

# GRADUATE PROGRAMS

SCHOOL OF ARTS  
 MASTER OF EDUCATION  
 MASTER OF ARTS IN CATHOLIC STUDIES  
 MASTER OF ARTS IN TEACHING  
 MASTER OF SCIENCE IN EDUCATIONAL LEADERSHIP

SCHOOL OF BUSINESS  
 MASTER OF BUSINESS ADMINISTRATION

INTERDISCIPLINARY STUDIES  
 MASTER OF ARTS IN EXECUTIVE LEADERSHIP

SCHOOL OF ENGINEERING  
 MASTER OF ENGINEERING MANAGEMENT  
 MASTER OF SCIENCE IN ENGINEERING MANAGEMENT

## GRADUATE ADMISSIONS POLICIES

A bachelor's degree or its equivalent from an accredited American college or university or from a foreign institution of acceptable standing is required for admission. Each applicant is admitted on the presumption that a bachelor's degree or its equivalent will be earned by the time of graduate matriculation, or the student's admission is void.

Applicants for admission to a master's degree program at Christian Brothers University should demonstrate a high promise of success and should submit:

1. one official transcript of previous academic credits from each of the colleges or universities previously attended;
2. two letters of recommendation from former teachers or immediate supervisors qualified to attest to the applicant's preparation for and ability to do graduate study; or, in the case of a licensure candidate, those who can attest to the individual's capability to become a teacher;
3. a completed Graduate School Application Form with application fee;
4. (Foreign Applicants Only) scores from the TOEFL if English is not their native language or was not the language of instruction for their baccalaureate degree (a proficiency in English at least the equivalent to a TOEFL score of 550 paper-based, 213 computer-based must be demonstrated);
5. official test scores from GMAT (preferred) or GRE for the M.B.A. program, GRE for the M.E.M. and M.S.E.M. programs, GMAT, GRE, or strong PRAXIS II scores for the M.Ed. or M.S.E.L. programs. The GMAT and GRE may not be required for those seeking the M.Ed. or M.S.E.L. degree if the undergraduate cumulative average is 3.0 on a 4.0 scale, if the individual already holds a graduate degree, or if the individual is already a fully licensed professional teacher in the State of Tennessee. No admission test is required for MAEL program.
6. and any other requirements set by a specific graduate program.

Applicants for admission for non-degree status are required to submit a completed Graduate School Application Form and one official transcript of all previous academic credits from the colleges and universities at which the credits were earned.

Falsification of admission records by the student is grounds for immediate dismissal.

Each applicant will be notified officially of the results of their application by a letter from a Graduate Program Director. Official acceptance to the Graduate Program in a specific academic year is granted only by a Graduate Program Director.

## GRADUATE ACADEMIC POLICIES

### BASIC REQUIREMENTS

In addition to the following general graduate programs requirements, individual programs may have additional standards in their Graduate Program Publications.

**Students are expected to know their program requirements. It is ultimately the student's responsibility to follow the guidelines established in the catalog and brochures concerning the completion of their degree.**

Once a student graduates from a master's program and the graduation GPA is locked in a grade change cannot be made.

Courses from one master's earned at Christian Brothers University cannot satisfy the requirements for another master's at Christian Brothers University unless the course requirements or courses overlap.

Graduating students only have three business days after the official graduation date to remove an incomplete grade. If this is not done, the student's graduation date is postponed, and the student must refile for graduation.

If a student fails to do this, his/her graduation date will be delayed. It will be the graduation date after the form is completed and all course work is completed.

**CREDIT HOURS FOR GRADUATION**

A minimum of 30 semester hours at or above the 600 level is required for a master's degree. Students may earn up to six of these credit hours by completing a thesis.

**TIME LIMITS FOR DEGREE ELIGIBILITY**

A student normally completes all requirements for the master's degree within three years of initial enrollment. The degree must be completed within five years of initial enrollment.

**ADVISOR**

Each graduate student will be assigned an academic advisor to coordinate the student's studies toward the completion of the degree. The advisor is usually the Director of the program. The Director may, however, assign graduate students in that program to other faculty members.

**COMPREHENSIVE EXAMINATION**

A written and/or oral comprehensive examination may be required by individual degree programs.

**CLASSIFICATION OF STUDENTS**

An applicant may seek admission to a degree program or the status as a special student. Degree students are those working for a master's degree at Christian Brothers University. An applicant for special status may be admitted as a conditional student or as a visiting student.

**Degree Student:** A degree student is one who has been admitted to a graduate program.

**Full-Time Student:** One who registers for nine or more credit hours of course work in any semester.

**Part-Time Student:** One who does not qualify as a full-time student.

**Special Student:** A special student is one who is admitted conditionally or is a visiting student who is not eligible for financial assistance.

**Conditional:** One who has not satisfied all of the admissions requirements but who is allowed to take approved courses while completing the admissions prerequisites. The graduate programs in the Department of Education will no longer accept students on a conditional basis.

**Visiting:** One who is normally a degree student at another college or university who enrolls for credit in selected courses at Christian Brothers University. A letter from the visitor's college or university certifying official that the student is in good standing is required along with an official copy of a transcript. A visiting student is not eligible for financial assistance.

**STUDENT RESPONSIBILITY**

It is the student who is ultimately responsible for knowing and following the courses and graduation requirements published in this catalog. The student is also responsible for becoming familiar with the academic policies, curriculum requirements and associated deadlines as outlined in the catalog, whether it is in hard copy or posted to the University web site. Although the academic advisor is there to aid the student with matters related to their program of study, it is ultimately the student's responsibility for meeting all stated requirements for the degree and the policies associated with the degree. The student is also responsible for any changes that might occur that are posted in the CBU Connection, sent through the official CBU email address, or posted to the University web site, as these are the primary forms of communication with all students.

**COURSE NUMBERING**

No credit for courses below the 600 level is allowed towards a graduate degree.

**GRADUATE GRADES**

Listed below are the graduate grades and corresponding number of quality points per credit hour.

GRADE	QUALITY POINTS	MEANING
A	4.0	Excellent
B+	3.5	
B	3.0	Good
C+	2.5	
C	2.0	Pass
P	0.0	Pass (Master of Education-Student Teaching)
F	0.0	Failure
FA	0.0	Failure - Excessive Absences
FN	0.0	Failure - Never Attended
I	0.0	Incomplete (until removed)
AU	—	Satisfactory Audit
UA	—	Unsatisfactory Audit
W	—	Withdraw

**QUALITY POINTS** are used to compute the student's grade point average (GPA). The GPA is the ratio of accumulated quality points to accumulated earned semester credit hours.

Only graduate courses earned at the 600 level or above at Christian Brothers University are included in the computation for graduation.

**The WITHDRAWAL GRADE "W"** is given for a course taken by the student who is allowed to withdraw from the course after the add/drop period and before the end of the withdrawal period.

The **INCOMPLETE GRADE “I”** is earned when a student fails to complete part of the requirements of the course. The grade of “I” can only be given after the student, the instructor, and the Dean of the particular school in which the Incomplete grade is being given sign a contract, complete the contract and return it to the Registrar’s Office for the posting of the incomplete grade. Incompletes can only be given if the paperwork is completed one week prior to the deadline for entering grades. The “I” grade is not computed in the GPA. The “I” grade is removed when the student fulfills the course requirements. The “I” grade is then replaced with the new grade. Should the student not complete the required course work by the end of the following semester, the “I” grade is replaced with an “F” which is computed into the GPA. A student must retake any course in which they have earned an “F”, if that course is required to complete the degree. Each Graduate Program Director will review the performance of students who receive more than one “I” grade in a semester or an “I” grade in two or more consecutive semesters to determine the eligibility of those students to continue in the program. When the “I” grade is replaced, the “I” grade will show on the transcript next to the corrected grade. The “I” grade does not satisfy the prerequisite if this course is needed to continue on to the next course. Students may pick up the form in the Registrar’s Office or the individual Master’s Program office prior to meeting with the instructor. The form is also available on the web for downloading.

Failure to attend a class or ceasing to attend a class does not constitute a drop, and a grade of “F” will be recorded.

### **GRADE CHANGES**

Grade changes for prior semesters submitted after the mid-point of the following semester will require the faculty member’s signature as well as the signature of the Graduate Program Director or Dean of the school before the grade change can be processed by the Registrar’s Office.

Students who are graduating may not have a grade changed once the graduation is finalized, and the graduating GPA is locked in. Graduating students only have two weeks after the official graduation date to remove an incomplete grade and graduate. If this is not done, the student’s graduation date is postponed, and the student must refile for graduation.

### **REPEATING COURSES**

A graduate course may be repeated only once in an attempt to improve the grade. The last grade received in a course is used in the calculation of the student’s grade point average.

### **COURSE AUDITS**

A student may earn the grade of “AU” for a satisfactorily completed course audit. The “AU” grade has neither quality points nor credit hour values.

### **MINIMUM GRADE REQUIREMENTS**

Graduation from a graduate program requires a cumulative GPA of 3.0 or better.

### **CONTINUATION IN PROGRAM**

All participants are expected to maintain a grade point average of 3.0 or higher on a 4.0 point grade scale. Persons who fail to attain and maintain the 3.0 GPA may be allowed to continue in the program on a probationary basis. Failure to remove the probationary condition within two semesters will cause the participant to be dismissed from the program. A person dismissed from the program may reapply after being out of the program for one academic year. Each graduate director will monitor the performance of students enrolled in the respective graduate program.

### **GRADUATION**

Christian Brothers University has only one Graduation Ceremony a year in May, although there are three official graduation dates. Students may graduate in May, August, or December. Only those students who can complete their course work in May or August can walk in the graduation ceremony. Graduating students also have three business days after the official graduation date to remove any Incomplete grades, send in any transcripts from other universities, or to have a grade changed in order to be graduated for a particular graduation date. Once a student is graduated, his or her cumulative graduating GPA is locked in, and no grade change can be made. Once a student graduates and wants to come back to CBU to take additional courses or enter another program, he or she must contact the Graduate and Professional Studies Office and reapply for the new program. Students must file an online “Intent-to-Graduate” form on the Registrar’s web page using the deadline dates listed on page 23-24. If the deadline is not met, a \$50.00 non-refundable late fee is assessed and the student will be graduated the next available graduation date.

### **ATTENDANCE**

Any student who has missed a total of eight (8) hours of class time may be given a grade of “F” after the last day to withdraw from classes has passed. All students are expected to attend class beginning with the first class meeting. Students taking courses in the 8-week accelerated programs should plan to attend the first class meeting as each class is equivalent to one week of class time.

### **TRANSFER CREDITS**

A student may transfer credits earned at another accredited college or University only if:

1. the student is a degree student,
2. the courses to be transferred are graduate courses appropriate to the Christian Brothers University graduate program,
3. prior courses were completed within five years before admission to the Christian Brothers University graduate program,
4. grade of “B” (3.0 on a scale of 4.0) or better was achieved, and
5. the transfer is recommended by the Graduate Director and notification sent to the Registrar’s Office.

The amount of and conditions for transfer credit are at the discretion of each program director.

**EARLY ADMISSION**

Undergraduate students may be admitted to the graduate program during the final semester of their senior year as **CONDITIONAL STUDENTS** subject to completion of the undergraduate requirements. The granting of graduate credit is given upon completion of the course. An undergraduate student wishing to use the graduate credit as part of their total number of hours for the undergraduate degree may not use that course as part of the master’s program. Students in their last semester of undergraduate coursework may take up to six hours of graduate work.

**WITHDRAWAL FROM CLASS OR THE UNIVERSITY**

All withdrawals, both complete and partial, must be submitted to the Office of the Registrar, by the student. A student may notify the Office of the Registrar of the withdrawal by completing the on-line “Withdrawal” form on the Registrar’s web page. Anyone requesting a “complete withdrawal” will be required to come to the Registrar’s office to secure the necessary signatures to complete the withdrawal process.

The necessary information needed is Name, Social Security Number, Phone Number during the Day, whether receiving Financial Assistance, i.e. Stafford Loans, Pell Grants, etc., Name of Class (s), Name of Instructor (s), Date of Last Attendance, and Name of Advisor. The date on the online form will count as the official date of notification for processing the withdrawal. The instructor will be contacted for the date of last attendance, but the official notification date for processing the withdrawal will be the date of notification. This is the date that will be used by all offices for processing the withdrawal and any refunds.

**TUITION REFUND**

Tuition refund policies are the same as given for the undergraduate program on Page 18-19.

**APEAL PROCEDURES ON MATTERS CONCERNING ACADEMIC GRIEVANCES**

All academic appeals should begin with the individual professor. Failing to gain satisfaction, the student may appeal to the Director of the corresponding Graduate Program and to the Dean of the School. If the case is not resolved, the student may appeal to an appeals committee composed of five members-three appointed by the Graduate Council, one by the instructor involved, and one by the student. The recommendation of the appeals committee will be followed by the instructor.

**OBTAINING A SECOND MASTERS DEGREE AT CBU**

Any student interested in completing a second masters degree at CBU can do so (at the discretion of the Program Director of the particular program) by taking an additional 21-26 graduate credit hours.

Program directors of each program will specify which additional courses must be taken to fulfill additional credit hour requirements. Admission policies and procedures are the same as those for any student applying to the program, except that an application fee is not required. In addition, the MBA program will waive the GMAT requirement for those students who have completed the MEM at CBU.

Grades for the courses being credited toward the second degree program will be used to calculate the GPA for both degrees. Students must have at least a 3.0 cumulative graduate grade point average for the required courses in each of the programs. Students seeking a second degree are subject to the policies and procedures of each degree program.

For those students seeking a second degree in the MED and MSEL programs, a minimum of 21 hours must be completed in the second degree program.

**GRADUATE EXPENSES AND FEES**

**TUITION:**

Master of Business Administration, per semester hour.....	\$590.00
Master of Arts in Executive Leadership, per semester hour (includes books).....	\$625.00
Master of Engineering Management, per semester hour (includes books).....	\$575.00
Master of Education, per semester hour.....	\$450.00
Master of Arts in Teaching, per semester hour.....	\$450.00
Master of Science in Educational Leadership, per semester hour.....	\$450.00
Master of Science in Engineering Management (includes books).....	\$575.00
Master of Arts in Catholic Studies.....	\$330.00

**FEES:**

Application Fee, all programs excluding Graduate Education (payable only once) Non-Refundable.....	\$50.00
Application Fee, (Graduate Education)(payable only once) Non-Refundable.....	\$35.00
Late Registration, Non-Refundable.....	\$150.00
Graduation Fee (payable once per degree, non-refundable).....	\$75.00
Technology Fee.....	\$65.00
Intern/Student Teaching Fee.....	\$150.00
Alternative Licensure Type I/II Fee.....	\$575.00
M.S.E.L. Administrative Internship Fee.....	\$100.00

For further information about each Master’s Program, please contact the Graduate and Professional Studies office at (901) 321-3291.

# GRADUATE PROGRAMS IN EDUCATION

## — SCHOOL OF ARTS —

### ADMINISTRATION

DR. MARIUS M. CARRIERE, *Dean*

DR. TALANA VOGEL, *Chair of Education and Director of Graduate Education*

DR. SAMANTHA M. ALPERIN, *Director of Graduate M.A.T. Program*

### FACULTY

SAMANTHA M. ALPERIN, *Assistant Professor*

B.S.B.A., University of Tennessee; M.A.T., The University of Memphis;  
Ed.D., University of Memphis

WENDY ASHCROFT, *Assistant Professor*

B.A., Rhodes College; M.E.D., Memphis State University; Ed.D., Memphis State University

ELLEN S. FAITH, *Associate Professor*

B.A., Regents College; M.A., Vermont College; Ed.M., Ed.D., Harvard University

BROTHER MICHAEL A. SCHMELZER, *Assistant Professor*

B.A., Christian Brothers College; M.A.T., St. Mary's College;  
Ph.D., The Ohio State University

TALANA VOGEL, *Associate Professor*

B.S., M.S., Florida State University; Ed.D., The University of Memphis

### MISSION

GRADUATE PROGRAMS IN EDUCATION at Christian Brothers University aim to engage men and women in a self-reflective process of lifelong learning characterized by integrity, competence, compassion, creativity, and leadership. The goals of the graduate programs in education are to prepare individual educators to reflect the values and traditions of the Christian Brothers, to work effectively and collaboratively in rapidly changing schools and related settings, and to prepare educators and others for positions of leadership. Education programs at the graduate level include: the Master of Arts in Teaching (M.A.T.) for initial teaching licensure, with three concentrations; the Master of Education (M.Ed.) for advanced professional development; the Master of Science (M.S.) in Educational Leadership; and the LANCE program, a Catholic teacher-service program that combines graduate study, spiritual development, and community living for teachers in the Catholic schools.

### GRADUATE PROGRAMS IN EDUCATION

Non-degree programs at the graduate level also include post-baccalaureate teaching licensure, post-master's licensure in beginning and advanced school administration and supervision; second endorsement options; and the master's plus 30, a post-master's option for individuals wanting to take additional graduate credit hours to advance on their school's salary scale.

### MASTER OF ARTS IN TEACHING (M.A.T.) PROGRAM

The Master of Arts in Teaching (M.A.T.) program is designed to provide initial teaching licensure at the following levels, Early Childhood (pre-k - 3), Elementary (K-6), Middle School (4-8), Secondary (7-12), and Visual Arts (k-12). The M.A.T. program admits only those individuals who wish to earn an initial teaching license and a graduate degree simultaneously.

Candidates for both degree and initial teaching licensure face additional requirements because of licensure. Tennessee requires that all individuals seeking initial teaching licensure must provide evidence of a strong general education and mastery of a major in the arts or sciences earned at the undergraduate level. State and national standards for initial teaching licensure may mandate that an individual complete undergraduate deficiencies in either general education or a major area in the arts or sciences in addition to required graduate credit hours.

*Licensure requirements include the successful completion of undergraduate or other content deficiencies, field experiences, and internal and external assessments, including the Praxis II tests. Completion of coursework for the degree must be complemented by successful completion of all licensure requirements before CBU recommends for the license.*

### COMMON REQUIREMENTS FOR ALL M.A.T. PROGRAM CONCENTRATIONS

Professional Foundations I and II, EDFD 600 and CIED 600 .....	6 hours
Educating Special Needs Learners, EDDL 630.....	3 hours
Classroom Management, CIED 604 .....	3 hours
Portfolio and Practicum II, CIED 671 .....	1 hour
Teaching Practicum III, CIED 673 .....	4 hours
Professional Seminar and Portfolio III, CIED 674.....	1 hour

Total for Common M.A.T. Requirements..... 19 hours

**ADDITIONAL COURSES REQUIRED FOR  
THE ELEMENTARY EDUCATION CONCENTRATION**

Child Development and Learning, EDFD 615 ..... 3 hours  
 Curriculum and Methods in Reading/Language Arts, K-3, READ 605 ..... 3 hours  
 Curriculum and Methods in Reading/Language Arts, 4-8, READ 606..... 3 hours  
 Curriculum and Methods in Mathematics, K-8, CIED 622 ..... 3 hours  
 Curriculum and Methods in Science, K-8, CIED 611..... 3 hours  
 Curriculum and Methods in Social Studies, K-8, CIED 612..... 3 hours  
 Rhythmic Activities and Games, CIED 615..... 1 hour  
 Creative Expression In Elementary Schools, K-6, CIED 624..... 1 hour  
 Total for Additional Elementary Concentration Courses ..... 20 hours

**ADDITIONAL COURSES REQUIRED FOR  
THE MIDDLE GRADES CONCENTRATION**

Instructional Strategies, CIED 604..... 3 hours  
 Adolescent Development and Learning, EDFD 617..... 3 hours  
 Middle School Strategies, CIED 627..... 3 hours  
 Curriculum and Methods in Reading/Language Arts, 4-8, READ 606..... 3 hours  
 Curriculum and Methods, choose two courses from CIED 611, 612, 622, READ 628..... 6 hours  
 Reading and Writing Across the Curriculum, READ 629..... 3 hours  
 Total for Additional Middle Grades Concentration Courses..... 21 hours

**ADDITIONAL COURSES REQUIRED FOR THE SECONDARY  
CONCENTRATION**

Adolescent Development and Learning, EDFD 617..... 3 hours  
 Curriculum and Assessment in Secondary Schools, CIED 630..... 3 hours  
 Reading and Writing Across the Curriculum, READ 629..... 3 hours  
 Curriculum and Methods, choose one course from CIED 646, 647, 648, 649, 650..... 3 hours  
 Electives ..... 6 hours  
 Total for Additional Secondary Concentration Courses..... 18 hours

**ADDITIONAL COURSES REQUIRED FOR THE VISUAL ART CONCENTRATION**

Child Development and Learning, EDFD 615 ..... 3 hours  
 Adolescent Development and Learning, EDFD 617..... 3 hours  
 Reading and Writing Across the Curriculum, READ 629..... 3 hours  
 Teaching Visual Arts, K-12, CIED 638 ..... 3 hours  
 Total for Additional Art Concentration Courses..... 12 hours

**ADDITIONAL COURSES REQUIRED FOR THE EARLY CHILDHOOD  
CONCENTRATION**

Child Development and Learning, EDFD 615\*\*\* ..... 3 hours  
 Curriculum and Methods in Reading/Language Arts, K-3, READ 605 ..... 3 hours  
 Curriculum and Methods in Reading/Language Arts, 4-8, READ 606..... 3 hours  
 Curriculum and Methods in Mathematics, K-8, CIED 622 ..... 3 hours  
 Curriculum and Methods in Science, K-8, CIED 611..... 3 hours  
 Curriculum and Methods in Social Studies, K-8, CIED 612..... 3 hours  
 Total for Additional Early Childhood Concentration Courses..... 18 hours

**MASTER OF ARTS IN TEACHING (M.A.T.) ALTERNATIVE LICENSURE OPTION**

The alternative licensure options for the M.A.T. degree at Christian Brothers University are not available to all candidates for the M.A.T. The individual applicant for an alternative licensure program, as required by the State of Tennessee, is jointly selected for admission into the program simultaneous with an offer of employment as a teacher of record into a school district, system, or school with which Christian Brothers University has established a particular partnership. Those admitted to an alternative licensure program are part of a cohort and must proceed at the same pace as other cohort members to maintain eligibility for the program. The M.A.T. program for alternative licensure differs from the regular M.A.T. in that supervised field experience occurs over the whole of the program, rather than through a culminating experience. While all other common courses and requirements for a particular concentration are the same, M.A.T. candidates in an alternative licensure program take a series of practica courses in conjunction with their status in the program. Each course holds 0 credits; however a fee is attached to each course.

**MASTER OF EDUCATION (M.ED.) PROGRAM**

The Master of Education (M.Ed.) program is designed primarily for the advanced professional development of already licensed teachers. The Teacher Leadership concentration is offered in an accelerated cohort format. Other concentrations in the M.Ed. degree may also be used to achieve additional endorsements in several licensure areas. Additional endorsements blend core M.Ed. degree requirements with the specific coursework

required for the endorsement. A minimum of 30 graduate credit hours is required to award the M.Ed. degree.

#### **COMMON REQUIREMENTS FOR ALL M.ED. PROGRAM CONCENTRATIONS**

The Teacher as Leader: Renewing the Profession, LEAD 601.....	3 hours
Professional and Portfolio Development, EDFD 602 .....	1 hour
Mid-Point Assessment, EDFD 604 .....	1 hour
Inquiry Course, EDFD 640 or EDFD 641 .....	3 hours
Capstone Project, EDFD 675 .....	4 hours

#### **TEACHER LEADERSHIP CONCENTRATION**

Policy Perspectives for Educators, LEAD 605 .....	3 hours
Strategies for Whole School Renewal, LEAD 615.....	3 hours
Assessment of Learning and Practice, CIED 608 .....	3 hours
Curriculum Design and Development, CIED 610 .....	3 hours
Contemporary Classroom Methods, CIED 603, or Instructional Strategies, CIED 604 .....	3 hours
Teaching Diverse Learners, EDDL 632 .....	3 hours

#### **ADDITIONAL COURSES REQUIRED FOR ADDITIONAL ENDORSEMENTS**

Additional courses for additional endorsements are selected from among licensure requirements used for the M.A.T. initial licensure concentrations and are chosen with respect to the teacher's previous coursework in professional education, professional goals, and the State of Tennessee's guidelines for additional endorsements. *Additional endorsement programs include the successful completion of content deficiencies, field experiences, and internal and external assessments, including the Praxis II tests. Completion of coursework for the M.Ed. must be complemented by successful completion of all additional requirements before CBU recommends for the additional endorsement.*

#### **MASTER OF SCIENCE (M.S.) IN EDUCATIONAL LEADERSHIP**

The Master of Science (M.S.) degree in Educational Leadership prepares individuals for roles in administration, supervision, and school leadership in K-12 settings. The courses and modules in this degree program are designed to meet standards for the Beginning Administrator License (BAL) in Tennessee. The program leading to the M.S. degree in Educational Leadership requires a minimum of 32 credit hours.

#### **M.S. IN EDUCATIONAL LEADERSHIP**

LEAD 605. Policy Perspectives for Educators .....	3 hours
LEAD 607. School, Parent and Community Partnerships .....	3 hours
LEAD 610. Exploring School Leadership .....	3 hours
LEAD 615. Strategies for Whole School Renewal .....	3 hours
LEAD 620. Supervision and Teacher Development .....	3 hours
LEAD 625. Managing the Modern School .....	3 hours
LEAD 630. Organizational Inquiry (or EDFD 640 - Educational Research) .....	3 hours
LEAD 648 Law for School Leaders .....	3 hours
Elective, chosen with advisor .....	3 hours
LEAD 675 & 676. Portfolio I and II.....	2 hours
LEAD 674 Administrative Internship.....	3 hours

# GRADUATE PROGRAM IN ARTS

— SCHOOL OF ARTS —

## ADMINISTRATION

DR. MARIUS CARRIERE, *Dean*

DR. DAVID M. GIDES, *Director of Catholic Studies Program*

**THE MASTER OF ARTS IN CATHOLIC STUDIES** has as its major goal the broadening and deepening of the understanding of the Catholic faith through the study of Catholic theology and the interdisciplinary study of Catholicism's influence in the world. The program offers systematic and critical exploration of the diverse ways in which the Catholic tradition informs theology, culture, institutions, and identity.

The study of the Catholic faith will help individuals develop an intellectual and academic approach to Catholicism which does justice to the richness and profound truth of Catholicism as a Christian religious tradition. In addition through the study of Catholicism, that individuals will come to understand and deepen their knowledges and love of God, seek the well-being of humankind, and provide well reasoned motives for the practice of Christian principles. This program will help prepare students for diverse ministries, such as primary and secondary school religion teaching, religious education in parish settings, pastoral leadership, and social service.

The degree is a thirty-hour degree program with the courses being offered on the CBU campus and be supported with significant on-line components. Traditional classes will meet one day a month for six hours with each course lasting six hours.

### CATHOLIC STUDIES CURRICULUM

#### Fall courses will typically include:

1. Catholic Thought and Culture Through the Ages ..... 3 hours
2. Catholic Biblical Studies..... 3 hours
3. Theology of Sacraments and Worship..... 3 hours
4. Ecclesiology and Ministry ..... 3 hours

#### Spring courses will typically include:

1. Christology ..... 3 hours
2. Catholic Spirituality ..... 3 hours
3. Catholic Social Ethics ..... 3 hours

#### Summer courses will typically include:

1. God and the Human Person..... 3 hours
2. Moral Theology..... 3 hours
3. Catholicism and other Faith Traditions..... 3 hours

# GRADUATE PROGRAM IN BUSINESS

— SCHOOL OF BUSINESS —

## ADMINISTRATION

DR. DALE G. BAILS, *Dean*

DR. M. SCOTT LAWYER, *MBA Director*

## FACULTY

DALE G. BAILS, *Professor of Economics*

B.S.B.A., University of South Dakota; M.A., University of Missouri;  
Ph.D., University of Nebraska

DANIEL M. BRANDON, JR., *Professor of Management Information Systems*

B.S., Case-Western Reserve University; M.S., Ph.D., University of Connecticut

ROBERT L. BRITTINGHAM, *Professor of Economics*

B.A., St. Mary's College; M.S. in C.; Ph.D., St. Louis University

BJOERN CLAASSEN, *Assistant Professor of Finance*

B.B.A., University of Georgia; M.B.A. in Finance, Kennesaw State University; Ph.D., University of Mississippi

JUDY RAMAGE LAWRENCE, *Professor of Accountancy*

B.B.A., Memphis State University; M.S., University of Arkansas;  
D.B.A., Nova Southeastern University; C.P.A.

R. CAYCE LAWRENCE, *Associate Professor of Management*

B.A., St. Meinrad College; M.B.A., Memphis State University; Ph.D., University of Arkansas

M. SCOTT LAWYER, *Associate Professor of Law*

B.P.A., J.D., University of Mississippi

FRANK M. MARION, *Professor of Marketing*

B.S.Ch.E., South Dakota School of Mines & Technology;  
M.B.A., Baldwin Wallace College; D.B.A., Memphis State University

REGINALD PEYTON, *Professor of Marketing*

B.S., Christian Brothers College; D.B.A. Memphis State University

SARAH T. PITTS, *Associate Professor of Finance*

B.S., Lenoir Rhyne College; M.B.A., J.D., University of Houston

BEVALEE B. PRAY, *Associate Professor of Management*

B.B.A., M.B.A., University of Central Arkansas; Ph.D., University of Memphis

KRISTEN O. PRIEN, *Assistant Professor of Management*

A.B., Mount Holyoke College; M.B.A., Ph.D., University of Memphis

JAMES T. RHODES, *Associate Professor*

B.S., Morningside College; M.B.A., Memphis State University; C.P.I.M.

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## MASTER OF BUSINESS ADMINISTRATION PROGRAM (After June 1, 2008)

The School of Business now offers a new 35 hour course of study leading to the Master of Business Administration (MBA) degree. To differentiate this new program from the former MBA program, the course designations for the new program carry the prefix CMBA, for Cohort MBA, as opposed to the prior designations of MMGT, MACC, MMKT, MFIN, MITM and MECO. Courses carrying the older course designations are no longer available to students enrolling in the MBA program after June 1, 2008. The new core curriculum consists of eight courses, preceded by a two hour Residential Orientation course (which is a prerequisite for the remaining eight courses). In addition, a student must complete three elective courses and obtain a graduate certificate in one of several specializations and must take the MBA Certification Examination in order to complete his/her degree requirements. An applicant to the MBA program must demonstrate acceptable scores on either the GMAT or GRE examinations. A student may be able to transfer up to nine hours of graduate level business-related course work into the program to meet the requirements of the

elective course work, but under no circumstances will be permitted to transfer in any coursework to meet the requirements of the core curriculum coursework.

**MBA CORE COURSES:** (Course Descriptions found on page 174)

CMBA 600 Residential Orientation  
 CMBA 601 Business Ethics  
 CMBA 602 Managerial Economics  
 CMBA 603 Managerial Accounting  
 CMBA 604 Strategic Financial Management  
 CMBA 605 Strategic Management  
 CMBA 606 Analytical Business Research  
 CMBA 607 Strategic Business Planning  
 CMBA 608 Capstone Project

**MBA ELECTIVE COURSES:**

The elective courses will be determined in the second year of the new MBA program although certain of these courses are currently being taught, both by the School of Business and certain related programs. For more information on these courses, both now and as contemplated in the future, please contact the MBA Director.

The successful completion of the three elective courses in the overall MBA sequence of courses will result in the awarding of a graduate certificate in the area of concentration that the student has selected.

As previously noted, a student may be able to transfer in graduate level business-related course work to fulfill the requirements of the elective courses with the advance approval of the MBA Director.

**TRANSFER OF GRADUATE CREDITS:**

Every transfer of graduate credit from any institution must be approved, in advance, by the Director of the MBA program.

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**MASTER OF BUSINESS ADMINISTRATION PROGRAM**

**(the following information applies only to students admitted prior to June 1, 2008)**

The School of Business offers a unique 30 hour course of study leading to the Master of Business Administration (MBA) degree. The distinctive curriculum consists of seven “core” courses plus three additional courses that provide students with the freedom to pursue specific interests, explore diverse knowledge areas, or apply credit earned from previous graduate work.

During the first course in the core, students will participate in a weekend workshop that reviews the prerequisite to knowledge required for success in the program. The workshop will consist of 16 hours of instruction - 12 hours in the classroom plus four hours of independent study involving a case analysis that the student will present to the faculty prior to completing the first course in the core. Students will receive one hour of credit upon successfully completing the workshop.

**MBA CORE**

Students will take the seven core courses in a lock-step format with “cohorts” of approximately 25 individuals. Each course meets one night a week for four hours over an eight-week time frame. The cohort will meet on the same night throughout the entire seven-course sequence. The core sequence will begin twice each academic year, with cohorts starting either in October or April and proceeding as follows:

<b>CORE SEQUENCE</b>	<b>OCTOBER COHORT</b>	<b>APRIL COHORT</b>
	<i>(Monday Evening)</i>	<i>(Tuesday Evening)</i>
MMGT 601 Organizational Behavior	Aug. – Oct. 2008	Jan. – Mar. 2009
MACC 660 Managerial Accounting	Oct. – Dec. 2008	Mar. – May 2009
MMGT 602 Operations Management	Jan. – Mar. 2009	Jun.– Jul. 2009
MMGT 670 Business and Society	Mar. – May 2009	Aug. – Oct. 2009
MMKT 640 Strategic Marketing	Jun. – Jul. 2009	Oct. – Dec. 2009
MFIN 620 Managerial Finance	Aug. – Oct. 2009	Jan. – Mar. 2010
MMGT 699 Business Policy	Oct. – Dec. 2009	Mar. – May 2010

Except in extraordinary circumstances<sup>1</sup>, students will take the seven-course core sequence in order. No credit from other graduate programs will apply to the core courses. In order to maximize the value of the learning experience, the School recommends that students stay with their cohort for all seven of the core courses.

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<sup>1</sup> The Director reserves the right to make certain exceptions for students for unavoidable circumstances, including (but not limited to) required military service, job relocation, or serious illness.

**MBA ELECTIVE COURSES**

Students will complete the three remaining courses in one of three ways:

1. Completing one of the School's Graduate Certificate programs (e.g. Project Management or Human Resources);
2. Completing three available elective courses either from the introductory courses in the Certificate programs or elective courses that the School will offer each year; or,
3. Transferring up to nine hours of credit from previous graduate work.

The elective/certificate courses will meet on a night other than the cohort (either on the weekend or on a different weeknight). Students will have the option of taking the elective courses concurrently with the core courses or taking the electives before or after the core. As a result, students with transfer credit and those take the electives concurrently will be able to complete the degree requirements in as little as 18 months.

**OTHER MBA COURSES OFFERED:**

MACC, MECO, MFIN, MITM, MGMT, MMKT 652. Special Topics .....	3 hours
MMGT 681 Project Management (MMPA Certificate) .....	3 hours
MMGT 682 Project Organization, Planning, and Leadership .....	3 hours
MMGT 683 Project Analysis and Control .....	3 hours

In addition, students applying for the Master of Business Administration program must show successful completion of certain prerequisites for the degree. The prerequisites must be completed prior to entering the masters degree program. Students must also demonstrate successful scores on either the GMAT or GRE exam. The prerequisites may be taken at the undergraduate level through CBU's Professional Studies program.

**TRANSFER OF GRADUATE CREDITS**

Transfer credit for graduate courses taken at other institutions must be obtained from the Director of the MBA program.

# GRADUATE PROGRAM IN INTERDISCIPLINARY STUDIES

## ADMINISTRATION

DR. BEVALEE B. PRAY, *Executive Director, Center for Ethical Leadership*

### MASTER OF ARTS IN EXECUTIVE LEADERSHIP PROGRAM

The Master of Arts in Executive Leadership (MAEL) targets the executive or rising executive in all styles of organizations and businesses including for profit, non-profit, civic, education, religious and government.

During your studies you will learn from and work with an outstanding faculty with diverse academic, business, consulting and community service experience. These faculty members have been selected to teach in the MAEL program because of their dedication to teaching and the wealth of knowledge they bring to their academic areas.

We seek experienced and successful students who have a desire to develop their leadership skills in a rigorous and exciting academic environment. The occupational diversity of program participants creates an atmosphere which fosters learning from both peers and professors. By choosing to pursue the MAEL program at CBU you will have demonstrated your commitment to expand your horizons in a challenging way.

The program is a cohort-based approach to adult education. You enter the program with a group of 15-20 students (your cohort) and progress through the sequence of classes, one class at a time. The program takes two years to complete.

Students attend class only one night a week and take only one class at a time. This allows students to focus on school, while still maintaining a balance among work, family, community, and social activities. Also, by concentrating on only one subject area at a time, students are better able to immediately apply their new knowledge and skills to their workplace setting.

Prerequisites to the program are: (1) a bachelor's degree in any field, (2) management/leadership experience documented in a resume, (3) 2 letters of recommendation, (4) an essay, and (5) an interview. Cohorts begin twice a year in August and January.

MAEL 600. Executive Leadership .....	3 hours
MAEL 610. Moral Philosophy and Ethics .....	3 hours
MAEL 620. Accounting and Finance for Executives.....	3 hours
MAEL 630. High Performing Teams.....	3 hours
MAEL 640. Leadership Classics .....	3 hours
MAEL 650. Organizational Behavior and Change Management .....	3 hours
MAEL 660. Service to Society.....	3 hours
MAEL 670. Conflict Resolution and Negotiation .....	3 hours
MAEL 680. Strategic Marketing and Planning for Executives .....	3 hours
MAEL 690. Leadership Practicum .....	3 hours

# GRADUATE PROGRAMS IN ENGINEERING

— SCHOOL OF ENGINEERING —

## ADMINISTRATION

DR. ERIC B. WELCH, *Dean*

DR. NEAL JACKSON, *Director of Engineering Management*

## FACULTY

DANIEL M. BRANDON, JR., *Professor*

B.S., Case Western Reserve University; M.S., Ph.D., University of Connecticut; PMP

NEAL JACKSON, *Professor, Engineering Management*

B.S., Memphis State University, M.S., University of Arkansas;  
Ph.D., University of Mississippi

JUDY RAMAGE LAWRENCE, *Professor of Accountancy*

B.B.A., Memphis State University; M.S., University of Arkansas;  
D.B.A., Nova Southeastern University; C.P.A.

SIRIPONG MALASRI, *Professor, Civil Engineering*

B.E., Chulalongkorn University; M.Engr., Asian Institute of Technology (Thailand);  
Ph.D., Texas A&M University, P.E.

PHILIP J. MALONEY, *Associate Professor, Religion and Philosophy*

B.A., M.A., University of Montana; Ph.D., University of Memphis

MARGARET A. MILLER, *Professor, Behavioral Science*

B.A., Carlow College; M.Ed., Ph.D., University of Pittsburgh

JUAN CARLOS OLABE-BASOGAIN, *Professor, Electrical Engineering*

M.S., Ph.D., Universidad Politecnica de Madrid (Spain); I.T.

H. JOHN VENTURA, *Associate Professor*

B.S., Christian Brothers College; M.E., University of Florida;  
Ed.S., Ph.D., Nova Southeastern University; P.E.

ERIC B. WELCH, *Associate Professor, Electrical Engineering*

B.S., M.S., Ph.D., Mississippi State University

## MISSION

Graduate Engineering offers the **MASTER OF ENGINEERING MANAGEMENT** and the **MASTER OF SCIENCE IN ENGINEERING MANAGEMENT** which build upon the bachelor's degree preparation in several engineering disciplines, other technical programs such as physics and chemistry, and quantitative management. The purpose of these degree programs is to prepare individuals to successfully address supervisory and managerial needs in a technical environment. Students will take courses in technical fields, finance and accounting for technical managers, computer applications for management, and systems simulation.

**THE MASTER OF ENGINEERING MANAGEMENT** program was developed for the engineer or technically prepared individual who has professional industrial experience and who expects to move up the management ladder to take an increasingly active role in his or her organization's decision-making process. The capstone of the program will be the completion of the Engineering Management Project. The Master of Engineering Management degree consists of thirty-three semester hours of academic work, which consists of eight core courses including the Engineering Management Project and three elective courses.

## CORE MEM COURSES:

ENGM 601. Engineering Management

ENGM 602. Engineering Accounting

ENGM 603. Engineering Finance

ENGM 604. Social Legal, and Ethical Considerations for Engineering

ENGM 605. Quality Assurance

ENGM 606. Computer Applications

ENGM 607. Operations Research

ENGM 690. Engineering Management Project

**ELECTIVE MEM COURSES:**

ENGM 621. Engineering Law  
ENGM 624. Knowledge Engineering  
ENGM 636. Computer Networks  
ENGM 637. File Organization and Database Management  
ENGM 691, 692, 693. Special Topics  
ENGM 698. Professional Seminar  
ENGM 699. Research

**THE MASTER OF SCIENCE IN ENGINEERING MANAGEMENT** program emphasizes the theories, concepts, and applications of the engineering management discipline. Students will conduct research to identify and propose solutions to engineering management problems. The Master of Science in Engineering Management degree consists of nine core courses including the Thesis and two elective courses.

**CORE MSEM COURSES**

ENGM 600. Engineering Management Theory  
ENGM 602. Engineering Accounting  
ENGM 603. Engineering Finance  
ENGM 604. Social Legal, and Ethical Considerations for Engineering  
ENGM 605. Quality Assurance  
ENGM 606. Computer Applications  
ENGM 607. Operations Research  
ENGM 695. Research Methods in Engineering Management  
ENGM 696. Thesis

**ELECTIVE MSEM COURSES:**

ENGM 621. Engineering Law  
ENGM 624. Knowledge Engineering  
ENGM 636. Computer Networks  
ENGM 637. File Organization and Database Management  
ENGM 691, 692, 693. Special Topics  
ENGM 698. Professional Seminar  
ENGM 699. Research