 12 quarter credits from the following courses:

- PSYC3110 * Abnormal Psychology
PSYC3770 * Psychology of Human Motivation and Performance
PSYC4110 * Positive Psychology

Elective courses - 51 quarter credits
Choose 51 quarter credits of additional undergraduate courses.

Capstone course - 6 quarter credits
Taken during the learner's final quarter:
PSYC4900 Psychology Capstone Project

Total 180 quarter credits

In compliance with regulations of the Kansas Board of Regents, Kansas residents starting any undergraduate program after January 1, 2010 will be required to complete 186 quarter credits in order to graduate.

Page 119 - School of Business and Technology

The following new degree program and specializations have been added in the School of Business and Technology.

Doctor of Business Administration (DBA)

The Doctor of Business Administration (DBA) degree program is designed for experienced professionals seeking to advance in their careers as senior business managers, consultants, researchers, or teachers. Throughout the program, learners integrate business theory and research with strategic practice and develop expertise in functional areas, such as marketing, finance and accounting, and operations, or cross-functional disciplines, such as strategy, business intelligence, and leadership. Successful completion of this degree program prepares learners to develop ethical and collaborative approaches to make business decisions and solve business problems. Learners may pursue DBA specializations in Business Intelligence, Global Operations and Supply Chain Management, or Strategy and Innovation.

Review of this program is pending in FL, ND, and SC.

Doctor of Business Administration (DBA) Specializations

Business Intelligence

The DBA Business Intelligence specialization is designed to provide learners the knowledge and skills needed to lead strategic and tactical decision making within organizations. The curriculum emphasizes internal and external sources of information; techniques for identifying, gathering, managing, analyzing, and integrating organizational information used to make evidence-based decisions; data presentation tools and strategies; and ethical considerations associated with data acquisition and use. Successful completion of this specialization prepares learners to lead, consult, or teach in the area of business intelligence.

Residency Requirement(s):

Three three-day residential colloquia (DB-R8921, DB-R8922, DB-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Seventeen Required Courses 82 quarter credits

Core courses:

- DB8004 Strategic Thinking and Innovation
DB-R8921 DBA Research Residential Colloquium I (2 quarter credits)
DB8010 * Leadership with Integrated Coaching
DB8020 * Research Foundations
DB8030 * Global Operations +
DB8040 * Financial Decision Making
DB-R8922 * DBA Research Residential Colloquium II (2 quarter credits)
DB8050 * Applied Research Techniques
DB8060 * Exploring Opportunities for Social Responsibility and Sustainability
DB8070 * Market Innovation
DB-R8923 * DBA Research Residential Colloquium III (2 quarter credits)
DB9920 Dissertation Mentor Courseroom (non-credit)

Specialization courses:

- DB8310 Organizational Data Management (4 quarter credits)
DB8312 Business Information Sources and Services (4 quarter credits)
DB8314 * Data Warehousing and Mining (4 quarter credits)
DB8316 * Decision Support Analysis and Presentation (4 quarter credits)

Upon completion of all required course work:

- DB9921 Dissertation with Project Mentoring I
DB9922 Dissertation with Project Mentoring II

Total 82 quarter credits

Admission to the Business Intelligence specialization requires learners to complete and submit the DBA Course Registration Acknowledgement.

+ Learners are responsible for the cost of their travel, accommodations, food, and other expenses associated with this course.

Global Operations and Supply Chain Management

The DBA Global Operations and Supply Chain Management specialization provides learners with advanced theory and practice of organizational operations in domestic and global environments and focuses on leveraging the effects of the supply chain to increase organizational performance. The curriculum emphasizes global environment assessment; global supply chain management strategy; demand forecasting; process orientation; and global supply chain management functions associated with marketing and sales, product and inventory, integrated logistics, and personnel and customer service. Learners also engage in a comprehensive core curriculum that highlights quantitative and qualitative research methodologies, strategy, marketing innovation, and ethics and social responsibility in global operations. Learners also conduct professional research focused on contemporary global operations and supply chain management problems.

Residency Requirement(s):

Three three-day residential colloquia (DB-R8921, DB-R8922, DB-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Seventeen Required Courses 82 quarter credits

Core courses:

- DB8004 Strategic Thinking and Innovation
DB-R8921 DBA Research Residential Colloquium I (2 quarter credits)
DB8010 * Leadership with Integrated Coaching
DB8020 * Research Foundations
DB8030 * Global Operations +
DB8040 * Financial Decision Making
DB-R8922 * DBA Research Residential Colloquium II (2 quarter credits)
DB8050 * Applied Research Techniques
DB8060 * Exploring Opportunities for Social Responsibility and Sustainability
DB8070 * Market Innovation
DB-R8923 * DBA Research Residential Colloquium III (2 quarter credits)
DB9920 Dissertation Mentor Courseroom (non-credit)

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

Specialization courses:

DB8320	Supply Chain Management (4 quarter credits)
DB8322	Design and Management of Global Supply Chains (4 quarter credits)
DB8324 *	Global Logistics (4 quarter credits)
DB8326 *	Building Global Supply Chains (4 quarter credits)

Upon completion of all required course work:

DB9921	Dissertation with Project Mentoring I
DB9922	Dissertation with Project Mentoring II

Total **82 quarter credits**

Admission to the Global Operations and Supply Chain Management specialization requires learners to complete and submit the DBA Course Registration Acknowledgement.

+ Learners are responsible for the cost of their travel, accommodations, food, and other expenses associated with this course.

Strategy and Innovation

The DBA Strategy and Innovation specialization provides learners with a theoretical and practical orientation to the strategies organizations use to create and sustain disruptive innovations and compete in today's business environment. The curriculum emphasizes evidence-based practices for analyzing global trends and competitive information, seeking innovation opportunities, developing breakthrough strategies, and creating an organizational environment that enables innovation and change. Learners explore trend analysis and foresight planning; processes for identifying risks and innovation opportunities; and strategies for building continued organizational innovation, sustainability, and adaptation. Successful completion of this specialization prepares learners to lead, consult, or teach in the area of organizational strategy.

Residency Requirement(s):

Three three-day residential colloquia (DB-R8921, DB-R8922, DB-R8923). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Seventeen Required Courses **82 quarter credits**

Core courses:

DB8004	Strategic Thinking and Innovation
DB-R8921	DBA Research Residential Colloquium I (2 quarter credits)
DB8010 *	Leadership with Integrated Coaching
DB8020 *	Research Foundations
DB8030 *	Global Operations +
DB8040 *	Financial Decision Making
DB-R8922	DBA Research Residential Colloquium II (2 quarter credits)
DB8050 *	Applied Research Techniques
DB8060 *	Exploring Opportunities for Social Responsibility and Sustainability
DB8070 *	Market Innovation
DB-R8923	DBA Research Residential Colloquium III (2 quarter credits)
DB9920	Dissertation Mentor Courseroom (non-credit)

Specialization courses:

DB8130	Foresight: Anticipating the Future (4 quarter credits)
DB8132	Identifying Opportunities for Innovation (4 quarter credits)
DB8134 *	Competing with Disruptive Innovation (4 quarter credits)
DB8136 *	Building an Innovation Strategy (4 quarter credits)

Upon completion of all required course work:

DB9921	Dissertation with Project Mentoring I
DB9922	Dissertation with Project Mentoring II

Total **82 quarter credits**

Admission to the Strategy and Innovation specialization requires learners to complete and submit the DBA Course Registration Acknowledgement.

+ Learners are responsible for the cost of their travel, accommodations, food, and other expenses associated with this course.

Page 155 - School of Human Services

Effective April 1, 2010, degree programs previously offered by the School of Human Services will be offered by the new Harold Abel School of Social and Behavioral Sciences. See the announcement on page 1 of this addendum for further details.

Page 165 - School of Public Service Leadership

The following new concentrations have been added in the School of Public Service Leadership.

Concentrations

Fire Service Administration

The Fire Service Administration concentration addresses the historical context of fire service organizations and their expanding role in the post-9/11 environment and includes course work in leadership, logistical development, and strategic planning. The concentration is designed to provide learners with enhanced knowledge and skills necessary for functioning more effectively as emergency service leaders or managers.

Three Required Courses **12 quarter credits**

PSF7431	Fire Service Organizational Operations
PSF7433	Contemporary Fire Service Leadership
PSF7435	Strategic Planning in Fire Service Organizations

Total **12 quarter credits**

Public Administration

The Public Administration concentration presents a theoretical and practical foundation of the public administration field and includes course work in public administration theory, finance, and policy development and analysis. The concentration is designed to strengthen the knowledge and skills needed to evaluate and apply public policy theory specific to the practice of public administration, assess public funding alternatives and budgetary options, and foster cross-sector collaborations that enhance the lives of individuals and communities.

Three Required Courses **12 quarter credits**

MPA5400	Public Administration Theory
MPA5408	Finance and Accounting in Public Administration
MPA5424	Policy Analysis and Research

Total **12 quarter credits**

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

Page 179 - Harold Abel School of Psychology

Effective April 1, 2010, degree programs previously offered by the Harold Abel School of Psychology will be offered by the new Harold Abel School of Social and Behavioral Sciences. See the announcement on page 1 of this addendum for further details.

New school - Harold Abel School of Social and Behavioral Sciences

The following new degree programs and specializations will be offered by the Harold Abel School of Social and Behavioral Sciences.

Doctor of Social Work (DSW)

The Doctor of Social Work degree program is structured as a cohort, and it offers experienced practitioners the opportunity to use the latest technological advancements to develop the knowledge and skills needed to advance their professional practice and contribute to the profession as scholars, teachers, and administrators. The curriculum emphasizes critical thinking and action research and encourages learners to incorporate theoretical knowledge with relevant experience. Upon successful completion of this degree program, learners are prepared to advance social well-being and social justice as scholar-practitioners, applying increased knowledge and skills in professional practice, teaching, and administration. Successful graduates of this specialization are prepared to continue in their practice or pursue career opportunities in administration, research, or teaching.

The Doctor of Social Work is structured using a cohort model. Beginning in their first quarter, learners enroll in one course each quarter in a prescribed sequence, progressing through their program with the same group of learners. Earning the DSW as part of a cohort enhances opportunities to gain skills and knowledge and develop professional relationships with other learners.

Review of this program is pending in FL, KS, KY, ND, and SC.

Doctor of Social Work (DSW) Specialization

General Social Work

The DSW General Social Work specialization expands learners' fundamental social work knowledge and skills and allows them the opportunity to define an interdisciplinary curriculum in which they choose courses from other specializations specific to their respective discipline and interest. Learners explore the radical changes in the ways people network, form relationships, communicate, and view themselves and capitalize on connecting with their clients by using new and evolving technologies. Successful graduates of this specialization are prepared to effectively and ethically advocate for a diverse population of clients in a variety of settings.

The DSW General Social Work specialization is structured using a cohort model. Beginning in their first quarter, learners enroll in one course each quarter in a prescribed sequence, progressing through their program with the same group of learners. Earning the DSW as part of a cohort enhances opportunities to gain skills and knowledge and develop professional relationships with other learners.

Eleven Required Courses 56 quarter credits

All courses taken in sequence:

- DSW8002 Advanced Knowledge of Social Work
- DSW8120 * Contemporary Issues in Social Work
- DSW8130 * Leadership in Social Work
- DSW8140 * Technology in Social Work
- DSW8150 * Methods of Inquiry in Action Research
- DSW8160 * Applying Action Research
- DSW9920 * Action Research Dissertation Coursework (non-credit)
- DSW9921 * Action Research Dissertation 1 (5 quarter credits)
- DSW9922 * Action Research Dissertation 2 (5 quarter credits)
- DW-R8000 Dissertation Writers Retreat (non-credit)
- DSW9923 * Action Research Dissertation 3 (5 quarter credits)
- DSW9924 * Action Research Dissertation 4 (5 quarter credits)

Four or Five Elective Courses* 18 quarter credits

* Learners must choose the number of elective courses that will fulfill the 18 quarter credit requirement.

Choose four or five from the following courses:

- ED7310 Evaluating the Effectiveness of the Educational Process (4 quarter credits)
- ED7311 Theory and Methods of Educating Adults (4 quarter credits)
- ED7540 Leadership in Higher Education (4 quarter credits)
- ED7547 Assessment in Higher Education (4 quarter credits)
- CST8731 Psychopathology: Assessment and Treatment (4 quarter credits)
- CST8739 Theories of Psychotherapy (4 quarter credits)
- CST8754 Child and Adolescent Counseling (4 quarter credits)

- CST8758 Mental Health and Aging (4 quarter credits)
- CST8779 Life Planning and Career Development (4 quarter credits)
- HS8001 * Human Services Practicum (4 quarter credits)
- HS8106 Epistemology of Practice Knowledge (4 quarter credits)
- HS8103 Principles and Practices of Social Work (4 quarter credits)
- HS8108 Financial Analysis and Reporting for Nonprofit Executives (4 quarter credits)
- HS8413 Social Influences of Behavior (4 quarter credits)
- HS8478 The Family in Social Context (4 quarter credits)
- PSY8610 Principles of Health Psychology (5 quarter credits)
- PSY8650 Innovative Health Care Practices (5 quarter credits)
- PSY8670 Cognitive/Affective Basis of Physical Illness (5 quarter credits)
- PSY8750 Managing Psychological Services (5 quarter credits)

Total 74 quarter credits

Admission to the General Social Work specialization requires learners to complete and submit the Cohort Auto-Registration Form.

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

Master of Science (MS) in Career Counseling

The Master of Science in Career Counseling degree program is designed to prepare learners to serve as career counselors and leaders who advocate for the personal and professional needs of their clients. The program seeks to deliver its curriculum through a dynamic, interactive, and collaborative learning environment and provides learners with a strong theoretical foundation in the field of career counseling and knowledge and skills in associated areas of workplace emergency and crisis management, wellness theory and research, advocacy and change, leadership, assessment and treatment, cultural competence, and ethical practice.

Review of this program is pending in FL, KS, KY, ND, and SC.

Master of Science (MS) in Career Counseling Specialization

General Career Counseling

The master's General Career Counseling specialization is designed to prepare learners to assume positions in career counseling and development fields, including program development. The curriculum emphasizes theories and models of career counseling, group counseling, and psychotherapy; career assessment, evaluation, and intervention techniques and instruments; and career counseling in context. Learners engage in academic study and clinical training during which they demonstrate the established standards and ethics of professional counseling practice, including awareness and sensitivity to the complex career counseling and development needs of a multicultural society. This specialization requires course work and clinical experience; see Clinical Experience.

Residency Requirement(s):

Two six-day residential colloquia (COUN-R5950, COUN-R5951). See university policy [3.04.05 Attendance at Residencies](#) and the [Residential Colloquia](#) page on iGuide for more information. Also see each graduate school's residential colloquium courses.

Eighteen Required Courses 72 quarter credits

Core courses:

COUN5003	Survey of Research in Human Development and Behavior
COUN5006	Survey of Research Methodology
COUN5106	Assessment, Tests, and Measures
COUN5215	Professional and Scientific Ethics for Counselors/Therapists
COUN5239	Theories of Psychotherapy
COUN5241 *	Group Counseling and Psychotherapy
COUN5279	Life Planning and Career Development
COUN5334	Ethnic and Cultural Awareness

All academic courses listed below are 10-week online courses. Each includes specific residential colloquia or clinical experiences. Learners must complete prerequisites and residency and clinical experience requirements to be eligible to complete each course in the sequence.

COUN5950 *	Career Counseling Pre-Practicum Course I (4 quarter credits) AND
COUN-R5950 *	Career Counseling Residential Colloquium I (non-credit)
COUN5951 *	Career Counseling Pre-Practicum Course II (4 quarter credits) AND
COUN-R5951 *	Career Counseling Residential Colloquium II (non-credit)
COUN6502 *	Career Counseling Clinical Practicum (4 quarter credits)
COUN6531 *	Career Counseling Clinical Internship I (4 quarter credits)
COUN6532 *	Career Counseling Clinical Internship II (4 quarter credits)

Specialization courses:

COUN5290 *	Career Assessment and Evaluation
COUN5291 *	Career Counseling Methods
COUN5292 *	Contextual Dimensions of Career Counseling and Development
COUN5293 *	Organization and Administration in Career Counseling and Development
COUN5955 *	Career Counseling Integrative Project

Total 72 quarter credits

Page 163 - Clinical Experience

The following clinical experience requirements have been updated to reflect the addition of a new Master of Science (MS) in Career Counseling degree program.

Clinical Experience

Learners enrolled in Master of Science in Addiction Counseling, Career Counseling, Marriage and Family Therapy, Mental Health Counseling, and School Counseling degree programs complete clinical experience as a requirement of their respective program. The clinical experience consists of the following online courses and supervised residential colloquia:

The Pre-Practicum Courses and accompanying six-day Residential Colloquia (**COUN5940, COUN-R5940, COUN5941, and COUN-R5941 for Addiction Counseling; COUN5950, COUN-R5950, COUN5951, and COUN-R5951 for Career Counseling; COUN5920, COUN-R5920, COUN5921, and COUN-R5921 for Marriage and Family Therapy; COUN5930, COUN-R5930, COUN5931, and COUN-R5931 for Mental Health Counseling; and COUN5910, COUN-R5910, COUN5911, and COUN-R5911 for School Counseling**) are online courses paired with two corresponding pre-practicum laboratories. Each residential colloquium requires 40 contact hours of clinical skill development.

The Clinical Practicum (**COUN6402 for Addiction Counseling; COUN6502 for Career Counseling; COUN6202 for Marriage and Family Therapy; COUN6302 for Mental Health Counseling; and COUN6102 for School Counseling**) is an online course that requires a 100-hour clinical experience. Learners apply the skills developed throughout the course of the program in a mental health or school setting where the practicum is completed.

The Clinical Internships (**COUN6431 and COUN6432 for Addiction Counseling; COUN6531 and COUN6532 for Career Counseling; COUN6231 and COUN6232 for Marriage and Family Therapy; COUN6331 and COUN6332 for Mental Health Counseling; and COUN6131 and COUN6132 for School Counseling**) are two online courses that require 600 total hours of hands-on field experience at an approved school or mental health agency that provides agreed-upon clinical counseling opportunities. Learners may enroll in a third internship course (COUN6333) should they need additional hours. The internships represent a significant time of learning and applying clinical proficiencies that are critical to the provision of addiction counseling; marriage and family therapy; mental health counseling; and school counseling services.

Learners should consult the [Counselor Education Clinical Manual](#) for details about the clinical experience.

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

The following program requirements for the PhD Educational Psychology specialization have been updated to reflect the revision of the psychology teaching and instruction concentration:

Twenty-Two Required Courses 110 quarter credits

Core courses:

PSY8002	Orientation to Doctoral Learning in Psychology
PSY7110	History and Systems of Psychology
PSY7210	Lifespan Development
PSY7411	Learning Theories in Psychology
PSY7543 *	Ethics and Multicultural Issues in Psychology
PSY7615	Data Analysis with SPSS
PSY7625 *	Advanced Inferential Statistics
PSY7656 *	Advanced Research Methods

Specialization courses:

PSY7421	Cognitive/Affective Psychology
PSY7626 *	Multivariate Statistics: Theory and Application
PSY7630	Qualitative Analysis
PSY7635 *	Advanced Qualitative Analysis
PSY8100 *	Principles of Educational Psychology
PSY9919 *	Doctoral Comprehensive Examination
PSY9920 *	Dissertation Coursework (non-credit)
PSY9921 *	Dissertation Research 1
PSY9922 *	Dissertation Research 2
PSY9923 *	Dissertation Research 3
PSY9924 *	Dissertation Research 4

In addition, choose one of the following recommended Educational Psychology concentrations:

For a program evaluation and measurement concentration:

PSY7610	Tests and Measurements
PSY7660 *	Survey Construction and Administration
PSY8763 *	Program Evaluation
PSY8765 *	Testing and Assessment in Workplace Psychology

For a psychology teaching and instruction concentration:

PSY8110	Teaching Psychology
PSY8170	Principles of Instructional Design
PSY8130	Adult Learner in the Classroom
PSY8361*	Online Teaching in Psychology Practicum

For a child and adolescent development concentration:

PSY6010	Human Prenatal Development
PSY6020 *	Topics in Child and Adolescent Development
PSY7220	Child Psychology
PSY7230	Adolescent Psychology

OR

Choose four from the following courses:

PSY6010	Human Prenatal Development
PSY6020 *	Topics in Child and Adolescent Development
PSY7220	Child Psychology
PSY7230	Adolescent Psychology
PSY7610	Tests and Measurements
PSY7660 *	Survey Construction and Administration
PSY8110	Teaching Psychology
PSY8120	Computer-Mediated Instruction/Learning
PSY8130	Adult Learner in the Classroom
PSY8170	Principles of Instructional Design
PSY8361 *	Online Teaching in Psychology Practicum
PSY8763 *	Program Evaluation
PSY8765 *	Testing and Assessment in Workplace Psychology

Two Elective Courses 10 quarter credits

Choose any graduate course(s).

Total 120 quarter credits

Effective June 19, 2010, the courses required for the PsyD Clinical Psychology year-in-residence will change. See the following sections, Residencies and Graduate Course Descriptions, for further details.

Page 190 - Residencies

The following residency requirements have been updated to reflect the changes associated with the PsyD Clinical Psychology year-in-residence.

PsyD Clinical Psychology Year-in-Residence

The year-in-residence is required for all PsyD Clinical Psychology specialization learners.

The Clinical Psychology year-in-residence requires the following:

- Learners must complete a minimum of 15 quarter credits at Capella University prior to beginning the year-in-residence. PSY7540, PSY8220, PSY8230, PSY8240, PSY8310, PSY8315, PSY8330, and PSY8371 must be taken during the year-in-residence, in the quarter specified. Some of these courses have prerequisites. Learners should refer to the Clinical PsyD Learner Manual for general sequencing guidelines.
- Learners must be enrolled full time during the year-in-residence (i.e., they must be enrolled in each quarter and take at least 40 quarter credits during the five quarters the year-in-residence occurs).
- Learners must demonstrate readiness for clinical training by passing the year-in-residence practicum readiness evaluation.
- Learners must complete no fewer than 1,250 hours of psychological study, training, and interaction with faculty and other graduate psychology learners during the year. These hours are divided as follows:
 - A. Learners complete at least 500 hours of formally scheduled face-to-face instruction with PsyD Clinical Psychology specialization faculty and learners. During this year, learners develop the attitudes, behaviors, and knowledge necessary for professional psychology practice, with competency in relationship building, intervention, assessment, research evaluation and application, supervision, consultation and advocacy, and ethics and diversity. The 500 hours of formally scheduled meetings of the year-in-residence take place over a period not to exceed 13 months and include the following main components, which are taken in the following sequence:
 - Learners begin the Clinical Psychology year-in-residence with the first extended seminar (PSY-R8301 through PSY-R8304), typically scheduled in June.

* Denotes courses that have prerequisite(s). Refer to the descriptions for further details.

- Learners complete eight consecutive weekends-in-residence (PSY-R8305 through PSY-R8312), typically scheduled August through March.
- Learners complete the Clinical Psychology year-in-residence with the final extended seminar (PSY-R8313 through PSY-R8316), typically scheduled in June.

B. Learners complete at least 100 additional hours of informal face-to-face meetings with other psychologists and psychology learners (both inside and outside of SOSBS), engaging in discussion, research, study, or other scholarly activities commonly associated with doctoral professional psychology training. These additional hours, which must be documented in a way approved by the director of residency training and the chair of the PsyD Clinical Psychology specialization, include the following:

- At least 25 hours of informal face-to-face scholarly activities with fellow SOSBS learners that should take place outside of formally scheduled events and meetings.
- At least 25 hours of face-to-face scholarly activities with faculty members or practicing psychologists (who do not need to be affiliated with SOSBS), outside of formally scheduled events and meetings.
- At least 50 hours of direct engagement in professional societies or organizations dedicated to the promotion of the profession and practice of psychology.
- At least 650 hours of direct engagement in the scholarly study of clinical psychology. "Direct engagement in scholarly study" is defined as participation in the courseroom; course-required or course-related research, reading, writing, or skills practice; and any other activities approved by an instructor of a SOSBS psychology course.

C. Learners must successfully complete the practicum readiness evaluation.

The Clinical Psychology year-in-residence requirements should not be confused with practicum or internship requirements. In addition to the year-in-residence, PsyD Clinical Psychology specialization learners complete a practicum (a period of supervised clinical training separate and distinct from the year-in-residence) and an internship (a full year of supervised clinical experience). These requirements are described in the Clinical PsyD Learner Manual.

The Clinical Psychology year-in-residence has three fundamental objectives.

1. Learners engage in face-to-face training and practice opportunities for skills development needed to demonstrate readiness for clinical training and independent practice. Learners develop competency in relationship building; diagnostic interviewing; case formulation; treatment planning; crisis intervention and risk assessment; adult and child cognitive, achievement, and adaptive functioning assessment; personality assessment; report writing and case discussion; measuring treatment and program effectiveness; and implementing psychotherapy. The demonstration of competency is linked to a determination of the learner's readiness for clinical training, which is evaluated throughout the year-in-residence and summarized in the practicum readiness evaluation.
2. Learners develop a network of relationships within the psychological community that promotes their identification with the profession of psychology and development of an attitude of lifelong learning and reflective practice. By preparing and giving presentations, participating in workshop activities and informal social and intellectual discussions with other learners and faculty, and creating advising and mentoring opportunities with resident faculty members, learners participate in the range of academic and intellectual activities common to departmental life in all programs in psychology.
3. Learners demonstrate the attitudes, behaviors, knowledge, and ethical characteristics congruent with the role and identity of the professional psychologist.

Page 194 - Graduate Course Descriptions

The following new and revised courses have been added.

School of Business and Technology

DB8004 - Strategic Thinking and Innovation (6 quarter credits). In this course, learners study ways to develop and implement ethical and sustainable business strategies that create innovative futures for the global business environment. Learners also focus on strategic management models, evaluate the alignment of those models to solve business challenges, and develop a strategic plan that capitalizes on the opportunities for disruptive innovation. **DB8004 must be taken by DBA learners in their first quarter and must be taken concurrently with DB9920 and DB-R8921. Cannot be fulfilled by transfer.**

DB8010 - Leadership with Integrated Coaching (6 quarter credits). This course presents learners with the leadership, self development, and coaching theories and practices needed to enhance personal and organizational systems leadership. Learners analyze organizations as systems and evaluate the ways they affect the organization in terms of ethical leadership, innovation, and talent development. Learners also continue to take an active role in their evolution as leaders. **Prerequisite(s): DB8004. Must be taken concurrently with DB9920. Cannot be fulfilled by transfer.**

DB8020 - Research Foundations (6 quarter credits). Learners in this course study research designs used to conduct qualitative, quantitative, mixed-methods, and applied research. Learners move beyond conducting scholarly reviews of research literature and focus on identifying and applying the appropriate research method for conducting research specific to a real-world business problem or innovation opportunity. **Prerequisite(s): DB8010. Must be taken concurrently with DB9920. Cannot be fulfilled by transfer.**

DB8030 - Global Operations (6 quarter credits). This course presents a global perspective of company operations and the field-related and academic theories, paradigms, and best practices associated with the current global operations environment. Learners examine integrated global operations functions, including design, logistics, quality, technology, access to customers, human resources, and supply chain management. This course offers an international experience option that encourages learners to gain firsthand experience in the business environment of another culture. **Prerequisite(s): DB8020. Must be taken concurrently with DB9920. Cannot be fulfilled by transfer.**

DB8040 - Financial Decision Making (6 quarter credits). This course presents the ways financial theory and practice can be applied to increase the quality of an organization's strategic financial decision making. Learners focus on the strategic leverage that financial decision making has on an organization's financial performance and explore emerging trends, technologies, and societal implications of accounting and finance in organizational decision making. **Prerequisite(s): DB8030. Must be taken concurrently with DB9920 and DB-R8922. Cannot be fulfilled by transfer.**

DB8050 - Applied Research Techniques (6 quarter credits). In this course, learners examine statistical and data analysis methods useful for analyzing qualitative and quantitative data gathered for the dissertation, including descriptive, graphical, summary, and inferential methodologies. Learners also become familiar with quantitative and qualitative software. **Prerequisite(s): DB8040. Must be taken concurrently with DB9920. Cannot be fulfilled by transfer.**

DB8060 - Exploring Opportunities for Social Responsibility and Sustainability (6 quarter credits). Learners in this course examine the need for business professionals to understand, integrate, comply with, and support global business initiatives, trade and business requirements, and governmental regulations to increase the effectiveness of organizational performance and expand strategic opportunities. Learners also explore the efforts of organizations to maintain business social responsibility and sustainability while simultaneously complying with government regulations and international standards and practices. **Prerequisite(s): DB8050. Must be taken concurrently with DB9920. Cannot be fulfilled by transfer.**

DB8070 - Market Innovation (6 quarter credits). This course presents the theoretical foundations of innovation and change and the internal and external changes organizations must adapt to as markets, cultures, and diverse talent pipelines evolve. Learners analyze organizations as systems with an emphasis on intrapreneurship and evaluate the ways they influence ethical and sustainable innovation and change. Learners also examine ways to proactively capitalize on the evolution of markets and internal strengths. **Prerequisite(s): DB8060. Must be taken concurrently with DB-R8923 and DB9920. Cannot be fulfilled by transfer.**

DB8130 - Foresight: Anticipating the Future (4 quarter credits). Learners in this course study the ways organizations proactively anticipate and plan for the future growth opportunities. Learners examine the scanning tools and technologies organizations use to develop meaningful information about the future environment; models for understanding and analyzing global trends; and new lenses for scanning, synthesizing, and analyzing strategic and competitive data. **Must be taken concurrently with DB9920. Cannot be fulfilled by transfer.**

DB8132 - Identifying Opportunities for Innovation (4 quarter credits). In this course, learners examine the methods and collaborative processes organizations use to identify opportunities for innovation, including scenario planning and future visualization techniques. Learners also explore ways to identify risk, develop contingency plans in light of disruptive change, and communicate and disseminate those risks and plans. **Must be taken concurrently with DB9920. Cannot be fulfilled by transfer.**

DB8134 - Competing with Disruptive Innovation (4 quarter credits). This course presents the disruptive innovation strategies organizations use to lead the competition. Learners examine ways to reinvent industry competition and move beyond the concept of competitive strategy to developing breakthrough strategies and value innovation. **Prerequisite(s): DB8130, DB8132. Must be taken concurrently with DB9920. Cannot be fulfilled by transfer.**

DB8136 - Building an Innovation Strategy (4 quarter credits). In this course, learners examine the ways organizations build innovation strategies to enhance organizational sustainability and adaptation. Learners analyze the organizational elements that support a culture of innovation and change, the development of idea-generation systems, flexible processes, governance structures, and evaluation metrics. **Prerequisite(s): DB8130, DB8132. Must be taken concurrently with DB9920. Cannot be fulfilled by transfer.**

DB8310 - Organizational Data Management (4 quarter credits). In this course, learners examine operational database design and implementation. Learners evaluate the efficiency of organizations' approaches to storing internal data and examine methods of retrieving available organizational data. Learners also explore query and report-writing tools and the ways they can be used to obtain internal data needed to support evidence-based decision making. **Must be taken concurrently with DB9920. Cannot be fulfilled by transfer.**

DB8312 - Business Information Sources and Services (4 quarter credits). The focus of this course is the identification, evaluation, and use of organizational information and reference sources other than internal files and databases. Learners examine electronic and primary information search, retrieval, and gathering techniques and explore ways to supplement data from internally maintained databases with external or original data to support evidence-based decision making. **Must be taken concurrently with DB9920. Cannot be fulfilled by transfer.**

DB8314 - Data Warehousing and Mining (4 quarter credits). This course presents data warehouse design and development concepts and data mining techniques. Learners study dimensional modeling; the extract, transform, and load (ETL) process; and current methodologies for creating online analytical processing (OLAP) databases. Learners also examine techniques for processing and browsing data cubes to produce internal information needed to support evidence-based decision making. **Prerequisite(s): DB8310, DB8312. Must be taken concurrently with DB9920. Cannot be fulfilled by transfer.**

DB8316 - Decision Support Analysis and Presentation (4 quarter credits). In this course, learners study the design and implementation of data analysis strategies used to support evidence-based decision making. Learners examine case studies and participate in exercises to gain a practical understanding of the approaches used to formulate a problem, select an analysis strategy, identify and organize data needed to support the analysis, perform the analysis, and communicate results and recommendations. Learners also explore ways to apply data-gathering and analysis skills to support decision making in a logical and defensible manner. **Prerequisite(s): DB8310, DB8312. Must be taken concurrently with DB9920. Cannot be fulfilled by transfer.**

DB8320 - Supply Chain Management (4 quarter credits). This course provides learners with the fundamental concepts of supply chain management from a systems theory and scholarly research perspective. Learners discuss changes in the scope and scale of globalization, identify the resulting changes in business practices, and use this knowledge to develop an understanding of supply chain management best practices. Learners also examine current and emerging research in the supply chain management field. **Must be taken concurrently with DB9920. Cannot be fulfilled by transfer.**

DB8322 - Design and Management of Global Supply Chains (4 quarter credits). In this course, learners examine supply chain management as a logistics network that provides a strategic advantage to global leaders and managers and analyze relevant research linking effective supply chain processes to planning, logistics, and management. Learners also study the need for effective partnerships and alliances between customer and suppliers and evaluate the impact of customer relationship management on effective supply chain operations. **Must be taken concurrently with DB9920. Cannot be fulfilled by transfer.**

DB8324 - Global Logistics (4 quarter credits). Learners in this course examine the traditional logistics of the delivery of goods in global business environments and analyze current research associated with logistics and its influence on supply chains. Learners identify cost components of the supply chain, including indicators of efficiency and effectiveness in employing a logistics system, and evaluate the impact of individual and collective efforts on overall organizational performance. **Prerequisite(s): DB8320, DB8322. Must be taken concurrently with DB9920. Cannot be fulfilled by transfer.**

DB8326 - Building Global Supply Chains (4 quarter credits). This course covers global supply chain design and management. Learners identify ways to use global resources to achieve consistent quality and market share growth and examine the importance of managing relationships with global suppliers, establishing consistent quality benchmarks, and pursuing consistent ethical standards. *Prerequisite(s): DB8320, DB8322. Must be taken concurrently with DB9920. Cannot be fulfilled by transfer.*

DB9920 - Dissertation Mentor Coursework (non-credit). This course provides learners with resources, guidance, and mentor support during each quarter as they complete the required milestones. *Grading for this course is R/NS. Cannot be fulfilled by transfer.*

DB9921 - Dissertation with Project Mentoring I (6 quarter credits). Learners complete the required dissertation and prepare their dissertation for publication. *Grading for this course is R/NS. Must be taken concurrently with DB9920. Cannot be fulfilled by transfer.*

DB9922 - Dissertation with Project Mentoring II (6 quarter credits). Learners complete the required dissertation and prepare their dissertation for publication. *Grading for this course is R/NS. Must be taken concurrently with DB9920. Cannot be fulfilled by transfer.*

School of Business and Technology Residential Colloquium Courses

DB-R8921 - DBA Research Residential Colloquium I (2 quarter credits). In the first residential colloquium, learners review the DBA program and dissertation processes associated with learner competencies, milestone achievements, mentor facilitation, and university policies and procedures. Learners also examine the scholarly writing skills needed for the dissertation and participate in writing skills assessments and skill development exercises. *Must be taken concurrently with DB8004 and DB9920. Cannot be fulfilled by transfer.*

DB-R8922 - DBA Research Residential Colloquium II (2 quarter credits). In the second residential colloquium, learners review the school guidelines for developing and writing chapters I and II of the dissertation, identify and discuss common problems and practices of mentor approval, and examine various research methods appropriate to use in gathering data for their proposed topic. Learners assess their progress in constructing chapters I and II and develop a strategy for completion. *Prerequisite(s): DB8030. Must be taken concurrently with DB8040 and DB9920. Cannot be fulfilled by transfer.*

DB-R8923 - DBA Research Residential Colloquium III (2 quarter credits). In the third residential colloquium, learners review the school guidelines for developing and writing chapters III, IV and V of the dissertation and identify and discuss best practices for completion. Learners assess their progress in constructing chapters III, IV, and V and developing chapter III into a final dissertation proposal. *Prerequisite(s): DB8060. Must be taken concurrently with DB8070 and DB9920. Cannot be fulfilled by transfer.*

School of Public Service Leadership

MPA5400 - Public Administration Theory (4 quarter credits). Learners in this course explore the history, foundations, and theories of public administration and its underlying political, social, and economic contexts. Learners examine organizational public policy environments and develop an understanding of public administration theory bases that provide a foundation for subsequent course work. *Prerequisite(s): MPA5002. May be taken concurrently with MPA5002. Prerequisite does not apply to Public Administration concentration learners.*

MPA5408 - Finance and Accounting in Public Administration (4 quarter credits). This course covers the public administration finance, accounting, and budgeting concepts, policies, and practices associated with organizations and the fiscal climate within which they operate. Learners study the theories motivating major public administration fiscal-policy debates, budgeting, financial management and reporting, auditing, and tax and technology systems. Learners also examine public administration finance issues such as limited general funds availability and the use of dashboards for financial monitoring. *Prerequisite(s): MPA5404. May be taken concurrently with MPA5404. Prerequisite does not apply to Public Administration concentration learners.*

PSF7431 - Fire Service Organizational Operations (4 quarter credits). In this course, learners explore the ways different parts of fire service and Emergency Medical Services (EMS) organizations work together to provide effective and efficient emergency services. Learners analyze the expanding roles of these organizations in the post-9/11 environment, evaluate the relationships among various emergency response systems, and examine team-level emergency operations issues.

PSF7433 - Contemporary Fire Service Leadership (4 quarter credits). Learners in this course explore effective leadership and management of fire service and Emergency Medical Services (EMS) organizations. Learners examine the evolution of various leadership and management styles and the challenges associated with leading and managing these organizations in the post-9/11 delivery of fire and EMS services.

PSF7435 - Strategic Planning in Fire Service Organizations (4 quarter credits). The focus of this course is the dynamics of strategic planning in fire service and Emergency Medical Services (EMS) operations. Learners evaluate the emergency service delivery system to identify gaps, overages, and shortfalls and analyze the internal and external environmental forces that affect operational needs. Learners also examine field-related literature and best practices to create an effective approach to strategic planning.

Harold Abel School of Social and Behavioral Sciences

COUN5241 - Group Counseling and Psychotherapy (4 quarter credits). Learners in this course examine the clinical theories, research, and procedures of group counseling and psychotherapy. Topics include leadership responsibilities and styles, co-therapy mechanics, special-function group design, and critical incident management within groups. *Prerequisite(s): Addiction Counseling learners must have completed COUN5940 and COUN-R5940. Career Counseling learners must have completed COUN5950 and COUN-R5950. Marriage and Family Therapy learners must have completed COUN5920 and COUN-R5920. Mental Health Counseling learners must have completed COUN5930 and COUN-R5930. School Counseling learners must have completed COUN5910 and COUN-R5910.*

COUN5279 - Life Planning and Career Development (4 quarter credits). In this course, learners develop foundational career counseling knowledge and skills and engage in professional career counseling activities. Learners examine the major models of career development and the ways clients' interests, aptitudes, lifestyle preferences, social interests, familial responsibilities, and life transitions may impact the career development process. Learners also discuss legal and ethical issues associated with career counseling practice.

COUN5290 - Career Assessment and Evaluation (4 quarter credits). Learners in this course explore assessments used to determine an individual's personal, social, and career-related characteristics. Learners study a variety of standardized career counseling assessment instruments; analyze the strengths, limitations, and potential biases of these instruments; and focus on developing the skills needed to administer, score, and interpret career assessments. *Prerequisite(s): COUN5279.*

COUN5291 - Career Counseling Methods (4 quarter credits). This course focuses on the clinical skills required of career counseling professionals. Learners explore the roles and responsibilities of career counselors and develop an understanding of specific counseling techniques associated with those roles. Learners also practice integrating the personal, social, and career-related characteristics and goals of the client with conditions of the work environment to develop appropriate career plans. *Prerequisite(s): COUN5290.*

COUN5292 - Contextual Dimensions of Career Counseling and Development (4 quarter credits).

Learners in this course explore the sociocultural, socioeconomic, and sociopolitical conditions and trends that affect career development and employment. Learners examine methods of assisting clients in evaluating their job skills and employability and focus on their role as career counselors in advocating for clients.

Prerequisite(s): COUN5291.

COUN5293 - Organization and Administration in Career Counseling and Development (4 quarter credits).

In this course, learners explore the leadership, organization, and administration skills needed to successfully develop, manage, and evaluate career counseling and development programs. Learners study the components of a career counseling program and examine ways to integrate these components into a holistic career development program. Learners also discuss the program evaluation process and identify techniques and strategies for using evaluation results to improve career counseling and development programs and services.

Prerequisite(s): COUN5292.

COUN5950 - Career Counseling Pre-Practicum Course I (4 quarter credits).

This online course reinforces laboratory skill development and emphasizes therapeutic relationship skills, therapeutic assessment and intervention techniques, and ethical and legal standards of practice. Learners apply career counseling theories and methods to clinical and career development practice. **COUN5950 must be taken the quarter immediately following COUN-R5950.**

Prerequisite(s): COUN-R5950, COUN5003, COUN5106, COUN5215, COUN5239, COUN5279, COUN5334. **Cannot be fulfilled by transfer.**

COUN5951 - Career Counseling Pre-Practicum Course II (4 quarter credits).

This online course reinforces laboratory skill development and emphasizes career counseling theory, advanced therapeutic and consultative relationship skills, and career development planning. The course also presents group techniques as applicable to career development. Learners integrate current labor and employment trends with career counseling theories and methods and further develop their career counseling skills. **COUN5951 must be taken the quarter immediately following COUN-R5951.**

Prerequisite(s): COUN5950, COUN-R5950, COUN-R5951, COUN5241, COUN5291, COUN5292. **Cannot be fulfilled by transfer.**

COUN5955 - Career Counseling Integrative Project (4 quarter credits).

In this course, learners demonstrate proficiency in career counseling by applying learning from required courses to complete an analysis of a career counseling organization or system or to propose a new application in the professional career counseling field. **Prerequisite(s):** All required course work. **Cannot be fulfilled by transfer.**

COUN6502 - Career Counseling Clinical Practicum (4 quarter credits).

The clinical practicum is a requirement for all Career Counseling learners seeking licensure as a part of their academic program. It is an online-directed, supervised field experience during which learners practice specific clinical skills, including interviewing, assessment, intervention, documentation, and consultation in a career counseling field setting. Learners use fundamental communication and interviewing principles and design individual and small-group career counseling and development approaches that promote client success. This course requires 100 hours of clinical field experience, no less than 40 hours of direct client contact, and no less than 15 hours of face-to-face contact with field supervisors. **Prerequisite(s):** COUN5950, COUN5951. **Cannot be fulfilled by transfer.**

COUN6531 - Career Counseling Clinical Internship I (4 quarter credits).

This is the first course in a sequence of two clinical internship courses during which learners fulfill 600 total required contact hours. Learners must complete 240 hours of direct client contact and 24 hours of face-to-face contact with field supervisors. Learners apply counseling skills in a career counseling field setting, assisting and addressing the needs of clients during all phases of career counseling and development. The internship provides learners with specific clinical skills in interviewing, assessment, intervention, documentation, and consultation in a field setting relevant to career counseling. **Prerequisite(s):** COUN6502 and all required course work. **Cannot be fulfilled by transfer.**

COUN6532 - Career Counseling Clinical Internship II (4 quarter credits).

This is the second course in a sequence of two clinical internship courses during which learners fulfill 600 total required contact hours. Learners must complete 240 hours of direct client contact and 24 hours of face-to-face contact with field supervisors. Learners apply counseling skills and prevention and crisis intervention strategies in a career counseling field setting. Learners also design approaches to assist clients with career development and build teams that promote career counseling program objectives and facilitate client success. The internship provides learners with specific clinical skills in interviewing, assessment, intervention, documentation, and consultation in a field setting relevant to career counseling. **Prerequisite(s):** COUN6531. **Cannot be fulfilled by transfer.**

DSW8002 - Advanced Knowledge of Social Work (6 quarter credits).

In this course, learners review and expand their knowledge of social work. In particular, learners focus on community-related research, social policy, human behavior, and clinical practice. **DSW8002 must be taken by DSW learners in their first quarter. Cannot be fulfilled by transfer.**

DSW8120 - Contemporary Issues in Social Work (6 quarter credits).

In this course, learners explore current and emerging administrative, behavioral, and educational theories and interventions within the field of social work. Learners examine complementary and alternative methods of research and medicine and evaluate ethical issues associated with clients, organizations, and communities. **Prerequisite(s):** DSW8002. **Cannot be fulfilled by transfer.**

DSW8130 - Leadership in Social Work (6 quarter credits).

Learners in this course explore ways to advance the role of social workers as leaders in public and nonprofit social agencies who improve the quality of social services. Learners apply leadership theories to professional practice and articulate the ways leaders in social work impact domestic, global, and environmental issues. **Prerequisite(s):** DSW8120. **Cannot be fulfilled by transfer.**

DSW8140 - Technology in Social Work (6 quarter credits).

In this course, learners evaluate the contribution of technology to the social work profession and focus on developing the skills needed to use technology to promote innovation within the field and to increase global understanding of social work issues. **Prerequisite(s):** DSW8130. **Cannot be fulfilled by transfer.**

DSW8150 - Methods of Inquiry in Action Research (6 quarter credits).

The focus of this course is application of action research as a research methodology. Learners explore action research literature and articulate the ways action research can be used within a specific topic of study. Learners also prepare a time line for an action research project. **Prerequisite(s):** DSW8140. **Cannot be fulfilled by transfer.**

DSW8160 - Applying Action Research (6 quarter credits).

Learners in this course apply action research methodology to an action research project. Learners propose an action research project topic, present an outline, and plan the steps for completing and implementing the project in preparation for the dissertation. **Prerequisite(s):** DSW8150. **Cannot be fulfilled by transfer.**

DSW9920 - Action Research Dissertation Coursework (non-credit).

The DSW dissertation is a participatory action research project undertaken by learners in their area of interest within the field of social work. This course provides learners with resources and guidance as they complete the required milestones in their dissertation research. **Grading for this course is R/NS. Prerequisite(s):** DSW8160. **Cannot be fulfilled by transfer.**

DSW9921–DSW9950 - Action Research Dissertation 1–Action Research Dissertation 30 (5 quarter credits).

Learners complete the required dissertation milestones and prepare their dissertation for publication. **Grading for these courses is R/NS. Courses must be taken in sequence. Prerequisite(s):** DSW8160 and concurrent enrollment in DSW9920. **Learners must complete DW-R8000 prior to enrolling in DSW9923. Cannot be fulfilled by transfer.**

Harold Abel School of Social and Behavioral Sciences

Residential Colloquium Courses

COUN-R5950 - Career Counseling Residential Colloquium I (non-credit). The first residential colloquium, which is also a pre-practicum laboratory, focuses on initial development of clinical career counseling proficiencies, including building therapeutic relationship skills, performing therapeutic assessments and interventions, and applying ethical and legal standards of practice. This residency guides learners as they integrate career counseling theory with practice. **COUN5950 must be taken the quarter immediately following COUN-R5950. Prerequisite(s): Learners must have completed COUN5003, COUN5215, COUN5239, and COUN5279. Learners must have completed or be progressing in the following courses: COUN5106 and COUN5334. Cannot be fulfilled by transfer.**

COUN-R5951 - Career Counseling Residential Colloquium II (non-credit). The second residential colloquium, which is also a pre-practicum laboratory, focuses on advanced development of clinical career counseling proficiencies, including building advanced therapeutic relationship skills, applying career assessment instruments appropriately, and developing career plans for a diverse population. This residency guides learners as they integrate career counseling theory with practice. **COUN5951 must be taken the quarter immediately following COUN-R5951. Prerequisite(s): COUN5950, COUN-R5950, COUN5241, COUN5291, COUN5292. Cannot be fulfilled by transfer.**

Harold Abel School of Social and Behavioral Sciences

Clinical Psychology Year-in-Residence Courses

PSY-R8301 - Professional Issues in Clinical Psychology (non-credit). This face-to-face residency course is the first in a series designed to complement online courses and provides learners with the knowledge, skills, and attitudes necessary to begin doctoral-level practicum training. Learners focus on the logistics and progression of the year-in-residence, the importance of time management and effective support, and the necessity of group cohesion and teamwork for the successful completion of the year. Learners also discuss current issues and trends in professional psychology; identify their individual strengths and weaknesses; anticipate potential barriers to completing the residency; and develop a plan, both as individuals and as a group, for successfully progressing to practicum training.

PSY-R8302 - Intervention: Building Effective Relationships (non-credit). This face-to-face residency course is focused on the therapeutic relationship and methods of building trust and rapport with clients. Through case discussions, role-plays, and group exercises, learners examine skills associated with relationship building and practice establishing ongoing working alliances with clients. Learners also explore diversity and ethical principles as they relate to the foundational components of an effective clinical interview.

PSY-R8303 - Professional Development and Socialization (non-credit). This face-to-face residency course is focused on the learner's development as a psychologist-in-training and socialization into the profession of psychology. Learners develop an understanding of program components and requirements; examine appropriate use of program resources to successfully complete the year; explore professional organizations to facilitate their professional growth; begin developing a professional portfolio; and identify and embrace the attitudes and language of professional psychology.

PSY-R8304 - Assessment: Introduction to Psychological Testing (non-credit). This face-to-face residency course is the first in a series of assessment-focused courses. Learners explore test selection, psychometric properties such as reliability and validity, and target populations within the context of ethical and effective assessment procedures. Learners also practice administering and scoring commonly used psychological tests.

PSY-R8305 - Intervention: Diagnostic Interviewing (non-credit). This face-to-face residency course is focused on diagnostic interviewing and use of the DSM-IV-TR. Learners examine trust and relationship building as a foundation for gathering the information needed to formulate diagnostic impressions and identify differential diagnoses. Learners also engage in case discussions, role-plays, and group exercises with particular attention given to methods of gathering client information and communicating diagnostic conclusions.

PSY-R8306 - Intervention: Case Formulation (non-credit). This face-to-face residency course is focused on forming case conceptualizations using various theoretical approaches. Learners apply theory to better understand a client's current issues and identify how these issues developed and are sustained. Learners also discuss the strengths and limitations of the various theories when applied to a diverse set of clients and client issues.

PSY-R8307 - Intervention: Treatment Planning (non-credit). This face-to-face residency course builds on previous intervention courses, leading to the development of client treatment plans. Learners participate in case discussions, role-plays, and group exercises associated with effective treatment planning and develop treatment plans using empirically supported treatments, knowledge of treatment ethics, and respect for individual differences. Learners also practice presenting and supporting their treatment plans in small and large group settings.

PSY-R8308 - Intervention: Crisis Intervention and Risk Assessment (non-credit). This face-to-face residency course is focused on risk assessment and effective crisis intervention, with particular emphasis on single session treatment and evaluation approaches. Through case discussions, role-plays, and group exercises, learners develop the skills necessary to establish trust and rapport with clients in crisis and effectively gather the information necessary to assess a client's risk for dangerous behavior. Learners also identify common crisis situations, discuss and practice different approaches to crisis intervention, and incorporate diversity and ethics into their work with clients in crisis.

PSY-R8309 - Assessment: Adult Cognitive, Achievement, and Adaptive Functioning (non-credit). This face-to-face residency course is focused on the administration, scoring, and interpretation of adult cognitive, achievement, and adaptive functioning tests in professional psychology, with particular emphasis on the use of the WAIS-IV. Learners identify commonly used assessments in adult cognitive, achievement, and adaptive functioning evaluations and explore the applicability, strengths, and limitations of each. Learners also administer several adult cognitive, achievement, and adaptive functioning assessments; demonstrate the ability to accurately score and interpret those assessments with respect for individual differences; and support their conclusions at a level appropriate for a beginning practicum student.

PSY-R8310 - Assessment: Child Cognitive, Achievement, and Adaptive Functioning (non-credit). This face-to-face residency course is focused on the administration, scoring, and interpretation of child cognitive, achievement, and adaptive functioning tests in professional psychology, with particular emphasis on the use of the WISC-IV. Learners identify commonly used assessments in child cognitive, achievement, and adaptive functioning evaluations and explore the applicability, strengths, and limitations of each. Learners also administer several child cognitive, achievement, and adaptive functioning assessments; demonstrate the ability to accurately score and interpret those assessments with respect for individual differences; and support their conclusions at a level appropriate for a beginning practicum student.

PSY-R8311 - Assessment: Personality (non-credit). This face-to-face residency course is focused on the administration, scoring, and interpretation of personality tests in professional psychology, with particular emphasis on the MMPI-2. Learners administer several personality assessments, demonstrate the ability to accurately score and interpret those assessments, and support their conclusions at a level appropriate for a beginning practicum student.

PSY-R8312 - Assessment: Integrated Report Writing and Case Discussion (non-credit). This face-to-face residency course is the culmination of previous residency courses and is focused on how information gathered through clinical activities is used to build an integrated psychological report. Learners incorporate client information, assessment results, theory, and research into written psychological reports; discuss their findings and support their conclusions with peers; and practice presenting in a group setting.

PSY-R8313 - Assessment: Measuring Treatment and Program Effectiveness (non-credit). This face-to-face residency course focuses on assessment planning for both individual clients and mental health programs. Learners review psychological tests covered during the residency year and explore additional assessment and evaluation methods. Through case discussions, role-plays, and group exercises, learners approach assessment as both an initial and an ongoing process for determining treatment needs, evaluating treatment progress, and assessing treatment outcome at the client and program level. Learners also explore ethical, legal, and diversity issues associated with developing the most appropriate methods of evaluation.

PSY-R8314 - Intervention: The Practice of Psychotherapy (non-credit). This face-to-face residency course synthesizes learners' intervention and assessment skills that provide the foundation for the practice of psychotherapy. Learners practice gathering information and assessing clients' treatment needs. In preparation for the practicum experience, learners also begin practicing psychotherapy techniques using various theoretical approaches and common treatment modalities, including individual, couples, family, and group.

PSY-R8315 - Practicum Readiness Evaluation (non-credit). This face-to-face residency experience marks the progression from pre-practicum training to practicum readiness and includes the Clinical Skills Demonstration, Clinical Knowledge Assessment, and Professional Portfolio Review. By passing all three parts of this evaluation, learners demonstrate the skills, knowledge, and attitudes necessary for beginning practicum training.

PSY-R8316 - Residency Capstone: Preparing for Practicum Training (non-credit). This capstone residency course is the culmination of previous online and residency courses and highlights the supporting skills and knowledge necessary for successful completion of practicum training. Learners participate in case discussions, role-plays, and group exercises related to supervision, client consultation, and client advocacy; develop a plan for incorporating ethical, legal, and culturally sensitive evidence-based practice into their work with clients; assess their individual strengths and weaknesses; and establish appropriate goals for the practicum experience.

Page 290 - State Regulatory Information

The following new state information has been added:

Kansas Board of Regents
Private Postsecondary Education
1000 SW Jackson, Suite 520
Topeka, KS 66612-1368
785.296.3422

Tennessee Higher Education Commission
404 James Robertson Parkway, Suite 1900
Nashville, TN 37243-0830
615.253.6287