

2007-08 BULLETIN

Graduate Degree Offerings

Master of Arts (M.A.) in Counseling

Minimum Totals for Graduation: 48 hours

The Counselor Education faculty at Central Michigan University offer courses and programs designed to prepare students to work as counseling personnel in public and private schools, institutions of higher education, community-based social service agencies, and private practice. Many classes are offered nights and weekends to better accommodate the nontraditional student. Students who successfully complete a program for Counselor Education earn a Master of Arts degree in Counseling.

Faculty members include licensed professional counselors, nationally certified counselors, and licensed psychologists. Teaching excellence is a top priority of the faculty.

Each student participates in a supervised counseling experience (practicum) in the Human Development Clinic located in Rowe Hall. The Human Development Clinic provides counseling services for community residents, area school children, and Central Michigan University students. As a required part of their counseling training, advanced students ordinarily perform these services under the supervision of the Counselor Education faculty. Among the services provided are individual counseling for children, adolescents and adults; family and couples counseling; play therapy for children; general counseling for emotional problems and life adjustment concerns; career and employment counseling; referral help in finding appropriate services for identified problems; and consultation with community agencies and schools. In addition to serving the needs of referrals during the school year, the Human Development Clinic provides extensive counseling and consultative services during the summer months. The Human Development Clinic is administered by the Department of Counseling and Special Education.

Note: The off-campus delivery of this cohort program does not include practicum in the Human Development Clinic, course selection is prescribed, and Teacher Certification is no longer required by State law. Students completing the program may be eligible for both state licensure as a LPC and endorsement or licensure as a school counselor.

Admission Requirements, Retention and Termination Standards

Admission

1. Applicant screenings are conducted twice a year. All application materials (see below) must be received by submission deadlines: February 1 or September 1.

Note: Off-Campus Program Cohorts may submit materials outside of these dates.

2. In addition to submitting the application, all transcripts, and written statement of purpose and general plans for graduate study, the applicant must arrange for a recent (not more than five years old) Miller Analogies Test (MAT) score to be sent directly to the Department of Counseling and Special Education and be received

by the application deadline. The MAT score, undergraduate GPA, and the applicant's statement of purpose and general plans for graduate study are all considered in determining admission. The MAT is available through testing centers such as the Center for Learning Assessment Services located on the CMU campus.

3. Applicants chosen in the screening process will be initially admitted to the program on a Conditional basis. To be eligible for Regular Admission status, the student must first complete a minimum of 10 semester hours of coursework in the Counselor Education program with a minimum 3.0 grade point average.
4. In addition to the above requirements, applicants seeking school counseling endorsement must have or be eligible for Michigan Teacher Certification.

Program Requirements

The candidate should decide on one of the following program options and complete their Authorization of Degree Program form with their assigned advisor after achieving Regular Admission status. Elective courses will be selected with the approval of the advisor. The faculty recommends taking the comprehensive examination during the semester the student intends to graduate.

Progress through the program is based on satisfactory grades (a grade point average of B or better overall) and satisfactory evaluations of pre-professional functioning (e.g., demonstration of appropriate personal and professional skills, ethical standards, and behaviors). Serious and persistent difficulties in pre-professional functioning may result in dismissal from the program.

Degree Requirements

Core Courses I (3 hours)

Select one of the following:

- CED 610 - Career Development and Counseling 3(3-0)
- CED 611 - Developmental Career Counseling 3(2-1)

Core Courses II (30 hours)

- CED 630 - Counseling Ethics and Professional Issues 3(3-0)
- CED 640 - Standardized Tests 3(3-0)
- CED 650 - Theories and Techniques of Group Counseling 3(3-0)
- CED 660 - Counseling Techniques 3(3-0)
- CED 677 - Theories of Counseling 3(3-0)
- CED 690 - Supervised Experience in Counseling 3(1-3)
- CED 691 - Internship in Counseling 1-6(Spec)
- CED 695/SPE 695 - Research for Counseling and Special Education 3(3-0)
- CED 765 - Professional Counseling and Consulting 3(3-0)

Options

Select one of the following options:

Professional Counseling Option

This option prepares students who wish to qualify for licensure as school counselors or professional counselors (LPC) in Michigan. Students will gain knowledge and experience in research, group techniques, counseling theories, ethics, counseling techniques, counseling philosophy, testing procedures, career development, and consulting. Practicum and internship experiences will complete the

minimum requirements. Elective hours will allow the individual student to gain additional knowledge and experience in areas of particular interest. Students select CED 502, CED 503, or CED 504 depending on their particular area of interest.

Additional Requirements I (3 hours)

Select one of the following:

CED 502 - Student Development in Higher Education 3(3-1)
CED 503 - Introduction to Community Agency Counseling 3(3-0)
CED 504 - Introduction to School Counseling 3(3-0)

Comprehensive Examination

Note: Those students seeking Elementary or K-12 Endorsement must also take CED 551.

Additional Requirements II (1 hour)

CED 515 - Basic Group Participation 1(Spec)

Other Requirement (3-6 hours)

Select one plan: A Thesis (6 hours) or B Paper (3 hours)

CED 696 - Independent Research 3(Spec)
CED 698 - Thesis 1-6(Spec)

Electives (5-8 hours)

Select from the following to bring total program credit hours to at least 48.

CED 517 - Group Experience I 2(Spec)
CED 518 - Group Experience II 2(Spec)
CED 583 - Counseling Aspects of Sexuality 3(3-0)
CED 620 - Introduction to Multicultural Issues in Counseling 3(3-0)
CED 668 - Theory and Process of Family Therapy 3(3-0)
CED 670 - Independent Study 1-12(Spec)
CED 680 - Seminar: Professional Topics 1-12(Spec)

School Counseling Option

The school counseling option is designed for students with Teacher Certification who wish to earn a School Counselor Endorsement. Potential work settings would include: elementary schools, middle schools, secondary schools, or K-12 schools. In addition, School Counseling graduates will meet the academic requirements for licensure as a professional counselor (LPC) in Michigan.

(School counseling licensure will usually require some coursework beyond the 48 credit hour degree.)

Additional Requirements (7 hours)

CED 504 - Introduction to School Counseling 3(3-0)
CED 515 - Basic Group Participation 1(Spec)
CED 551 - Counseling with Children 3(3-0)

Comprehensive Examination

Other Requirement (3-6 hours)

Select one plan: Plan A Thesis (6 hours) or Plan B Paper (3 hours).

CED 696 - Independent Research 3(Spec)
CED 698 - Thesis 1-6(Spec)

Electives (2-5 hours)

Select from the following to bring total program credit hours to at least 48.

CED 517 - Group Experience I 2(Spec)
CED 518 - Group Experience II 2(Spec)
CED 583 - Counseling Aspects of Sexuality 3(3-0)
CED 620 - Introduction to Multicultural Issues in Counseling 3(3-0)
CED 668 - Theory and Process of Family Therapy 3(3-0)
CED 670 - Independent Study 1-12(Spec)
CED 680 - Seminar: Professional Topics 1-12(Spec)
CED 685 - Counseling Aspects of Grief and Loss 3(3-0)

Note: Approved Special Education (SPE) courses may be chosen in consultation with an advisor.

Total: 48 semester hours

Master of Arts (M.A.) in Education

Minimum Totals for Graduation: 33 hours

The Master of Arts degree in Education is designed to provide knowledge and skills for individuals required to function effectively in various positions of educational leadership. This is not a certification program for public school teachers, as it presumes the individual is already trained and qualified in the technical aspects of her or his field.

The MA degree in Education program requires the student to complete a core of 18 semester hours, which includes an integrating experience (Capstone Project). An additional 15 semester hours must then be completed with specific courses determined by the academic adviser. All candidates for the MA must complete a minimum of 33 semester hours.

Admission Requirements, Retention and Termination Standards

Applicants holding a baccalaureate or equivalent degree from a college or university of recognized standing may be granted regular admission, provided they have an overall cumulative undergraduate grade point average of 2.7 or higher (on a 4.0 scale). Conditional admission may be granted when the applicant does not meet the requirements for regular admission and evidence exists to support the applicant's potential for success in the program. Admission decisions are governed by the policies of the College of Graduate Studies.

Program Requirements

To qualify for graduation, candidates for the Master of Arts (MA) degree in Education must meet all of the following requirements found in the Graduate Degree Requirements and the following requirements:

1. Earned a minimum of 33 semester hours of acceptable graduate credit (15 semester hours of which must be in the area of concentration/emphasis).
2. Earned a minimum of 18 semester hours from Central Michigan University.
3. Submitted evidence of scholarship by meeting the Plan B paper requirements.

Degree Requirements

Program Core (18 hours)

CED 655 - Human Relations Skills 3(3-1)
EDU 590/SPE 510 - Microcomputers in Classroom Instruction 3(2-3)
EDU 614 - Advanced Educational Psychology 3(3-0)
EDU 660 - Methods of Educational Research 3(3-0)
EDU 705 - Theory and Practice in Curriculum Development 3(3-0)
EDU 776 - Seminar: Issues of Education 3(3-0)

Note: EDU 776 Seminar: Issues in Education - Following accepted guidelines toward the end of their degree program, students are required to research, analyze and provide a plan of action relevant to a problem or opportunity within their own organization or professional field.

Concentrations

Select one of the following concentrations:

Adult Education Concentration

This program is designed to provide knowledge and skills for individuals to function effectively in positions of leadership or teaching in the adult education environment. This is not a certification program for teachers or administrators but may be utilized for professional advancement.

(continued)

Required Courses (15 hours)

EAD 622 - Adult Literacy and Society 3(3-0)
 EAD 624 - Planning for Instruction in Nontraditional Settings 3(3-0)
 EAD 626 - The Adult Learner 3(3-0)
 EAD 667 - Administration of Community Education 3(3-0)
 EDU 613/MLE 613 - Current Educational Issues 3(3-0)

Coaching Concentration

This program is designed to provide knowledge and skills for individuals to function as teachers and in coaching positions in schools. It is not a certification program for teachers or coaches but can satisfy the need for continuing certification of teachers. It is designed for educators who are seeking coaching skills, while at the same time, to enhance their teaching competencies.

Students will be required to complete PES 691 (Independent Study) instead of EDU 776.

Required Courses (5 hours)

Select from the following:

PES 570 - Advanced Coaching in Basketball 2(2-0)
 PES 572 - Advanced Coaching in Baseball 2(2-0)
 PES 574 - Advanced Coaching of Football 2(2-0)
 PES 690 - Practicum 1-4(Spec)

Additional Requirements (10 hours)

Select from the following:

PES 560 - Principles and Foundations of Coaching 3(3-0)
 PES 582 - Current Applications of Athletic Training Techniques 2(1-2)
 PES 606 - Motor Learning and Human Performance 3(3-0)
 PES 611 - Psychology of Sport 3(3-0)

Community College Concentration

This program is designed to provide knowledge and skills for individuals to function effectively in positions of leadership or teaching in a community college environment. This is not a certification program for teachers or administrators but may be utilized for professional advancement or as a base for a doctoral program in Community College Education.

Required Courses (15 hours)

Select from the following:

CED 502 - Student Development in Higher Education 3(3-1)
 EAD 676 - Administration of Community Colleges 3(3-0)
 EAD 778 - Contemporary Issues in Higher Education 3(3-0)
 EDU 602 - Strategies and Techniques for Teaching 3(3-0)
 EDU 613/MLE 613 - Current Educational Issues 3(3-0)
 EDU 655 - The Community College 3(3-0)

Guidance and Development Concentration

This program is designed to provide knowledge and skills for individuals to function effectively in schools, businesses or in the nonprofit sector with special emphasis on managing relationships, making appropriate referrals and recognizing special needs of students, clients or co-workers. It is not a certification program for teachers, counselors or administrators as it presumes the participants are already certified and qualified in the technical aspects of their respective positions. It is designed for educators or practitioners who do not desire to be fully certified counselors but are seeking counseling skills to enhance their teaching competencies.

This non-certification program is designed to improve practitioners' skills in communicating with their students, colleagues, clients, and supervisors. The classes in this program focus directly on involving participants in skill-building and integration activities. Participants regularly test skills and ideas from courses taught at their work sites and refine the use of these skills through feedback from the instructor, supervisors, and other program participants. Many of the classes require that participants interact with their students, colleagues, clients, or supervisors outside of the university setting. CED 670 is a capstone course in which participants conduct field or action-oriented research which is then reported in the form of a Plan B paper or project.

Note: This MA will not qualify the graduate for endorsement as a School Counselor.

Required Courses (15 hours)

CED 580 - Seminar: Professional Topics 1-12(Spec)
 CED 608 - Understanding and Working with Couples and Families 3(3-0)
 CED 612 - Work and Career in a Global Society 3(3-0)
 CED 621 - Orientation to a Culturally Diverse Society 3(3-0)
 CED 684 - Grief, Loss and Trauma 3(3-0)

Instructional Concentration

This program is designed to provide knowledge and skills for individuals to function effectively in positions of leadership or the teaching environment. This is not a certification program for teacher or administrators but may be utilized for professional advancement.

Required Courses (15 hours)

EDU 602 - Strategies and Techniques for Teaching 3(3-0)
 EDU 613/MLE 613 - Current Educational Issues 3(3-0)
 EDU 706 - Theory and Practice of Instruction 3(3-0)
 EDU 765 - Seminar in Curriculum Problems 3(3-0)
 EDU 770 - Practicum in Systematic Curriculum Development 3(3-0)

Total: 33 semester hours

Master of Arts (MA) in Educational Technology

Minimum Totals for Graduation: 33 hours

The Educational Technology master's degree program prepares students to provide instruction utilizing new learning technologies. The technologies addressed in this program include multimedia, telecommunications, and distance learning. While meeting the needs of the classroom teacher, this program also prepares individuals for technology leadership roles.

The degree program requires a minimum of 18 hours of required core courses, 9 hours of elective courses, 3 hours of history/philosophy of education courses and 3 hours of research courses. All candidates for the MA must complete the Educational Technology Seminar, resulting in a terminal project. Educational Technology projects must demonstrate effective uses of technology in K-12 classroom settings.

Admission Requirements, Retention and Termination Standards

In addition to the university's general admission requirements, the student must either hold a valid K-12 teaching certificate or be employed in an educational capacity within their school, school district, community college, or profession. Regular admission in the program requires an undergraduate grade point average of at least 2.7 (on a 4-point scale). Students with a GPA below 2.5 will not be considered for admission for the graduate program in teacher education. A maximum of 9 hours taken before signing the master's program may be counted on the program. Students must earn a B- or better in each graded course within the 9 hours taken.

Advisers for the master's program are assigned only after the student has been regularly or conditionally admitted to the College of Graduate Studies and has selected an option.

Degree Requirements

Required Courses (18 hours)

EDU 590/SPE 510 - Microcomputers in Classroom Instruction 3(2-3)
EDU 595 - Telecommunication in Education 3(2-2)
EDU 642 - Instructional Multimedia 3(3-0)
EDU 643 - Instructional Design 3(3-0)
EDU 707 - Seminar: Issues in Educational Technology 3(3-0)
EDU 710 - Seminar: Terminal Project 3(3-0)

Electives (9 hours)

Select from the following:

CPS 590 - Computer Applications In Educational Administration 3(3-0)
CPS 591 - Computer Application In Classroom Instruction 3(3-0)
CPS 592 - Computer Science Content for Elementary Teachers 3(3-0)
EAD 610 - Grants and Fund Procurement 3(3-0)
EDU 506 - Principles and Techniques for Individualizing Instruction 3(3-0)
EDU 566 - Independent Study in Elementary Education 1-6(Spec)
EDU 639 - Instructional Materials and Curriculum Production 3(Spec)
EDU 708 - Distance Education 3(3-0)
EDU 709 - Innovative Uses of Technology 3(3-0)

History, Philosophy Course (3 hours)

Select from the following:

EDU 609 - History of Education 3(3-0)
EDU 611 - Philosophy of Education 3(3-0)

Research Requirements (3 hours)

Select from the following:

EDU 614 - Advanced Educational Psychology 3(3-0)
EDU 660 - Methods of Educational Research 3(3-0)
EDU 662 - Applied Educational Measurement and Evaluation 3(3-0)

Total: 33 semester hours (minimum)

Master of Arts (M.A.) in Humanities

Minimum Totals for Graduation: 30 hours

The Master of Arts in Humanities is a degree designed for generalists, for those more interested in synthesis than specialization. It provides an integrated study of the humanities in a cross-disciplinary format. Because the various areas of the humanities are naturally interrelated, this format emphasizes connection rather than fragmentation. The courses for the 30-semester hour program are generally selected from such traditional areas of the humanities as history, literature, philosophy, religion, music and art; they may, however, also include such areas as women's studies and anthropology. Please note that course selection among these disciplines will be more limited for on-campus students.

The program is flexible enough to meet the needs of a great variety of students. It is an appropriate degree choice for students seeking a graduate degree which offers educational development or a focus on interdisciplinary knowledge.

Students interested in certification or additional endorsements should contact the Teacher Certification Office.

Note: Some courses listed here are not available on campus, but are offered only through Off-Campus Programs cohorts.

Admission Requirements, Retention and Termination Standards

Admission requirements are the same as those for admission to the College of Graduate Studies (baccalaureate degree and overall GPA of 2.7) and a minimum of 20 hours of coursework in areas of the Humanities (history, literature, philosophy, etc.) with GPA of 2.7.

Requirements I

A minimum of 24 hours of graduate credit in the Humanities including:

History Requirements (6-9 hours)

Select 6-9 hours in consultation with advisor. See Structure (Core Courses) below.

Literature Requirements (6-9 hours)

Select 6-9 hours in consultation with advisor. See Structure (Core Courses) below.

Other Requirements (6-9 hours)

Select 6-9 hours of coursework in any of the following areas approved by the student's faculty advisor:

Art
Music (non-studio/non-performance)
Religion
Philosophy
Cinema

See Structure (Core Courses) below.

Note: A minimum of 15 hours of the above courses must be in courses numbered 600 or above.

Requirements II

Select one of the following plans:

Plan A (6 hours)

Thesis with oral defense.
HUM 799 - Thesis 1-6(Spec)

Plan B (6 hours)

6 hours of elective coursework approved by faculty advisor, 3 hours of which may be in a curriculum development course (e.g., HST 601, ENG 615).

Students electing Plan B must submit a paper prepared in connection with a seminar or as an independent study that will serve as evidence of the student's scholarship.

Structure (Core Courses)

In order to ensure both coherence and the advantage of complementary disciplinary approaches in the program of studies, each student's coursework must be approved in advance by a faculty advisor. Coursework leading to the degree will be organized around a core (15-18 hours) of courses that are integrated by topic or theme.

The following is a list of representative topics that have been approved by the M.A. in Humanities Council.

Core Courses I

The Rise of Industrial Society

Students selecting this core of courses would select five or six of the following:

ART 685 - Special Topics in Art History 3(Spec)
BCA 525 - Film Genre Study 3-9(Spec)
BLR 597 - Special Topics 1-6(Spec)
ENG 656 - Seminar in American Literature 3-9(Spec)
HST 525 - The Industrialization of America 3(3-0)
HST 603 - Colloquium in U.S. History Since 1865 3-6(3-0)
MUS 597 - Special Studies 1-6(Spec)
PHL 597 - Special Topics In Philosophy 1-12(Spec)
REL 501 - Seminar in the Study of Religion 3(3-0)

Note: Seminar Topics for seminars listed above:

- ART 685: Art in the Industrial Age
- BCA 525: Cautionary Tales for the Industrial Age: Science and the Individual in Cinema
- BLR 597: Transformation of American Law
- ENG 656: The Twenties and Thirties **OR** Realism and Naturalism
- MUS 597: Music and Technology
- PHL 597: Philosophical Problem in Industrial Society
- REL 501: Religious Issues in the 20th Century

Core Courses II

Images and Ideas of Self

Students selecting this core of courses would select five or six of the following:

ART 685 - Special Topics in Art History 3(Spec)
ENG 656 - Seminar in American Literature 3-9(Spec)
ENG 665 - Seminar in World Literature 3-9(Spec)
HST 603 - Colloquium in U.S. History Since 1865 3-6(3-0)
HUM 610 - Seminar in American Individualism 3(3-0)
MUS 597 - Special Studies 1-6(Spec)
MUS 713 - The Development of Jazz Through 1945 3(3-0)
PHL 525 - Philosophical Problems of the Self 3(3-0)
PHL 597 - Special Topics In Philosophy 1-12(Spec)
REL 501 - Seminar in the Study of Religion 3(3-0)

Note: Seminar Topics for seminars listed above:

- ART 685: Subjectivity in Modern Art
- ENG 656: Images of Self in Contemporary American Fiction
OR American Romantic Authors
- ENG 665: The Emergence of Self
- MUS 597: Music of the Western World
- PHL 597: Philosophy of the Arts
- REL 501: Women in Religion

Core Courses III

Contemporary Issues in the Humanities: Race, Class and Gender

Students selecting this core of courses would select five or six of the following:

ANT 588 - Special Topics in Anthropology 1-10(Spec)
ART 586 - Seminar in Art History 3(3-0)
BCA 525 - Film Genre Study 3-9(Spec)
ENG 656 - Seminar in American Literature 3-9(Spec)
HST 715 - Seminar in the Civil War and Reconstruction 3(3-0)
HUM 797 - Special Topics in Humanities 1-12(Spec)
PHL 597 - Special Topics In Philosophy 1-12(Spec)
REL 501 - Seminar in the Study of Religion 3(3-0)
SOC 502 - Theories of Race Relations in Sociology 3(3-0)

Note: Seminar Topics for seminars listed above:

- ANT 588: Native American Culture
- ART 586: Native American Art
- BCA 525: Women in Film
- ENG 656: African American Writers **OR** Women Writers
- HUM 797: Moral Issues in America: Race, Class and Gender
OR Race, Class and Power: South Africa in the 20th Century
- PHL 595: Women in Philosophy
- REL 501: Religion, Race and Discrimination in America **OR**
Women in Religion

Core Courses IV

Popular Culture Studies

Students selecting this core of courses would select five or six of the following:

ANT 588 - Special Topics in Anthropology 1-10(Spec)
ART 719 - Art Criticism 3(3-0)
BCA 503 - Critiquing Mass Media 3(3-0)
BCA 525 - Film Genre Study 3-9(Spec)
BCA 625 - Film and Video Theory and Criticism 3(3-0)
ENG 656 - Seminar in American Literature 3-9(Spec)
ENG 665 - Seminar in World Literature 3-9(Spec)
HST 717 - Seminar in the History of Twentieth Century America 3-6(3-0)
HUM 610 - Seminar in American Individualism 3(3-0)
MUS 713 - The Development of Jazz Through 1945 3(3-0)
PHL 597 - Special Topics In Philosophy 1-12(Spec)
REL 501 - Seminar in the Study of Religion 3(3-0)

Note: Seminar Topics for seminars listed above:

- ANT 588: High Technology and Sociocultural Change
- BCA 525: Cautionary Tales for the Industrial Age: Science and the Individual in the Cinema
- ENG 656: Issues in American Popular Culture
- ENG 665: Themes in Science Fiction and Fantasy
- HST 717: History of Rock and Roll **OR** History of Anti-War Movements
- PHL 597: Philosophical Ideas in Popular Culture
- REL 501: Religious Issues in Popular Culture

Total: 30 semester hours

Note: Unspecified content or variable credit courses: The following courses offered through the department are of unspecified content or variable credit: HUM 597 and 797.

Master of Arts (M.A.) in Reading and Literacy K-12 (EDU)

Minimum Totals for Graduation: 33 - 36 hours

The Master of Arts in Reading and Literacy K-12 has been developed based on teacher preparation standards written by the International Reading Association (IRA) and the National Council of Teachers of English (NCTE) and adopted by the National Council for the Accreditation of Teacher Education (NCATE). In addition, the course work contains components to meet the standards approved by the Michigan State Board of Education for the Reading Specialist (BR) Endorsement (July 20, 2000). Any certified teacher meeting the requirements for entry into graduate studies at Central Michigan University is eligible to enter the program.

The Master of Arts in Reading and Literacy K-12 provides students with knowledge and skills in reading and writing programs K-12. The major objectives of the program will enable students to:

1. organize and implement school literacy programs
2. diagnose and treat difficulties in literacy
3. implement appropriate reading and writing instruction.
4. develop interdisciplinary and integrated units involving literacy.
5. conduct research about current issues of literacy.
6. develop technological and viewing skills related to literacy programs.

Admission Requirements, Retention and Termination Standards

Admission

In addition to the university's general admission requirements, the student must have a valid K-12 teaching certificate or equivalent. Regular admission into the program requires an undergraduate grade point average of at least 2.70 (on a four point scale). Students with a GPA below 2.70 will not be considered for admission to the program.

A maximum of 9 hours taken before signing the master's program may be counted toward the program. Students must earn a B- or better in each graded course.

Program Requirements

Residence Requirement for Plans A and B:

Students are required to complete a minimum of 12 semester hours of credit in graduate courses taken at the Mount Pleasant campus or from Teacher Education Professional Development tenure and tenure/track faculty in course work offered by Off-Campus Programs.

Degree Requirements

Required Courses - Reading and Literacy Concentration (18 hours)

- EDU 630 - Organization and Implementation of School Literacy Programs 3(3-0)
- EDU 632 - Practicum in the Diagnosis and Treatment of Difficulties in Literacy 6(Spec)
- EDU 636 - Classroom Reading and Writing Instruction 3(3-0)
- EDU 641 - Interdisciplinary Processes and Strategies for Teaching Literacy 3(3-0)
- EDU 730 - Seminar: Issues in Literacy 3(3-0)

Core Courses

Select one of the following plans:

Plan A - Required Core (15 hours)

- EDU 613/MLE 613 - Current Educational Issues 3(3-0)
- EDU 660 - Methods of Educational Research 3(3-0)
- EDU 698 - Thesis 1-6(Spec)
- EDU 755 - Advanced Research Design and Interpretation 3(3-0)

Plan B (18 hours)

Required Core (15 hours)

- EDU 590/SPE 510 - Microcomputers in Classroom Instruction 3(2-3)
- EDU 613/MLE 613 - Current Educational Issues 3(3-0)
- EDU 614 - Advanced Educational Psychology 3(3-0)
- EDU 662 - Applied Educational Measurement and Evaluation 3(3-0)
- EDU 780/MLE 780 - Master of Arts Capstone Seminar 3(3-0)

Electives for Plan B (3 hours)

An elective course may be selected from the following:

- CDO 530 - Speech and Hearing Problems of School Children 3(3-0)
- EDU 528 - Emergent Literacy: Theory and Practice 3(3-0)
- EDU 538 - Coordination of the Language Arts with Reading 3(3-0)
- EDU 540 - Literacy Education: Theory and Practice 3(3-0)
- EDU 635 - Problems in Language Arts in the Elementary School 3(3-0)
- ENG 517 - Reading and the English Classroom 3(3-0)
- ENG 573 - Linguistics and Reading 3(3-0)
- ENG 580/LMT 580 - Literature for Young Adults 3(3-0)
- ENG 581 - The History of Children's Literature 3(3-0)
- ENG 582 - Cultural Pluralism in Young Adult and Children's Literature 3(3-0)
- ENG 681 - Seminar in Children's Literature 3(3-0)
- IPC 569 - Communication in the Classroom 3(3-0)
- SPE 577 - Introduction to Specific Learning Disability 3(3-0)
- TAI 585 - Creative Dramatics 3(2-2)

Note: Plan B students must also take a comprehensive four (4) hour examination over the course work in the student's M.A. program. This exam must be taken early in the term following the completion of EDU 780.

Students will not need to register or pay fees for this exam. The exam may be taken a maximum of two times. Specific descriptions of the program and exam requirements are available in Ronan 208 or online. Residence Requirement for Plan A and Plan B: Students are required to complete a minimum of 12 semester hours of credit in graduate courses taken at the Mt. Pleasant campus or from Teacher Education Professional Development tenure and tenure/track faculty in course work offered by CMU Off Campus Programs.

Total: 33-36 semester hours

Note: Plan A requires a total of 33 hours. Plan B requires a total of 36 hours.

Master of Arts (M.A.) in School Principalship

Minimum Totals for Graduation: 33 hours

The School Principalship program prepares students to lead traditional public schools and public school academies. The program is NCATE accredited according to standards developed under the auspices of the National Policy Board for Educational Administration and implemented by the Educational Leadership Constituent Council. Generally, students selecting this program have had classroom teaching experience and plan to move to administrative positions. However, others remain in the classroom with a new perspective on how schools operate and choose to lead in other ways.

Admission Requirements, Retention and Termination Standards

1. Applicants must meet the requirements for admission to the College of Graduate Studies.
2. Applicants must provide evidence of promise as an administrator by preparing and submitting an admission portfolio directly to the Department of Educational Leadership. The following items must be included in the contents of the portfolio:
 - a. a department application form (<http://www.ehs.cmich.edu/eacl/programs/ma/admission.htm>);
 - b. a current resume identifying training, experience, and professional accomplishments;
 - c. a minimum of two letters of reference from individuals who can appropriately address the applicant's potential as an administrator and attest to the applicant's potential for success in the program;
 - d. a one-page reflective statement addressing the applicant's beliefs about educational leadership;
 - e. a one-page reflective statement of professional goals and actions the applicant intends to take to achieve the identified goals;
 - f. identification of a minimum of two significant activities that indicate experiences, abilities, and potential for educational leadership. For each activity identified, the applicant should indicate the nature of the activity, type and number of persons involved, roles and responsibilities of the applicant, budget (if applicable), and a reflective statement addressing what learning occurred for the applicant.
3. Regular admission will be granted only after the admission portfolio has been reviewed and deemed acceptable by a committee of Educational Leadership faculty. Acceptability will be judged on the appropriateness of the contents of the admission portfolio relative to the degree program to which application is being made. The applicant's statements about beliefs, professional goals, and activities must show evidence of thoughtfulness, thoroughness, and congruence with the degree program to which the application is directed.

Additional Admission Requirements - Must have either a valid teaching certificate and three years of experience or three years of other qualifying experience.

It is advantageous for the applicant to submit the admission portfolio as early as possible. Applicants must submit a complete admission's packet and it must be approved before a student is granted regular admission.

Degree Requirements

Required Courses I (24 hours)

- EAD 600 - Research in Administration 3(3-0)
- EAD 615 - Educational Technology for Administrators 3(3-0)
- EAD 656 - Public School Law 3(3-0)
- EAD 660 - Principles of Educational Administration 3(3-0)
- EAD 662 - School Business Administration & Facilities Management 3(3-0)
- EAD 663 - Personnel Administration 3(3-0)
- EAD 699 - Administrative Internship 1-15(Spec)
- EAD 773 - Instructional Supervision for Administrators 3(3-0)

Note: 3 hours of EAD 699.

Required Courses II (3 hours)

Select one of the following:

- EAD 620 - Administration Within Diverse Populations 3(3-0)
- EAD 661 - School and Community Relations 3(3-0)
- EAD 675/SPE 640 - Administration of Special Education 3(3-0)

Emphasis Area I (3 hours)

Select one of the following:

- EAD 670 - Administration of Elementary Schools 3(3-0)
- EAD 671 - Administration of Middle Schools 3(3-0)
- EAD 672 - Administration of Secondary Schools 3(3-0)

Emphasis Area II (3 hours)

Select one of the following:

- EAD 690 - Administration of Elementary School Curriculum 3(3-0)
- EAD 691 - Administration of Middle School Curriculum 3(3-0)
- EAD 692 - Administration of Secondary School Curriculum 3(3-0)

Professional Portfolio

Plan B requirements are met with a Professional Portfolio that consists of additional evidence of significant scholarship and ability relating to competence in administration and leadership. Portfolios are reviewed and assessed during an exit interview.

Total: 33 semester hours

Master of Business Administration (MBA)

Minimum Totals for Graduation: 30 hours

This program is approved for online delivery.

The College of Business Administration offers the online program for working professionals who seek career-enhancing education but are not able to take classes in Mt. Pleasant. This online MBA is equivalent to our traditional MBA in that it has rigorous coursework from an AACSB International - The Association to Advance Collegiate Schools of Business - accredited business school. The online MBA offers the Management Information Systems concentration with an SAP emphasis.

In existence for over 42 years, the curriculum receives constant review to keep pace with emerging business trends. The graduate business faculty has doctoral degrees with substantial business experience. The faculty is committed to a program that emphasizes:

1. integration of the functional core areas of business;
2. providing the perspective required to manage in a global world;
3. awareness of ethical issues and standards and their influence on business issues;
4. ability to work in teams through group projects and collaborative learning;
5. enhancement of oral and written communication skills integrating the most current technology;
6. application of theory and concepts to the solution of business problems through the use of cases, business exports, consulting projects, simulations and the study of real world business practice;
7. integration of business concepts in an applied project.

Admission Requirements, Retention and Termination Standards

To be considered for admission to the MBA program, a student must first be admitted to the College of Graduate Studies. The Application for Admission should be submitted to CMU online at <https://apply.cmich.edu/>, or by paper form to ProfEd MBA Admissions, 802 Industrial Drive, Mount Pleasant, MI 48858, at least six weeks prior to the beginning of the first semester of anticipated enrollment in classes.

Admission to this program will not take place before September, 2007.

A Graduate Management Admission Test (GMAT) score must be on file in the College of Business Administration before an application for admission to the MBA program can be considered. Applicants lacking a GMAT score are granted non-degree admission to the College of Graduate Studies. A student with non-degree admission may register for prerequisite courses only. To be admitted, students must have at least 1,050 points based on the formula: 200 times the undergraduate GPA plus a minimum GMAT score of 450. International students must submit a GMAT score and a score of 213 cbt, 79 ibt (or 550 on paper-based test) or higher on the Test of English as Foreign Language (TOEFL).

Regular Admission

To be granted regular admission to the Master of Business Administration program, a student must meet the university requirements for admission to the College of Graduate Studies, possess an acceptable GMAT score and undergraduate GPA, and have successfully completed the prerequisite courses or equivalents.

Conditional Admission

Applicants who have satisfied the GMAT requirement, but are lacking only prerequisites are allowed to enroll in a maximum of 12 credit hours of MBA degree requirements while completing prerequisite requirements. Any exceptions to the above admission requirements must be approved by the Graduate Business Studies Committee of the College of Business Administration.

Degree Requirements I (18 hours)

- MBA 609 - Information Systems Management 2(2-0)
- MBA 619 - Accounting Information for Managers 2(2-0)
- MBA 629 - Managing Behavioral Change 2(2-0)
- MBA 639 - Quantitative Applications for Managers 2(2-0)
- MBA 649 - Marketing Management 2(2-0)
- MBA 659 - Managing in a Global Economy 2(2-0)
- MBA 669 - Financial Decision-Making 2(2-0)
- MBA 679 - Economic Analysis for Managers 2(2-0)
- MBA 689 - Strategic Management 2(2-0)

Degree Requirements II (8 hours)

Area of Concentration

Minimum of 8 hours of planned study in the following area, to be approved by a graduate advisor:

Area of Concentration I

Management Information Systems

- BIS 647 - SAP Enterprise Software for Management 3(3-0)
- BIS 657 - ABAP Programming for Managerial Systems 3(3-0)
- BIS 658 - SAP Configuration and Implementation for Global Systems 3(3-0)

Degree Requirements III (4 hours)

Culminating Experience

- MBA 699 - The MBA Project 4(4-0)

Total: A minimum of 30 semester hours

Master of Public Administration (MPA)

Minimum Totals for Graduation: 36 hours

Mission Statement

The Master of Public Administration at Central Michigan University provides a professional degree to prepare students to assume careers in the public and non-profit sectors. The program focuses on developing critical thinking, analytical skills, and an appreciation for ethical decision making. The program maintains a commitment to the recruitment and education of a diverse student body.

Accordingly, MPA-CMU has the following goals:

- Graduating well qualified professionals who will assume careers in the public and non-profit sectors.
- Balancing practical learning with the current theories of management, leadership, and administration.
- Providing a systematic understanding of political, economic, and social issues facing public administrators.
- Developing quantitative, technological, and analytical skills appropriate to current and future work in the public and non-profit sectors.
- Offering students professional development opportunities through internships and applied research in the public and non-profit sectors.
- Develop core competencies in problem solving skills, policy analysis, legal and constitutional frameworks, and management of a diverse workforce.
- Growing the MPA program for an off-campus audience through traditional and non-traditional delivery modes; to non-profit professionals; through the use of information technology; and the development of an international program.

The requirements for the MPA degree consist of 36 hours of course work. First, completion of a set of core courses presents an understanding of essential components of the discipline. Then, with the approval of an advisor, the student creates a degree emphasis in one of three ways:

- a. by selecting a specific concentration in either Public Management or State and Local Government;
- b. by selecting a set of general elective courses; or
- c. by selecting a set of cognate courses focused on a particular subject area. Using this last method, MPA students have developed emphases in such areas as Planning and Land Use, Health Administration, and Recreation Management by incorporating courses from other departments, again with the approval of an advisor.

The pre-service student will also complete an internship of 3 hours in place of an elective course.

Before a student's final semester, he or she forms a Plan B paper committee of three members and with their advice develops an approved research topic. The student will present his or her finished paper to the committee when completed. Advisors may make substitutions to the course requirements noted above to fit the student's focus and the availability of course work.

Admission Requirements, Retention and Termination Standards

MPA Admission Requirements include the following:

1. An undergraduate grade point average of at least 2.8 (on a 4.0 point scale).
2. A minimum of 18 undergraduate hours in social science.
3. Evidence of successful completion of an undergraduate statistics or research methods course is required.

4. An essay (two or three pages, double-spaced) including a discussion of the applicant's professional goals and how completion of the program will facilitate his or her achievement of those goals. This essay replaces the written statement requested as part of the application to the College of Graduate Studies.
5. Three letters of recommendation from former professors or professionals in the field of public service that attest to the applicant's potential to succeed in the program.
6. If the applicant is an international student for whom English is not the first language, a score of 550 on the written-based (or 213 on the computer-based) Test of English as a Foreign Language (TOEFL).
7. Per university policy, conditional admission may be considered for applicants with backgrounds or grade point averages that do not meet these requirements. Courses taken to meet these requirements may not be counted toward graduate degree requirements. Regular admission status should be requested upon completion of all conditional requirements.
8. Up to 9 semester hours of graduate credit may be transferred from another institution with approval of the advisor and the dean of the College of Graduate Studies.

Degree Requirements

Core Courses (24-27 hours)

- PSC 514 - American Public Policy Making 3(3-0)
- PSC 610 - Foundations of Public Administration 3(3-0)
- PSC 711 - Public Personnel Administration Practice 3(3-0)
- PSC 713 - Public Budgeting and Finance 3(3-0)
- PSC 714 - Program Analysis and Evaluation 3(3-0)
- PSC 775 - Organization Theory in Public Administration 3(3-0)
- PSC 780 - Research in Public Administration in Political Science 3(3-0)
- PSC 795 - Internship in Public Administration 1-6(Spec)
- PSC 796 - Applied Research in Public Administration 3(3-0)

Note: In-service students with experience are not required to take an internship (PSC 795). Students without experience will take 3 hours of internship.

Degree Emphasis (9-12 hours)

Choose from one of the following four options:

Cognate Courses Option

With the approval of an advisor, a student may create an emphasis in a subject area by selecting from 9 to 12 hours of cognate course work in place of the general electives. A cognate course is one outside of but related to the principal discipline of Public Administration.

General Electives

- PSC 516 - Environmental Politics and Policy 3(3-0)
- PSC 522 - Regulatory Processes and Administrative Law 3(3-0)
- PSC 561 - American State Government and Administration 3(3-0)
- PSC 565 - Managing Modern Local Government 3(3-0)
- PSC 566 - Intergovernmental Relations in the United States 3(3-0)
- PSC 583 - Survey Research 3(3-0)
- PSC 585 - Computer Applications for Public Administrators 3(3-0)
- PSC 712 - Implementation and Reform of Public Programs 3(3-0)
- PSC 761 - Seminar in American State Government 3(3-0)
- PSC 773 - Public Administration and Public Interest 3(3-0)
- PSC 774 - Strategic Planning for Public/Non-Profit Organizations 3(3-0)
- PSC 785 - Strategic Leadership 3(3-0)

Note: Both PSC 561 and PSC 761 may not be selected.

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Master of Science (M.S.) in Nutrition and Dietetics

Public Management Concentration (9-12 hours)

PSC 522 - Regulatory Processes and Administrative Law 3(3-0)
PSC 565 - Managing Modern Local Government 3(3-0)
PSC 585 - Computer Applications for Public Administrators 3(3-0)
PSC 712 - Implementation and Reform of Public Programs 3(3-0)
PSC 774 - Strategic Planning for Public/Non-Profit Organizations 3(3-0)
PSC 785 - Strategic Leadership 3(3-0)

State and Local Government Concentration (9-12 hours)

PSC 561 - American State Government and Administration 3(3-0)
PSC 563 - Politics and Policy in Urban Communities 3(3-0)
PSC 565 - Managing Modern Local Government 3(3-0)
PSC 566 - Intergovernmental Relations in the United States 3(3-0)
PSC 761 - Seminar in American State Government 3(3-0)

Note: Both PSC 561 and PSC 761 may not be selected.

Total: 36 semester hours

Minimum Totals for Graduation: 31 - 37 hours

The M.S. in Nutrition and Dietetics is designed to provide advanced training in human nutritional sciences for new and experienced professionals. Its objectives are to enhance the graduate's knowledge base and expertise in the continually advancing field of nutrition and clinical dietetics and to provide graduates with the quantitative and methodological knowledge necessary to better interpret the scientific literature to conduct their own nutritional research.

The M.S. in Nutrition and Dietetics Program course work can be completed entirely through distance and distributed learning. This approach employs both Web-based technology and video taped lectures to provide course content.

This degree program has three options:

- Plan A Thesis Option;
- Plan B Internship Option;
- Plan B Course Work Option.

Admission Requirements, Retention and Termination Standards

1. An undergraduate grade point average of at least 3.0 (on a 4-point scale) in the last 60 semester hours of course work.
2. Successful completion of the requirements for dietetic registration by the American Dietetic Association or fulfillment of the minimum academic requirements of the Didactic Program in Dietetics approved by the American Dietetic Association's Commission on Accreditation/Approval for Dietetics

Education or successful completion of at least: two courses in nutrition, one being at the advanced level; and one course in each of the following: biochemistry; physiology; microbiology; and organic chemistry.
3. An essay (2-3 pages, double-spaced) including a discussion of the applicant's goals and how completion of the program will facilitate his or her achievement of those goals. A portion of this essay should focus upon the unique qualifications the students will bring to the degree program. In addition, the student's intent to complete either plan A-Thesis or Plan B-Project and the generalized subject matter of the thesis or project should be included in the essay. This essay replaces the written statement requested as part of the application to the College of Graduate Studies.

This essay replaces the written statement requested as part of the application to the College of Graduate Studies.
4. Three (3) letters of recommendation from former professors or professionals in the field of nutrition and dietetics or other health-related professional.
5. Evidence of successful completion of an undergraduate statistics course is strongly recommended
6. Per University policy, conditional admission may be considered for applicants with backgrounds or grade point average deficiencies. Courses taken to make up admission deficiencies may not be counted toward graduate degree requirements. Regular admission status should be requested upon completion of all deficiencies.
7. Up to 15 semester hours of graduate credit may be transferred in from another institution with approval of advisor.

Master of Science in Administration (M.S.A.)

Degree Requirements

Options

Select one of the following plans:

Plan A: Thesis Option (31 hours)

- HEV 661 - Macronutrients 3(3-0)
- HEV 662 - Micronutrients 3(3-0)
- HEV 670 - Seminar: Nutrition 1-3(Spec)
- HEV 672 - Advanced Clinical Nutrition 3(3-0)
- HEV 673 - Nutritional Assessment 3(2-2)
- HEV 677 - Nutritional Epidemiology 3(3-0)
- HEV 678 - Research Methods in Nutrition 3(3-0)
- HEV 798 - Thesis 1-6(Spec)

Plus an oral exam on the thesis topic and 6 additional hours of electives selected with the approval of the student's academic advisor.

Note: HEV 670 and HEV 798 are variable credit courses. Students in this program are required to take 1 credit hour of 670 and 6 credit hours of 798.

Plan B: Course Work Option (33 hours)

- HEV 577 - Advanced Topics in Nutrition: Eating Disorders 3(3-0)
- HEV 661 - Macronutrients 3(3-0)
- HEV 662 - Micronutrients 3(3-0)
- HEV 670 - Seminar: Nutrition 1-3(Spec)
- HEV 671 - Advanced Topics in Nutrition: Geriatrics 3(3-0)
- HEV 672 - Advanced Clinical Nutrition 3(3-0)
- HEV 673 - Nutritional Assessment 3(2-2)
- HEV 677 - Nutritional Epidemiology 3(3-0)
- HEV 678 - Research Methods in Nutrition 3(3-0)
- HEV 679 - Advanced Topics in Nutrition: Obesity 3(3-0)
- HEV 790 - Independent Study 2-6(Spec)

Plus oral examination over course work.

Note: HEV 670 and HEV 790 are variable credit courses. Students in this program MUST enroll in HEV 670 three times (1 hour each) under different subject themes. For HEV 790, students are required to take 3 credit hours.

Plan B: Internship Option (37 hours)

- HEV 661 - Macronutrients 3(3-0)
- HEV 662 - Micronutrients 3(3-0)
- HEV 670 - Seminar: Nutrition 1-3(Spec)
- HEV 672 - Advanced Clinical Nutrition 3(3-0)
- HEV 673 - Nutritional Assessment 3(2-2)
- HEV 674 - Dietetic Internship: Clinical Experience 5(Spec)
- HEV 675 - Dietetic Internship: Foodservice Administration Experience 5(Spec)
- HEV 676 - Dietetic Internship: Summary Experience 2(Spec)
- HEV 677 - Nutritional Epidemiology 3(3-0)
- HEV 678 - Research Methods in Nutrition 3(3-0)
- HEV 790 - Independent Study 2-6(Spec)

Plus oral examination over course work and 3 additional hours of electives selected with the approval of the student's academic advisor.

Note: HEV 670 and 790 are variable credit courses. Students in this program are required to take 1 credit hour of HEV 670 and 3 credit hours of HEV 790.

In some cases, twelve credits may be earned through examination to substitute for the dietetic internship experience. Students must be eligible and must pass the examination to earn the twelve credits. Contact the Department of Human Environmental Studies for the policy on Credit by Examination for Dietetic Internship Experience.

Total: 31-37 semester hours

Minimum Totals for Graduation: 36 hours

The Master of Science in Administration degree is an interdisciplinary program developed to meet the educational needs and interests of administrators in both the public and nonprofit sectors. The primary focus of the degree program is applied action grounded in theory. The principal elements of this degree are knowledge, competencies, and practical processes needed for successful careers in administration.

The program includes a core of courses that provides the students with a base of common knowledge and competencies required for successful administration. In addition, the program provides a concentration of specialized courses in the student's area of professional interest. The program culminates in an integrative applied project that links the concepts of the program to the world of work and demonstrates the unity and coherence of the student's course of study. Specific courses will be selected by an academic advisor in consultation with the student.

This program leads to an MSA degree and is identical whether on- or off-campus. Credit for course work in either program is interchangeable.

Admission Requirements, Retention and Termination Standards

Admission Requirements

To be admitted to the Master of Science in Administration program, a candidate must meet the requirements for regular admission to the College of Graduate Studies (a baccalaureate degree from a college or university of recognized standing with a cumulative GPA of at least 2.7 or, optionally, 3.0 in the final sixty semester hours of graded coursework toward the bachelor's degree). At least sixty semester hours of undergraduate coursework must be graded. Applicants who possess an undergraduate GPA less than 2.7 may be considered for conditional admission. A maximum of six hours taken before admission to the MSA program may be counted toward the degree.

Note: To be admitted to the Software Engineering Administration concentration, the student must have completed the equivalent of MTH 175, MTH 132, CPS 180, CPS 181, CPS 210 and CPS 340. In addition, the student must have completed one year of work in which his or her major assignment dealt with program design or development. Completion of a computer science major may be substituted for the one-year experience.

Competencies Required

Several MSA administrative core courses have prerequisites. These prerequisite courses are Accounting 201 or 203 and Statistics 282 or their equivalents. Students can satisfy the prerequisites for MSA 600, MSA 634, MSA 635, and MSA 640 in the following ways:

1. Successful completion of the course (grade of C or better) or its equivalent within three years prior to admission to the MSA program;
2. Pass a competency assessment exam, **only** offered if the student has previously taken the course. Examinations may be taken twice and must be passed with at least 70% accuracy; or
3. Take the course or its equivalent at CMU or another accredited institution.

Off Campus Students: If students are eligible to take the competency assessment approach to meeting the competency requirement, they must meet core course prerequisites by taking and achieving a passing score on appropriate competency assessments. The assessments are an evaluation of a student's readiness to perform the quantitative work required in MSA 600, 634, 635, 640, BIS 630 and BIS 634. Competency assessments in financial accounting and statistics will determine a student's preparation for graduate course work, and will point out any areas which need strengthening before enrollment in a particular core course.

(continued)

The competency assessment is administered at the student's program center, and each takes approximately one to two hours to complete. Those students who do not demonstrate competency may improve their skills in several ways: through CMU-sponsored refresher workshops (15 or more contact hours); through self study using instructional materials provided by CMU, which include a textbook and assignments; through enrollment in an undergraduate level course at a local college.

Satisfactory Progress

Students must maintain a cumulative GPA of 3.0 or higher to remain in good standing. If a student's cumulative GPA falls below 3.0, the student will be placed on academic probation. Students on probation will be allowed an opportunity to raise the cumulative GPA to a 3.0 according to College of Graduate Studies policy. Students dismissed from the program may petition for readmission no sooner than one academic year after the semester they were dismissed. Coursework which is over seven years old may not be used toward the MSA degree. Course work which is over four years old may not be used toward the graduate certificate.

English Language Requirements for International Students

International students who meet the requirements of off-campus admission should review the International Student Admission section on *Demonstrating English Competency at the Graduate Level*.

Advising

Upon admission to the MSA program, the student will be assigned an advisor. The student is required to meet with his or her advisor to determine prerequisite(s) and core area requirements and to select the courses to meet the concentration's requirements. A record of the program authorization will be placed in the student's file in the Off-Campus Programs' office in Mt. Pleasant. Any course taken without the express written consent of the MSA Director may not be approved for fulfillment of the degree requirements.

Program Requirements

All Master of Science in Administration degree students are required to take three core courses: MSA 600, MSA 634 or MSA 635, and MSA 640. Other core courses must be selected in consultation with the student's academic advisor.

To qualify for graduation, candidates for the Master of Science in Administration degree or Graduate Certificates must meet all of the requirements found in the Academic Information "Degree Requirements" section of the Graduate Bulletin and the following requirements (<https://bulletins.cmich.edu/2007/gr/administrative/academic/degree-candidacy.asp>) for the Graduate Bulletin or <https://bulletins.cmich.edu/2007/cel/academic/graduation.asp> for off-campus programs:

1. Earned a minimum of 36 semester hours of acceptable graduate credit (12-18 semester hours of which must be in the area of concentration).
2. Earned a minimum of 18 semester hours from Central Michigan University.
3. Submitted evidence of scholarship by meeting the Plan B paper requirement by completing the integrative experience (MSA 685). This includes all Institutional Review Board (IRB) requirements including the End of Data Collection Report.
4. Successfully completed these required courses: MSA 600, MSA 634 OR MSA 635, MSA 640, and MSA 685.
5. Applied no more than 15 semester hours of College of Business Administration courses on the program plan. College of Business Administration courses are:
 - a. Courses carrying designators ACC, BIS, BLR, FIN, HSA, MGT and MKT.
 - b. MSA 634 or MSA 635, MSA 660, and MSA 675.
 - c. Prior learning assessment credits identified as having business school content. (applies to off campus only)

- d. Courses transferred from a school of business or management which would be considered College of Business Administration courses at CMU.
6. Have an approved program plan on file.
7. Completed all requirements for the degree within seven years of the awarding of the master's degree.

In addition:

- a. MSA Certificate programs may not use more than 12 credits in College of Business Administration courses;
- b. MSA Certificate programs must be completed within four years prior to the awarding of the graduate certificate;
- c. business courses taken on any certificate program will not apply to any business degree at CMU; and
- d. courses with MSA designators may not be used toward an MBA degree at CMU and CMU courses with MBA designators may not be used toward the MSA degree.

Degree Requirements

Required Core I (6 hours)

MSA 600 - Administrative Research and Report Methods 3(3-0)
MSA 640 - Quantitative Applications in Decision Making 3(3-0)

Required Core II (3 hours)

Select one of the following:

MSA 634 - Managerial Accounting Concepts 3(3-0)
MSA 635 - Financial Management 3(3-0)

Required Core III (6-12 hours)

Select hours from the following:

MSA 610 - Environments in Administration 3(3-0)
MSA 620 - Effective Administration and Organizational Behavior 3(3-0)
MSA 650 - Organization Theory: Strategy and Structure 3(3-0)
MSA 660 - Marketing Administration 3(3-0)
MSA 661 - Diversity and Multiculturalism in the Workplace 3(3-0)
MSA 675 - Strategic Policy Administration 3(3-0)
MSA 681 - Administrative Practicum 1-3(Spec)
MSA 696 - Special Topics 3(Spec)

Note: Students may not count both MSA 620 and PSY 535 on a certificate or degree program.

Note: MSA 681 is not available to off-campus students.

Integrative Experience (3-6 hours)

Select one of the following:

MSA 685 - Integrative Analysis of Administration 3(Spec)
MSA 690 - Internship 1-6(Spec)

These courses are designed to combine practical experience, integrate knowledge from the academic program, and demonstrate ability to design and execute a research project. This requirement includes all Institutional Review Board (IRB) requirements including the End of Data Collection Report.

Note: Off-Campus students must choose MSA 685. The integrative experience requirement for on-campus students is fulfilled by: MSA 685 (3) or MSA 685 (3) AND MSA 690 (3) or MSA 690 (6).

Concentrations

Select one of the following concentrations (**Note:** not all concentrations are available at all CMU program centers. Check the center's schedule for course availability.):

Acquisitions Administration

The Acquisitions Administration concentration prepares administrators with a focus on acquisitions by providing a knowledge base in purchasing, regulatory concepts and related factors in acquisitions administration.

Required Courses (6 hours)

MGT 533 - Purchasing Strategy 3(3-0)
PSC 522 - Regulatory Processes and Administrative Law 3(3-0)

Electives (9 hours)

Select three of the following:

IET 500 - Production Concepts 3(3-0)
IET 527 - Industrial Safety Management 3(3-0)
MGT 542 - Inventory and Materials Management 3(3-0)
MGT 543 - Management and Control of Quality 3(3-0)
PSC 514 - American Public Policy Making 3(3-0)
PSC 712 - Implementation and Reform of Public Programs 3(3-0)
PSC 714 - Program Analysis and Evaluation 3(3-0)

General Administration

Statement of Purpose for the Concentration

The General Administration concentration is designed to serve the needs of a very heterogeneous group of students. The intent is to offer a program of study which provides moderate structure through study in areas that are applicable to a wide variety of administrative settings. In addition, the student is afforded considerable flexibility in designing a program of study that avoids duplication of previous course work, training, or experience by allowing additional study in areas of choice.

General Administration Concentration Areas (12-18 hours)

Guide to Choosing Courses

Students are encouraged to complete courses listed within a broad range of categories. If not taken as part of the core curriculum, any one (1) MSA designator course may be completed to partially fulfill the requirements of the General Administration concentration.

Students may substitute up to six (6) credits of courses on this concentration providing the courses are consistent with one or more of the categories listed below. The use of the substitutes must be recommended by the advisor and approved by the MSA Director.

Concentration Courses I

Information Systems and Analysis

The integration of computer and production systems into administrative decision making.

BIS 601 - Management Information Systems 3(3-0)
CPS 603 - Computer Information Systems 3(3-0)
ECO 532 - Economic Forecasting 3(3-0)
IET 500 - Production Concepts 3(3-0)
MKT 555 - Market and Sales Forecasting 3(3-0)

Concentration Courses II

International Systems, Issues, and Problems

The study of systems, issues, and problems that impact upon dynamic organizations operating within a global environment.

FIN 573 - International Finance 3(3-0)
IPC 667 - Advanced Studies in Intercultural Communication 3(3-0)
MGT 667 - International Business 3(3-0)
MKT 560 - International Marketing 3(3-0)
PSC 555 - International Law I 3(3-0)

Concentration Courses III

Legal and Political Systems

The nature of legal and political systems and how they impact the operation of organizations and individual decision making.

ECO 515 - Collective Bargaining and Labor Law 3(3-0)
PSC 514 - American Public Policy Making 3(3-0)
PSC 522 - Regulatory Processes and Administrative Law 3(3-0)

Concentration Courses IV

Organizational Behavior/Human Resources Administration

The study of individuals within the work organization and the systems and processes that affect their behavior.

CED 655 - Human Relations Skills 3(3-1)
IPC 665 - Seminar in Communication and Negotiation in Employee Relations 3(3-0)
MGT 643 - Personnel Management 3(3-0)
MGT 646 - Labor Relations Issues 3(3-0)
PSC 711 - Public Personnel Administration Practice 3(3-0)
PSC 785 - Strategic Leadership 3(3-0)
PSY 535 - Organizational Psychology 3(3-0)

Concentration Courses V

Organizational Communications

Improving communication of individuals and groups within and between organizations.

EAD 610 - Grants and Fund Procurement 3(3-0)
IPC 560 - Communication and Change: The Diffusion of Ideas and Information 3(3-0)
IPC 561 - Communication in Conflict Management 3(3-0)
IPC 667 - Advanced Studies in Intercultural Communication 3(3-0)
JRN 670 - Public Relations Management 3(3-0)
MKT 555 - Market and Sales Forecasting 3(3-0)

Concentration Courses VI

Social and Economic Systems

The nature of social and economic systems and how they constrain, control, and impact the operational effectiveness of operations.

ECO 603 - Economic Effects of Urbanization and Technology 3(3-0)
ECO 625 - Firm Behavior and Game Theory 3(3-0)
ECO 660 - Public Finance and Fiscal Policy 3(3-0)
IET 524 - Technology and Environment 3(3-0)
PHL 518 - Professional Ethics 3(3-0)
PSC 774 - Strategic Planning for Public/Non-Profit Organizations 3(3-0)
SOC 512 - Industrial Sociology 3(3-0)

Note: Students may not count both MSA 620 and PSY 535 on a certificate or degree program. Students may not count both ECO 515 and MGT 646 on a certificate or degree program.

Health Services Administration

The Health Services Administration concentration is designed to provide the knowledge and skills required for directors, administrators and supervisors in health services.

Required Courses (12 hours)

HSC 507 - Health Service Organizations: Origins, Systems, and Applications 3(3-0)
HSC 520 - Health Services Administration 3(3-0)
HSC 570 - Financial Aspects of Health Services Organizations 3(3-0)
HSC 571 - Legal Aspects of Health Services Organizations 3(3-0)

Note: Advisors may recommend to the MSA Director the substitution of another course for HSC 520, if the student has appropriate management experience.

Electives (3-6 hours)

Select from the following:

HSC 538 - Development of Proposals and Reports in Health Administration 3(3-0)
HSC 544 - Biostatistics 3(2-1)
HSC 545 - Health Planning 3(3-0)
HSC 572 - Quality Improvement in Health Services 3(3-0)
HSC 581 - Managed Care: Origins, Organizations, and Operations 3(3-0)
HSC 617 - Community and Public Health 3(3-0)
HSC 700 - Program Evaluation in the Health Fields 3(3-0)

Hospitality & Tourism Administration

Note: CMU is not currently accepting students into this program.

The Hospitality and Tourism Administration Concentration is designed to enable students to examine suppliers of hospitality service including: hotel/resort facilities, passenger transportation carriers, food/beverage providers, and conference and event providers. Students are provided with background and competency in the following areas: hospitality service provider processes and organization, governmental regulation of the industry and international tourism controls, managerial tools and techniques, and pricing considerations.

Required Courses (12 hours)

HSA 542 - International Tourism 3(3-0)

HSA 543 - Hospitality Industry Organizations and Operations 3(3-0)

HSA 544 - Current Research Issues in Hospitality and Tourism 3(3-0)

HSA 546 - Management in the Hospitality Service Sector 3(3-0)

Electives (0-3 hours)

One specialized course determined by the MSA Director.

Human Resources Administration

The Human Resources Administration concentration provides a program of study for the student who is pursuing, or intends to pursue, a career in the field of Human Resources. The concentration is designed to provide students with an overall background in the field as well as in the specific areas of Labor Relations, Staffing, Training and Organization Development.

Students will select 12-18 credits in consultation with their advisor.

Course Requirements (12-18 hours)

Guide to Choosing Courses: Students are required to take one course from Category 1, preferably before taking other courses in the concentration. In order to produce the strongest preparation, it is recommended that students take one course from Categories 2 and 3 and two courses from Category 4.

Category 1 - (Required) Survey of Human Resources Administration Courses

Take one of the following, preferably before taking other courses in the concentration.

MGT 643 - Personnel Management 3(3-0)

PSC 711 - Public Personnel Administration Practice 3(3-0)

Category 2 - Labor Relations Courses

It is recommended that students take one of the following:

ECO 515 - Collective Bargaining and Labor Law 3(3-0)

IPC 665 - Seminar in Communication and Negotiation in Employee Relations 3(3-0)

MGT 646 - Labor Relations Issues 3(3-0)

Note: Students may not count both ECO 515 and MGT 646 on a degree program.

Category 3 - Training & Organization Development Courses

It is recommended that students take one of the following:

CED 655 - Human Relations Skills 3(3-1)

IPC 560 - Communication and Change: The Diffusion of Ideas and Information 3(3-0)

IPC 561 - Communication in Conflict Management 3(3-0)

MGT 649 - Seminar in Organizational Development 3(3-0)

PSY 736 - Strategies for Interventions in Social Systems 3(Spec)

Note: Students may not count both IPC 560 and IPC 561 within the HRA concentration.

Category 4 - Staffing Courses

It is recommended that students take two of the following:

ECO 614 - Seminar in Labor Economics 3(3-0)

MGT 645 - Personnel Compensation Practice and Process 3(3-0)

MGT 647 - Employee Selection and Evaluation 3(3-0)

PSY 536 - Personnel Psychology 3(3-0)

PSY 636 - Organizational Applications of Personnel Psychology 3(3-0)

Note: Students may not count both MGT 647 and PSY 536 on a degree program.

Information Resource Management

The Information Resource Management Concentration is designed to enable students to develop a comprehensive management approach to the introduction of information systems in an organization, in order to ensure that the information technology solution which is chosen will be deemed the one most appropriate. Students will select 12-18 credits in consultation with the advisor.

Required Courses I (3 hours)

BIS 634 - Information Resources Management 3(3-0)

Required Courses II (3 hours)

Select one of the following:

BIS 601 - Management Information Systems 3(3-0)

CPS 603 - Computer Information Systems 3(3-0)

Required Courses III (3 hours)

Select one of the following:

BIS 630 - Systems Analysis and Design 3(3-0)

CPS 510 - Software Systems Engineering 3(3-0)

Required Courses IV (3 hours)

Select one of the following:

BIS 635 - Business Systems Applications 3(3-0)

CPS 612 - Software Project Management 3(3-0)

Elective Courses (0-6 hours)

One specialized course determined by the MSA Director.

International Administration

The International Administration concentration is designed to provide the appropriate educational background for students who are interested in practicing administration in international settings. Those who have administrative responsibilities with international dimensions, but work in the United States, would also find it helpful.

Students will demonstrate a sensitivity to contemporary cultural variations and the need for understanding them. This may be evidenced by graduate or undergraduate coursework, experience or other appropriate means.

Required Courses (12-18 hours)

ANT 506/SOC 506 - Comparative Cultural Systems 3(3-0)

ECO 655 - Seminar in International Economics 3(3-0)

FIN 573 - International Finance 3(3-0)

IPC 667 - Advanced Studies in Intercultural Communication 3(3-0)

MGT 667 - International Business 3(3-0)

MKT 560 - International Marketing 3(3-0)

PSC 551 - Seminar in International Relations 3(3-0)

PSC 555 - International Law I 3(3-0)

PSC 651 - Comparative Political & Economic Systems 3(3-0)

When appropriate, other courses may be substituted with the approval of the MSA Director.

Leadership

The Leadership Concentration enables students to enhance their knowledge and skills in the area of leadership, group dynamics, organizational change, management of conflict, negotiation, cultural diversity and communication.

Required Course (3 hours)

PSC 785 - Strategic Leadership 3(3-0)

Electives (9-15 hours)

CED 655 - Human Relations Skills 3(3-1)
ECO 515 - Collective Bargaining and Labor Law 3(3-0)
IPC 560 - Communication and Change: The Diffusion of Ideas and Information 3(3-0)
IPC 561 - Communication in Conflict Management 3(3-0)
IPC 665 - Seminar in Communication and Negotiation in Employee Relations 3(3-0)
IPC 667 - Advanced Studies in Intercultural Communication 3(3-0)
MGT 646 - Labor Relations Issues 3(3-0)
MGT 649 - Seminar in Organizational Development 3(3-0)
MSA 620 - Effective Administration and Organizational Behavior 3(3-0)
MSA 696 - Special Topics 3(Spec)
PHL 518 - Professional Ethics 3(3-0)
PSY 531 - Group Dynamics 3(3-0)
PSY 535 - Organizational Psychology 3(3-0)

Plus one specialized course determined by the MSA Director

Note: Students may not count both ECO 515 and MGT 646 or both MSA 620 and PSY 535 on a certificate or degree program.

Long-Term Care Administration

The Long-Term Care Administration concentration enables students to enhance their knowledge and skills in the areas of health services administration, long-term care administration, and resident care issues.

Required Courses (18 hours)

GRN 632 - Public Policy and Aging 3(3-0)
HSC 520 - Health Services Administration 3(3-0)
HSC 570 - Financial Aspects of Health Services Organizations 3(3-0)
HSC 591 - Legal & Regulatory Aspects of Long-Term Care 3(3-0)
HSC 592 - Administration Issues in Long-Term Care 3(3-0)
HSC 593 - Resident Care Issues in Long-Term Care Administration 3(3-0)

Students who have taken HSC 520 and/or HSC 570 as part of another concentration may select substitutes from the following courses: GRN 631, HSC 506, HSC 507, HSC 545, HSC 572, or HSC 581.

Public Administration

The Public Administration Concentration is designed to prepare students for careers in public sector administration. Broadly, the objectives of the program are to provide students with background and competency in five areas including:

1. the political, social, and economic environment of public administration;
2. public management process;
3. public policy analysis;
4. research and analytic methods; and
5. organization theory and behavior.

Required Courses (15-18 hours)

Select five or six from the following:

ECO 515 - Collective Bargaining and Labor Law 3(3-0)
IPC 665 - Seminar in Communication and Negotiation in Employee Relations 3(3-0)
MGT 646 - Labor Relations Issues 3(3-0)
PSC 514 - American Public Policy Making 3(3-0)
PSC 522 - Regulatory Processes and Administrative Law 3(3-0)
PSC 561 - American State Government and Administration 3(3-0)
PSC 563 - Politics and Policy in Urban Communities 3(3-0)
PSC 565 - Managing Modern Local Government 3(3-0)

PSC 566 - Intergovernmental Relations in the United States 3(3-0)
PSC 610 - Foundations of Public Administration 3(3-0)
PSC 711 - Public Personnel Administration Practice 3(3-0)
PSC 713 - Public Budgeting and Finance 3(3-0)
PSC 714 - Program Analysis and Evaluation 3(3-0)
PSC 774 - Strategic Planning for Public/Non-Profit Organizations 3(3-0)
PSC 775 - Organization Theory in Public Administration 3(3-0)
PSC 785 - Strategic Leadership 3(3-0)

Note: Only one of the following may be used to fulfill concentration requirements: ECO 515, IPC 665, or MGT 646. Students may not count both PSC 775 and MSA 650 on a certificate or degree program.

Software Engineering Administration

The Software Engineering Administration program provides software managers with concepts, analytical skills, and methods of software engineering management of large, complex software systems, including those embedded in other systems. Graduates are prepared for positions requiring the management of people and resources in software intensive organizations.

Admission Requirements, Retention and Termination Standards

To be admitted to this concentration, the student must have completed the equivalent of MTH 175, MTH 132, CPS 180, CPS 181, CPS 210, and CPS 340. In addition, the student must have completed one year of work in which his or her major assignment dealt with program design or development. Completion of a computer science major may be substituted for one year experience.

Required Courses (18 hours)

The concentration consists of six tightly integrated courses taught in a compressed weekend format. The curriculum begins with a course which introduces the student to the major issues in software engineering and how software engineering addresses those issues. The concentration continues with a course in software project management. This course provides analysis techniques and tools which manage and control the software development process. The remaining four courses continue to discuss the major software development activities in more detail.

CPS 510 - Software Systems Engineering 3(3-0)
CPS 611 - Software Verification and Validation 3(3-0)
CPS 612 - Software Project Management 3(3-0)
CPS 613 - Specification of Software Systems 3(3-0)
CPS 614 - Principles and Applications of Software 3(3-0)
CPS 615 - Software Generation and Maintenance 3(3-0)

Vehicle Design & Manufacturing Administration

The Vehicle Design and Manufacturing Administration (VDMA) concentration prepares students to take leadership responsibility in vehicle design and manufacturing administration.

Required Courses (18 hours)

IET 500 - Production Concepts 3(3-0)
IET 501 - Application of Industrial Management Principles 3(3-0)
IET 524 - Technology and Environment 3(3-0)
IET 527 - Industrial Safety Management 3(3-0)
MGT 542 - Inventory and Materials Management 3(3-0)
MGT 543 - Management and Control of Quality 3(3-0)

Note: No more than a total of 15 hours of College of Business courses may be used on the program plan.

Total: 36 semester hours

Graduate Certificates

Minimum Totals for Graduation: 15-18 hours

The 15-18 credit hour MSA Graduate Certificate program is designed for regularly admitted graduate students who desire advanced training in the field of administration. Credits successfully earned with the certificate program may be used toward the MSA degree, if the concentration is the same. Students will not be allowed to use the same course for two different concentrations. Students may substitute courses only with the approval of the MSA Director. Students may use up to 6 transfer credits providing they meet the criteria for transfer credit outlined in this bulletin. Course work and other requirements must be completed within four years prior to the awarding of a graduate certificate. Prior learning credit may not be used on the certificate program.

Note: Students may not use more than 12 credits of College of Business courses. **Required courses: 5-6 courses from the appropriate concentration.** Some CMU centers are not authorized to offer the certificate program. Not all certificate concentrations are available at all CMU centers.

Acquisitions Administration Certificate

Minimum Total for Graduation: 15 hours

Required Courses (6 hours)

MGT 533 - Purchasing Strategy 3(3-0)
PSC 522 - Regulatory Processes and Administrative Law 3(3-0)

Electives (9 hours)

Select three of the following:

IET 500 - Production Concepts 3(3-0)
IET 527 - Industrial Safety Management 3(3-0)
MGT 542 - Inventory and Materials Management 3(3-0)
MGT 543 - Management and Control of Quality 3(3-0)
PSC 514 - American Public Policy Making 3(3-0)
PSC 712 - Implementation and Reform of Public Programs 3(3-0)
PSC 714 - Program Analysis and Evaluation 3(3-0)

Total: 15 semester hours

General Administration Certificate

Minimum Total for Graduation: 15 hours

Students are encouraged to complete courses listed within a broad range of categories. If not taken as part of the core curriculum, any one (1) MSA designator course may be completed to partially fulfill the requirements of the General Administration concentration.

Students may substitute up to six (6) credits of courses on this concentration providing the courses are consistent with one or more of the categories listed below. The use of the substitutes must be recommended by the advisor and approved by the MSA Director.

Required Courses (15-18 hours)

BIS 601 - Management Information Systems 3(3-0)
CED 655 - Human Relations Skills 3(3-1)
CPS 603 - Computer Information Systems 3(3-0)
EAD 610 - Grants and Fund Procurement 3(3-0)
ECO 515 - Collective Bargaining and Labor Law 3(3-0)
ECO 532 - Economic Forecasting 3(3-0)
ECO 603 - Economic Effects of Urbanization and Technology 3(3-0)
ECO 625 - Firm Behavior and Game Theory 3(3-0)
ECO 660 - Public Finance and Fiscal Policy 3(3-0)
FIN 573 - International Finance 3(3-0)
IET 500 - Production Concepts 3(3-0)
IET 524 - Technology and Environment 3(3-0)
IPC 560 - Communication and Change: The Diffusion of Ideas and Information 3(3-0)
IPC 561 - Communication in Conflict Management 3(3-0)
IPC 665 - Seminar in Communication and Negotiation in Employee Relations 3(3-0)
IPC 667 - Advanced Studies in Intercultural Communication 3(3-0)
JRN 670 - Public Relations Management 3(3-0)
MGT 643 - Personnel Management 3(3-0)
MGT 646 - Labor Relations Issues 3(3-0)

MGT 667 - International Business 3(3-0)
MKT 555 - Market and Sales Forecasting 3(3-0)
MKT 560 - International Marketing 3(3-0)
PHL 518 - Professional Ethics 3(3-0)
PSC 514 - American Public Policy Making 3(3-0)
PSC 522 - Regulatory Processes and Administrative Law 3(3-0)
PSC 555 - International Law I 3(3-0)
PSC 711 - Public Personnel Administration Practice 3(3-0)
PSC 774 - Strategic Planning for Public/Non-Profit Organizations 3(3-0)
PSC 785 - Strategic Leadership 3(3-0)
PSY 535 - Organizational Psychology 3(3-0)
SOC 512 - Industrial Sociology 3(3-0)

Note: Students may not count both ECO 515 and MGT 646 on a certificate or degree program. Students may not count both MSA 620 and PSY 535 on a certificate or degree program.

Total: 15 semester hours

Health Services Administration Certificate

Minimum Total for Graduation: 15 hours

Required Courses (12 hours)

HSC 507 - Introduction to Health Service Organizations and Systems 3(3-0)
HSC 520 - Health Services Administration 3(3-0)
HSC 570 - Financial Aspects of Health Services Organizations 3(3-0)
HSC 571 - Legal Aspects of Health Services Organizations 3(3-0)

Note: Advisors may recommend to the MSA Director the substitution of another course for HSC 520, if the student has appropriate management experience.

Elective Courses (3 hours)

Select one of the following:

HSC 538 - Development of Proposals and Reports in Health Administration 3(3-0)
HSC 544 - Biostatistics 3(2-1)
HSC 545 - Health Planning 3(3-0)
HSC 572 - Quality Improvement in Health Services 3(3-0)
HSC 581 - Managed Care: Origins, Organizations, and Operations 3(3-0)
HSC 617 - Community and Public Health 3(3-0)
HSC 700 - Program Evaluation in the Health Fields 3(3-0)

Total: 15 semester hours

Hospitality & Tourism Administration Certificate

Note: CMU is not currently accepting students into this program.

Minimum Total for Graduation: 15 hours

Required Courses (15 hours)

HSA 542 - International Tourism 3(3-0)
HSA 543 - Hospitality Industry Organizations and Operations 3(3-0)
HSA 544 - Current Research Issues in Hospitality and Tourism 3(3-0)
HSA 546 - Management in the Hospitality Service Sector 3(3-0)

Plus one specialized course determined by the MSA Director

Electives (0-3 hours)

One specialized course determined by the MSA Director.

Total: 15 semester hours

Human Resources Administration Certificate

Minimum Total for Graduation: 15 hours

Course Requirements (15 hours)

Students are required to take one course from Category 1, preferably before taking other courses in the concentration.

In order to produce the strongest preparation, it is recommended that students take one course from Categories 2 and 3, and two courses from Category 4.

Category 1 - Survey of Human Resources Administration (Required)

Take one of the following, preferably before taking other courses in the concentration.

MGT 643 - Personnel Management 3(3-0)

PSC 711 - Public Personnel Administration Practice 3(3-0)

Category 2 - Labor Relations Courses

It is recommended that students take one of the following:

ECO 515 - Collective Bargaining and Labor Law 3(3-0)

IPC 665 - Seminar in Communication and Negotiation in Employee Relations 3(3-0)

MGT 646 - Labor Relations Issues 3(3-0)

Note: Students may not count both ECO 515 and MGT 646 on a certificate or degree program.

Category 3 - Training & Organization Development Courses

It is recommended that students take one of the following:

CED 655 - Human Relations Skills 3(3-1)

IPC 560 - Communication and Change: The Diffusion of Ideas and Information 3(3-0)

IPC 561 - Communication in Conflict Management 3(3-0)

MGT 649 - Seminar in Organizational Development 3(3-0)

PSY 736 - Strategies for Interventions in Social Systems 3(Spec)

Note: Students may not count both IPC 560 and IPC 561 within the HRA certificate or concentration.

Category 4 - Staffing Courses

It is recommended that students take two of the following:

ECO 614 - Seminar in Labor Economics 3(3-0)

MGT 645 - Personnel Compensation Practice and Process 3(3-0)

MGT 647 - Employee Selection and Evaluation 3(3-0)

PSY 536 - Personnel Psychology 3(3-0)

PSY 636 - Organizational Applications of Personnel Psychology 3(3-0)

Note: Students may not count both MGT 647 and PSY 536 on a certificate or degree program.

Total: 15 semester hours

Information Resource Management Certificate

Minimum Total for Graduation: 15 hours

Required Courses I (3 hours)

BIS 634 - Information Resources Management 3(3-0)

Required Courses II (3 hours)

BIS 601 - Management Information Systems 3(3-0)

CPS 603 - Computer Information Systems 3(3-0)

Note: Students may not count both BIS 601 and CPS 603 on an IRM concentration or IRM certificate.

Required Courses III (3 hours)

BIS 630 - Systems Analysis and Design 3(3-0)

CPS 510 - Software Systems Engineering 3(3-0)

Note: Students may not count both BIS 630 and CPS 510 on an IRM concentration or IRM certificate.

Required Courses IV (3 hours)

BIS 635 - Business Systems Applications 3(3-0)

CPS 612 - Software Project Management 3(3-0)

Note: Students may not count both BIS 635 and CPS 612 on an IRM concentration or IRM certificate.

Required Courses V (3 hours)

One specialized course determined by the MSA Director.

Total: 15 semester hours

International Administration Certificate

Minimum Total for Graduation: 15 hours

Required Courses (15 hours)

ANT 506/SOC 506 - Comparative Cultural Systems 3(3-0)

ECO 655 - Seminar in International Economics 3(3-0)

FIN 573 - International Finance 3(3-0)

IPC 667 - Advanced Studies in Intercultural Communication 3(3-0)

MGT 667 - International Business 3(3-0)

MKT 560 - International Marketing 3(3-0)

PSC 551 - Seminar in International Relations 3(3-0)

PSC 555 - International Law I 3(3-0)

PSC 651 - Comparative Political & Economic Systems 3(3-0)

Total: 15 semester hours

Leadership Certificate

Minimum Total for Graduation: 15 hours

Required Course

PSC 785 - Strategic Leadership 3(3-0)

Electives (12 hours)

CED 655 - Human Relations Skills 3(3-1)

ECO 515 - Collective Bargaining and Labor Law 3(3-0)

IPC 560 - Communication and Change: The Diffusion of Ideas and Information 3(3-0)

IPC 561 - Communication in Conflict Management 3(3-0)

IPC 665 - Seminar in Communication and Negotiation in Employee Relations 3(3-0)

IPC 667 - Advanced Studies in Intercultural Communication 3(3-0)

MGT 646 - Labor Relations Issues 3(3-0)

MGT 649 - Seminar in Organizational Development 3(3-0)

MSA 620 - Effective Administration and Organizational Behavior 3(3-0)

MSA 696 - Special Topics 3(Spec)

PHL 518 - Professional Ethics 3(3-0)

PSY 531 - Group Dynamics 3(3-0)

PSY 535 - Organizational Psychology 3(3-0)

Note: Students may not count both ECO 515 and MGT 646 or both MSA 620 and PSY 535 on a certificate or degree program. When appropriate, other courses may be substituted with the approval of the MSA Director.

Total: 15 semester hours

Long-Term Care Administration Certificate

Minimum Total for Graduation: 18 hours

Required Courses (18 hours)

GRN 632 - Public Policy and Aging 3(3-0)

HSC 520 - Health Services Administration 3(3-0)

HSC 570 - Financial Aspects of Health Services Organizations 3(3-0)

HSC 591 - Legal & Regulatory Aspects of Long-Term Care 3(3-0)

HSC 592 - Administration Issues in Long-Term Care 3(3-0)

HSC 593 - Resident Care Issues in Long-Term Care Administration 3(3-0)

Note: Students who have taken HSC 520 and/or HSC 570 as part of another concentration may select substitutes from the following courses: GRN 631, HSC 506, HSC 507, HSC 545, HSC 572, or HSC 581.

Total: 18 semester hours

Public Administration Certificate

Minimum Total for Graduation: 15 hours

Required Courses (15 hours)

ECO 515 - Collective Bargaining and Labor Law 3(3-0)
IPC 665 - Seminar in Communication and Negotiation in Employee Relations 3(3-0)
MGT 646 - Labor Relations Issues 3(3-0)
PSC 514 - American Public Policy Making 3(3-0)
PSC 522 - Regulatory Processes and Administrative Law 3(3-0)
PSC 561 - American State Government and Administration 3(3-0)
PSC 563 - Politics and Policy in Urban Communities 3(3-0)
PSC 565 - Managing Modern Local Government 3(3-0)
PSC 566 - Intergovernmental Relations in the United States 3(3-0)
PSC 610 - Foundations of Public Administration 3(3-0)
PSC 711 - Public Personnel Administration Practice 3(3-0)
PSC 713 - Public Budgeting and Finance 3(3-0)
PSC 714 - Program Analysis and Evaluation 3(3-0)
PSC 774 - Strategic Planning for Public/Non-Profit Organizations 3(3-0)
PSC 775 - Organization Theory in Public Administration 3(3-0)
PSC 785 - Strategic Leadership 3(3-0)

Note: Only one of the following may be used to fulfill certificate requirements: ECO 515, IPC 665, or MGT 646. Students may not count both PSC 775 and MSA 650 on a certificate or degree program.

Total: 15 semester hours

Software Engineering Administration Certificate

Minimum Total for Graduation: 18 hours

Required Courses (18 hours)

CPS 510 - Software Systems Engineering 3(3-0)
CPS 611 - Software Verification and Validation 3(3-0)
CPS 612 - Software Project Management 3(3-0)
CPS 613 - Specification of Software Systems 3(3-0)
CPS 614 - Principles and Applications of Software 3(3-0)
CPS 615 - Software Generation and Maintenance 3(3-0)

Total: 18 semester hours

Vehicle Design & Manufacturing

Minimum Total for Graduation: 18 hours

Required Courses (18 hours)

IET 500 - Production Concepts 3(3-0)
IET 501 - Application of Industrial Management Principles 3(3-0)
IET 524 - Technology and Environment 3(3-0)
IET 527 - Industrial Safety Management 3(3-0)
MGT 542 - Inventory and Materials Management 3(3-0)
MGT 543 - Management and Control of Quality 3(3-0)

Total: 18 semester hours

Specialist in Education (Ed.S.)

Minimum Totals for Graduation: 60 hours

The Ed.S. degree is based upon the satisfactory completion of a minimum of 60 semester hours of graduate work beyond the bachelor's degree. During the course of this program, a student may apply for a master's degree when requirements for that degree are satisfied. A student who has already earned a master's degree before enrolling in a specialist program may, in consultation with the advisor, work out a program that includes previous graduate coursework that is pertinent to his or her program. Since a specialist degree implies an understanding of a field in greater depth than that provided by a similar master's degree program, a student whose master's degree is not in the same precise area as the chosen specialist program should expect to do more than 30 semester hours of work beyond the master's degree.

Graduate students, under the specialist degree in general educational administration, may select courses that will develop skills in school superintendency, agency administration, higher education, or other leadership positions. The student should consult an advisor to develop such a program.

Admission Requirements, Retention and Termination Standards

In addition to the requirements for admission to the Master of Arts program (see below), applicants for the Educational Specialist degree must have three years of experience in an educational or other human service organization. (Applicants who cannot satisfy the experience requirement or for whom the department faculty believe additional documentation of promise is necessary may choose to participate in an administrative assessment center program or submit evidence of professional leadership. Other evidence might include one or more of the following: publications in professional journals, presentations at professional meetings, leadership positions in professional organizations, awards and honors, and other similar evidence).

Admission Requirements for Master of Arts Candidates

1. Applicants must meet the requirements for admission to the College of Graduate Studies.
2. Applicants must provide evidence of promise as an administrator by preparing and submitting an admission portfolio directly to the Department of Educational Leadership. The following items must be included in the contents of the portfolio:
 - a. a department application form (<http://www.ehs.cmich.edu/eac/programs/ma/admission.htm>);
 - b. a current resume identifying training, experience, and professional accomplishments;
 - c. a minimum of two letters of reference (dated and submitted on organizational letterhead) from individuals who can appropriately address the applicant's potential as an administrator and attest to the applicant's potential for success in the program;
 - d. a one-page reflective statement addressing the applicant's beliefs about educational leadership;
 - e. a one-page reflective statement of professional goals and actions the applicant intends to take to achieve the identified goals;
 - f. identification of a minimum of two significant activities that indicate experiences, abilities, and potential for educational leadership. For each activity identified, the applicant should indicate the nature of the activity, type and number of persons involved, roles and responsibilities of the applicant, budget (if applicable), and a reflective statement addressing what learning occurred for the applicant.

3. Regular admission will be granted only after the admission portfolio has been reviewed and deemed acceptable by a committee of Educational Leadership faculty. Acceptability will be judged on the appropriateness of the contents of the admission portfolio relative to the degree program to which application is being made. The applicant's statements about beliefs, professional goals, and activities must show evidence of thoughtfulness, thoroughness, and congruence with the degree program to which the application is directed.

It is advantageous for the applicant to submit the admission portfolio as early as possible. Applicants must submit a complete admission's packet, and it must be approved before a student is granted regular admission.

Degree Requirements

Required Courses (15 hours)

- EAD 600 - Research in Administration 3(3-0)
- EAD 660 - Principles of Educational Administration 3(3-0)
- EAD 700 - Advanced Administrative Research 3(3-0)
- EAD 760 - Leadership Theory and Practice 3(3-0)
- EAD 766 - Advanced Educational Law 3(3-0)

Emphasis Strand (15 hours)

Select one of the following emphases (**Note:** Off-Campus Programs students will complete Elementary/Middle/Secondary Administration):

Elementary/Middle/Secondary Administration

- EAD 656 - Public School Law 3(3-0)
- EAD 663 - Personnel Administration 3(3-0)
- EAD 664 - Public School Finance 3(3-0)
- EAD 770 - Advanced Administration of Elementary Schools 3(3-0)
- EAD 772 - Advanced Administration of Secondary Schools 3(3-0)
- EAD 773 - Instructional Supervision for Administrators 3(3-0)

Note: Select either EAD 770 OR EAD 772, not both.

Higher Education Administration

- Note:** This option is available to on-campus students only.
- EAD 626 - The Adult Learner 3(3-0)
- EAD 636 - Higher Education Law 3(3-0)
- EAD 763 - Personnel Administration in Higher Education 3(3-0)
- EAD 764 - Financing of Higher Education 3(3-0)
- EAD 776 - Administration of Higher Education 3(3-0)

Capstone Project (6 hours)

Select either plan A or plan B (**Note:** Off-Campus Programs students will complete Plan A):

Plan A: Field Based Project

- EAD 699 - Administrative Internship 1-15(Spec)
- EAD 797 - Field Study 1-6(Spec)

Plan B: Thesis

- EAD 798 - Thesis 1-6(Spec)

Electives (24 hours)

Selected in consultation with an advisor

Total: 60 semester hours

Doctor of Audiology (Au.D.)

For students with a graduate degree in a field related to Audiology

Minimum Totals for Graduation: 36 hours

Admission Requirements, Retention and Termination Standards

Note: Effective May 31, 2006, applications are no longer being accepted for the Doctor of Audiology program offered through Off-Campus Programs.

Admission

1. Applicants must have a graduate degree in a field related to Audiology. For U.S. applicants, a valid state license to practice Audiology or national certification, such as that offered by the American Speech-Language-Hearing Association (CCC-A) or the American Academy of Audiology, is also required. For applicants from outside the U.S., the applicant must have certification or licensure at the applicant's practice location.
2. Applicants must be certified or licensed as an audiologist and have worked full-time (40 hours/week) as an audiologist for the past three years. Applicants working less than full-time must be certified or licensed and have worked as an audiologist for at least four of the past five years.
3. Applicants with a graduate degree must have a minimum GPA of 3.0 in their previous Audiology graduate work; or, for applicants from outside the U.S., a minimum GPA of 3.0 in all Audiology coursework.
4. Applicants must submit three letters of support.
5. Applicants from non-English speaking countries must achieve a minimum score of 600 (250 CBT) on the Test of English as a Foreign Language (TOEFL).

Program Requirements

Successful completion of the Au.D. requires a minimum of 36 hours of course work beyond the master's degree and a GPA of 3.0 or better. At least 24 of the 36 hours must be earned at the 600 level or above and at least 18 of the last 21 hours earned at the 700 level or above. Students must successfully pass a comprehensive examination in order to graduate.

Students must complete CDO 898 - Doctoral project for a total of 6 credit hours. The doctoral project will be an evidenced-based endeavor designed to enhance the student's capacity to be a critical consumer of audiologic research and to create an opportunity for the student to engage in an in-depth study of an area of Audiology. Students may enroll for CDO 898 as variable credit in blocks ranging from 1-6 credit hours. Concurrent with enrollment in CDO 898, the student will select a doctoral project advisor, who must have graduate faculty status at Central Michigan University. Prior to initiating the doctoral project, it must be approved by the Division of Audiology Doctoral Project Committee. Upon completion of the doctoral project, the student must submit it to the Division of Audiology Doctoral Project Committee in an acceptable format.

Degree Requirements

Core Courses (15 hours)

- CDO 762 - Advanced Amplification for the Hearing-Impaired 3(3-0)
- CDO 783 - Advanced Electrophysiological Techniques in Audiology 3(3-0)
- CDO 853 - Psychosocial Aspects of Hearing Loss 3(3-0)
- CDO 898 - Doctoral Project 1-12(Spec)

Students must also complete CDO 898 - Doctoral Project for a total of 6 credit hours. The doctoral project will be an evidenced-based endeavor designed to enhance the student's capacity to be a critical consumer of audiologic research and to create an opportunity for the student to engage in an in-depth study of an area of Audiology. Students may enroll for CDO 898 as variable credit in blocks ranging from 1-6 credit hours. Concurrent with enrollment in CDO 898, the student will select a doctoral project advisor who must have graduate faculty status at Central Michigan University. Prior to initiating the doctoral project, it must be approved by the Division of Audiology Doctoral Project Committee. Upon completion of the doctoral project, the student must submit it to the Division of Audiology Doctoral Project Committee in an acceptable format.

Electives (21 hours)

The student and an Advisory Committee, comprised of at least two faculty members from the Division of Audiology, will develop jointly a sequence of elective courses. As a minimum, this sequence consists of 21 credit hours selected primarily from course offerings within the Au.D. curriculum; however, upon review of the student's previous graduate coursework, professional experiences and continuing education, additional courses (such as CDO 849) beyond the 21 credit hour minimum may be assigned to the student's program.

Total: 36 semester hours

Doctor of Health Administration (D.H.A.)

Minimum Totals for Graduation: 63 hours

Applications are being accepted for admission to the Doctor of Health Administration (DHA) Program. Classes begin in January and September. Inquire with Cheryl Reen, DHA Secretary, at (989) 774-1351 or Dr. Michael H. Kennedy, DHA Program Director, at (989) 774-1640.

The program leading to the Doctor of Health Administration degree is designed to provide advanced academic, relevant, and professionally-oriented education. The curricular and learning outcome objectives of this applied doctorate program are directed toward preparing individuals with the theoretical foundations, applied skills and practical expertise required for leadership positions within the healthcare industry. Emphasis will be given to imparting and advancing skills that foster life-long learning, systematic investigation and testing of practices and operational models via data/evidence-based strategies, and the public dissemination, and reporting of new findings within the field. The intent of the program is to provide advanced knowledge, skills, and abilities to practicing health professionals in a convenient, yet rigorous academic environment.

The program will be delivered in a sequenced manner with fifteen internet-based courses, six intensive face-to-face two and a half-day seminars, a general comprehensive examination, and an applied dissertation. Students matriculating into this program cannot transfer credit into the program or be granted prior experience credit toward semester credit hour degree requirements. A new group of students will begin studies each year. Each student will be assigned an advisor for the didactic portion of the program. Using a modular format, fifteen courses and six intensive seminars during the first two years of the program comprise the didactic portion of the program. The successful completion of a comprehensive examination at the end of the didactic portion of the program will transition the student to doctoral candidate status where the doctoral candidate will begin their dissertation preparation, proposal, implementation, defense to their doctoral committee, and reporting. During the dissertation phase, each student will work closely with a dissertation advisor/major professor. The didactic portion of the program carries fifty-one (51) semester credit hours and the dissertation portion carries twelve (12) semester credit hours for a total of sixty-three (63) semester credit hours for the entire program. Students should complete the program in a three (3) year period and will be encouraged to meet this expectation.

Admission Requirements, Retention and Termination Standards

The minimum requirements and standards for applicant admission to the program include the following criteria:

- An earned regionally accredited master's degree in an appropriate area of study (e.g., health administration, business administration, public health, public administration) or a professional degree (e.g., M.D., D.O., D.D.S.). Other areas of graduate study at the master's degree level will be considered by petition to the faculty. GPA will be considered in the admissions process;
- Satisfactory completion of graduate coursework or equivalent must be provided as evidence by student applicants in the areas of health economics or economics, finance, statistics, administration/management, and organizational development/behavior. Any student admitted with a deficiency in one or more of these prerequisite areas will be required to take the necessary courses or successfully complete (success level determined by the faculty) a competency assessment to fulfill these foundational requirements. An applicant with three or more deficiencies may be admitted only on a conditional basis contingent upon the successful completion of all prerequisite coursework or competency assessment. Any course taken to fulfill course prerequisite requirements will not count toward the degree program;

- Demonstration of at least five years of work related experience in mid-level or higher management or health policy positions; Oral and written English language proficiency. Applicants whose native language is not English will be required to submit the results of the Test of English as a Foreign Language (TOEFL) scores or another test of English equivalency (such as the ECFMG for physicians who were foreign medical students). This requirement may be waived if prior academic experience and success in other United States colleges/universities or employment settings can be satisfactorily demonstrated;
- Submission of a career goal statement and a current curriculum vitae or resume;
- Letters of recommendation, transcripts and other documentation customarily required for admission to the College of Graduate Studies will be required.

Successful completion of an admission interview with the program faculty.

Degree Requirements

Required Courses I (24 hours)

- DHA 700 - Leadership: Foundations and Strategies for Healthcare 3(3-0)
- DHA 702 - Probability and Statistics for the Health Professions 3(3-0)
- DHA 704 - Population Health 3(3-0)
- DHA 705 - Seminar in Public Health 1(1-0)
- DHA 706 - Quantitative Analysis in Health Organization 3(3-0)
- DHA 708 - Organizational Theory and Behavior for the Health Professions 3(3-0)
- DHA 709 - Seminar in Health Dynamics: Current Issues, Trends and Change 1(1-0)
- DHA 710 - Qualitative and Operational Analysis in Healthcare 3(3-0)
- DHA 712 - Research Methods and Practice for the Health Professions 3(3-0)
- DHA 713 - Seminar in Health Services Research 1(1-0)

Required courses II (27 hours)

- DHA 714 - Health Systems Thinking and Practice 3(3-0)
- DHA 716 - Communication in Health Organizations 3(3-0)
- DHA 717 - Seminar in Healthcare Dynamics: Stakeholder Relations 1(1-0)
- DHA 718 - Healthcare Law, Regulations and Ethics 3(3-0)
- DHA 720 - Health Economics 3(3-0)
- DHA 721 - Seminar in Healthcare Policy and Politics 1(1-0)
- DHA 722 - Health Informatics 3(3-0)
- DHA 724 - Fiscal Responsibility and Accountability for Health Entities 3(3-0)
- DHA 725 - Seminar in Strategic Planning for Health Organizations 1(1-0)
- DHA 726 - Applied Leadership 3(3-0)
- DHA 728 - Health Systems Excellence 3(3-0)

Required Courses III (12 hours)

- DHA 898 - Dissertation Design, Implementation, Defense and Reporting 1-12(Spec)

Total: 63 semester hours