

UNIVERSITY *of* DUBUQUE

2019-2020 Graduate Catalog and Student Handbook

Traditional Graduate Studies



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2019-2020 Graduate Catalog and Student Handbook

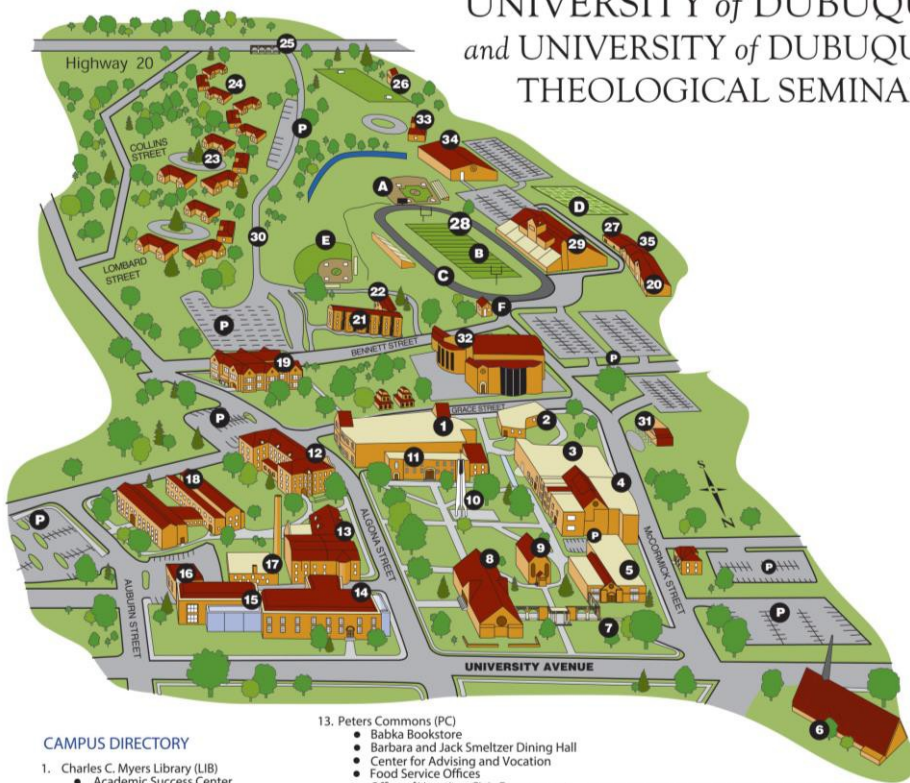
Traditional Graduate Studies

Education is a continuing and changing process. To keep pace with this process, the University of Dubuque reserves the right to make changes in policies, rules, and regulations published in this Graduate Catalog and Student Handbook without obligation or prior notice. The policies, rules, and regulations within the Graduate Catalog and Student Handbook apply to all Graduate students, as indicated. With questions or concerns about this handbook, contact the Dean for Academic Affairs, Graduate and Adult Studies at ghayes@dbq.edu or 563-589-3349.

The University of Dubuque does not discriminate on the basis of color, national origin, sex, handicap, disability, sexual orientation, or age. Persons having inquiries may contact the Director of Human Resources, University of Dubuque, Smith Hall, 2000 University Avenue, Dubuque, Iowa 52001-5099.

Revised August 2019
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UNIVERSITY of DUBUQUE and UNIVERSITY of DUBUQUE THEOLOGICAL SEMINARY



CAMPUS DIRECTORY

1. Charles C. Myers Library (LIB)
 - Academic Success Center
 - Learning Assistance Center
 - Sylvia's Common Ground Coffee Shop
 2. Smith Hall
 - Business/Finance
 - Education
 - Human Resources
 - Health Wellness and Sport
 - Safety/Security
 3. Stoltz Sports Center
 - Athletic Administrative Offices
 - Jon Davison Court
 - Physical Education Offices
 4. McCormick Gymnasium (MCCOR)
 - Jackaline Baldwin Dunlap Technology Center (TECH)
 - CGIM
 - CIS / Mathematics
 6. Westminster Presbyterian Church
 7. Steffens Colonnade
 8. Blades Hall (BLADE)
 - Campus Ministry
 - Sgt. Jeffrey B. Dodge Veterans Center
 9. Alumni Hall (ALUM)
 10. William C. Laube Memorial Bell Tower
 11. Van Vleet Hall (VANV)
 - Advancement Offices
 - Alumni Relations
 - English
 - History
 - Political Science
 - Speech Communication
 - UD for Kids
 12. Severance Hall
 - Academic Affairs Office
 - Aviation
 - Philosophy
 - Psychology
 - Religion
 - Seminary Dean's Office
 - Seminary Faculty and Staff Offices
 - Sociology/Criminal Justice
 13. Peters Commons (PC)
 - Babka Bookstore
 - Barbara and Jack Smeltzer Dining Hall
 - Center for Advising and Vocation
 - Food Service Offices
 - Office of Vocation, Civic Engagement, and Life Services
 - Student Housing
 - Student Life Office
 14. University Science Center (USC)–Goldthorp Hall
 - Nursing
 - Sciences
 15. University Science Center–Mary Chlapaty Hall
 - Sciences
 16. University Science Center–Linda Chlapaty Hall
 - Physician Assistant Studies
 17. Heating Plant
 18. Aitchison Residence Hall (AITCH)
 19. Charles & Romona Myers Center (MTAC)
 - Business Faculty Offices
 - Cashier
 - College and Seminary Admission
 - LIFE Offices
 - MAC Graduate Offices
 - MBA Graduate Offices
 - President's Office
 - Registrar
 - Student Accounts
 - Student Financial Planning
 - Wendt Center
 - University Relations
 20. Mercer Birmingham Hall (MBIR)
 - Athletic Coaches' Offices
 - ROTC
 21. Cassat Residence Hall (CASS)
 22. Donnell Residence Hall (DONN)
 23. Seminary Village
 24. University Park Village (PV)
 25. Conlon Colonnade
 26. Oyen Field (Soccer and Lacrosse)
 27. Maintenance/Housekeeping Offices
 28. Chlapaty Sports Complex
 - A. Baseball Field
 - B. Chalmers Field
 - C. Douglas J. Miller Track
 - D. Frank Farber Tennis Courts
 - E. Softball Field
 - F. Ticket Booth
 29. Chlapaty Recreation and Wellness Center (CRWC)
 - A.Y. McDonald Indoor Track
 - Birmingham Media Suite
 - Cottingham and Butler Fitness Center
 - DB&T - Presidential Suite
 - Ronald Sagers Conference Room
 30. University Parkway
 31. Marge Kremer Childcare Center
 32. Heritage Center (HRTG)
 - A.Y. McDonald Performance Lobby
 - Aitchison/Welch Choral Rehearsal Room
 - American Trust Lounge
 - Babka Theatre
 - Campus Post Office and Print Room
 - Charles and Elizabeth Bisignano Gallery
 - DB&T Fine and Performing Arts Suite
 - Farber Box Office
 - John and Alice Butler Hall
 - Linda Chlapaty Music Education Center
 - Mike and Betty's Ice Cream Shoppe
 - Sparty's Convenience Store
 - Straatmeyer Instrumental Rehearsal Room
 - Susan Magill Smith Student Engagement Suite
 - First-Year Experience Office
 - International Studies
 - Multicultural Services
 - Student Activities
 33. Chlapaty Hall (first of three residence halls completed)
 34. Veterans Memorial Indoor Practice Facility
 35. Debra Runkle Center
 - Football Locker Rooms
- P. Parking Areas
 Visitor parking is available in the lot next to McCormick Street, by the football field, and in the Admission lot across from Charles and Romona Myers Center.
 Parking permits can be obtained from the Safety/Security Office located in Smith Hall to park in these areas.

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DEFINITIONS AND TERMS

College: Includes all undergraduate programs and graduate programs in the MM (Masters in Management), MBA (Masters of Business Administration), MAC (Masters of Arts in Communication), and PA (Physician Assistant).

Faculty Member: Any person hired by the University to conduct instructional activities related to academic programs.

Organization: Any number of persons who have complied with the formal requirements for University recognition.

Seminary: Includes all programs within the University of Dubuque Theological Seminary (UDTS).

Student: Any person taking courses at the University of Dubuque, including persons who are not officially enrolled for a particular term, but who have a continuing relationship with the University.

Terms: "Shall" is used in the imperative sense. "May" is used in the permissive sense. "Policy" is defined as written rules or regulations of the University as found in, but not limited to, the Student Handbook and the Academic Catalog.

University: The University of Dubuque and all its programs and services related to undergraduate, graduate, and Seminary studies.

University Community: Any person who is a student, faculty member, University official, or any other person employed by the University.

University Official: Any person employed by the University who performs assigned administrative or professional responsibilities.

University Premises: All land, buildings, facilities, and other property in the possession of or owned, used, or controlled by the University, including adjacent streets and sidewalks.

MISSION, VISION, and VALUES

The University of Dubuque is a private university offering undergraduate, graduate, and theological Seminary degrees, and other educational opportunities with the intention of educating and forming the whole person. The University is comprised of individuals from the region, our nation, and the world.

As a community, the University practices its Christian commitments by educating students, pursuing excellence in scholarship, challenging students to live lives of worth and purpose, and preparing students for service to the church and the world.

Therefore, the University of Dubuque is committed to:

- A hospitable Christian environment which respects other faith traditions;
- Relationships which encourage intellectual, spiritual, and moral development;
- Excellence in academic inquiry and professional preparation;
- A diverse and equitable community where Christian love is practiced;
- Stewardship of all God's human and natural resources; and
- Zeal for life-long learning and service.

Developed and reaffirmed by the Board of Trustees, May 2017.

MISSION VISION ACTION PLAN 2015-2028

Ensuring Academic Excellence

1. In light of its Mission, the University will continually re-examine and adjust the core curriculum to achieve an artful and purposeful blend of the arts, sciences, humanities, and theology. Where appropriate, these disciplines will be infused within the professional programs offered. A value-laden education which focuses on justice, ethics, and responsible stewardship within a globally diverse community will be stressed.
2. New graduate and undergraduate degree programs of a professional nature will be developed to meet the needs of local, regional, national, and international markets.
3. Students will be challenged to embrace life-long learning in and outside of the classroom. Educational experiences will be enhanced by service learning and technology. Use of the library and other external data sources will be emphasized. The University will be technologically current.
4. Several programs will be selected for distance education, accelerated completion, and/or other methods and strategies of educational delivery. These methods of instruction will be aimed primarily at, but not restricted to, the adult learner. Other initiatives will be taken to actively join local and regional communities in providing educational programming to benefit the socioeconomic development of the region.

5. The Diamond Program will be resourced, monitored, assessed, and improved. It will include the Bridge Program, the Voices/ Values Program, and a 21st Century Honors Program, and will become a national leader for addressing the challenges facing higher education in the 21st century.

Modeling the Lifestyle of a Functional Christian Community

6. Utilizing the resources at its disposal, the University will encourage all students to examine the moral and theological components of one's life.
7. The college and seminary will join to offer educational programs to the community which will build upon the expertise available with both faculties.
8. The University's policies will create a "community where diversity is appreciated and Christian love is practiced." Emphasis will be placed on student life for constructive learning and for the opportunity to help one another with our individual journeys of faith.
9. Respecting freedom of academic thought and discourse, the University will adopt an Honor Code of behavior which is congruent with the Mission of the University for all faculty, staff, students, and members of the Board of Trustees. The University will resolve its conflicts with justice and compassion.
10. The Lester and Michael Lester Wendt Center for Character Education will become nationally recognized and a leader among colleges and universities in the area of ethics and character.
11. A campus-wide Wellness Committee will be established, and coordinated wellness initiatives for students, faculty, and staff will become part of our community life together.

Sharing our Message

12. The University will practice the highest ethical standards in its marketing efforts and in the services it offers.
13. Local groups will be encouraged to host their functions on campus. The University will seek to host synod and other Church-related meetings on campus.
14. The University will maintain a sophisticated plan for the marketing of its image and programs. The participation of faculty, staff, and students within the ecclesiastical and secular communities will be supported. The University will partner with other entities that are congruent with its mission.

Ensuring our Future

15. An enrollment management plan will be developed and implemented to attain a full-time traditional undergraduate student body of between 1400 to 1500; a graduate student body of approximately 150; a Doctor of Ministry enrollment of between 40-50; a face-to-face seminary enrollment of between 95-105; an on-line Master of Divinity program of between 75-90; a baseline enrollment of 845 for the summer program with four percent annual growth; and the LIFE (Learning Institute for Fulfillment and Engagement) adult evening program with an enrollment of 200 or more.
16. Six year graduation rates will be five percent above our Traditional Masters profile national

average as measured by ACT Institutional Data File; first year retention rate (return for second year) will be five percent above our Traditional Masters national average as measured by ACT Institutional Data File; second year retention rate (return for third year) will show a 10 percent improvement as based on UD Fact Book Cohort numbers.

17. To enhance its mission, the University will continue to grow the endowment; increase the Annual Mission and Vision Fund giving through 100 percent participation from active trustees, 75 percent participation from faculty and staff, and increase Alumni donors to 25 percent of the verified Alumni of record. The University will continue efforts to obtain Foundation grants and appropriate governmental monies. The University also will aggressively pursue innovative non-traditional revenue streams.
18. The University will be a good steward in the allocation of resources. Salaries and benefits of faculty and staff will be competitive, equitable, tied to a systematic performance review process and, where appropriate, in the top third of identified measurement groups. Partnering, pooling of resources and other such cost-saving strategies will be adopted where sound. The campus master plan, which addresses aesthetics, functionality, and proposed enrollment growth, will be maintained and regularly updated. The strategic plan will be maintained and regularly updated.
19. Through annual updates of the University of Dubuque "Fact Book," the University will measure its progress by challenging, pertinent and agreed upon benchmarks, such as data provided by the IAICU, CIC, ATS, NAICU, and other resources.

Developed and reaffirmed by the Board of Trustees, May 2017.

WENDT CHARACTER INITIATIVE

Shaping Character for Lives of Purpose

Character is about excellence as a whole human being in every aspect of one's life. It's about being the best person one can be—being all God created us to be. Our goal is to be excellent persons:

- People of integrity whose lives are characterized by truthfulness, honesty and stewardship;
- People of justice who treat all people fairly, respect diversity, and practice Christian love;
- People of compassion who live by the Golden Rule in service of others.

The Wendt Character Initiative seeks to promote a culture of character within the lives of the University of Dubuque's faculty, staff, and students, and to equip them to convey that character to those they encounter.

COMMUNITY STANDARDS

Grounded in the University's Mission, life in UD's community recognizes that community members' rights are accompanied by responsibilities. We are a community distinguished by a value-laden education which focuses on justice, ethics, and responsible stewardship within a globally diverse community.

We are committed to the Christian faith, and our belief leads us to hold a basic set of principles and standards regarding person and community behavior. To that end, life in the University's community focuses on five hallmarks:

Integrity – We value honesty and truthfulness in every aspect of campus life.

Worth of the Individual – We value the intrinsic worth of every individual in our community and seek to honor different opinions, attitudes, backgrounds, and beliefs.

Self-Discipline – We value intellectual, spiritual, and moral development and recognize the need for personal responsibility and responsible self-expression as we seek to become life-long learners and of service to the community.

Respect for Community Authority – We value our freedom but understand the need to exercise that freedom responsibly within the guidelines set forth by this community.

Respect for Property and Stewardship of the Campus Environment – We value the privilege of living together and understand that our responsibility as stewards of the community requires acting in ways that respect the property of others, the environment, and the future of this University.

OFF-CAMPUS CO-CURRICULAR DISCLAIMER

Students and faculty at the University of Dubuque are encouraged to take advantage of the diversity of educational opportunities and experiences available within the vicinity of the University. Students will be encouraged to attend campus events and, from time-to-time, to engage in off-campus activities that supplement on-campus instruction and activities.

Students will often be required to provide their own transportation to and from off-campus activities and events that occur in the tristate area. The University of Dubuque will generally provide assistance with transportation upon request by a student, but assumes no obligation to do so. Students are required, as a condition of their enrollment, to assume all risk and liability associated with their transportation to and from, and attendance at, off-campus experiences whether for required or voluntary activities.

**2019-2020 UNIVERSITY OF
DUBUQUE TRADITIONAL
GRADUATE ACADEMIC
CALENDAR**

FALL 2019

GRADUATE COURSES	Session I	Session II
Term Length	August 19 – October 11	October 14 - December 11
Last day to add	August 23	October 18
Last day to drop	August 23	October 18
Last day to withdraw	September 19	November 13
Grades due	October 16 (by noon)	December 17 (by noon)

*All Registrar's office business **DUE by 5 p.m.** unless otherwise noted*

August 15	Thursday	New Student Orientation
August 19	Monday	Fall Session I Courses Begin
August 23	Friday	Last Day to Add/ Drop Session I Course
September 2	Monday	Labor Day - <i>no classes</i>
September 19	Friday	Last Day to Withdraw from Session I Course with a "W" Grade
October 1	Monday	Graduation applications due in Registrar's Office for May 2020 grads & August 2020 grads (<i>walking in May '20</i>)
October 11	Thursday	Last Day of Fall Session I
October 14	Monday	Fall Session II Courses Begin
October 16	Wednesday	Session I Grades Due (by noon)
October 18	Friday	Last Day to Add/Drop Session II Course
October 28	Monday	Spring '20 Online Registration begins
November 13	Wednesday	Last Day to Withdraw from Session II Course with a "W" Grade

November 25-29	Mon-Fri	Thanksgiving Recess
December 2	Monday	Classes Resume
December 11	Wednesday	Last Day of Session II
December 12	Thursday	December Commencement
December 17	Tuesday	Session II Grades Due (by noon)

SPRING 2020

GRADUATE COURSES	Session I	Session II
Term Length	January 6 – March 2	March 16 – May 8
Last day to add	January 10	March 20
Last day to drop	January 10	March 20
Last day to withdraw	February 6	April 17
Grades due	March 9 (by noon)	May 19 (by noon)

*All Registrar's office business **DUE by 5 p.m.** unless otherwise noted*

January 6	Monday	New Student Orientation
January 6	Monday	Spring Session I Courses Begin
January 10	Friday	Last Day to Add/Drop Session I Course
February 6	Thursday	Last Day to Withdraw from Session I Course with a "W" Grade
February 17	Monday	President's Day – <i>no day or evening classes</i>
March 2	Monday	Last Day of Spring Session I
March 9	Monday	Spring Session I Grades Due (by noon)
March 16	Monday	Spring Session II Courses Begin
March 20	Friday	Last Day to Add/Drop Session II Course
April 6	Monday	Fall '20 Online Registration begins
Apr 10-12	Fri – Sun	Easter Break / <i>classes resume Monday, April 13</i>

April 17	Friday	Last Day to Withdraw from Session II Course with a "W" Grade
May 1	Friday	Graduation applications due in Registrar's Office for August 2020 grads December 2020 grads (<i>walking in Dec '20</i>)
May 8	Friday	Last day of Spring Session II
May 19	Tuesday	Spring Session II Grades Due (by noon)
May 15	Friday	College Baccalaureate
May 16	Saturday	Hooding Ceremony & Commencement

SUMMER 2020

GRADUATE COURSES	Session I
Term Length	May 18 – July 10
Last day to add	May 22
Last day to drop	May 22
Last day to withdraw	June 19
Grades due	July 15 (by noon)

All Registrar's office business DUE by 5 p.m. unless otherwise noted

May 18	Monday	Summer Session I Courses Begin
May 22	Friday	Last Day to Add/Drop Session I Course
June 19	Friday	Last Day to Withdraw from Session I Course with a "W" Grade
July 3-5	Friday-Sunday	Independence Day Holiday – <i>No Classes</i>
July 10	Friday	Last Day of Summer Session I
July 15	Wednesday	Session I Grades Due (by noon)

GRADUATE COURSE CATALOG

MASTER OF ARTS IN COMMUNICATION

The Master of Arts in Communication (MAC) prepares graduates to generate communication solutions to business challenges. The program is based on intensive research of market needs and on the latest developments in communication theory. The program blends theoretical and applied aspects of organizational communication to address management concerns for public, private, interpersonal, mass, global, and mediated communication. Graduates of the program will be able to solve and prevent communication problems, as well as build and maintain mutually beneficial relationships between an organization and its internal and external publics. Students learn to manage communication situations and adapt quickly to fast changing environments in the business industry through in depth study of public relations as a management function, integrated marketing communication and emerging media.

Assessment is often through case study and hands-on production of appropriate communication documents, materials, oral presentations, campaigns, and research applications. The program is relevant for leaders and executives, human resource managers, strategic planners, service industry, customer support and communication, media relations, intercultural liaison roles, new and emerging media content curators, managers and directors of training services among other traditional and emerging communication and managerial needs of organizations.

Program Mission

The mission of the Master of Arts in Communication program is to help graduates develop an understanding of communication leadership practices and mediated business technologies and their interactions. The program aligns with the mission of the University in its pursuit of academic excellence and development of character by helping graduates build upon their professional, interpersonal, and intrapersonal competencies in the execution of their responsibilities as communication professionals.

Program Goals

- Exercise character and ethics in decision making
- Communicate effectively in communication practices
- Implement theory and facilitate communication processes in organizational communication practices
- Effectively manage traditional, social and emerging media channels and outlets

Program Learning Outcomes

Required and Elective Courses

The Master of Arts in Communication is a 30 credit program which can be completed in as little as

one year. The courses required to complete the program are as follows:

15 Credits of Core Courses:

1. COM 605 Managerial Communication (3 credits)
2. COM 610 Organization Communication (3 credits)
3. COM 640 Public Relations (3 credits)
4. COM 660 Applied Research Methods (3 credits)
5. COM 689 Communication Capstone (3 credits)

15 credits of Elective Courses:

1. BUS 602/COM 602 Financial Decision Making (3 credits)
2. BUS/COM 616 Organizational Behavior & Leadership (3 credits) OR BUS 620 Managing the Business Culture (3 credits)
3. BUS/COM 617 Strategic Human Capital Management (3 credits) OR BUS 647 Stakeholder Engagement (3 credits)
4. COM 620 Intercultural Communication (3 credits)
5. BUS/COM 622 Global Communication (3 credits)
6. COM 625 Mediated Document Design (3 credits)
7. COM 630 Effective Professional Communication (3 credits)
8. COM 635 Integrated Marketing Communication (3 credits)
9. COM 645 Web Development for Organizations (3 credits)
10. COM 646 Organizational Change and Leadership (3 credits)
11. BUS/COM 648 Problem Solving & Crisis Management (3 credits) OR BUS 668 Innovation & Change Management (3 credits)
12. COM 650 Language Choice / Com Bar (3 credits)
13. COM 655 Public Relations Strategy (3 credits)
14. COM 657/658/659 Seminar Topics (1 – 3 credits)
15. COM 685 Internship (1 – 3 credits)
16. BUS/COM 681 Technology Management (3 credits)
17. COM 691/692/693 Independent Study (1 – 3 credits)

Course Descriptions

BUS/COM 602 - Managerial Finance (3 credits): The course focuses on basic economic and financial principles required to operate a business. Analysis techniques are quantitatively applied to examine the health of a business through the use of financial statements. Also, managerial decision making applications are presented from the point of view of a firm (microeconomics). Utilizing the capstone simulation model and Comp-XM exam students will learn to analyze an organization's financial wellness. Upon completion of the course, the student will predict the cumulative effect of changing business inputs on key operating metrics, such as, inventory and labor costs, along with overall costs and revenue. Course objectives are:

- Examine the fundamental accounting and financial terminology and principles used in operating a firm.
- Identify and apply the tools used to analyze the financial performance of an organization.
- Analyze and recommendation capital budgets and capital asset acquisitions.
- Utilize forecasting techniques in the development of financial budgets.
- Analyze and predict the results of a business simulation model.

COM 605 – Managerial Communication (3 credits): This course provides a basic overview of managerial communication processes in organizations. Course topics include: verbal and nonverbal communication, dyadic and organizational communication, intercultural communication, small-group interactions, conflict resolution, and the roles and relationships when managing negotiations, participating in meetings, and working in teams, as well as conducting interviews. Upon completion of this course, students will be able to describe, analyze, and explain key concepts, roles, and relationships in managerial communication practices. Course objectives are:

- Describe, analyze, and explain key concepts in managerial communication practice.
- Assess the relationship between managerial practice and one's own communication skills.
- Evaluate the ethical implications of issues in managerial communication as they relate to the development of integrity and ethical conduct in the field.
- Synthesize and demonstrate an understanding of the interpersonal and intrapersonal competencies at play when working in teams.
- Present findings in the context of professional speaking and writing using a mediated technology to enhance oral presentation.

COM 610 – Organizational Communication (3 credits): This course offers a study of organization systems and the discourse culture within organizations, including consideration of relevance of communication to leadership and management operations, networks, and organizational climates and cultures. Students will learn about organizational cultures, dynamics, and communication flow in the organization. Upon completion of this course, students will be able to identify leadership roles in organization, plan and coordinate managerial and communication strategies, and be will ready to serve in an executive role in an organization. Course objectives are:

- Describe, analyze, and explain key concepts in organizational communication theory and practice.
- Appraise the relationship between organizational theory and business practice.
- Evaluate the ethical implications of issues in organizational communication as they relate to the development of integrity and ethical conduct in the field.
- Synthesize and communicate effectively with others in a team environment.
- Present findings in the context of professional speaking and enhance oral presentation writing using a mediated technology tool.

BUS/COM 616 - Organizational Behavior & Leadership (3 credits): This course analyzes the factors and conditions in an organization that influence employee, unit, division, and corporate behavior and the integration of structure, strategy, policy, resources, and culture with the achievement of corporate goals and objectives. Topics include human behavior in organizations and problems; conflict analysis and resolution, understanding and managing formal and informal behavior; communication psychology and ethics; stress management; culture identification, culture analysis, culture change; and managing organizational change. Upon completion, students will identify and analyze factors which influence organizational conflict, and plan solutions to prevent or resolve them. Course objectives are:

- Interpret and apply principles and concepts of industrial/organization psychology in the workplace.
- Analyze and develop effective approaches to organization design and structure that are fully integrated with corporate strategies, objectives, and goals.
- Apply organizational analysis techniques in the planning and managing of organizational change.
- Apply the principles of organizational behavior to culture analysis and change, gap analysis, power and influence management, conflict analysis and resolution.
- Identify and evaluate political behavior in corporate decision-making processes.
- Plan and implement strategic communication strategy.

BUS/COM 617 Strategic Human Capital Management (3 credits): This course focuses on the development and execution of an integrated, systematic, and strategic approach to human capital management. In this course, students will analyze the functions of HR in order to determine the best use of human capital in an organization. Upon completion of this course, students will design a strategic HR model to improve an organization's efficiency and effectiveness. Course objectives are:

- Identify the current state of human capital management in reference to both strategic and operational timeframes.
- Analyze HR functions that influences an organization's human capital.
- Design a strategic plan for an organization's human capital.

BUS 620 Managing the Business Culture (3 credits): This course analyzes the factors and conditions in an organization that influence employee, unit, division, and corporate behavior and the integration of structure, strategy, policy, resources, and culture with the achievement of corporate goals and objectives. Topics include the analysis of HR functions in order to determine the best use of human capital in an organization; human behavior in organizations and problems; conflict analysis and resolution, understanding and managing formal and informal behavior; communication psychology and ethics; stress management; culture identification, culture analysis, culture change; and managing organizational change. Upon completion, students will identify and analyze factors which influence organizational conflict, and plan solutions to prevent or resolve them. Course

objectives are:

- Interpret and apply principles and concepts of industrial/organization psychology in the workplace.
- Analyze and develop effective approaches to organization design and structure that are fully integrated with corporate strategies, objectives, and goals.
- Apply organizational analysis techniques in the planning and managing of organizational change.
- Apply the principles of organizational behavior to culture analysis and change, gap analysis, power and influence management, conflict analysis and resolution.
- Identify and evaluate political behavior in corporate decision-making processes.
- Identify the current state of human capital management in reference to both strategic and operational timeframes.
- Analyze HR functions that influences an organization's human capital.

COM 620 – Intercultural Communication (3 credits): This course examines the theories and models that govern the interactions among cultures with the aim of enhancing communication flow between them. In this course students will study commonalities, differences and variations in cultural practices and their impact on intercultural exchanges in business, education and media systems. Students will examine and assess the various definitions of cultures, subcultures, emerging cultures and in particular evaluate the new media impact on culture change. Upon completion of this course, students will be able to understand and explain intercultural communication theories and models, compare and contrast media systems across cultures, and build effective two-way communication channels. Course objectives are:

- Explain cultural context and its impact on intercultural communication.
- Understand and apply intercultural communication theories to case studies and real-life scenarios
- Identify and discuss the commonalities that exist between cultures
- Develop two-way communication channels between organization and the cultures it serves.
- Develop a literature review and a research proposal that can be executed for a conference or journal manuscript.

BUS/COM 622 Global Communication (3 credits): This course concentrates on the relevance of global intercultural communication, its relationship to corporate culture communication, and their significance for global business in the new tensions between globalized and indigenous populations. These topics are examined from a business and communication perspective. Upon completion, students will determine the usage of basic cultural and professional competencies in business interactions. Course objectives are:

- Classify the differences among a wide range of cultures according to established cultural value and communication variables.
- Identify intercultural communication concerns and corporate culture communication concerns.
- Analyze global organization cases.
- Develop intercultural corporate culture and corporate culture communication skills, communication competencies, and points of view needed by professionals working in a globalized business context.
- Choose an ethical basis for making communication choices in a complex, culturally diverse, globalized business world.

COM 625 – Mediated Document Design (3 credits): This course will examine how information technologies affect communication in a variety of settings while focuses principles of document design used in mediated contexts. Students will learn how to use visual communication theory in planning, designing, and revising effective print and on- line documents for domestic and international recipients. The course includes a module on mobile media in relation to instant document creation. Upon completion of this course, students will be able to design effective communication messages based on communication theory, develop social media postings, and produce visual communication relevant to an organization's objectives. Course objectives are:

- Analyze rhetorical principles and characteristics of printed document design
- Analyze integrated marketing communication principles and characteristics of online document design
- Evaluate the functions and impact of message visuals and verbal format on recipients' perceptions including typography, spacing, and color in document design
- Evaluate existing print documents, web sites, and social media outlets applying the theoretical foundations of learned throughout the course.
- Produce a professional print document, applying the knowledge you have gained
- Produce a professional web site, applying the knowledge you have gained

COM 630 – Effective Professional Communication (3 credits): This course focuses on presentation skills based on organizational theories and practices, as well as discussions on emotional intelligence. Students will examine and apply classic and contemporary accounts of effective presentations, facilitating meetings, and developing communication skills related to businesses. Upon completion of this course, students will be able to facilitate meetings, plan and organize events, and prepare and deliver professional presentations. Course objectives are:

- Demonstrate an understanding of emotional intelligence and explain how it can be used effectively in business.

- Demonstrate effective speaking and communication skills relevant to business.
- Assess and create the appropriate business correspondence and reports for given situations.
- Apply effective team working skills.

COM 635 – Integrated Marketing Communication (3 credits): This course examines underlying theory and best practices in communicating brand narratives that foster brand awareness, preference, and loyalty via an integrated marketing approach. The course will integrate advertising and marketing strategies to build optimal marketing communication programs. Students will examine developments in the integrated marketing communication field in light of their long-term potential, relevance to the target audience, and impact on marketing objectives. Upon completion of this course, students will be able to develop a comprehensive marketing communication campaigns, be able to do in-depth SWOT analysis, craft creative and persuasive content and provide means for campaign's assessment. Course objectives are:

- Develop integrated marketing communication strategic plans.
- Integrate effective strategies to create and design advertisements and promotional materials based on relevant marketing objectives.
- Analyze the ethical and appropriate use of integrated marketing communication strategies to assure the integrity and transparency of the organization to its target audiences.
- Evaluate new developments in the integrated marketing communication field.

COM 640 – Public Relations (3 credits): This course examines the history of the profession, characteristics, skills, and ethics required of a public relations practitioner, and necessary communication methods to engage in the two-way dialogue between an organization and its targeted public. Students develop a baseline knowledge of public relations research, planning, communication and assessments of communication campaigns and programs. Upon completion of this course students will define, plan, communicate, and assess a public relation case. Course objectives are:

- Demonstrate an in depth understanding of the theoretical foundations of public relations.
- Demonstrate analytical and integrative knowledge of current and traditional public relations role models as practiced in the US and in the world.
- Compare and contrast inter-cultural differences as practiced across cultures.
- Differentiate between ethical and unethical behavior in the practice of public relations.
- Develop social media goals, objectives, strategies and tactics in order to deliver a successful campaign projects.

COM 645 – Web Development for Organizations (3 credits): This course reviews digital information technologies for the communication manager to help design web content and structure relevant to an organization's communication needs. Students explore issues in relation to text, image and

animation through a series of weekly projects. Students will learn how to design relevant messages to the variety of organizational publics, which reinforce principles of visual communication while creating a substantial website. Web content development will receive particular attention to secure the relevance of content and format to meet organizational objectives. Upon the completion of this course, students will be able to develop message content, strategy and visuals for the website of their respective organizations.. Course objectives are:

- Construct basic structure of websites relevant to their organizations.
- Plan web content strategy based on communication theory and visual communication techniques.
- Develop practice websites implementing the theoretical and applied components of communication theory including methods of analysis.
- Critique ethical and moral issues related to web content and design including fairness, privacy, and transparency.

COM 646 – Organizational Change & Leadership (3 credits): This course explores the means by which leaders of organizations can affect the change process. Students will study various theories of the change process and the role of leader influence in affecting change. Assessment will be conducted through case study analysis, interactive engagement with course readings and participation in course discussion modules, and a final comprehensive assessment of the role of a leader in affecting change in an organization. Upon completion of this course, students will be able to understand the organization's culture and dynamics, be capable of working with different styles of leaders, create a two-way communication channel between leaders and managers, as well as monitor and predict change in an organization's operations. Pre-requisite COM 610, 640. Course objectives are:

- Demonstrate how to effectively influence organizational change while remaining sensitive to ethical and moral issues
- Analyze organizational performance and provided strategies for improvement
- Design a communication plan using relevant research methods
- Compare and contrast various communication roles within and outside the organization including different cultures

BUS 647 Stakeholder Engagement (3 credits): This course is designed to enhance one's skillset when it comes to understanding, influencing and persuading all of the internal and external stakeholders. Students will learn the essential elements of managing the supply-chain through relationships with vendors, outsourcing providers, customers, and colleagues. Securing the buy-in of individuals where you don't have direct authority can support a drive for operational excellence and continuous improvement. Upon completion of this course, students will possess the tools to increase buy-in and engagement of stakeholders relative to the needs of the organization. Course

objectives are:

- Identify the tools necessary to foster buy-in and engagement of stakeholders.
- Recognize the causes of waste that lead to decision-making delays and objections.
- Apply techniques that build stronger business relationships at all levels of the organization.
- Distinguish the personal and cultural preferences of those around you, and how to establish a better rapport with them.
- Apply communication and management practices to reduce the amount of management effort required to support and drive a sustainable change in workplace behaviors.
- Develop programs to improve motivation and retention of colleagues.

BUS/COM 652 Problem Solving & Crisis Management (3 credits): This course covers the strategies and tactics for solving problems and managing conflicts and crises in business. Through case study engagement and the development of alternative thinking, students develop crisis management competencies relevant to problem solving for increasingly globalized business contexts and communication skills for the new media environment. Upon completion of this course, students will develop crisis management templates and make use of web resources that will enable organizations to respond to problems in a globalized business environment. Material covered includes trauma and post-incident management, effective crisis communication, disaster response, media training, social media engagement as a crisis communication tool, business recovery and innovation as a problem-solving tool. Course objectives are:

- Determine vulnerable areas in an organization and identify potential crisis situations.
- Effectively measure communications with employees, stakeholders, media (both new and traditional), and the public before, during and after a crisis.
- Develop techniques for analysis and problem solving of real world crises through the use of Harvard Case Studies.
- Create a Crisis Management Plan for an organization that identifies potential crises and provides written procedures for mitigating or resolving crises.

COM 650 – Language Choice-Communication Barriers (3 credits): Speaking the same language does not necessarily mean that people understand the message similarly. Students will analyze communication barriers related to syntax, relevance of the message to the public, selective exposure, perception and retention, redundancy, entropy and certainty in inter-personal, small group, and mass communication. Students will further analyze cases in language choice used in social media. Upon the completions of this course students will be able to diagnose and analyze sources of communication barriers in organizations, reduce the occurrence of such barriers, be versed in doing communication audits, manage rumors and adverse communication internally and externally. Course objectives are:

- Diagnose and analyze communication barriers in the organization.
- Provide solutions to communication barriers within the organizations' departments.
- Create a better communication environment in the organization.
- Examine cultural, ethical, and moral issues in their diagnostics and treatments of communication barriers.

COM 655 – Public Relations Strategy (3 credits): This course enables students to apply public relations theories and models when creating an effective campaign strategy. Using relevant research methods, students will learn how to define, plan and implement an integrated public relations program to solve organization problems, prevent problems and to facilitate the positive flow of communication inside the organization and with its external publics. Students will develop a public relations campaign for a selected client organization that is either internally or externally targeted to a specific audience. Upon the completion of this course, students will be able to develop advanced public relations campaigns, develop effective media communication objectives and strategies, and create responsive strategies to address social media messages and responses.. Course objectives are:

- Demonstrate an understanding of the theory and principles involved in public relations strategy.
- Demonstrate expertise in public relations theory and principles through strategic development of an awareness, education, or informational campaign for an organizational client.
- Design and create mediated messages to address various publics using traditional and non-traditional media channels.
- Employ advanced knowledge in problem-solving and campaign planning and implementation.
- Describe how moral and ethical principles are integrated in message structure, design, and delivery.

COM 657/658/659 – Seminar Topics (1 to 3 credits): Participant chooses topic courses from the varied selections offered. Examples of topic courses include Technical Writing, Fund-raising for the Non-profit, Interpersonal Communication, Social Media Studies, Customer Relationship Building and Maintenance, International Media, Writing Grant Proposals, and Mass Communication, etc. Upon completion of this course, students will be able to address emerging communication issues and subjects, be ready to serve a professional contemporary communication role in organizations and be able to distinctively compete in a demanding job market. Course objectives are:

- Demonstrate an understanding of and explain the core theoretical and practical components of the course.
- Design and develop projects and applications relating to course materials.

- Demonstrate a sense of social responsibility in their discussions and projects.
- Compare and contrast what they are learning with materials from other courses in the program.

COM 660 – Applied Research Methods (3 credits): This course prepares students for the process of conducting research. Students learn to document work in an appropriate academic form, conceptualize and develop practical and scholarly references relevant to their project. Students design and develop an appropriate research methodology for their final project. Projects may include communication campaigns, case studies, training workshops, communication audits, or business solutions to communication problems encountered by organizations. Additionally, students learn the fundamentals of quantitative and qualitative research methods. At the end of this course, students will have an understanding of various research methods, how to investigate their research questions, and how to prepare for their final research project campaign (COM 689 for MAC majors). Prerequisites: At least 18 credits of prior course work or consent of MAC program director. Course may not be transferred in from another institution or applied toward a second degree. Course objectives are:

- Identify a viable project research focus in the intersection among
 - (a) A specific communication issue,
 - (b) An organizational context in which the issue arises, and
 - (c) Relevant theories and research.
- Apply search competencies when using library catalogs, key communication databases, and other relevant resources.
- Understand and distinguish among major qualitative and quantitative research methods.

COM 685 – Internship (up to 3 credits): This course reinforces the core concepts of the MAC/MMC program curricula. Students work in the field related to their communication studies. Learning outcomes for this field experience follow the standards as published by the Council for the Advancement of Standards in Higher Education (CAS), that include 1) knowledge acquisition, integration, construction, and application, 2) cognitive complexity, 3) intrapersonal development, 4) interpersonal competence, 5) humanitarianism and civic engagement, and 6) practical competence. For MAC graduates, this course may be taken for up to 3 credits. Course objectives are:

- Reflect on the knowledge gained through the field experience.
- Apply concepts learned in didactic courses into field practice.

COM 689 – Capstone Practicum (3 credits): This course enables students to complete the degree program by producing a project designed to solve a communication problem that draws on theoretical and applied skills, literature, and research presented in coursework. The project must reinforce core competencies developed from curricular study and apply this knowledge to the

project design under faculty guidance and within an approved framework. All work must have an application component. Students can develop a comprehensive communication campaign for a client to enhance corporate image, provide communication strategy for dealing with customers and the like of projects which serve a communication objective. Pre-requisite successful completion of COM 660 or MAC Director's consent. Course may not be transferred in from another institution or applied toward a second master's degree. Upon the completion of this course, students will be able to create a comprehensive project which provides a communication solution to a business problem. Students will be able to define, analyze and craft communication programs to solve, improve or facilitate business needs. Course objectives are:

- Analyze and critically evaluate ideas, arguments, and points of view for a synthesized communication project report.
- Correlate ethical behavior to credibility as a dimension of character in professional conduct.
- Express oneself professionally both orally and in writing
- Apply factual knowledge (terminology, classifications, methods, and trends) relevant to a selected concentration of study within the discipline of communication.

COM 691 – Independent Study (1-3 credits): This course reinforces the core concepts of the MAC program curriculum. Students work with faculty to explore an approved topical area of the MAC in further depth. Course objectives are:

- Apply ethical and sound research skills in the development and execution of a communication research topic.
- Apply exceptional written and verbal communication skills in the presentation of an approved MAC course topic.

MASTER OF BUSINESS ADMINISTRATION

The Master of Business Administration program is designed to extend an individual's undergraduate educational background by offering a set of practical, applied, integrated learning experiences that develops attitudes, ethical behavior, and a portfolio of tools required to effectively function at a management level in today's global business environment. The MBA program emphasizes real-life skills and practices delivered under the guidance of experienced business practitioners. Theory is used as a means to frame application rather than as an end in itself. The program blends theory with professional development and preparation, focusing on topical relevance, curricular appropriateness, and immediate professional application, while maintaining content integrity. Our goal is to provide educational experiences that serve our students for a lifetime and transform them into "ready-to-go" professionals and lifelong learners in all business disciplines. The MBA program serves as a global outreach to demonstrate the uniqueness and vitality of the University's mission. While we seek to serve various populations, our ethos will be driven by a commitment to model in life and professional practice our Christian values.

Program Mission

The University of Dubuque's MBA program provides students business knowledge and skills informed by a commitment to excellent moral character. Using frameworks such as the Balanced Scorecard and the Triple Bottom Line, an MBA graduate from the University of Dubuque is educated in the business skills and knowledge essential for work in a global market and challenged to develop the moral character needed to manage and lead with integrity, justice, and compassion.

Program Goals

- Lead and manage with in-depth knowledge in key areas of finance, human resources, operations and strategy.
- Exercise character and ethics in decision making.
- Communicate effectively across the global business landscape.
- Think and act both tactically and strategically in complex business situations.

Program Learning Outcomes

Required and Elective Courses

The Master of Business Administration is a 36 credit program. The courses required to complete the program are as follows:

1. BUS/COM 602 Financial Decision Making (3 credits)
2. BUS/COM 616 Organizational Behavior and Leadership (3 credits) OR BUS 620 Managing the Business Culture (3 credits)
3. BUS/COM 617 Strategic Human Capital Management (3 credits) OR BUS 647 Stakeholder Engagement (3 credits)

4. BUS/COM 622 Global Business Communication (3 credits)
5. BUS 624 Marketing Management (3 credits) OR BUS 626 Strategic Implementation (3 credits)
6. BUS 650 Financial and Managerial Accounting (3 credits) OR BUS 665 Analytics for the Business Environment
7. BUS 651 Financial Management (3 credits)
8. BUS/COM 648 Problem Solving and Crisis Management (3 credits) OR BUS 668 Innovation & Change Management (3 credits)
9. BUS 655 Business Simulation (3 credits)
10. BUS 681 Technology and Operations Management (3 credits)
11. BUS 690 Business Strategy and Innovation (3 credits)
12. BUS 693 Business Capstone Project (3 credits)

Course Descriptions

BUS/COM 602 - Financial Decision Making (3 credits): The course focuses on basic economic and financial principles required to operate a business. Analysis techniques are quantitatively applied to examine the health of a business through the use of financial statements. Also, managerial decision making applications are presented from the point of view of a firm (microeconomics). Utilizing the capstone simulation model and Comp-XM exam students will learn to analyze an organization's financial wellness. Upon completion of the course, the student will predict the cumulative effect of changing business inputs on key operating metrics, such as, inventory and labor costs, along with overall costs and revenue. Course objectives are:

- Examine the fundamental accounting and financial terminology and principles used in operating a firm.
- Identify and apply the tools used to analyze the financial performance of an organization.
- Analyze and recommendation capital budgets and capital asset acquisitions.
- Utilize forecasting techniques in the development of financial budgets.
- Analyze and predict the results of a business simulation model.

BUS/COM 616 - Organizational Behavior & Leadership (3 credits): This course analyzes the factors and conditions in an organization that influence employee, unit, division, and corporate behavior and the integration of structure, strategy, policy, resources, and culture with the achievement of corporate goals and objectives. Topics include human behavior in organizations and problems; conflict analysis and resolution, understanding and managing formal and informal behavior; communication psychology and ethics; stress management; culture identification, culture analysis, culture change; and managing organizational change. Upon completion, students will identify and analyze factors which influence organizational conflict, and plan solutions to prevent or resolve them. Course objectives are:

- Interpret and apply principles and concepts of industrial/organization psychology in the workplace.
- Analyze and develop effective approaches to organization design and structure that are fully integrated with corporate strategies, objectives, and goals.
- Apply organizational analysis techniques in the planning and managing of organizational change.
- Apply the principles of organizational behavior to culture analysis and change, gap analysis, power and influence management, conflict analysis and resolution.
- Identify and evaluate political behavior in corporate decision-making processes.
- Plan and implement strategic communication strategy.

BUS/COM 617 Strategic Human Capital Management (3 credits): This course focuses on the development and execution of an integrated, systematic, and strategic approach to human capital management. In this course, students will analyze the functions of HR in order to determine the best use of human capital in an organization. Upon completion of this course, students will design a strategic HR model to improve an organization's efficiency and effectiveness. Course objectives are:

- Identify the current state of human capital management in reference to both strategic and operational timeframes.
- Analyze HR functions that influences an organization's human capital.
- Design a strategic plan for an organization's human capital.

BUS 620 Managing the Business Culture (3 credits): This course analyzes the factors and conditions in an organization that influence employee, unit, division, and corporate behavior and the integration of structure, strategy, policy, resources, and culture with the achievement of corporate goals and objectives. Topics include the analysis of HR functions in order to determine the best use of human capital in an organization; human behavior in organizations and problems; conflict analysis and resolution, understanding and managing formal and informal behavior; communication psychology and ethics; stress management; culture identification, culture analysis, culture change; and managing organizational change. Upon completion, students will identify and analyze factors which influence organizational conflict, and plan solutions to prevent or resolve them. Course objectives are:

- Interpret and apply principles and concepts of industrial/organization psychology in the workplace.
- Analyze and develop effective approaches to organization design and structure that are fully integrated with corporate strategies, objectives, and goals.
- Apply organizational analysis techniques in the planning and managing of organizational change.
- Apply the principles of organizational behavior to culture analysis and change, gap analysis,

- power and influence management, conflict analysis and resolution.
- Identify and evaluate political behavior in corporate decision-making processes.
- Identify the current state of human capital management in reference to both strategic and operational timeframes.
- Analyze HR functions that influences an organization's human capital.

BUS/COM 622 Global Communication (3 credits): This course concentrates on the relevance of global intercultural communication, its relationship to corporate culture communication, and their significance for global business in the new tensions between globalized and indigenous populations. These topics are examined from a business and communication perspective. Upon completion, students will determine the usage of basic cultural and professional competencies in business interactions. Course objectives are:

- Classify the differences among a wide range of cultures according to established cultural value and communication variables.
- Identify intercultural communication concerns and corporate culture communication concerns.
- Analyze global organization cases.
- Develop intercultural corporate culture and corporate culture communication skills, communication competencies, and points of view needed by professionals working in a globalized business context.
- Choose an ethical basis for making communication choices in a complex, culturally diverse, globalized business world.

BUS 624 Marketing Management (3 credits): This course is designed to provide an applications oriented study of the marketing function in both the domestic and international marketplace. This course provides prospective marketing managers with marketing skills to develop strategic marketing plans to support organizations' mission and values. Emphasis is placed on the principles, strategies, and planning for effective marketing management and performance. Social media and other strategies are employed in the development of these plans and approaches. Upon completion, students will demonstrate analysis and problem-solving techniques via application of marketing tools, principles, and theories in a case study approach. Course objectives are:

- Demonstrate comprehension of marketing and related business terminology.
- Develop a managerial perspective of the marketing function across business, government and consumer markets in both domestic and global contexts.
- Explain the practical concepts and tools for analyzing market opportunities and company capabilities as the basis for strategic market selection, developing customer value propositions, and competitive differentiation.

- Appraise and evaluate the action-oriented approaches for translating the market analysis into marketing tactics which integrate the four Ps – product, price, place and promotion.
- Design a framework that stresses the use of marketing research to make informed marketing decisions and a managerial orientation to implementing and controlling marketing programs.
- Utilize an ethical application of marketing and market research to strategic business decisions.

BUS 626 Strategic Implementation (3 credits): This course focuses on the various elements of the strategic marketing orientation as a means to develop and implement an organization's strategic plan. Analysis of the external competitive environment, the organization's internal strengths and weaknesses, and the use of strategic planning methodologies will be placed in this course. Upon completion, the student will perform a market-oriented analysis of the internal and external environment of a firm, determine the appropriate business level strategy, and specify the appropriate governance structure. Course objectives are:

- Analyze the strategic position of an organization relative to both the overall global environment and its own specific external competitive environment.
- Develop a managerial perspective of the marketing function across business, government and consumer markets in both domestic and global contexts.
- Explain the practical concepts and tools for analyzing market opportunities and company capabilities as the basis for strategic market selection, developing customer value propositions, and competitive differentiation.
- Design a framework that stresses the use of marketing research to make informed decisions from a market orientation perspective to design and implement a strategic plan.
- Evaluate the ethical issues involved in strategy formulation and integrate them into the development of a strategic plan.

BUS 647 Stakeholder Engagement (3 credits): This course is designed to enhance one's skillset when it comes to understanding, influencing and persuading all of the internal and external stakeholders. Students will learn the essential elements of managing the supply-chain through relationships with vendors, outsourcing providers, customers, and colleagues. Securing the buy-in of individuals where you don't have direct authority can support a drive for operational excellence and continuous improvement. Upon completion of this course, students will possess the tools to increase buy-in and engagement of stakeholders relative to the needs of the organization. Course objectives are:

- Identify the tools necessary to foster buy-in and engagement of stakeholders.
- Recognize the causes of waste that lead to decision-making delays and objections.
- Apply techniques that build stronger business relationships at all levels of the organization.

- Distinguish the personal and cultural preferences of those around you, and how to establish a better rapport with them.
- Apply communication and management practices to reduce the amount of management effort required to support and drive a sustainable change in workplace behaviors.
- Develop programs to improve motivation and retention of colleagues.

BUS/COM 648 Problem Solving & Crisis Management (3 credits): This course covers the strategies and tactics for solving problems and managing conflicts and crises in business. Through case study engagement and the development of alternative thinking, students develop crisis management competencies relevant to problem solving for increasingly globalized business contexts and communication skills for the new media environment. Upon completion of this course, students will develop crisis management templates and make use of web resources that will enable organizations to respond to problems in a globalized business environment. Material covered includes trauma and post-incident management, effective crisis communication, disaster response, media training, social media engagement as a crisis communication tool, business recovery and innovation as a problem-solving tool. Course objectives are:

- Determine vulnerable areas in an organization and identify potential crisis situations.
- Effectively measure communications with employees, stakeholders, media (both new and traditional), and the public before, during and after a crisis.
- Develop techniques for analysis and problem solving of real world crises through the use of Harvard Case Studies.
- Create a Crisis Management Plan for an organization that identifies potential crises and provides written procedures for mitigating or resolving crises.

BUS 650 Financial & Managerial Accounting (3 credits): This course examines the financial systems and tools used in controlling and measuring ongoing performance and implementing new strategies in the firm. The course focuses on quantitative techniques to assess both ongoing operations and proposed operation modifications using various analyses of financial statements and project justification metrics. Upon completion, the student will be able to perform a variety of analyses including the Balanced Scorecard, profit/loss and cash flow analysis and risk assessment as examples. Course objectives are:

- Demonstrate a basic knowledge of the terminology of accounting.
- Examine the importance of internal control systems to safeguard information and assets.
- Interpret a financial statement to determine the overall health of the entity by performing basic financial ratio analysis.
- Determine the key concepts that are essential to the effective design of performance measurement systems.
- Apply financial analysis, pricing, and budgeting techniques that create learning and high

performance organizations.

- Utilize tools such as discounted cash flow, internal rate of return, and balanced scorecard and explain how each can be used in decision making.
- Evaluate financial market behavior, asset allocation, capital formation, time-value of money, and the term structure of interest rates.

BUS 651 Financial Management (3 credits): This course focuses on the related financial processes necessary to manage the liquidity of the organization. Primary areas examined include cash collection, cash forecasting, working capital monitoring, credit policy formulation and enforcement, fundraising, and banking relations. Upon completion, the student will apply financial tools and observe the quantitative effect policy changes have on various liquidity measures. Course objectives are:

- Apply financial and accounting concepts to meet class performance projects to business standards.
- Develop financial leadership/mentoring skills.
- Evaluate an organization's internal capabilities.
- Apply financial analysis, pricing, and budgeting techniques.
- Apply cost analysis techniques that enhance market viability and leadership.
- Apply financial and accounting tools that enhance the attainment of strategic and operating goals.
- Apply working capital and cash management techniques to enhance overall solvency and maximize shareholder value.
- Examine financial market behavior, asset allocation, capital formation, time-value of money, and the term structure of interest rates.
- Identify how advanced technology is revolutionizing the treasury and controllership function.

BUS 655 Business Simulation (3 credits): This course integrates various business disciplines into a formal business and implementation strategy. The course draws on information from the fields of accounting, economics, marketing, organizational theory, operations management, finance and international business. This information is integrated into a student developed business plan which is implemented through a simulation exercise conducted over the length of the course. Upon completion of this course, students will be able to effectively implement and defend a business plan responding to competitive actions in the marketplace. Pre-requisite BUS 602. Course objectives are:

- Compare a company's performance to that of others and identify areas of strength and weakness.
- Selects the success measures an organization aims to pursue goals and strategies.
- Apply business principles relative to functional and business level strategies to improve the effectiveness of a company's operation.
- Propose a sustainable competitive advantage over time in changing industrial environments

- from the internal perspective of creating the proper product mix and pricing.
- Identify strategies that are in the long term interest of key stakeholders.
- Construct and implement a business plan that is defensible in the marketplace by adapting to competitive actions, while insuring moral and ethical values are respected.

BUS 665 Analytics for the Business Environment (3 credits): Developing and implementing a systematic analytics strategy can result in a sustainable competitive advantage within an industry. This course provides practical strategies to collect data and then convert that data into meaningful, value-added information and actionable insights. Upon completion of this course, students will be able to contribute to higher level decisions within an organization. Being able to make sense of the overabundance of information around them will help students to predict future trends and will ultimately help them to make effective and efficient use of company resources. Course objectives are:

- Apply strategies of data collection to an industry.
- Analyze a phenomenon and develop innovative data collecting strategies.
- Evaluate data and apply information to leverage decision making that will produce a competitive advantage.
- Summarize the results of the empirical analysis in a professional manner.

BUS 668 Innovation & Change Management (3 credits)

This course examines the theories of innovation and change management within organizations to refine and expand student's current problem-solving skills and leadership abilities. Concepts covered include various leadership theories and models, leadership across cultures, leadership ethics and attributes, organizational change/development, and the role of the leader in establishing organizational culture and facilitating change. Methods include a mix of reading, discussion, case studies, team exercises and reflective exercises to achieve a better understanding of leadership and decision-making. Upon completion, students will assess, plan, and manage the process of change within an organization. Course objectives are:

- Identify the various theories of innovation, change management and leadership necessary to develop organizational change management plans.
- Recognize the ethical issues associated with innovation and change management.
- Develop techniques to analyze how organizations react to change and overcome organizational resistance to change.
- Design and implement an innovative change management process within an industry or organization.

BUS 681 Technology & Operations Management (3 credits): This course examines the issues related to the management of operations processes that are used to design, manufacture, distribute, and

deliver a product or a service throughout the entire value chain, in any industry group, spanning a spectrum from manufacturing to service. Examples and activities are drawn from multiple disciplines describing how technology has transformed and is continuing to transform business enterprises, large and small, domestic and global. Attention is given to the managerial processes which must be successfully performed to effectively and efficiently design, build, test, implement and deploy computer and communication based operations systems that support the enterprise's mission, goals, and strategies. Upon completion students will be able to perform various analyses including SWOT in identifying ways technology increases value, and serves as a change agent in transforming business processes and products. Course objectives are:

- Identify the role of technology in managing global business enterprises.
- Build awareness of underlying issues and complexities of technology usage.
- Discuss the factors involved in technology use and implementation.
- Evaluate the risks and ethics that arise in an increasingly technologized business world.
- Analyze the complexity of management information systems in a distributed global enterprise.

BUS 690 Business Strategy & Innovation (3 credits): This course focuses on the various elements of the strategic management process in analyzing the external competitive environment, the organization's internal strengths and weaknesses, and the use of these elements in creating, implementing and continually adapting the plan as required by the environment. Emphasis is also given to strategies necessary to support both process and product innovation. Upon completion, the student will perform an analysis of the internal and external environment of a firm, determine the appropriate business level strategy, and specify the appropriate governance structure. Course objectives are:

- Examine the nature and use of the steps in the business strategy formulation process
- Analyze the strategic position of an organization relative to both the overall world environment and its own specific external competitive environment.
- Analyze an organization's internal capabilities.
- Evaluate the ethical issues involved in strategy formulation and integrate them into the development of a strategic plan.
- Decide the skills needed to be a member and leader of strategy development team.
- Create a detailed outline of a strategic plan highlighting the elements that are necessary for presentation to the organization's senior management.

BUS 691 Independent Research (3 credits): This course reinforces the core concepts of the MBA program curriculum. Students work with faculty to explore an approved topical area of the MBA in further depth. Upon completion of this course, students will be able to demonstrate competency of the course learning outcomes satisfactorily. Course objectives are:

- Develop in-depth knowledge of an approved MBA course topic.
- Explain approved MBA course topic to prove competency in subject matter area.

BUS 693 Business Capstone Project (3 credits): This course reinforces the core concepts of the MBA program curriculum. Students work with faculty to demonstrate competencies through an experiential project. Participants are allowed to individualize their culminating experiences by developing and researching a project. Upon completion of this course, students will recommend and defend the experiential project that will have application in a business environment. Pre-requisite – all other required courses of the program, or department director approval. This course may not be transferred in from another institution.

Typical project topics include:

1. New business strategy determination
2. Existing business strategy analysis
3. Best practices creation for business or segment of a business
4. Marketing analysis and associated marketing proposal
5. Complete qualitative and quantitative business plan for a new enterprise

MASTER IN MANAGEMENT – AVIATION LEADERSHIP

The Master in Management – Aviation Leadership (MMAL) prepares graduates for a career in any aspect of leadership and managerial roles in the aviation industry. Students have the opportunity to explore and learn ethical and effective leadership and management processes or behaviors that are applicable to any aviation related operations including domestic and international airlines, airports, corporate aviation, and fixed-base operators (FBO). The program will be offered in an 8-week online format to provide optimal flexibility for a student to take courses.

In order to qualify for the MM in Aviation Leadership program, the student must have earned a bachelor's degree in aviation or related field from an accredited institution. Candidates are required to have a 3.00 or higher undergraduate cumulative GPA. An ideal candidate must be working within the aviation or aerospace industry at the time of acceptance into the program.

Program Mission

The Master of Management in Aviation Leadership program's mission is to help graduates develop an applied understanding of the management practices and leadership skills within the aviation industry. In addition to gaining practical competence within aviation through real-world experience, graduates will be prepared to think strategically, integrate and construct new knowledge, develop intrapersonal and interpersonal competencies and apply excellent moral character to the practices of an aviation organization.

Program Goals

- Lead and manage with in-depth knowledge in key areas of finance, human resources, operations and strategy.
- Exercise character and ethics in decision making.
- Communicate effectively across the global business landscape.
- Think and act both tactically and strategically in complex business situations.
- Assess issues within the aviation industry and solve a variety of problems.

Program Learning Outcomes

1. Apply excellent moral character and professional ethics to the practices of an organization. (Program Goal 2)
2. Communicate effectively through writing, speaking, listening and electronic media by using the language of business coupled with interpersonal and communication skills to lead organizational groups in a physical or virtual presence. (Program Goal 3)
3. Critically evaluate, analyze, and interpret information concerning human, intellectual technological and material resources to solve problems and make business decisions occurring in both structured and non-structured environments. (Program Goal 4)
4. Exhibit a rigorous understanding of core business operations reflecting an integration of functional perspectives. (Program Goal 1)

5. Utilize methods which foster innovation in organizations and respond effectively to new circumstances, enabling organizations to realize the impact on products and processes. (Program Goal 3 & 4)
6. Acquire and utilize knowledge of behavioral, policy, and strategic issues to improve the effectiveness of the organization. (Program Goal 1) The ability to assess issues in the aviation environment and to apply knowledge of mathematics, science and/or applied science to accurately analyze and interpret data to solve a variety of problems. (Program Goal 5)
7. An ability to recognize the need for and engage in lifelong learning. (Program Goal 5)

Required and Elective Courses

The MMAL includes a set of Foundation electives, and required Core and Aviation Courses. The Foundation electives result in a minimum of 15 credit hours. Additionally, students must also complete a minimum of 15 credit hours of Aviation courses and the Field Experience Capstone Seminar. This results in a minimum of 30 credit hours.

The following Foundation electives (15 credits):

- BUS 602: Financial Decision Making (3 credits)
- BUS 620: Managing the Business Culture (3 credits)
- BUS 626: Strategic Implementation (3 credits)
- BUS 647: Stakeholder Engagement (3 credits)
- BUS 665: Analytics for the Business Environment (3 credits)
- BUS 668: Innovation and Change Management (3 credits)

The following **required** Aviation courses and Field Experience Capstone courses (15 credits):

- AVI 600: Contemporary Issues in Aviation (3 credits)
- AVI 620: Aviation Safety & Risk Management (3 credits)
- AVI 640: Leadership & Management in Aviation (3 credits)
- AVI 645: Crisis Management & Operational Continuity (3 credits)
- GRAD 686: Capstone Field Experience (3 credits)

Course Descriptions

AVI 600 – Contemporary Issues in Aviation (3 credits): This course is an exploration of contemporary and future issues covering the aviation and aerospace industries. Emphasis will be placed on exploring problems within the industry and ways to resolve these issues while ensuring sustainability of the aviation and aerospace industries. Upon successful completion of the course, students will have an understanding of the issues facing the industry and solutions for a variety of solutions to industry problems. Course objectives are:

- Apply excellent moral character and professional ethics in aviation.
- Analyze, interpret and propose sustainable solutions to contemporary aviation and aerospace issues.
- Evaluate the need for life-long learning within aviation.

AVI 620: Aviation Safety & Risk Management (3 credits): This course explores aviation safety issues from an operational and management perspective. Students will gain an understanding of effective risk assessment, mitigation and management strategies, and the application of safety management systems within an operation. Upon successful completion of the course, students will have an understanding on how to successfully implement processes and procedures to ensure predictive risk management and create a just safety culture within an organization. Course objectives are:

- Analyze the ethical and professional responsibilities related to aviation safety.
- Evaluate the implementation of risk management processes/procedures and a just safety culture within an aviation organization.

AVI 640: Leadership & Management in Aviation (3 credits): This course explores contemporary leadership theories. Students will gain an understanding of ethical leadership behaviors, effective and engaging leadership behaviors, and emotional intelligence required to be effective leaders within the aviation industry. Upon successful completion of the course, students will have an understanding of ethical effective management processes and leadership behaviors to ensure engaged and dynamic stakeholders. Course objectives are:

- Evaluate the ethical and professional responsibilities related to aviation leadership.
- Evaluate the implementation of ethical effective management processes and leadership behaviors within an aviation organization.

AVI 645: Crisis Management & Operational Continuity (3 credits): This course explores theories and pragmatic methods of crisis management to ensure operational continuity. Students will gain an understanding of ethical management behaviors, emergency management techniques, implementing action plans, and ensuring continuity of an operations within an aviation context. Upon successful completion of the course, students will have an understanding of ethical, effective management processes and leadership behaviors to ensure operational continuity during a crisis with minimal negative impact on all stakeholders. Course objectives are:

- Evaluate the ethical and professional responsibilities related to crisis management and leadership.
- Develop an effective crisis management implementation plan.

BUS/COM 602 – Financial Decision Making (3 credits): The course focuses on basic economic and financial principles required to operate a business. Analysis techniques are quantitatively applied to examine the health of a business through the use of financial statements. Also, managerial decision making applications are presented from the point of view of a firm (microeconomics). Utilizing the capstone simulation model and Comp-XM exam students will learn to analyze an organization's financial wellness. Upon completion of the course, the student will predict the cumulative effect of changing business inputs on key operating metrics, such as, inventory and labor costs, along with overall costs and revenue. Course objectives are:

- Examine the fundamental accounting and financial terminology and principles used in operating a firm.
- Identify and apply the tools used to analyze the financial performance of an organization.
- Analyze and recommendation capital budgets and capital asset acquisitions.
- Utilize forecasting techniques in the development of financial budgets.
- Analyze and predict the results of a business simulation model.

BUS 620 Managing the Business Culture (3 credits): This course analyzes the factors and conditions in an organization that influence employee, unit, division, and corporate behavior and the integration of structure, strategy, policy, resources, and culture with the achievement of corporate goals and objectives. Topics include the analysis of HR functions in order to determine the best use of human capital in an organization; human behavior in organizations and problems; conflict analysis and resolution, understanding and managing formal and informal behavior; communication psychology and ethics; stress management; culture identification, culture analysis, culture change; and managing organizational change. Upon completion, students will identify and analyze factors which influence organizational conflict, and plan solutions to prevent or resolve them. Course objectives are:

- Interpret and apply principles and concepts of industrial/organization psychology in the workplace.
- Analyze and develop effective approaches to organization design and structure that are fully integrated with corporate strategies, objectives, and goals.
- Apply organizational analysis techniques in the planning and managing of organizational change.
- Apply the principles of organizational behavior to culture analysis and change, gap analysis, power and influence management, conflict analysis and resolution.
- Identify and evaluate political behavior in corporate decision-making processes.
- Identify the current state of human capital management in reference to both strategic and operational timeframes.
- Analyze HR functions that influences an organization's human capital.

BUS 626 Strategic Implementation (3 credits): This course focuses on the various elements of the strategic marketing orientation as a means to develop and implement an organization's strategic plan. Analysis of the external competitive environment, the organization's internal strengths and weaknesses, and the use of strategic planning methodologies will be placed in this course. Upon completion, the student will perform a market-oriented analysis of the internal and external environment of a firm, determine the appropriate business level strategy, and specify the appropriate governance structure. Course objectives are:

- Analyze the strategic position of an organization relative to both the overall global environment and its own specific external competitive environment.
- Develop a managerial perspective of the marketing function across business, government and consumer markets in both domestic and global contexts.
- Explain the practical concepts and tools for analyzing market opportunities and company capabilities as the basis for strategic market selection, developing customer value propositions, and competitive differentiation.
- Design a framework that stresses the use of marketing research to make informed decisions from a market orientation perspective to design and implement a strategic plan.
- Evaluate the ethical issues involved in strategy formulation and integrate them into the development of a strategic plan.

BUS 647 Stakeholder Engagement (3 credits): This course is designed to enhance one's skillset when it comes to understanding, influencing and persuading all of the internal and external stakeholders. Students will learn the essential elements of managing the supply-chain through relationships with vendors, outsourcing providers, customers, and colleagues. Securing the buy-in of individuals where you don't have direct authority can support a drive for operational excellence and continuous improvement. Upon completion of this course, students will possess the tools to increase buy-in and engagement of stakeholders relative to the needs of the organization. Course objectives are:

- Identify the tools necessary to foster buy-in and engagement of stakeholders.
- Recognize the causes of waste that lead to decision-making delays and objections.
- Apply techniques that build stronger business relationships at all levels of the organization.
- Distinguish the personal and cultural preferences of those around you, and how to establish a better rapport with them.
- Apply communication and management practices to reduce the amount of management effort required to support and drive a sustainable change in workplace behaviors.
- Develop programs to improve motivation and retention of colleagues.

BUS 665 Analytics for the Business Environment (3 credits): Developing and implementing a systematic analytics strategy can result in a sustainable competitive advantage within an industry. This course provides practical strategies to collect data and then convert that data into meaningful, value-added information and actionable insights. Upon completion of this course, students will be able to contribute to higher level decisions within an organization. Being able to make sense of the overabundance of information around them will help students to predict future trends and will ultimately help them to make effective and efficient use of company resources. Course objectives are:

- Apply strategies of data collection to an industry.
- Analyze a phenomenon and develop innovative data collecting strategies.
- Evaluate data and apply information to leverage decision making that will produce a competitive advantage.
- Summarize the results of the empirical analysis in a professional manner.

BUS 668 Innovation & Change Management (3 credits)

This course examines the theories of innovation and change management within organizations to refine and expand student's current problem-solving skills and leadership abilities. Concepts covered include various leadership theories and models, leadership across cultures, leadership ethics and attributes, organizational change/development, and the role of the leader in establishing organizational culture and facilitating change. Methods include a mix of reading, discussion, case studies, team exercises and reflective exercises to achieve a better understanding of leadership and decision-making. Upon completion, students will assess, plan, and manage the process of change within an organization. Course objectives are:

- Identify the various theories of innovation, change management and leadership necessary to develop organizational change management plans.
- Recognize the ethical issues associated with innovation and change management.
- Develop techniques to analyze how organizations react to change and overcome organizational resistance to change.
- Design and implement an innovative change management process within an industry or organization.

GRAD 686 – Field Experience Capstone Seminar (3 credits): The Field Experience Capstone Seminar is the culminating experience for students studying in any one of the traditionally offered Master in Management programs. Students meet weekly to discuss topics and analyze case studies that highlight the various learning and development domains and dimensions identified by the Council for the Advancement of Standards in Higher Education, that include 1) knowledge acquisition, integration, construction, and application, 2) cognitive complexity, 3) intrapersonal development, 4) interpersonal competence, 5) humanitarianism and civic engagement, and 6) practical competence. In addition to course work, students must be engaged in an internship at least 6 months prior to the commencement of this course. A minimum of 600 work hours related to one's program of study must be completed before the student can begin this course. Upon successful completion of this course, students will be prepared to use technical skills of the profession, communicate appropriately, reflect, analyze and reason through complex issues, manage relationships, and personal behaviors and attitudes, as well as apply excellent moral character and professional ethics to the practices of the organization. Course objectives are:

- Demonstrate an understanding of knowledge from one's discipline/career; connect

knowledge to other knowledge, ideas, and experiences; construct knowledge; and relate knowledge to daily life.

- Apply critical thinking, reflective thinking, effective reasoning, and creativity when working through complex problems.
- Perform one's intrapersonal development through realistic self-appraisal, self-understanding, and self-respect in one's identity development, and commitment to ethics and integrity; and spiritual awareness.
- Demonstrate one's interpersonal competency through meaningful relationships, interdependence, collaboration, and effective leadership.
- Demonstrate an understanding and appreciation of cultural and human differences, social responsibility, global perspective, and sense of civic responsibility.
- Demonstrate practical competence, such as: pursuing one's goals, communicating effectively, applying technical competence, managing personal affairs, managing career development, demonstrating professionalism, maintaining health and wellness, and living a purposeful and satisfying life.

MASTER IN MANAGEMENT - COMMUNICATION MANAGEMENT

The Master in Management - Communication Management (MMCM) degree prepares professionals to design, plan, manage and monitor communication channels in organizations. The program serves multidisciplinary objectives; however, it is specific in training students on the managerial components of communication. The program offers the latest theoretical and practical applications in the field of managerial communication. Students will develop proficiencies in solving problems, creating two-way communication channels between employees and management, identifying and removing communication barriers, and facilitating communication between and within departments. Through real-life case studies, internships and in-class simulations, participants in the program will have a mastery of skills, tools and applications which provides an optimal communication environment for the organization. Ethics and social responsibility are core components in the MMCM graduate degree and are embedded in all the courses in the program. The MMCM is designed based on most recent market research and latest trends in communication and management. The MMCM offers a rigorous theoretical foundation of communication and management courses as well as provides a practical experience through internships, campaigns and specialized industry projects.

Program Mission

The Master in Management program's mission is to help graduates develop an understanding and application of management practices and leadership skills in an organization. In addition to gaining practical competence in a specific field of study through a real world work experience, graduates will be prepared to think strategically, integrate and construct new knowledge, develop intrapersonal and interpersonal competencies, and apply excellent moral character to the practices of an organization. Specifically, the mission of the Masters in Management - Communication (MMCM) is to prepare students for careers in a variety of businesses, where communication is essential to the success of the organization, as well as help students develop relationships through networking and mentoring opportunities.

Program Goals

- Lead and manage with in-depth knowledge in key areas of finance, human resources, operations and strategy.
- Exercise character and ethics in decision making.
- Communicate effectively across the global business landscape.
- Think and act both tactically and strategically in complex business situations.
- Facilitate two-way communication in organizations, build relationships between organizations and publics, and across cultures, interact with traditional, social and emerging media channels effectively, monitor change for forward planning.

Program Learning Outcomes

1. Apply excellent moral character and professional ethics to the practices of an organization. (Program Goal 2)

2. Communicate effectively through writing, speaking, listening and electronic media by using the language of business coupled with interpersonal and communication skills to lead organizational groups in a physical or virtual presence. (Program Goal 3)
3. Critically evaluate, analyze, and interpret information concerning human, intellectual technological and material resources to solve problems and make business decisions occurring in both structured and non-structured environments. (Program Goal 4)
4. Exhibit a rigorous understanding of core business operations reflecting an integration of functional perspectives. (Program Goal 1)
5. Utilize methods which foster innovation in organizations and respond effectively to new circumstances, enabling organizations to realize the impact on products and processes. (Program Goal 3 & 4)
6. Acquire and utilize knowledge of behavioral, policy, and strategic issues to improve the effectiveness of the organization. (Program Goal 1)
7. Appraise organizational cultures with a clear conception of intercultural communication and corporate culture distinctions and respond with professional skills and analytic insight. (Program Goal 5)
8. Employ public relations principles when planning and managing integrated marketing and social media strategies; as well as when problem solving and responding to communication crisis. (Program Goal 5)

Required and Elective Courses

The Master in Management - Communication Management degree is a 30 credit program. Courses required for major:

1. COM 605: Managerial Communication (3 credits)
2. COM 620 Intercultural Communication (3 credits)
3. BUS/COM 622 Global Business Communication (3 credits) OR COM 630 Effective Professional Communication (3 credits)
4. COM 635 Integrated Marketing Communication (3 credits)
5. COM 640 Public Relations (3 credits)
6. BUS 602/COM 602 Financial Decision Making (3 credits)
7. BUS 620 Managing the Business Culture (3 credits) OR BUS 647 Stakeholder Engagement (3 credits)
8. BUS 665 Analytics for the Business Environment (3 credits)
9. BUS 668 Innovation & Change Management (3 credits)
10. GRAD 686 Field Experience Capstone Seminar (3 credits)

Course Descriptions

BUS/COM 602 - Financial Decision Making (3 credits): The course focuses on basic economic and financial principles required to operate a business. Analysis techniques are quantitatively applied to examine the health of a business through the use of financial statements. Also, managerial decision making applications are presented from the point of view of a firm (microeconomics). Utilizing the capstone simulation model and Comp-XM exam students will learn to analyze an organization's financial wellness. Upon completion of the course, the student will predict the cumulative effect of changing business inputs on key operating metrics, such as, inventory and labor costs, along with overall costs and revenue. Course objectives are:

- Examine the fundamental accounting and financial terminology and principles used in operating a firm.
- Identify and apply the tools used to analyze the financial performance of an organization.
- Analyze and recommendation capital budgets and capital asset acquisitions.
- Utilize forecasting techniques in the development of financial budgets.
- Analyze and predict the results of a business simulation model.

COM 605 – Managerial Communication (3 credits): This course provides a basic overview of managerial communication processes in organizations. Course topics include: verbal and nonverbal communication, dyadic and organizational communication, intercultural communication, small-group interactions, conflict resolution, and the roles and relationships when managing negotiations, participating in meetings, and working in teams, as well as conducting interviews. Upon completion of this course, students will be able to describe, analyze, and explain key concepts, roles, and relationships in managerial communication practices. Course objectives are:

- Describe, analyze, and explain key concepts in managerial communication practice.
- Assess the relationship between managerial practice and one's own communication skills.
- Evaluate the ethical implications of issues in managerial communication as they relate to the development of integrity and ethical conduct in the field.
- Synthesize and demonstrate an understanding of the interpersonal and intrapersonal competencies at play when working in teams.
- Present findings in the context of professional speaking and writing using a mediated technology to enhance oral presentation.

BUS 620 Managing the Business Culture (3 credits): This course analyzes the factors and conditions in an organization that influence employee, unit, division, and corporate behavior and the integration of structure, strategy, policy, resources, and culture with the achievement of corporate goals and objectives. Topics include the analysis of HR functions in order to determine the best use of human capital in an organization; human behavior in organizations and problems; conflict

analysis and resolution, understanding and managing formal and informal behavior; communication psychology and ethics; stress management; culture identification, culture analysis, culture change; and managing organizational change. Upon completion, students will identify and analyze factors which influence organizational conflict, and plan solutions to prevent or resolve them. Course objectives are:

- Interpret and apply principles and concepts of industrial/organization psychology in the workplace.
- Analyze and develop effective approaches to organization design and structure that are fully integrated with corporate strategies, objectives, and goals.
- Apply organizational analysis techniques in the planning and managing of organizational change.
- Apply the principles of organizational behavior to culture analysis and change, gap analysis, power and influence management, conflict analysis and resolution.
- Identify and evaluate political behavior in corporate decision-making processes.
- Identify the current state of human capital management in reference to both strategic and operational timeframes.
- Analyze HR functions that influences an organization's human capital.

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COM 620 – Intercultural Communication (3 credits): This course examines the theories and models that govern the interactions among cultures with the aim of enhancing communication flow between them. In this course students will study commonalities, differences and variations in cultural practices and their impact on intercultural exchanges in business, education and media systems. Students will examine and assess the various definitions of cultures, subcultures, emerging cultures and in particular evaluate the new media impact on culture change. Upon completion of this course, students will be able to understand and explain intercultural communication theories and models, compare and contrast media systems across cultures, and build effective two-way communication channels. Course objectives are:

- Explain cultural context and its impact on intercultural communication.
- Understand and apply intercultural communication theories to case studies and real-life scenarios
- Identify and discuss the commonalities that exist between cultures
- Develop two-way communication channels between organization and the cultures it serves.
- Develop a literature review and a research proposal that can be executed for a conference or journal manuscript.

BUS/COM 622 Global Communication (3 credits): This course concentrates on the relevance of global intercultural communication, its relationship to corporate culture communication, and their significance

for global business in the new tensions between globalized and indigenous populations. These topics are examined from a business and communication perspective. Upon completion, students will determine the usage of basic cultural and professional competencies in business interactions. Course objectives are:

- Classify the differences among a wide range of cultures according to established cultural value and communication variables.
- Identify intercultural communication concerns and corporate culture communication concerns.
- Analyze global organization cases.
- Develop intercultural corporate culture and corporate culture communication skills, communication competencies, and points of view needed by professionals working in a globalized business context.
- Choose an ethical basis for making communication choices in a complex, culturally diverse, globalized business world.

BUS 647 Stakeholder Engagement (3 credits): This course is designed to enhance one's skillset when it comes to understanding, influencing and persuading all of the internal and external stakeholders. Students will learn the essential elements of managing the supply-chain through relationships with vendors, outsourcing providers, customers, and colleagues. Securing the buy-in of individuals where you don't have direct authority can support a drive for operational excellence and continuous improvement. Upon completion of this course, students will possess the tools to increase buy-in and engagement of stakeholders relative to the needs of the organization. Course objectives are:

- Identify the tools necessary to foster buy-in and engagement of stakeholders.
- Recognize the causes of waste that lead to decision-making delays and objections.
- Apply techniques that build stronger business relationships at all levels of the organization.
- Distinguish the personal and cultural preferences of those around you, and how to establish a better rapport with them.
- Apply communication and management practices to reduce the amount of management effort required to support and drive a sustainable change in workplace behaviors.
- Develop programs to improve motivation and retention of colleagues.

BUS 665 Analytics for the Business Environment (3 credits): Developing and implementing a systematic analytics strategy can result in a sustainable competitive advantage within an industry. This course provides practical strategies to collect data and then convert that data into meaningful, value-added information and actionable insights. Upon completion of this course, students will be able to contribute to higher level decisions within an organization. Being able to make sense of the overabundance of information around them will help students to predict future trends and will

ultimately help them to make effective and efficient use of company resources. Course objectives are:

- Apply strategies of data collection to an industry.
- Analyze a phenomenon and develop innovative data collecting strategies.
- Evaluate data and apply information to leverage decision making that will produce a competitive advantage.
- Summarize the results of the empirical analysis in a professional manner.

BUS 668 Innovation & Change Management (3 credits)

This course examines the theories of innovation and change management within organizations to refine and expand student's current problem-solving skills and leadership abilities. Concepts covered include various leadership theories and models, leadership across cultures, leadership ethics and attributes, organizational change/development, and the role of the leader in establishing organizational culture and facilitating change. Methods include a mix of reading, discussion, case studies, team exercises and reflective exercises to achieve a better understanding of leadership and decision-making. Upon completion, students will assess, plan, and manage the process of change within an organization. Course objectives are:

- Identify the various theories of innovation, change management and leadership necessary to develop organizational change management plans.
- Recognize the ethical issues associated with innovation and change management.
- Develop techniques to analyze how organizations react to change and overcome organizational resistance to change.
- Design and implement an innovative change management process within an industry or organization.

COM 630 – Effective Professional Communication (3 credits): This course focuses on presentation skills based on organizational theories and practices, as well as discussions on emotional intelligence. Students will examine and apply classic and contemporary accounts of effective presentations, facilitating meetings, and developing communication skills related to businesses. Upon completion of this course, students will be able to facilitate meetings, plan and organize events, and prepare and deliver professional presentations. Course objectives are:

- Demonstrate an understanding of emotional intelligence and explain how it can be used effectively in business.
- Demonstrate effective speaking and communication skills relevant to business.
- Assess and create the appropriate business correspondence and reports for given situations.
- Apply effective team working skills.

COM 635 – Integrated Marketing Communication (3 credits): This course examines underlying theory and best practices in communicating brand narratives that foster brand awareness, preference, and loyalty via an integrated marketing approach. The course will integrate advertising and marketing strategies to build optimal marketing communication programs. Students will examine developments in the integrated marketing communication field in light of their long-term potential, relevance to the target audience, and impact on marketing objectives. Upon completion of this course, students will be able to develop a comprehensive marketing communication campaigns, be able to do in-depth SWOT analysis, craft creative and persuasive content and provide means for campaign's assessment. Course objectives are:

- Develop integrated marketing communication strategic plans.
- Integrate effective strategies to create and design advertisements and promotional materials based on relevant marketing objectives.
- Analyze the ethical and appropriate use of integrated marketing communication strategies to assure the integrity and transparency of the organization to its target audiences.
- Evaluate new developments in the integrated marketing communication field.

COM 640 – Public Relations (3 credits): This course examines the history of the profession, characteristics, skills, and ethics required of a public relations practitioner, and necessary communication methods to engage in the two-way dialogue between an organization and its targeted public. Students develop a baseline knowledge of public relations research, planning, communication and assessments of communication campaigns and programs. Upon completion of this course students will define, plan, communicate, and assess a public relation case. Course objectives are:

- Demonstrate an in depth understanding of the theoretical foundations of public relations.
- Demonstrate analytical and integrative knowledge of current and traditional public relations role models as practiced in the US and in the world.
- Compare and contrast inter-cultural differences as practiced across cultures.
- Differentiate between ethical and unethical behavior in the practice of public relations.
- Develop social media goals, objectives, strategies and tactics in order to deliver a successful campaign projects.

GRAD 686 – Field Experience Capstone Seminar (3 credits): The Field Experience Capstone Seminar is the culminating experience for students studying in any one of the traditionally offered Master in Management programs. Students meet weekly to discuss topics and analyze case studies that highlight the various learning and development domains and dimensions identified by the Council for the Advancement of Standards in Higher Education, that include 1) knowledge acquisition, integration, construction, and application, 2) cognitive complexity, 3) intrapersonal development, 4)

interpersonal competence, 5) humanitarianism and civic engagement, and 6) practical competence. In addition to course work, students must be engaged in an internship at least 6 months prior to the commencement of this course. A minimum of 600 work hours related to one's program of study must be completed before the student can begin this course. Upon successful completion of this course, students will be prepared to use technical skills of the profession, communicate appropriately, reflect, analyze and reason through complex issues, manage relationships, and personal behaviors and attitudes, as well as apply excellent moral character and professional ethics to the practices of the organization. Course objectives are:

- Demonstrate an understanding of knowledge from one's discipline/career; connect knowledge to other knowledge, ideas, and experiences; construct knowledge; and relate knowledge to daily life.
- Apply critical thinking, reflective thinking, effective reasoning, and creativity when working through complex problems.
- Perform one's intrapersonal development through realistic self-appraisal, self-understanding, and self-respect in one's identity development, and commitment to ethics and integrity; and spiritual awareness.
- Demonstrate one's interpersonal competency through meaningful relationships, interdependence, collaboration, and effective leadership.
- Demonstrate an understanding and appreciation of cultural and human differences, social responsibility, global perspective, and sense of civic responsibility.
- Demonstrate practical competence, such as: pursuing one's goals, communicating effectively, applying technical competence, managing personal affairs, managing career development, demonstrating professionalism, maintaining health and wellness, and living a purposeful and satisfying life.

MASTER IN MANAGEMENT – ORGANIZATIONAL DIVERSITY & INCLUSION LEADERSHIP

The Master in Management - Organizational Diversity & Inclusion Leadership (MMDI) program is designed from an organizational perspective to identify, recognize and remove barriers that impeded productivity for the 21st-century workforce and help capitalize on the diversity of backgrounds, experiences, and worldviews that shape the climate and direction of organizations. Upon completion of the program, students will be prepared to become change agents within their current organizations and/or pursue careers as diversity recruiters, coordinators, managers, and Chief Diversity Officers; as well as careers in higher education and consulting. To qualify for admission into the Master in Management - Organizational Diversity & Inclusion Leadership program, the student must have earned a bachelor's degree and is required to have a 2.75 or higher undergraduate cumulative GPA. Suggested undergraduate field of studies would include (but not be exclusive to) psychology, sociology, multicultural studies, business, and human resource management).

Program Mission

The Master in Management program's mission is to help graduates develop an understanding and application of management practices and leadership skills in an organization. In addition to gaining practical competence in a specific field of study through a real world work experience, graduates will be prepared to think strategically, integrate and construct new knowledge, develop intrapersonal and interpersonal competencies, and apply excellent moral character to the practices of an organization.

Program Goals

- Lead and manage with in-depth knowledge in key areas of finance, human resources, operations and strategy.
- Exercise character and ethics in decision making.
- Communicate effectively across the global business landscape.
- Think and act both tactically and strategically in complex business situations.
- Identify, recognize and remove barriers that impede Diversity & Inclusion initiatives.
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Program Learning Outcomes

1. Apply excellent moral character and professional ethics to the practices of an organization. (Program Goal 2)
2. Communicate effectively through writing, speaking, listening and electronic media by using the language of business coupled with interpersonal and communication skills to lead organizational groups in a physical or virtual presence. (Program Goal 3)
3. Critically evaluate, analyze, and interpret information concerning human, intellectual technological and material resources to solve problems and make business decisions occurring in both structured and non-structured environments. (Program Goal 4)
4. Exhibit a rigorous understanding of core business operations reflecting an integration of functional perspectives. (Program Goal 1)

5. Utilize methods which foster innovation in organizations and respond effectively to new circumstances, enabling organizations to realize the impact on products and processes. (Program Goal 3 & 4)
6. Acquire and utilize knowledge of behavioral, policy, and strategic issues to improve the effectiveness of the organization. (Program Goal 1)
7. Demonstrate the ability to integrate theory and practice of Diversity and Inclusion that addresses organizational issues (Program Goal 5)

Required and Elective Courses

The Master in Management – Organizational Diversity & Inclusion Leadership degree is a 30 credit program. Courses required for major:

The following Foundation electives (15 credits):

1. BUS 602 – Financial Decision Making (3)
2. BUS 620- Managing the Business Culture (3) OR BUS 647-Stakeholder Engagement (3)
OR COM 620 Intercultural Communication
3. BUS 626– Strategic Implementation (3)
4. BUS 665 –Analytics for the Business Environment (3)
5. BUS 668 – Innovation & Change Management (3)

The following **required** Organizational Diversity & Inclusion Leadership courses and Capstone courses (15 credits):

6. DIL 601 – Foundations of Diversity & Inclusion (3)
7. DIL 610 – Cultural and Social Group Identities (3)
8. DIL 615 – Managing the D&I Change Initiative (3)
9. DIL 620 – D&I Measurement and Accountability (3)
10. GRAD 686 – FE Capstone Seminar (3) OR DIL 689 – Diversity & Inclusion Capstone (3)

Course Descriptions

BUS/COM 602 - Financial Decision Making (3 credits): The course focuses on basic economic and financial principles required to operate a business. Analysis techniques are quantitatively applied to examine the health of a business through the use of financial statements. Also, managerial decision making applications are presented from the point of view of a firm (microeconomics). Utilizing the capstone simulation model and Comp-XM exam students will learn to analyze an organization's financial wellness. Upon completion of the course, the student will predict the cumulative effect of changing business inputs on key operating metrics, such as, inventory and labor costs, along with overall costs and revenue. Course objectives are:

- Examine the fundamental accounting and financial terminology and principles used in operating a firm.
- Identify and apply the tools used to analyze the financial performance of an organization.
- Analyze and recommendation capital budgets and capital asset acquisitions.
- Utilize forecasting techniques in the development of financial budgets.
- Analyze and predict the results of a business simulation model.

BUS 620 Managing the Business Culture (3 credits): This course analyzes the factors and conditions in an organization that influence employee, unit, division, and corporate behavior and the integration of structure, strategy, policy, resources, and culture with the achievement of corporate goals and objectives. Topics include the analysis of HR functions in order to determine the best use of human capital in an organization; human behavior in organizations and problems; conflict analysis and resolution, understanding and managing formal and informal behavior; communication psychology and ethics; stress management; culture identification, culture analysis, culture change; and managing organizational change. Upon completion, students will identify and analyze factors which influence organizational conflict, and plan solutions to prevent or resolve them. Course objectives are:

- Interpret and apply principles and concepts of industrial/organization psychology in the workplace.
- Analyze and develop effective approaches to organization design and structure that are fully integrated with corporate strategies, objectives, and goals.
- Apply organizational analysis techniques in the planning and managing of organizational change.
- Apply the principles of organizational behavior to culture analysis and change, gap analysis, power and influence management, conflict analysis and resolution.
- Identify and evaluate political behavior in corporate decision-making processes.
- Identify the current state of human capital management in reference to both strategic and operational timeframes.
- Analyze HR functions that influences an organization's human capital.

BUS 626 Strategic Implementation (3 credits): This course focuses on the various elements of the strategic marketing orientation as a means to develop and implement an organization's strategic plan. Analysis of the external competitive environment, the organization's internal strengths and weaknesses, and the use of strategic planning methodologies will be placed in this course. Upon completion, the student will perform a market-oriented analysis of the internal and external environment of a firm, determine the appropriate business level strategy, and specify the appropriate governance structure. Course objectives are:

- Analyze the strategic position of an organization relative to both the overall global environment and its own specific external competitive environment.
- Develop a managerial perspective of the marketing function across business, government and consumer markets in both domestic and global contexts.
- Explain the practical concepts and tools for analyzing market opportunities and company capabilities as the basis for strategic market selection, developing customer value propositions, and competitive differentiation.
- Design a framework that stresses the use of marketing research to make informed decisions from a market orientation perspective to design and implement a strategic plan.
- Evaluate the ethical issues involved in strategy formulation and integrate them into the development of a strategic plan.

BUS 647 Stakeholder Engagement (3 credits): This course is designed to enhance one's skillset when it comes to understanding, influencing and persuading all of the internal and external stakeholders. Students will learn the essential elements of managing the supply-chain through relationships with vendors, outsourcing providers, customers, and colleagues. Securing the buy-in of individuals where you don't have direct authority can support a drive for operational excellence and continuous improvement. Upon completion of this course, students will possess the tools to increase buy-in and engagement of stakeholders relative to the needs of the organization. Course objectives are:

- Identify the tools necessary to foster buy-in and engagement of stakeholders.
- Recognize the causes of waste that lead to decision-making delays and objections.
- Apply techniques that build stronger business relationships at all levels of the organization.
- Distinguish the personal and cultural preferences of those around you, and how to establish a better rapport with them.
- Apply communication and management practices to reduce the amount of management effort required to support and drive a sustainable change in workplace behaviors.
- Develop programs to improve motivation and retention of colleagues.

BUS 665 Analytics for the Business Environment (3 credits): Developing and implementing a systematic analytics strategy can result in a sustainable competitive advantage within an industry. This course provides practical strategies to collect data and then convert that data into meaningful, value-added information and actionable insights. Upon completion of this course, students will be able to contribute to higher level decisions within an organization. Being able to make sense of the overabundance of information around them will help students to predict future trends and will ultimately help them to make effective and efficient use of company resources. Course objectives are:

- Apply strategies of data collection to an industry.
- Analyze a phenomenon and develop innovative data collecting strategies.
- Evaluate data and apply information to leverage decision making that will produce a competitive advantage.
- Summarize the results of the empirical analysis in a professional manner.

BUS 668 Innovation & Change Management (3 credits)

This course examines the theories of innovation and change management within organizations to refine and expand student's current problem-solving skills and leadership abilities. Concepts covered include various leadership theories and models, leadership across cultures, leadership ethics and attributes, organizational change/development, and the role of the leader in establishing organizational culture and facilitating change. Methods include a mix of reading, discussion, case studies, team exercises and reflective exercises to achieve a better understanding of leadership and decision-making. Upon completion, students will assess, plan, and manage the process of change within an organization. Course objectives are:

- Identify the various theories of innovation, change management and leadership necessary to develop organizational change management plans.
- Recognize the ethical issues associated with innovation and change management.
- Develop techniques to analyze how organizations react to change and overcome organizational resistance to change.
- Design and implement an innovative change management process within an industry or organization.

COM 620 – Intercultural Communication (3 credits): This course examines the theories and models that govern the interactions among cultures with the aim of enhancing communication flow between them. In this course students will study commonalities, differences and variations in cultural practices and their impact on intercultural exchanges in business, education and media systems. Students will examine and assess the various definitions of cultures, subcultures, emerging cultures and in particular evaluate the new media impact on culture change. Upon completion of this course, students will be able to understand and explain intercultural communication theories and models, compare and contrast media systems across cultures, and build effective two-way communication channels. Course objectives are:

- Explain cultural context and its impact on intercultural communication.
- Understand and apply intercultural communication theories to case studies and real-life scenarios
- Identify and discuss the commonalities that exist between cultures

- Develop two-way communication channels between organization and the cultures it serves.
- Develop a literature review and a research proposal that can be executed for a conference or journal manuscript.

DIL 601 – Foundations of Diversity & Inclusion (3 credits): This course will help students to identify the historical foundations of diversity and inclusivity, as well as their impact on the changing dynamics of today's work environments. Topics such as Equal Employment Opportunity, Affirmative Action, and Title IX will be addressed, as well as current policies related to diversity and inclusion in organizations. Theories such as Emotional Intelligence, Implicit Bias, The Bystander Effect, as well as active intervention and training strategies, to the urgency and push for diversity and inclusion reflective in the demographic shifts of today's workforce. Upon completion of this course, students will be prepared to distinguish best practices in organizational diversity and inclusion and have the foundation to research and develop organizational diversity initiatives. Course objectives are:

- Identify the historical foundations and their impact on the changing dynamic of diversity and inclusivity within today's work environments.
- Interpret the complexity of diversity and inclusive perspectives.
- Distinguish language for advanced practice in the field of diversity and inclusivity.
- Compare diversity and inclusion case study initiatives amongst today's work environments and industries.
- Organize and apply compilation of research to develop just and ethical diversity and inclusion initiatives for the business case.

DIL 610 – Cultural and Social Group Identities (3 credits): This course will focus on theoretical and practical issues regarding relationships between communication processes in contemporary U.S. organizations and socially constructed aspects of identity: gender, race, sexual identity, social class, ability, and age. Course materials and activities will address theoretical perspectives, socio-historical developments, research, and practical issues. Students will focus on how systems of power and privilege shape perceptions of salient social identity groups, and how individuals and groups resist and transform those systems. Upon completion of this course, students will be able to identify and understand the communication issues relevant to the ways we learn about social identity from sources including family, media, and organizations. Course objectives are:

- Critically evaluate conceptions of power, power dynamics, and means by which people enact power through communication within organizations and other contexts in which they occur.
- Identify and assess organizational communication issues related to the impact of group identity on diversity and inclusion initiatives.
- Develop a deeper understanding of individual identity and the importance of self as an agent of change in diversity and inclusion work.
- Explain connections between theoretical perspectives of how systems of power and privilege

help shape perceptions of salient social identity groups within the U.S. organizational context.

DIL 615 – Managing the D&I Change Initiative (3 credits): This course introduces students to the concepts, frameworks, and theories covered in managing change and inclusive initiatives. Students will examine significant barriers to creating an inclusive environment where a diverse workforce can thrive by examining practices and current research on global diversity and inclusion. Students will learn to differentiate and recognize the roles of resistance, assessing conflict in the D&I change management process, and mitigating unconscious bias. Upon successful completion of this course, students will be able to interpret ways in which stagnant D&I initiatives might be infused to cultivate a new mindset and advance for revitalization. Course objectives are:

- Recognize roles of resistance within change initiatives, leading to counterproductive behavior and impacting innovation.
- Interpret strategies for positive recruitment and retention of diverse talent.
- Analyze organizational stagnation amongst change and advanced top-to-bottom strategies for adopting inclusive behaviors and revitalization.
- Compose language for proficient practice in diversity and inclusive management.
- Appraise, analyze, and report out findings of employee resource groups, in an effort to give under-represented populations visibility and support to align with organizational strategy, goals, and enhance an inclusive work environment.

DIL 620 – D&I Measurement and Accountability (3 credits): This course introduces a best practices approach in the development and implementation of organizational Diversity and Inclusion measures. Students will gain knowledge of and drive organizational Diversity and Inclusion metrics that impact diversity initiatives. Upon completion of this course, students will understand the impact of organizational diversity initiatives and be able to measure the effectiveness of an organization's diversity practices. Course objectives are:

- Explain the historical issues in organizational diversity and inclusion, and describe measures that have previously been utilized to assess diversity initiatives.
- Discuss the alignment of current HR measures and analytics, and comprehend the effectiveness of current organizational diversity initiatives.
- Recognize and evaluate the premiere models for measuring effectiveness in organizational diversity and inclusion initiatives.
- Utilize data to analyze the effectiveness of organizational diversity initiatives and determine the risk to the organization's reputation.
- Assess the impact of a proactive focus on organizational diversity and inclusion efforts from an organizational and macroeconomic perspective, and evaluate the negative repercussions of not implementing effective organizational initiatives.

DIL 689 –Diversity & Inclusion Capstone (3 credits): This course enables students to complete the degree program by producing a project designed to solve a Diversity & Inclusion problem that draws on theoretical and applied skills, literature, and research presented in coursework. The project must reinforce core competencies developed from curricular study and apply this knowledge to the project design under faculty guidance and within an approved framework. All work must have the ability to be applied or published. Upon completion of this course, students are expected to demonstrate the ability to integrate applicable Diversity & Inclusion theory, models and metrics into a real-world application and present the project in a professional setting. Course objectives are:

- Design a high-quality project to address a real diversity and inclusion problem.
- Demonstrate the ability to integrate Diversity & Inclusion theory into practice.
- Apply ethical behavior as a dimension of character in professional conduct.
- Explain the project results using appropriate and effective presentation skills in a professional setting.

GRAD 686 – Field Experience Capstone Seminar (3 credits): The Field Experience Capstone Seminar is the culminating experience for students studying in any one of the traditionally offered Master in Management programs. Students meet weekly to discuss topics and analyze case studies that highlight the various learning and development domains and dimensions identified by the Council for the Advancement of Standards in Higher Education, that include 1) knowledge acquisition, integration, construction, and application, 2) cognitive complexity, 3) intrapersonal development, 4) interpersonal competence, 5) humanitarianism and civic engagement, and 6) practical competence. In addition to course work, students must be engaged in an internship at least 6 months prior to the commencement of this course. A minimum of 600 work hours related to one's program of study must be completed before the student can begin this course. Upon successful completion of this course, students will be prepared to use technical skills of the profession, communicate appropriately, reflect, analyze and reason through complex issues, manage relationships, and personal behaviors and attitudes, as well as apply excellent moral character and professional ethics to the practices of the organization. Course objectives are:

- Demonstrate an understanding of knowledge from one's discipline/career; connect knowledge to other knowledge, ideas, and experiences; construct knowledge; and relate knowledge to daily life.
- Apply critical thinking, reflective thinking, effective reasoning, and creativity when working through complex problems.
- Perform one's intrapersonal development through realistic self-appraisal, self-understanding, and self-respect in one's identity development, and commitment to ethics and integrity; and spiritual awareness.
- Demonstrate one's interpersonal competency through meaningful relationships, interdependence, collaboration, and effective leadership.
- Demonstrate an understanding and appreciation of cultural and human differences, social responsibility, global perspective, and sense of civic responsibility.

- Demonstrate practical competence, such as: pursuing one's goals, communicating effectively, applying technical competence, managing personal affairs, managing career development, demonstrating professionalism, maintaining health and wellness, and living a purposeful and satisfying life.

MASTER IN MANAGEMENT – SPORT MANAGEMENT

The Masters in Management – Sport Management is designed to reflect the latest advances in the field of the business of sport, presenting an applied and practical approach to skills and knowledge critical to success in the industry. Through its broad but rigorous curriculum, the program develops leadership abilities and administrative proficiencies with an eye towards sport management, aiding the development of a specialized and comprehensive skill-set. This degree will prepare students for careers in sport management, recreational management, facility management, as well as other administrative careers in the tourism, recreation and sport areas. As this is meant to be an applied program, students will finish their degree program by completing a comprehensive capstone experience tied to an existing internship. If students have the desire to pursue terminal degree studies after completion of this degree, thesis projects will also be considered in place of the capstone experience.

Program Mission

The Master in Management program's mission is to help graduates develop an understanding and application of management practices and leadership skills in an organization. In addition to gaining practical competence in a specific field of study through a real world work experience, graduates will be prepared to think strategically, integrate and construct new knowledge, develop intrapersonal and interpersonal competencies, and apply excellent moral character to the practices of an organization. Specifically, the mission of the Masters in Management – Sport Management (MMSM) is to prepare students for careers in a variety of sport industries, as well as to help them develop relationships through networking and mentoring opportunities designed to mold well-rounded business professionals.

Program Goals

- Lead and manage with in-depth knowledge in key areas of finance, human resources, operations and strategy.
- Exercise character and ethics in decision making.
- Communicate effectively across the global business landscape.
- Think and act both tactically and strategically in complex business situations.
- Research, plan, implement and evaluate the role that sport plays in the global marketplace.

Program Learning Outcomes

1. Apply excellent moral character and professional ethics to the practices of an organization. (Program Goal 2)
2. Communicate effectively through writing, speaking, listening and electronic media by using the language of business coupled with interpersonal and communication skills to lead organizational groups in a physical or virtual presence. (Program Goal 3)
3. Critically evaluate, analyze, and interpret information concerning human, intellectual, technological and material resources to solve problems and make business decisions

- occurring in both structured and non-structured environments. (Program Goal 4)
4. Exhibit a rigorous understanding of core business operations reflecting an integration of functional perspectives. (Program Goal 1)
 5. Utilize methods which foster innovation in organizations and respond effectively to new circumstances, enabling organizations to realize the impact on products and processes. (Program Goals 3 & 4)
 6. Acquire and utilize knowledge of behavioral, policy, and strategic issues to improve the effectiveness of the organization. (Program Goal 1)
 7. Evaluate and manage the interdisciplinary role that sport plays in society, work with non-sport constituents to achieve larger goals and study the impacts that sport events can leave on communities across the world (Program Goal 5)
 8. Analyze the internal and external factors that influence and shape the discipline of sport management including advances in new media, changes in the political landscape, policy issues and current best practices across the field. (Program Goal 5)

Required Courses

The Master in Management – Sport Management degree is a 30 credit program. The following courses are required for completion of the degree:

1. BUS 602 – Financial Decision Making (3 credits)
2. BUS 620 Managing the Business Culture (3 credits) OR BUS 647 Stakeholder Engagement (3 credits) OR COM 620 Intercultural Communication (3 credits)
3. BUS 665 Analytics for the Business Environment (3 credits)
4. BUS 668 Innovation & Change Management (3 credits)
5. COM 640 – Public Relations (3 credits)
6. HWS 610 – Contemporary Issues in Sport Marketing (3 credits)
7. HWS 615 – Contemporary Issues in Sport Law and Risk Management (3 credits)
8. HWS 620 – Contemporary Issues in Sport Sociology and Ethics (3 credits)
9. HWS 625 – Contemporary Issues in Sport Administration (3 credits)
10. GRAD 686 – FE Capstone Seminar (3 credits) or HWS 689 – Sport Management Thesis Project (3 credits)

Course Descriptions

BUS/COM 602 - Financial Decision Making (3 credits): The course focuses on basic economic and financial principles required to operate a business. Analysis techniques are quantitatively applied to examine the health of a business through the use of financial statements. Also, managerial decision making applications are presented from the point of view of a firm (microeconomics). Utilizing the capstone simulation model and Comp-XM exam students will learn to analyze an organization's financial wellness. Upon completion of the course, the student will predict the cumulative effect of changing business inputs on key operating metrics, such as, inventory and labor costs, along with

overall costs and revenue. Course objectives are:

- Examine the fundamental accounting and financial terminology and principles used in operating a firm.
- Identify and apply the tools used to analyze the financial performance of an organization.
- Analyze and recommendation capital budgets and capital asset acquisitions.
- Utilize forecasting techniques in the development of financial budgets.
- Analyze and predict the results of a business simulation model.

BUS 620 Managing the Business Culture (3 credits): This course analyzes the factors and conditions in an organization that influence employee, unit, division, and corporate behavior and the integration of structure, strategy, policy, resources, and culture with the achievement of corporate goals and objectives. Topics include the analysis of HR functions in order to determine the best use of human capital in an organization; human behavior in organizations and problems; conflict analysis and resolution, understanding and managing formal and informal behavior; communication psychology and ethics; stress management; culture identification, culture analysis, culture change; and managing organizational change. Upon completion, students will identify and analyze factors which influence organizational conflict, and plan solutions to prevent or resolve them. Course objectives are:

- Interpret and apply principles and concepts of industrial/organization psychology in the workplace.
- Analyze and develop effective approaches to organization design and structure that are fully integrated with corporate strategies, objectives, and goals.
- Apply organizational analysis techniques in the planning and managing of organizational change.
- Apply the principles of organizational behavior to culture analysis and change, gap analysis, power and influence management, conflict analysis and resolution.
- Identify and evaluate political behavior in corporate decision-making processes.
- Identify the current state of human capital management in reference to both strategic and operational timeframes.
- Analyze HR functions that influences an organization's human capital.

BUS/COM 622 Global Communication (3 credits): This course concentrates on the relevance of global intercultural communication, its relationship to corporate culture communication, and their significance for global business in the new tensions between globalized and indigenous populations. These topics are examined from a business and communication perspective. Upon completion, students will determine the usage of basic cultural and professional competencies in business interactions. Course objectives are:

- Classify the differences among a wide range of cultures according to established cultural value and communication variables.
- Identify intercultural communication concerns and corporate culture communication concerns.
- Analyze global organization cases.
- Develop intercultural corporate culture and corporate culture communication skills, communication competencies, and points of view needed by professionals working in a globalized business context.
- Choose an ethical basis for making communication choices in a complex, culturally diverse, globalized business world.

COM 640 – Public Relations (3 credits): This course examines the history of the profession, characteristics, skills, and ethics required of a public relations practitioner, and necessary communication methods to engage in the two-way dialogue between an organization and its targeted public. Students develop a baseline knowledge of public relations research, planning, communication and assessments of communication campaigns and programs. Upon completion of this course students will define, plan, communicate, and assess a public relation case. Course objectives are:

- Demonstrate an in depth understanding of the theoretical foundations of public relations.
- Demonstrate analytical and integrative knowledge of current and traditional public relations role models as practiced in the US and in the world.
- Compare and contrast inter-cultural differences as practiced across cultures.
- Differentiate between ethical and unethical behavior in the practice of public relations.
- Develop social media goals, objectives, strategies and tactics in order to deliver a successful campaign projects.

BUS 647 Stakeholder Engagement (3 credits): This course is designed to enhance one's skillset when it comes to understanding, influencing and persuading all of the internal and external stakeholders. Students will learn the essential elements of managing the supply-chain through relationships with vendors, outsourcing providers, customers, and colleagues. Securing the buy-in of individuals where you don't have direct authority can support a drive for operational excellence and continuous improvement. Upon completion of this course, students will possess the tools to increase buy-in and engagement of stakeholders relative to the needs of the organization. Course objectives are:

- Identify the tools necessary to foster buy-in and engagement of stakeholders.
- Recognize the causes of waste that lead to decision-making delays and objections.
- Apply techniques that build stronger business relationships at all levels of the organization.

- Distinguish the personal and cultural preferences of those around you, and how to establish a better rapport with them.
- Apply communication and management practices to reduce the amount of management effort required to support and drive a sustainable change in workplace behaviors.
- Develop programs to improve motivation and retention of colleagues.

BUS 665 Analytics for the Business Environment (3 credits): Developing and implementing a systematic analytics strategy can result in a sustainable competitive advantage within an industry. This course provides practical strategies to collect data and then convert that data into meaningful, value-added information and actionable insights. Upon completion of this course, students will be able to contribute to higher level decisions within an organization. Being able to make sense of the overabundance of information around them will help students to predict future trends and will ultimately help them to make effective and efficient use of company resources. Course objectives are:

- Apply strategies of data collection to an industry.
- Analyze a phenomenon and develop innovative data collecting strategies.
- Evaluate data and apply information to leverage decision making that will produce a competitive advantage.
- Summarize the results of the empirical analysis in a professional manner.

BUS 668 Innovation & Change Management (3 credits)

This course examines the theories of innovation and change management within organizations to refine and expand student's current problem-solving skills and leadership abilities. Concepts covered include various leadership theories and models, leadership across cultures, leadership ethics and attributes, organizational change/development, and the role of the leader in establishing organizational culture and facilitating change. Methods include a mix of reading, discussion, case studies, team exercises and reflective exercises to achieve a better understanding of leadership and decision-making. Upon completion, students will assess, plan, and manage the process of change within an organization. Course objectives are:

- Identify the various theories of innovation, change management and leadership necessary to develop organizational change management plans.
- Recognize the ethical issues associated with innovation and change management.
- Develop techniques to analyze how organizations react to change and overcome organizational resistance to change.
- Design and implement an innovative change management process within an industry or organization.

HWS 610 – Contemporary Issues in Sport Marketing (3 credits): This course discusses the role of marketing within sport organizations and applies core concepts to the larger sport business strategy. This course will cover topics such as the 5Ps, dynamic pricing, market segmentation, the role and function of media in sport businesses, among others. Upon completion of this course, students will identify main issues in sport marketing strategy and research, as well as explore and critically evaluate fundamental ideas and emergent research topics in sport marketing. They will also be able to analyze market data as it relates to social responsibility in helping to weave the sport organization into the larger community. Course objectives are:

- Analyze contemporary issues in sport marketing.
- Apply theories and concepts of sport marketing to corporate level strategies.
- Design and propose a market research project based on data analysis.
- Analyze the role that media plays in the sport business landscape.
- Evaluate the sport marketing landscape for social responsibility needs.

HWS 615 – Contemporary Issues in Sport Law and Risk Management (3 credits): This course is designed to critically analyze the legal structures, statutes, case law, and standards that establish legal responsibilities, rights, privileges, and controls related to the field of sport management. The Sport Industry's major governing bodies will be discussed with a particular focus on the NCAA and professional leagues. Upon completion, students will know how sporting issues are addressed in the U.S. legal system, be able to apply tools and strategies when conducting sport research, analyze current legal issues in the Sport industry, and develop practical risk management strategies to navigate an evolving legal landscape. Course objectives are:

- Analyze the U.S. legal system for laws that apply in the sport world.
- Apply appropriate tools and strategies in legal research on sport-related research questions, case studies, and interpretation of law.
- Demonstrate an understanding of the Sport Industry's major governing bodies with a particular focus on the NCAA and professional leagues.

HWS 620 – Contemporary Issues in Sport Sociology and Ethics (3 credits): With the visibility of the sport industry and the professionals within it, it is vital that future leaders understand the role of sports in the societal landscape so that they understand and appreciate the full effect of their decisions as sport managers. This course will explore topics related to race, gender, SES, ethical decision making, politics, among others. Furthermore, this course will critically analyze real-world issues across all levels of sport from the structural, interactionist and cultural frameworks. Following completion of this course, students will be able to effectively analyze sociological issues in sport business, evaluate potential decisions with an ethical lens and ultimately become agents of change in their unique sport settings. Course objectives are:

- Analyze social issues as they relate to those who manage, participate, and consume sport.
- Identify and apply the theoretical constructs at play in one's personal experiences as well as the experiences of others as they relate to the marginalization of individuals and groups in society and sport cultures.
- Evaluate the potential benefits of and need for diversity and inclusion in sport.
- Formulate resolutions to eliminate or minimize negative impacts of sport on participants, fans, consumers, and society from a local to global level.
- Analyze issues with the ethical decision-making model working towards just and equitable outcomes.

HWS 625 – Contemporary Issues in Sport Administration (3 credits): Effectively managing emerging issues and trends contributes to a sustained competitive advantage in the sport industry. This course serves as a mechanism for the introduction and analyses of new administrative and governance issues within the sport industry including: strategic planning, problem solving and decision making, ethical/Corporate Social Responsibility (CSR) issues, new approaches to sport management and leadership, issues across the major sport landscapes, among other topics. Students will utilize resources vital to gaining information about current trends and will become proactive professionals adept at analyzing, predicting and responding to developments in the sport industry. Course objectives are:

- Proactively search for new administrative trends through sound research techniques.
- Analyze the impact and likelihood of current issues in the sport industry to create a plan of action.
- Synthesize various management elements into a cohesive implementation plan.
- Utilize varied evaluation techniques to measure potential outcomes within an organization.

HWS 689 – Sport Management Thesis Project (3 credits): The construction of a sport business thesis project takes the student through the steps of the formal research process. Being able to produce high quality research is a prized skill that many terminal degree granting institutions readily seek. This course will cover the relevant steps of the formal research process, including: literature reviews, methodology, hypothesis creation and testing, preparation of results and evaluation. Following the completion of this course, the student will have a completed research project that will open doors for them to terminal degree programs across the country. Pre-requisite: COM 660 Applied Research Methods. Course objectives are:

- Define a problem statement that conforms to acceptable research practice.
- Analyze and evaluate available research in the sport business industry.
- Apply formal research skills to plan, organize, design and evaluate a directed study.
- Synthesize and present a formal research project suitable for managerial decision making in sport organizations.

GRAD 686 – Field Experience Capstone Seminar (3 credits): The Field Experience Capstone Seminar is the culminating experience for students studying in any one of the traditionally offered Master in Management programs. Students meet weekly to discuss topics and analyze case studies that highlight the various learning and development domains and dimensions identified by the Council for the Advancement of Standards in Higher Education, that include 1) knowledge acquisition, integration, construction, and application, 2) cognitive complexity, 3) intrapersonal development, 4) interpersonal competence, 5) humanitarianism and civic engagement, and 6) practical competence. In addition to course work, students must be engaged in an internship at least 6 months prior to the commencement of this course. A minimum of 600 work hours related to one's program of study must be completed before the student can begin this course. Upon successful completion of this course, students will be prepared to use technical skills of the profession, communicate appropriately, reflect, analyze and reason through complex issues, manage relationships, and personal behaviors and attitudes, as well as apply excellent moral character and professional ethics to the practices of the organization. Course objectives are:

- Demonstrate an understanding of knowledge from one's discipline/career; connect knowledge to other knowledge, ideas, and experiences; construct knowledge; and relate knowledge to daily life.
- Apply critical thinking, reflective thinking, effective reasoning, and creativity when working through complex problems.
- Perform one's intrapersonal development through realistic self-appraisal, self-understanding, and self-respect in one's identity development, and commitment to ethics and integrity; and spiritual awareness.
- Demonstrate one's interpersonal competency through meaningful relationships, interdependence, collaboration, and effective leadership.
- Demonstrate an understanding and appreciation of cultural and human differences, social responsibility, global perspective, and sense of civic responsibility.
- Demonstrate practical competence, such as: pursuing one's goals, communicating effectively, applying technical competence, managing personal affairs, managing career development, demonstrating professionalism, maintaining health and wellness, and living a purposeful and satisfying life.

UNIVERSITY POLICIES AND PROCEDURES

ACADEMIC POLICIES AND PROCEDURES

Graduate Curriculum Committee

The Graduate Curriculum Committee oversees the quality and content of the graduate programs, and monitors the satisfactory academic progress of graduate students. The composition of the Graduate Curriculum Committee is defined annually at the May faculty meeting and is chaired by the Dean for Academic Affairs, Graduate and Adult Studies.

Requirements for Admission and Application Procedures

- Bachelor's degree from a regionally accredited or domestically recognized international institution of higher education (official transcript required).
- Undergraduate cumulative grade point average of at least 2.75 (on a 4.0 scale); Except Aviation Leadership, which requires at least 3.00 (on a 4.0 scale).
- A formal application and two letters of recommendation attesting to the applicant's ability to successfully complete a graduate degree.
- A personal statement of objectives for pursuit of this degree.
- Demonstrate writing competence.
- Program application fee.
- Approval of Graduate Admission Committee.

Prospective students in the process of completing their bachelor's degree may apply for acceptance into the MM program so long as they are of senior standing with their current school. Applicants may begin their graduate studies once the above Admission's requirements are verified. Applications will remain on file for 2 years. If the student fails to enroll in any graduate courses up to two years after the start date of their initial acceptance letter, they will need to re-apply.

An exception to the above policy is for students of senior status with an overall gpa of 3.0 or higher. These student may be allowed to take graduate courses so long as they are enrolled in a similar program of undergraduate study. Students are limited to taking no more than 9 credits as an undergraduate which may be dually applied towards both their undergraduate and graduate programs. After 9 credits have been completed, the student will be required to apply to the graduate program of study.

Students not meeting the Admissions standards may be **provisionally** accepted in the graduate program of studies. Provisionally accepted students are required to obtain at least a 3.0 on their first two courses taken in their program. Any student while on provision status who fails to obtain a 3.0 or higher GPA will go on Academic Probation and possibly be dismissed from the program.

Language proficiency. Students who have not studied or worked in institutions where English is spoken should take the TOEFL (Test of English as a Foreign Language). Demonstrated proficiency in the English language as demonstrated by a TOEFL score of 550 on the paper based exam (or a 213 on the internet version) and a personal interview. A score of 6.5 or better on the IELTS may be substituted for the TOEFL score.

Academic Advising

The Graduate Program Director or an assigned graduate advisor will assist students in designing a program and scheduling classes to meet the requirements of the University and the objectives of the students. They are not authorized to change established policy of the University. Any advice which is at variance with established policy must be confirmed by the Dean for Academic Affairs, Graduate and Adult Studies.

Ultimately, it is the student's responsibility for planning their own programs and meeting academic requirements. Students are required to familiarize themselves with curriculum requirements, course sequences, and the normal load limit in order to plan a satisfactory program. The University cannot guarantee that every course will be offered each semester.

Registering for classes, applying for graduation, and other administrative procedures must be accomplished through submission of the proper petition or form, complete with required signatures, to the hosting Graduate Program Office.

Classification of Student

Due to the accelerated nature of the delivery format of courses, as well as the integration of field experience into the graduate's plan of study, the University of Dubuque defines full-time load in the Graduate Studies as 6 credit hours in the fall and spring terms. Half-time load is defined as 3 or more credit hours in the fall and spring semesters. All international students in F-1 visa status must be enrolled full time. Students enrolled fulltime in any of the 30 credit hour programs can expect to complete their degree in two years. Upon approval, students may accelerate their degree plans by taking up to 12 credits per term, and no more than 6 credits in any given sub-term.

Unclassified Student

A student who has not fulfilled the admission requirements or is not pursuing a degree is designated as an unclassified student. See individual graduate program for special requirements if applicable. Once a student has earned 12 credit hours as an unclassified student, the student must apply for admission to the graduate program in order to continue taking classes.

Residency Requirement

Students are required to complete a minimum of 15 credit hours (or 50% of the program of study) at the University of Dubuque. Individual program requirements may vary - students should consult with the relevant Graduate Program Director.

Satisfactory Academic Progress

Students must maintain at least a 3.0 grade point average in their program of study to remain in "good standing". The University reserves the right at any time to suspend any student who is not making satisfactory academic progress toward a degree.

Course Numbers

Courses numbered 600 and above are graduate program courses and carry graduate credit.

Class Registration

Registration dates for the fall, spring and summer terms are published prior to each term. Registration is conducted in consultation with the graduate advisor and is administered through their respective Graduate Program Office. Once registration has been completed, students are responsible to the University of Dubuque, both financially and academically, until they officially change their academic status.

Prior to registering for a course, students must meet all prerequisites for the given course. A student who registers for a course without meeting the prerequisites may be requested to drop the course by the instructor. Should the student be requested to drop from the course, the student must immediately and properly complete the course drop process. The instructor's request to drop the course must be made within the parameters of the Add/Drop period. Exceptions to the prerequisite requirement must be obtained from the Graduate Program Director.

Final Semester Registration

Students must be enrolled for a minimum of one credit hour of coursework in the semester in which they expect to complete their degree.

Additional Semesters Registration

Students who require more than one semester to complete their end-of-program requirement (thesis/project/practicum) must register for variable credit based on the amount of faculty involvement required for each additional semester. Students must have a Project/Thesis Learning Contract signed by the course faculty member for this in-progress additional credit work.

Add/Drop

Students may add or drop a course during the official Add/Drop period. Dates are published on the academic calendar for each respective program found on the University's website, located under the

Registrar tab. Contact the Student Accounts Office for any financial implications related to adding or dropping a course.

Independent Research

With special arrangement and dependent on the program of study, independent research courses may be negotiated. A Learning Contract is required of all independent research courses. Learning Contracts must be approved by the course faculty member and the Graduate Program Director and must be submitted at the time of registration. Learning Contracts are available online at the Registrar's webpage or from the Office of Graduate Studies. Independent research courses are offered at the discretion of the Graduate Program Director.

Tutorial

A tutorial is defined as an approved course taken one-on-one between a student and instructor. When a needed course is not offered that would allow a student a more timely graduation date, they may petition the Graduate Program Director to take the course as a tutorial. If approved, the student should confer with the instructor for specific guidelines required for a course taken tutorially. A Learning Contract is required of all tutorial courses. Learning Contracts must be approved by the course faculty member and the Graduate Program Director.

Transfer Credit

The University of Dubuque will accept courses earned at a domestic regionally-accredited college or university or an international graduate degree-granting institution. All course work completed at other institutions will be evaluated for equivalency to University of Dubuque courses by the Registrar's office. For courses to be accepted as transfer credit, the student must have earned a grade of B- or higher. Courses transferred to the University of Dubuque will be recorded on the student's transcript with the grade of CR (Credit).

The maximum numbers of transfer credit hours are:

- Master of Arts in Communication (30 credit program) 15
- Master of Business Administration (36 credit program) 18
- Master in Management (30 credit program) 15

Matriculation Policy

Once a student is accepted into one of the traditional master programs of study at the University of Dubuque, they must complete all courses with UD. Exceptions to this policy must be approved by the Graduate Curriculum, Academic Standing, and Admissions Committee. A student seeking to enroll in a course at another institution will need to petition in writing to the Dean for Graduate Studies. Rarely are exceptions made, but when one is granted it is due to a change in the student's ability to attend class at UD (e.g., military deployment). Transfer courses prior to matriculation are evaluated on a case-by-case basis. See the Transfer policy for more information on restrictions or acceptance of transfer credits.

Academic Transcripts

Transcripts can be ordered through the University Registrar on the UD website at <http://www.dbq.edu/Academics/Registrar/RequestaTranscript/>. To receive a copy of your official transcript, your University of Dubuque account must be free of financial obligations. Requests for transcripts are completed within 3-5 working days; please allow additional processing time for high-volume periods. You will receive an email confirmation when your order has been completed. Additional details can be found on the UD website.

ACADEMIC PROGRESS AND GRADING POLICIES

Attendance Policy

Class attendance is critical to a student's mastery of the knowledge and skills that are taught in a specific course, as well as one's contribution to a community of learners. Therefore, regular attendance and participation is an obligation assumed by every student registered for courses in the University of Dubuque's Graduate Studies.

Course Absence

The instructor should encourage students to notify him or her prior to class if an absence is anticipated.

- Upon the first absence, the instructor shall assign makeup work to cover the materials presented that week. If makeup work is not submitted to the instructor by the following class period, the instructor has an option to lower the student's earned grade by one letter grade (e.g., A- to B+).
- Upon a second absence, the student will be compelled to meet with their academic advisor and give a reasonable explanation for their absence. The academic advisor can opt to give the student another chance*, or inform the student that they will be withdrawn or receive an F for the course.
- No student may have three absences in any given course. The student may withdraw from the course if before the close of the withdrawal period. If the withdrawal period has ended, the instructor will assign a grade of F and inform the student of their failure in the course.

The Graduate Studies makes no distinction between excused and unexcused absences.

*if student is allowed to remain in the course, they will be assigned make-up work to be completed prior to the next class meeting.

Grade Point Average (GPA)

The GPA is a quantitative index of a student's scholarly achievement. The GPA is determined by dividing the total number of grade points by the total credit hours for which the grade points were assigned. Courses in which grades of AU, CR, I, IP, P, or W have been assigned are not included in computing the GPA. A grade of F is included in the computation.

The UD GPA will be used in determining academic standing and eligibility for graduation, graduate assistantship, and any co-curricular activity. The UD GPA will include only those credits earned at UD.

Grades

Final grades are recorded on a transcript of record located in the Office of the Registrar. The following system of grading is used in reporting the quality of student work:

A	4.00	C	2.00	AU	Audit
A-	3.67	C-	1.67	CR	Credit
B+	3.33	D+	1.33	I	Incomplete
B	3.00	D	1.00	P	Pass
B-	2.67	D-	0.67	W	Withdrawal
C+	2.33	F	0.00		

GRADING TERMINOLOGY

Audit

Students wishing to enroll in a course without earning graduate credit may register as an audit. Tuition is charged at a reduced rate per credit hour, as shown in the cost section. Course requirements shall be arranged with the course instructor. An audit course will not count in the number of total hours attempted, and the grade assigned at the end of the term shall be AU (Audit).

Credit

A grade of CR (Credit) has no grade point value and therefore no effect on the calculation of a student's grade point average.

Incomplete Grade

A grade of "I" (Incomplete) may be assigned in a course when a student, because of circumstances beyond his or her control, is unable to complete the required work by the end of a grading period. An "I" will not be assigned unless the faculty member and the student complete and sign a Request for Incomplete Grade contract. This Request will state the reason for the requested Incomplete, outline the work to be successfully completed, and may designate the period for work completion. Prior to the end of a grading period, the course faculty member will submit to the Registrar the completed and signed request to assign an "I." Once the work has been completed, the faculty member will assign the final grade and send the grade to the Registrar. No graduate student will be permitted to

have 6 credit hours or more of "I" grades at any one time, and any expense incurred with an "I" is the responsibility of the student. Completion of work is not to exceed 30 days beyond the grading period. An "I" left unchanged beyond the 30 day period will result in an "F" grade for the course, unless the Incomplete Grade contract specified an alternate grade. Any extensions beyond the 30 days must be discussed with and agreed to by the course faculty member and approved by the Dean for Academic Affairs, Graduate and Adult Studies.

Pass

Students who satisfactorily complete a graduate course designated as Pass/Fail will receive the grade "P" for the course. The grade of "P" has no effect on the calculation of a student's grade point average.

Withdrawal from Course

Students may withdraw from a course or courses any time after the Add/Drop period up to shortly after the course's midterm point (roughly the 60% mark). The withdrawal deadline is published in the academic calendar. A grade of "W" will be recorded for any withdrawn course.

Change of Grade

After a grade has been recorded by the Registrar, a change of grade is allowed if there was faculty error in determining or recording the grade. To change a grade, the faculty member must complete a Change of Grade request form indicating the cause of the error and must submit that form to the Graduate Program Director. If the request is approved by the Graduate Program Director, the grade change will be submitted to the Registrar. In the event the instructor and Graduate Program Director are the same person, the Dean for Academic Affairs, Graduate and Adult Studies' approval will be required.

Final Grade Appeal

Students may appeal the final grade from a course if they believe 1) there has been a violation, misapplication or non-application of a University rule or policy, or 2) there has been a violation, misapplication or non-application of a specific course's rule or policy according to its syllabus. Since appeals involve questions of judgment, recommended action that a grade be revised in the student's favor will not be made unless there is clear evidence that the original grade was based on inaccurate, prejudiced or capricious judgment, or was inconsistent with official University policy or the policies set forth in the syllabus for the course. Students shall have protection against inaccurate, prejudiced or capricious academic evaluation through the publication of clear course objectives, grading procedures, and evaluation methods. At all levels of this final grade appeal process, students will provide written documentation (e.g., copies of assignment instructions, rubrics, syllabi, graded papers, graded tests, other graded assignments, etc.) to substantiate the appeal.

Students who wish to appeal a final grade should file the appeal with the relevant Graduate Program Director. The process specifies informal procedures and formal procedures that culminate, when

necessary, in a final grade appeal hearing before Graduate Curriculum Committee. Deadline for initiating a final grade appeal is no longer than 30 calendar days after the end of term.

Repeat of Course

In order for course credits to count toward the degree, a student must repeat any course in which they have earned below a C- as their final course grade.

A student who has earned a C- in a given course may elect to repeat the course in order to improve their cumulative GPA. This option may be necessary for a student to meet the graduation GPA standard of 3.0.

A student may not use a repeated course to meet the minimum credit hour completion requirements when a grade below the standard was previously earned. Once a course is repeated, the grade, the credit hours, and the grade point results from the repeated course will be used to recalculate the student's total credits earned and cumulative GPA. The grade earned for the repeated course will stand as the official grade for the course and the previous grade earned in the course will be removed from the student's total credits earned and cumulative GPA. Individual courses may be repeated only once, and during academic enrollment in the University of Dubuque graduate program no more than four courses may be repeated. Any student who needs to repeat a fourth course will be subject to academic probation or academic suspension.

In rare cases it may be necessary for a student to repeat a course where a grade higher than a C- has been earned in order to improve one's cumulative GPA. Should this situation occur, the student may seek permission from the Graduate Program Director for the best course of action to take.

A student who wishes to repeat a course that was transferred to the University of Dubuque from another college or university must contact the Registrar's Office to determine what effect, if any, there may be to the student's total credits earned or cumulative GPA.

PROGRAM WITHDRAWAL, SUSPENSION, READMISSION

Administrative Withdrawal

A student may be administratively withdrawn from a course by the Dean for Academic Affairs, Graduate and Adult Studies in consultation with the Graduate Curriculum Committee for failing to regularly attend classes as required by course faculty, or for behavior that is disruptive to the learning community. A student may also be administratively withdrawn from the University should it be determined he or she has not taken courses for one calendar year from the date of last enrollment.

Disruptive Behavior in the Classroom Policy

Disruptive behavior is that which the University regards as speech or action which is threatening, or substantially impedes the delivery of university services. Disruptive behavior includes harassing, threatening, or acting abusively toward an instructor, staff member or toward other students in any activity authorized by the University. Disruptive behavior also includes any other behavior covered by the University of Dubuque Code of Conduct.

Instructors are advised to keep careful written records regarding any incident of disruptive behavior, including dates, times, names of those present, and details of the incident. Instructors should inform the graduate program director and the Dean for Academic Affairs, Graduate and Adult Studies of any such incidents and provide written documentation, if requested. The parties involved, in conjunction with the program director and Dean for Academic Affairs, should strive for acceptable solutions or mediate appropriate intervention strategies.

In consultation with the graduate program director, the Dean for Academic Affairs may administratively withdraw the student by notifying him or her in writing (with copies to the Registrar and the instructor) if:

1. a solution cannot be achieved
2. the disruptive behavior continues
3. the student conduct seriously disrupts the learning process.

If administratively withdrawn for disruptive behavior, a student may appeal to the Vice President for Academic Affairs within 5 business days. If the student appeals, the Office of Graduate Studies staff will keep the instructor, the program director, academic advisor, Registrar, and the student informed of the status of any action to be taken.

Withdrawal from Program

Graduate students, whether full time or part time, who plan to withdraw from their academic program either by transferring to another institution or discontinuing the program of study must complete a Withdrawal form available from the Graduate Program Office. Students who withdraw or students who have been administratively withdrawn are required to reapply for admission (see Readmission).

Students leaving the University before the end of the term, without officially withdrawing, will have their work evaluated on the same basis as other students, and appropriate grades will be assigned by their faculty members. Students should consult with the Financial Aid Office prior to withdrawal from the University.

Involuntary Medical Withdrawal

The University reserves the right to withdraw a student if it feels that the safety of the student and/or its members could be jeopardized and has documented information which could suggest a serious medical condition that has obstructed one's educational attendance, participation, or residential life in a designated semester. A recommendation in favor of an involuntary medical withdrawal will be

submitted to the Vice President for Academic Affairs and/or Dean for Academic Affairs.

Recommendations for Involuntary Medical Withdrawal are made only after extensive involvement with a student in an effort to support voluntary withdrawal has been established and after alternative actions have been exhausted.

Probation, Suspension and Dismissal

At the end of each subterm (fall 1, fall 2, spring 1, spring 2, and summer) the academic performance of each student is reviewed for satisfactory academic progress. A student not meeting the cumulative GPA requirement of their respective program of study may be placed on academic probation or may be suspended at the close of the subterm. Additionally, any student who needs to repeat a fourth course in the program will be subject to academic probation or suspension.

If the student remains on academic probation at the conclusion of the following subterm, he or she is subject to suspension. Some programs of study may have specific progression requirements that supersede these general guidelines.

A MAC, MBA or MM student suspended from the University for academic reasons has the right to appeal to the Graduate Curriculum Committee (GCC). The information provided by the student for an appeal and the records collected by the University (such as transcripts and faculty testimony) will serve as the basis for the GCC's decision. The appeal decision of the GCC is final and may not be appealed. Students who are readmitted after suspension and fail to meet the graduate program's requirements may be suspended once again. A second suspension will result in dismissal from the University and may not be appealed. Academic probation, suspension, and dismissal will be officially recorded on the student's academic transcript.

A person academically suspended or dismissed from a graduate program at another institution is ineligible for admission to the University of Dubuque for one calendar year from date of suspension or dismissal. If admitted to UD, the student will be placed on academic probation. An admitted student who was on academic probation at another college shall begin on academic probation at UD. The length of the student's academic probation in both situations will be determined by the Dean for Academic Affairs, Graduate and Adult Studies, in consultation with the Graduate Program Director.

Readmission

A student previously registered in a graduate program at the University of Dubuque who has withdrawn or been administratively withdrawn from the University and wishes to resume his or her academic studies must contact the Graduate Program Office. If the student has attended any other college or university during the period when not registered at the University of Dubuque, official transcripts of the student's work must be submitted to the Graduate Program Office. An application for readmission is treated in the same manner as an application for initial admission, including the

requirement of payment of the application fee. A student who is readmitted to the University will be required to follow the requirements of the catalog in effect at the semester of re-enrollment.

DEGREE APPLICATION AND GRADUATION REQUIREMENTS

Academic Requirement Completion

A student has six (6) years from the date of matriculation to complete all the academic requirements for his or her graduate program.

Change in Degree Requirements

Should catalog requirements for a degree change at any time within six (6) years subsequent to a student's matriculation, the student shall have the option of continuing either under the graduate catalog used at the time of the student's matriculation to the graduate program or under the new requirements of the current graduate catalog. Only successfully completed coursework taken for the completion of all degree requirements within six (6) years from the date of matriculation will be counted toward graduation total credits earned and cumulative GPA requirements.

Application for Degree

There are two commencement ceremonies, in December and May. A student intending to graduate from the University must apply for their degree by submitting a completed Graduation Application form according to the application deadlines:

- For May and August graduates (participating in May ceremony) October 1
- For December and August graduates (participating in December ceremony) May 1

Graduation Application forms are available online at www.dbq.edu/Academics/Registrar. Applications are good for one year after the initial intended date to graduate. For example, if you intend to graduate in May 2019 and fail to meet the requirements at that time, your application will remain on file until May 2020. If you have not met the requirements by that time, you will need to re-apply and pay the full graduation fee. If you would like an additional diploma for another major or degree (after you have received a diploma), you will need to complete a Graduation Application with the new major and/or degree and pay the full graduation fee. A student may participate at Commencement once per degree.

May Commencement Participation Policy

Students in any one of the following categories may participate in the May commencement ceremony:

- Students who, with the successful completion of the courses scheduled for spring term, will have completed all degree requirements at the conclusion of the spring term.
- Students who successfully completed all degree requirements the prior fall, or will at the end of the summer session, and did not participate in the prior December ceremony.

December Commencement Participation Policy

Students in any of the following categories may participate in the December commencement ceremony:

- Students who, with the successful completion of the courses scheduled for fall term, will have completed all degree requirements at the conclusion of the fall term.
- Students who successfully completed all degree requirements the prior August, and did not participate in the prior May ceremony.

Graduation Requirements

A student must complete the required amount of credit hours for the program in which he/she is enrolled. The MAC and MM programs require 30 credit hours, the MBA requires 36 credit hours. Additionally, international students must complete all ESL courses with a passing grade. Students enrolled in the MAC, MBA and MM Programs require a minimum cumulative grade point average of 3.0 in their program of study and a grade of C- or better in all courses to be eligible for graduation.

Multiple Academic Majors

With proper planning of academic class scheduling, students may be able to complete multiple majors when acquiring their graduate degree. To declare additional majors, students are requested to meet with their assigned Academic Advisor to develop a plan of study. Students seeking a second major must complete all requirements of both programs. There must be a minimum of 12 credits uniquely different between the first and second major. Only one capstone course is required. Should the two programs have different capstones, the student is encouraged to discuss options with their Academic Advisor to determine which is more suitable to their professional interests.

Double Degree

Students currently enrolled at the University of Dubuque Graduate Studies who wish to pursue two graduate degrees (e.g. MBA and MM-CM) must satisfy the academic requirements of both programs. A minimum of 50% of course work must be unique between the two programs. The student is required to complete both capstones. Two majors under the same degree is considered "Multiple Academic Majors" and not a "Double Degree". For example, the MM-CM and the MM-SM is the same degree, therefore, the student can only declare multiple academic majors. Whereas, the MBA and the MM-CM are two separate degrees, and thus the student can seek a double degree.

Duplicate Diploma Policy

A duplicate diploma may be issued upon request. A written request must be made to the Registrar indicating the reason for a duplicate diploma. The duplicate diploma shall show the date of the original diploma and will have the signatures of the current University officials and the current format and size. The fee will be one-half the current fee for graduation to be paid prior to the ordering of the duplicate.

Confidentiality of Student Records

The University of Dubuque follows the general policy of not releasing personal student information to outside agencies without the expressed written consent of the student. The University will make periodic evaluations of the information placed in student records to assure that only information related to the specific purpose of the educational program be collected and maintained. A student's record shall be construed as containing the academic record, the health record (not including counseling files), the placement files (unless a waiver of right to see references has been signed), along with any record of official University response to disciplinary or academic problems.

Academic Integrity

The University of Dubuque expects students to be honest in academic matters. We expect each person whether on campus or on-line, to be forthright and direct, and to value integrity in all his/her dealings. Activities and attitudes should be consistent with high academic standards, Christian commitment, and with the Mission and Values of the University.

Please see the Values Violations section for appropriate definitions, procedures, and possible sanctions related to Academic Dishonesty.

FERPA (Family Educational Rights and Privacy Act)

As custodian of student records, in compliance with the Family Educational Rights and Privacy Act (FERPA) of 1974 and amended in 1998, the University assumes the trust and obligation to ensure the full protection of student records which includes maintaining the confidentiality of educational records. The University has developed policy guidelines for access to educational records with respect to the rights of eligible students and parents of dependent eligible students. Educational records maintained by the University are considered confidential, except for directory information and information that is exempt from the need for consent. Information that may be disclosed may be released publicly in verbal, printed, electronic, or other form. The administrative procedures outlined in this section are to be compiled by University personnel who have or accumulate educational records, which are in a personally identifiable form. Students may direct questions regarding FERPA and the regulations to the Registrar and the Dean for Academic Affairs.

Access to Student Records

The FERPA policy affords students certain rights with respect to their education records. They are:

1. The **right to inspect and review the student's education records** within 45 days of the day the University receives a request for access. Students should submit to the Registrar, Dean for Academic Affairs, Graduate Program Director, or other appropriate official, written requests that identify the record(s) they wish to inspect.

The University official will make arrangements for access and notify the student of the time and place where the records may be inspected. If the records are not maintained by the University official to whom the request was submitted, the official shall advise the student of

the correct official to whom the request should be addressed.

2. The **right to request the amendment of the student's education records** that the student believes to be inaccurate or misleading. Students may ask the University to amend a record that they believe is inaccurate or misleading. They should write the University official responsible for the record, clearly identify the part of the record they want changed, and specify why it is inaccurate or misleading. If the University decides not to amend the record as requested by the student, the University will notify the student of the decision and advise the student of his or her right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to the student when notified of the right to a hearing.
3. The **right to consent to disclosures of personally identifiable information** contained in the student's education records, except to the extent that FERPA authorizes disclosure without consent. One exception which permits disclosure without consent is disclosure to school officials with legitimate educational interests. A school official is a person employed by the University in an administrative, supervisory, academic or research, or support staff position (including law enforcement unit personnel and health staff); a person, company, or agency with whom the University has contracted (such as an attorney, auditor, or collection agent); a person on the Board of Trustees; or a student serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing his or her tasks. A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibility.
4. The **right to refuse to let the institution disclose designated directory information**. The University has designated the student's name, UD assigned e-mail address, academic program, academic level, current enrollment status, attendance dates, degrees and awards received as directory information. If a University student does not want any or all the information designated as directory information, he/she must complete the *Non-Disclosure Form* (available in the Registrar's Office).
5. The **right to file a complaint with the U.S. Department of Education** concerning alleged failures by the University to comply with the requirements of FERPA. The name and address of the office that administers FERPA is: Family Policy Compliance Office, U.S. Department of Education, 400 Maryland Avenue, SW, Washington, DC 20202-4605.

Electronic Devices in the Classroom

The University of Dubuque aims to provide an optimum environment for teaching and learning. To this end, we encourage all members of the campus community to be considerate in their use of cell phones and other electronic communication devices. No conversation on a cell phone should take place when a class, meeting, or other public event (such as convocation or concert) is in progress. In

general, all electronic devices should be turned off inside the classroom. When it is necessary to leave such devices turned on, however, all members of the University of Dubuque community should make every effort to receive only non-audible signals. Faculty members may establish specific policies for the use of electronic devices in their classrooms. Students will be informed of the policies by the individual instructor at the beginning of the course.

Grievance Procedures

In any disagreement over the interpretation of academic regulations or the existence of extenuating circumstances that might justify special consideration, the student may file a grievance. Students wishing to file a grievance should do so within 15 business days of the event by submitting their concerns in writing to their Graduate Program Director.

A grievance is a complaint by a student of UD involving an alleged misapplication or violation of any UD policy or procedure that adversely impacts the student, or any other dispute within UD that directly impacts the student in an adverse manner.

A Grievance may include, but is not limited to, complaints alleging:

- (a) unfair treatment by an University employee,
- (b) errors in the assessment of fees or other financial obligations,
- (c) registration errors, and/or
- (d) loss of financial aid eligibility.

The primary objective of a student grievance procedure is to ensure concerns are promptly dealt with and resolutions reached in a fair and just manner. It is essential each student be given adequate opportunity to bring complaints and problems to the attention of the University with the assurance each will be heard and due process afforded the student.

Issues and Disputes Covered under their Own Process:

1. Requests to review and challenge contents of student records (see Graduate Student Handbook section Family Educational Rights and Privacy Act and Access to Student Records).
2. Grievances or concerns involving harassment or discrimination on the basis of race, color, religion, sex, age, national origin, disability, or Vietnam-era veteran status (see Graduate Student Handbook section Values and Values Violations).
3. Grievances relating to sexual harassment (see Graduate Student Handbook section on Sexual Harassment Policy Title IX).
4. Appeals of disciplinary actions. Appeals of this nature will be submitted to the Graduate Curriculum Committee in consultation with the Vice President for Academic Affairs.
5. Appeals or petition regarding instructional or academic issues. Appeals for these issues will be submitted to the Graduate Curriculum Committee in consultation with the Vice President for Academic Affairs.

6. Complaints that, on their face, are not subject to possible resolution in a student grievance context. (An example would be a student complaint where the student's requested relief is prohibited by state or federal law.)

Informal Resolution

1. Before initiating the formal grievance process, the student is encouraged to make every effort to resolve the problem informally with the person(s) alleged to have caused the grievance.
2. Alternatively or additionally, the student may present the informal grievance in writing to the person(s) alleged to have caused the grievance. This attempt to resolve the grievance informally should be started as soon as the student first becomes aware of the act or condition that is the basis of the grievance.
3. The student may present the informal grievance to the direct supervisor of the person alleged to have caused the grievance. Students uncertain about how to identify this person or determine how to proceed may consult the Graduate Program Director, who shall identify the appropriate person.

Formal Complaint Resolution

1. When appropriate, students are encouraged to work with their academic advisor and other parties involved to arrive at a solution before filing a formal complaint. If the student desires to request a formal complaint, the student is to complete the Student Grievance Form and submit to the Graduate Program Director, or their designee, for evaluation.
2. The Graduate Program Director, or their designee, will review and act on the issue within fifteen (15) business days of receipt.
3. When an adverse decision by the Graduate Program Director is made, the student may elect to appeal the Graduate Program Director's decision to the Graduate Curriculum Committee, which will review and act on the issue within thirty (30) calendar days of receipt. The committee's decision is final.

If the student complaint cannot be resolved after exhausting the Institution's grievance procedure, the student may file a complaint with the Iowa College Student Aid Commission. The student attending a location in Iowa must contact the Iowa College Student Aid Commission for further details. The Iowa College Student Aid Commission address is:

Iowa College Student Aid Commission

430 East Grand Ave., FL 3

Des Moines, IA 50309

Phone: 877.272.4456

Website: <https://www.iowacollegeaid.gov/content/constituent-request-review>

Please see "Student Grievance Form" (Appendix A) on page 113 of this document for guidance in following the grievance process.

CAMPUS LIFE

Student Activities

The Office of Student Activities (OSA) offers a wide variety of activities for the student body. OSA advises student organizations, plans programs for all students, and oversees Homecoming activities. OSA also advises the Student Activities Board (SAB) in the planning and implementation of campus-wide social programming, advises the Greek Council, and assists in advising the Student Government Association (SGA). OSA is also the hub for all active student organizations' communications, finances, and event coordination. Additional information about OSA can be obtained by visiting the OSA office (306-D Heritage Center), calling 563.589.3583, or visiting the OSA website at www.dbq.edu/CampusLife/OfficeofStudentLife/StudentActivities.

Student Organizations

Although there are no student organizations addressing unique interests of graduate students, graduate students may find it interesting to know there currently are more than 50 student organizations on campus. Most of these organizations sponsor events for the entire UD community throughout the year. For more information on student organizations, please contact the Office of Student Activities (OSA) at 563.589.3583, email OSA@dbq.edu, or visit the OSA website at www.dbq.edu/CampusLife/OfficeofStudentLife/StudentActivities/studentorganizations.

Intramurals-Recreational Sports Program 563.589.3449

The Intramural-Recreational Sports Program seeks to promote wellness, develop friendships, and encourage the wise use of leisure time. To be eligible to participate in UD's intramurals, an individual must be a University of Dubuque student, faculty, or staff member. More than 20 activities are offered each year for participants of all skill levels and abilities. Intramural sports provide a great opportunity to exercise, meet people, and compete.

Wellness Program 563.589.3449

The goal of the Wellness Program is to encourage a healthy, balanced lifestyle for all members of the University of Dubuque community. The UD Wellness Program provides students, faculty, and staff diverse opportunities that strive for an optimal state of health. The UD Wellness Program includes access to facilities, group exercise classes, and education.

SAFETY and SECURITY

(911 or 563.589.3333)

EMERGENCY PROCEDURES

Emergency and non-emergency calls from the campus for fire, police, or ambulance assistance or services should be directed through the Safety and Security Office at x3333 or 563.589.3333. If a situation requires immediate action, the local emergency service number should be contacted (9-911); then if able call Safety and Security at x3333 or 563.589.3333.

Emergency Telephone 9-911 and x3333 and 563.589.3333

If you feel unsafe or are faced with an emergency, use the emergency telephones located around campus. The telephones have a blue light on top and are labeled "Emergency." To operate emergency telephones, press the red button and the Safety and Security staff will immediately know your location and assist. They are located at the following areas:

- University Park Drive near the traffic gate (by Donnell Hall)
- University Park Drive (between Donnell Hall and Park Village)
- University Park Drive near the traffic gate (by Park Village)
- Hardee's parking lot
- CRWC; north and south entrances, and at each end of the west entrance
- Mercer Birmingham Hall; main entrance
- Heritage Center; north, south, and east entrances
- All residence halls have a phone in the main exterior entrance. However, they do not have a blue light
- The following academic buildings have exterior emergency phones:
 - Physical Plant
 - MTAC; all entrances
 - Myers Library; main entrance lobby
 - Severance Hall; main entrance breezeway
 - Blades Hall; south entrance facing the Quad
 - University Science Center; main entrance off Algona and PA entrance facing Aitchison Hall
 - Smith Hall does not have an exterior phone, but the lower entrance is always unlocked and Security is always available in their office or by using the red Security phone located outside the Safety and Security office.

Procedures for Staff/Faculty Response to Student Crisis

In the event a student is involved in an accident with serious injury, suicide attempt, alcohol or drug overdose, the victim of violence, sexual assault, harassment, and/or discriminatory acts, or threat of violence, and/or extreme emotional situation, procedures have been adopted by the University of Dubuque as an appropriate response.

The Student Life staff and Pastor to Seminary Students provide the University of Dubuque community with advice and counsel on how to deal with certain issues related to University of Dubuque students on campus and in the Dubuque community. The Student Life staff are available to help with handling issues in a way that is consistent with University of Dubuque policies and

procedures. Student Life staff will act as liaison, as necessary, between agencies working with issues related to University of Dubuque students. If you have been a victim, or witnessed any incidents, you are encouraged to contact the Vice President and Dean of Student Life (563.589.3270), UD's Mental Health Therapist at (563.589.3253), or Counseling & Life Services at (563.589.3132). For additional information, please visit our website at www.dbq.edu/campuslife/officeofstudentlife/counselinglifetimeservices/

Fire

The purpose of the fire alarm system is to alert occupants of the building of the need to evacuate. The fire alarms and fire equipment (i.e., extinguishers) are to be used only in case of fire. Please be advised that tampering with fire alarms and equipment is a violation of Iowa state law as well as University policy. Offenders are subject to university disciplinary action as well as criminal prosecution.

Upon hearing the fire alarm sound in the room/facility, all occupants should follow these procedures:

- Keep low to the floor if smoke is in your room/facility.
- Close windows.

Before opening the door:

Feel the knob. If it is hot, do not open the door. If the knob is not hot, brace yourself against the door, and open it slightly. If heavy smoke or fire is present, close the door and stay in the room/facility.

If you can leave the room/facility:

- Be sure to have clothing appropriate for the weather.
- Be sure to bring your key (if applicable).
- Leave lights ON.
- CLOSE and LOCK door (if applicable).
- Leave by the nearest safe exit.
- Do NOT use an elevator.
- If ALL exits are blocked, return to your room/facility.
- Once outside, quickly move away from the building at least 300 feet.
- Do not return to the building until signaled by staff to do so.

If you CANNOT leave the room/facility:

- CLOSE door.
- Seal cracks around the door with towels, bed clothing, or anything else you can find to help keep out smoke.
- Open window.
- Do NOT jump if you are above the second floor.

- Hang something from the window to attract attention or shout for help.

Severe Weather

A Tornado Watch implies the possibility of a tornado and high winds in the immediate area.

A Tornado Warning means that a tornado has been sighted in the area and shelter should be sought immediately. In the event of a warning for the city of Dubuque, the following procedures should be followed:

- A city alarm will be sounded to inform you of a warning.
- Leave room/facility immediately.
- Lock your room/facility and take the key (if applicable).
- Proceed to the designated area.
- Stay away from windows.

In situations involving a severe weather warning, such as a tornado warning, you should immediately proceed to the lowest level of any building you happen to be in. DO NOT go outside to check the weather. Try to stay in the center of the building. Stay away from windows and exterior doors. At the end of the severe weather event, wait for an "ALL CLEAR" before returning to your room.

Nearly all of the buildings on campus have "SEVERE WEATHER SHELTER AREAS" marked with signs. Become familiar with them now before you need the information. The best way to ensure your survival is to be aware.

Medical Emergencies

If there is any need for which you believe emergency medical assistance is necessary, please call 9- 911 immediately or UD Campus Security at x3333 or 563.589.3333.

The UnityPoint Health-Finley Health Care Systems (563.589.2460) serves the University's health needs. The UD Medical Coordinator (563.589.3244 or 563.580.6889) should be notified of any medical emergency or condition which occurs on campus or with a UD student. The UD Medical Coordinator will contact Student Life, the Campus Chaplain, or Pastor to the Seminary Students as needed.

UD Safety and Security Office

The Safety and Security Department at the University of Dubuque provides for the safety and security of all University property 24 hours a day, 365 days a year. The UD's Safety and Security Office is located in Smith Hall, Room 112. Regular office hours are Monday through Friday, 8:00 a.m. to 5:00 p.m. If assistance is needed after hours call at x3333 or 563.589.3333 or you may call on the red phone located on the wall outside the Security Office and the officer on duty will assist you.

As part of the University's efforts to promote and maintain a safe and secure campus environment for each member of the UD community, the security officers provide a regular program of prevention services including:

- Responding to emergencies and accidents.
- Working with local law enforcement agencies to exchange information and to assist in incidents involving the University community on or off-campus.
- Conducting routine foot and mobile patrols on campus grounds and monitoring the campus environment.
- Speaking at meetings on topics of safety and security.
- Conducting wellness checks.
- Providing specialized security services for university events.
- Providing 24-hours per day escorts.

While security officers are not certified as law enforcement officers, they do receive training on aspects of campus safety as well as continual in-house training to upgrade and professionalize their skills.

In accordance with the Federal Government's Student Right-To-Know and Campus Security Act, the University of Dubuque maintains an annual security report that is available to students and employees that includes security policies and procedures, on-campus crime statistics, and information concerning the University's programs for dealing with drug prevention and sexual assaults. Any student may obtain a copy of the University's Annual Security Report from the Campus Security office or online at www.dbq.edu/campuslife/facilitiesandservices/campussafetysecurity/

Your Personal Safety on Campus

The University of Dubuque's Safety and Security Department is fully committed to maintaining a safe campus where students, faculty, and staff can work and study in a secure environment. Safety is a shared responsibility and security begins by being aware of one's surroundings and reporting suspicious persons, activities, or safety concerns. The cooperation, involvement, and vigilance of students, faculty, and staff in a campus safety program are needed to make our campus as safe as possible. We encourage all UD community members to take responsibility for their own safety and security by reporting crimes, suspicious activity, or other emergencies immediately to the Safety and Security Department. By accepting this responsibility, members of the UD community assist in maintaining a safer and more secure campus environment.

Since the opportunity for crime exists everywhere, the campus community should also take precautions to avoid dangerous or risky situations. The following are safety and security tips:

- Use the "buddy" system when walking, especially after dark.
- Park vehicles and/or walk in well-lighted areas.
- Use the escort service on campus which is available 24 hours a day by calling Security at

x3333 or 563.589.3333.

- Be sure to report lost keys or ID cards immediately.
- Don't leave your possessions unattended.
- Report any broken or flickering lights, dimly lit corridors, and broken locks or windows.

STUDENT SERVICES

Vision: To be renowned for serving the best interests of students at all stages of their lives and at different levels of professional and personal development.

ACADEMIC SUCCESS CENTER

The Academic Success Center (ASC) at the University of Dubuque is located on the second floor of the Charles C. Myers Library. The mission of the ASC is to assist students to become self-determined, motivated, and independent learners and to connect them with the resources necessary to achieve both academic and personal goals. Services include the following:

- Academic Coaching
- Disability Services
- Testing Services
- Subject Tutoring and Writing Center

Additional information on the Academic Success Center can be found at

<http://www.dbq.edu/Academics/AcademicSupportSuccess/> or you can contact the Academic Success Center at 563.589.3262.

Academic Coaching

The Academic Success Coach works with students to develop their personal study habits. Students can work one-on-one with the Success Coach on areas such as time management, test-taking strategies, reading comprehension, or other academic topics of concern.

Disability Services

The University of Dubuque provides accommodations to students with documented disabilities upon request by the student. The accommodations the university can provide are based on the written recommendations of a licensed diagnosing professional.

Common accommodations coordinated for students include, but are not limited to, extended time on exams, supplemental note-taking services, a reader or scribe for exams, and alternative textbooks.

Testing Services

The ASC is the alternative testing site for students who have a documented disability and are eligible for a specific accommodation(s) for testing. The testing site also offers fee-based CLEP testing (College-Level Examination Program) and DSST exams for the opportunity to earn college credit.

Tutoring – BE SMART and Writing Center

During the academic year, the ASC provides peer and professional staff to help with subject tutoring and writing consultations from 8:00 a.m. - 8:00 p.m. Monday through Thursday, 8:00 a.m. - 5:00 p.m. Friday, and 4 p.m. – 8 p.m. Sunday.

BE SMART Tutoring offers assistance in the following subjects: Business, Economics, Science, Mathematics, Aviation Regulations, and Technology. For help with other subject areas, please contact the ASC.

The Writing Center encourages students to become self-determined, motivated, and independent writers, equipping them with the confidence and strategies to engage successfully in the writing process.

All services are free to University of Dubuque students. Students may schedule appointments with tutors and writing consultants at <https://dbq.mywconline.com>. You must register your account upon your first visit to the site, and then may log in and schedule appointments.

ADMISSION OFFICE - GRADUATE

The Admission Office for the Master of Arts in Communication (MAC) and the Master in Management programs is located on the first floor of Severance Hall in room 121, phone 563-589-3246.

ADDITIONAL STUDENT SERVICES

Alumni/ae Association 563.589.3351

The University of Dubuque Alumni/Advancement Office is your connection to UD for life! Our goal is to help you stay connected with UD and your Spartan classmates long after graduation. Did you know you can take advantage of the alumni office as a student? The Alumni Office can help you network with alums online, via Linked In, through Phon-a-thon, and a variety of campus events.

Don't wait until graduation to meet the alumni office! We'd love to meet you, learn about your experiences as a student at UD and share your story with other alums. Plus, we may be able to connect you with alumni who can provide guidance to you as a student. Don't wait until graduation to meet the alumni office – stop by anytime! The Alumni Relations office is located on second floor of Van Vliet Hall.

Connect with us any of the following ways:

Phone: 563.589.3351

Email: udalumni@dbq.edu

Facebook: [facebook.com/udoaa](https://www.facebook.com/udoaa)

Twitter: @UDSpartanNation

LinkedIn: University of Dubuque Alumni & Friends

Baccalaureate

The Baccalaureate Worship Service celebrates the graduation of college and Seminary students from the University of Dubuque. It is usually held before graduation in May. The Seminary and College typically hold separate Baccalaureate services on the same day. Questions concerning Baccalaureate should be directed to the Campus Chaplain (563.589.3582) or the Pastor to Students of the Seminary (563.589.3390).

Bookstore – Gift Shop 563.589.3131 – Textbooks 563.589.3195

The Babka Bookstore is located in Peters Commons and has two locations. The gift shop is located across from the Jack and Barbara Smeltzer Dining Hall on the first floor and offers a huge variety of UD apparel and many other gift items such as backpacks, jewelry, and diploma frames. The textbook area is located in the lower level is open to sell textbooks and school supplies to students all year long. Hours vary during the academic year. Visit the bookstore at www.bookstore.dbq.edu.

Campus Ministry 563.589.3582

The University is affiliated with the Presbyterian Church (U.S.A.), a tradition that has emphasized and valued higher education out of theological conviction. Community on campus is further appreciated and nurtured out of a belief of who God is and who God has made us to be. God made humanity to be in relationship with God and with one another, and each person is valuable, being loved by God with a love that is able to transform. The ordinary means by which students often encounter the grace of God on campus is through Bible studies, fellowship activities, mission projects, weekly worship services, or chapel services which are currently held Monday, Wednesday, and Friday mornings in Blades Hall. Although rooted in the Presbyterian and Reformed tradition, an ecumenical spirit is upheld in sponsored activities and all are invited. The campus ministry for college students is nurtured and guided by the Edwin B. Lindsay Chaplain, with offices located in Blades 203.

Child Care Center 563.585.7461

The University of Dubuque's Marge Kremer Little Spartans Child Care Center is open Monday through Friday from 6:30 a.m. to 5:45 p.m. Evening hours (Monday-Thursday) are available for students enrolled in LIFE classes.

The Child Care Center is licensed for sixty children; ages 6 weeks through preschool. We offer preschool classes daily for both three- and four-year old children and are partnered with the Dubuque Community School District to offer free four-year old preschool.

The Child Care Center utilizes the Creative Curriculum in all classrooms. This is a nationally recognized Early Childhood curriculum that is child-centered and promotes learning through play. This teaching style encourages curiosity and first-hand learning experiences. To set up a tour or for more information, please contact the Childcare Center Director at 563.585.7461.

Convocation

Opening Convocation is the first opportunity in the academic year for the entire University community to gather. The Latin word “convocare” means to call together. Opening Convocation calls all of us together to celebrate our heritage and Mission as a Christian academic community.

Copying Services

Photocopy machines are available for students' personal use on the main floor of the Library. Copies are \$.10 per page.

Counseling & Life Services 563.589.3132, 563.589.3253, or 563.589.3455

The University has a variety of short-term personal counseling and support options available to assist students who have specific emotional, social, academic, spiritual, vocational, sexual, or personal concerns. Also, confidential HIV testing and counsel are provided to UD community members through this service; please review the AIDS Policy within the Student Handbook for more details.

Members of UD's Counseling & Life Services are trained for a variety of counseling and support service needs. Short-term personal and career counseling is confidential and is provided at no cost to students. However, if a student is in need of long-term psychotherapy and treatment planning or immediate inpatient mental health services, an appropriate recommendation and referral will be provided upon request. This confidential and professional referral is provided at no cost to students. To reach a counselor after hours, on weekends, or holidays, please contact UD's Safety and Security office at 563.589.3333 and you will be connected to a counselor upon request in a confidential manner. For more information, visit the second floor of Peters Commons or our website at: www.dbq.edu/CampusLife/OfficeofStudentLife/CounselingLifeServices/.

Facilities/Room Reservations 563.589.3868

Neither an on-campus event, academic or sport camp, University-sponsored activity, nor the use of University facilities by off-campus guests, speakers, or agencies will be designated a University event or appear on the UD Master Calendar unless authorized by, and scheduled through, the Office of Scheduling and Event Planning. Application and authorization for any event must first be submitted and approval obtained prior to either contracting for an event or making commitments for University facilities. The Building, Event, and Room Registration Request application is available on-line on the University's intranet at www.dbq.edu/campusportal/eventregistration.cfm. For additional information contact the Director of Scheduling and Events in the University Public Relations Office in the Myers Center, via e-mail at TLess@dbq.edu, or by phone at 563.589.3868.

The University has a number of facilities accommodating a variety of indoor and outdoor sports and recreational activities. Throughout the year, a number of intramural sports competitions are held. For all athletic venues and the Chlapaty Recreation & Wellness Center (CRWC), the hours of operation are posted each semester and summer. Any student wishing to use an athletic venue must present a valid UD student ID. Groups wishing to reserve an athletic venue, including the CRWC, should

contact the Assistant Athletic Director at drrunkle@dbq.edu or 563.589.3224. For information on the intramural program, please contact vpopp@dbq.edu.

Fax Machine Use

There are two fax machines available for student use. The fax machines are located in the Library (main floor) and in Student Life (second floor of Peters Commons). The charge for sending faxes within the United States is \$.50 per page and \$2.00 per page for international faxes.

Financial Planning 563.589.3170

Tuition

Tuition for the 2019-2020 academic year is \$735 per credit hour.

Special Fees

- Application fee of \$25.00
- Audit fee of one-half per credit hour of the standard tuition fee
- Graduation fee of \$60.00 (includes cap, gown, hood and diploma)
- Official transcript of record are \$8.00 – \$10.00 each

The tuition, fees and other charges described above are good faith projections for the academic year. They are, however, subject to change from one academic term to the next as deemed necessary by the University in order to meet its financial commitments and to fulfill its role and mission. There may be other fees and charges which are attendant upon a student's matriculation at the University. These fees or charges may be determined by contacting the University offices which administer the programs or activities in which the student intends to enroll or engage.

Book Fees

Although the University does not charge students for textbooks, textbooks are required in most courses. A graduate student can expect to pay upwards of \$100 - \$250 per course. Textbooks are available for purchase at our campus bookstore, or often found available online at various discount sites. Students are expected to have their textbook purchased, rented, or borrowed prior to the start of class.

Financial Aid Application

An application for financial aid must be submitted each year. The Free Application for Federal Student Aid (FAFSA) is the form required by the University of Dubuque for determining a student's eligibility for financial assistance. The form is available online at www.fafsa.gov.

Stafford Student Loan

The Federal Unsubsidized Student Loan Program enables students to borrow under the Federal Direct Student Loan program, funded by the federal government. Students may apply for a loan if they are enrolled or have been accepted for enrollment in a degree program at least half-time. A federal origination fee is deducted at the time the loan is disbursed. Further information may be secured from

the Office of Student Financial Planning. Students who are U.S. citizens and eligible non-citizens are eligible to apply for Federal Unsubsidized Loans if they are enrolled at least half-time. If at any point in the program less than half-time enrollment occurs, the student may go into repayment, and is no longer eligible for loans.

Satisfactory Academic Progress Policy for Federal, State and Institutional Financial Aid

Students attending full-time have a maximum of three academic years to complete a program of study at the University of Dubuque. Part-time students have a maximum of six academic years to complete a program.

Academic progress will be measured using both qualitative and quantitative means. A minimum grade point average of 3.00 and a minimum number of credit hours completed in an academic year are requirements. Both of these standards are designed to ensure a student keeps on schedule and completes within the prescribed program time, and not to exceed more than 150% of the program length. The quantitative pace will be measured by dividing the cumulative number of hours successfully completed by cumulative number of hours attempted by the student. Generally, to complete within 150% the student should not have a pace below 67%. For a complete Satisfactory Academic Progress policy, contact the Office of Student Financial Planning.

Payment of Account

Payments must be made on the due date of billing. Diplomas, transcripts, and grades will not be issued to students until their financial obligations are settled with the Student Accounts Office.

Those who desire to pay tuition, room, board, and fees on an installment basis should contact the Student Accounts Office for payment plan information.

Institutional Refund Policy

The institutional refund policy is only for students who withdraw from all classes and leave the University. The policy does not apply to a student who withdraws from some classes but continues to be enrolled in other classes. If a student withdraws from a class after the add/drop date, a W will be recorded through the last day to withdraw from the class and no refund will be given.

Students who withdraw on or before the 60% point of the enrollment period and are receiving federal, state and/or institutional financial aid, are subject to a pro rata refund determined by the number of calendar days in the payment period or period of enrollment divided into the number of calendar days completed as of the day the student withdrew.

Withdrawal Date:

- is the date the student began the official withdrawal process; or
- is the date that the student otherwise provided official notification to the University of Dubuque of the intent to withdraw; or
- if the student did not begin the withdrawal process or otherwise notify the University of

Dubuque of the intent to withdraw, the midpoint of the payment period for which assistance was disbursed or a later date documented by the University of Dubuque.

Special Rule: If the University of Dubuque determines that a student did not begin the withdrawal process or otherwise notify the institution of the intent to withdraw due to illness, accident, grievous personal loss, or other such circumstances beyond the student's control, the University of Dubuque may determine the appropriate withdrawal date. Contact the Financial Aid Office for complete details on refund policy.

Graduate Assistantships

A limited number of graduate assistantships may be available each year. Each graduate department shall determine the specific duties and responsibilities of graduate assistants. The Directors of the graduate programs, in consultation with the Dean for Academic Affairs, will decide on all graduate assistant appointments. Graduate assistants must maintain a minimum grade-point average of 3.00 to continue as graduate assistants. Applications may be requested or picked up from the Office of Graduate Studies.

Health Insurance 563.589.3244

The University of Dubuque does not require proof of health insurance for enrolled students with the exception of international students, student-athletes, Seminary students, and MSPAS students. However, it is highly recommended that all enrolled students have health insurance coverage either through their family's medical plan or some privately purchased health insurance plan.

All international students must purchase University-approved health insurance with repatriation and medical evacuation coverage.

Identification Cards 563.589.3333

All students are required to carry a University of Dubuque photo ID card. ID cards are needed to cash checks, check out books at the library, to enter the CRWC, and for free admission to the Stoltz Sports Center and home intercollegiate athletic events. Every student receives an ID card when he or she first registers for classes. If cards are lost or damaged they can be replaced for a \$25.00 fee in the Safety and Security Office. Students may make a cash deposit on their card and may do so in Student Accounts located on third floor of the Charles and Romona Myers Center. This credit allows the student to make purchases in the Health Bar, the Dining Hall, the Cyber Café, the Babka Bookstores, and in Sylvia's Common Ground Coffee House. Any charges made against the credit balance are automatically deducted until the credit balance is depleted.

International Studies Office and Study Abroad 563.589.3712

The International Studies Office is located in the Heritage Center (Susan Magill Smith Suite, Room

306-F.) The International Studies Office offers information and support for international students, as well as students wishing to study abroad.

All international students holding F-1 visas must report to the International Studies Office within seven (7) days of their arrival at the University of Dubuque. In addition to mandated immigration documentation, the International Studies Office offers hospitality and support to all international students attending UD. Please contact the International Studies Office (563.589.3712) or consult UD's website for more detailed information at www.dbq.edu/CampusLife/OfficeofStudentLife/InternationalStudents.

The University of Dubuque offers a variety of short-term and semester-long international study opportunities. Please contact the Graduate Program Director of your program of study to determine whether study abroad options are available.

Library 563.589.3100

The Charles C. Myers Library is an integral part of student learning at the University of Dubuque, providing students with a high-quality collection and reference librarians dedicated to teaching them how to find, evaluate and use those resources. The beautiful building is a center for learning on campus, encouraging group and individual study and providing the databases, books, and journals students need to be successful in research assignments.

The collection is a blend of print, electronic and media resources, with 58 specialized databases, 177,000 print volumes, 178,000 electronic books, and 30,000 electronic journals. The media collection includes 6,500 DVDs and 23,000 streaming educational films. Items not available through the collection may be ordered via interlibrary loan free of charge.

Along with materials that support students' academic work, the library has an extensive leisure collection, including feature films, television series, magazines, and fiction, including a large young adult collection.

Reference librarians are available for individualized research assistance at the reference desk Monday through Thursday from 8:00 am to 8:00 pm and Friday 9:00-noon, online via the library web page (www.dbq.edu/library), and by individual appointment.

The building has both wireless access and many easily-accessible network ports. Computers are available throughout the building.

Sylvia's Common Ground Coffee Shop, located on the first floor, is a popular destination for study breaks, snacks, and fellowship.

The library sponsors and co-sponsors a variety of programming, including poetry readings, Finals Study Breaks, and a monthly Book Club.

During the academic year, the library is open 109 hours per week with extended hours at the end of the term.

Library Hours (Academic Year)

Monday—Thursday 7:00 am – Midnight
Friday 7:00 am—9:00 pm
Saturday 8:30 am—9:00 pm
Sunday 10:00 am—Midnight

Life Services 563.589.3132, 563.589.3253, or 563.589.3455

Life Services is located on the second floor of Peters Commons. Services are available to students from all departments of the University. Programs, resources, and services include, but are not limited to, the following:

- UD Counseling Team.
- UD Cares Team.
- Initial assessment and short-term personal & career counseling.
- Life coaching.
- Advocacy.
- Spiritual counseling.
- Professional referral services for issues such as, but not limited to, the following: alcohol and other substance abuse, anxiety, debt management, depression, eating disorders, gambling, homicidal ideations, pregnancy, rape, self-mutilation, sexual assault, sexual orientation, stress management, suicidal ideations, and other concerns.
- Informational session(s) on recreational risks and prevention among college students.
- Online mental health screenings.

For more information, visit the second floor of Peters Commons or our website at:

<http://www.dbq.edu/campuslife/officeofstudentlife/counselinglifeservices/>. To reach a counselor after hours, on weekends, or holidays, please contact UD's Safety and Security office at 563.589.3333 and you will be connected to a counselor upon request in a confidential manner.

Lost and Found 563.589.3128

UD's Lost and Found is located in the Student Life offices on the second floor of Peters Commons. Students are encouraged to check with Student Life (563.589.3128) and Security (563.589.3333) if they have lost an item. You may also turn any items into Lost & Found that you have found. All items not retrieved after 60 days will be donated or disposed of.

Medical Health Services 563.589.3244

UnityPoint Health-Finley Hospital provides UD students with access to the services that the UnityPoint

Health-Finley Hospital has to offer. UD health services are available to all UD students who are currently enrolled in classes; undergraduate, graduate, and Seminary students are able to seek medical attention no matter what insurance plan they are enrolled in.

The services also include being seen at UnityPoint Health-Finley Urgent Care after hours and on weekends. Visits to the UnityPoint Health-Finley Occupational Health office are free, if within specific coverage menu. Tests, such as labs, x-rays, and visits to the emergency room are the responsibility of the student.

The UD Medical Coordinator is able to schedule appointments not only with UnityPoint Health- Finley Hospital, but also with other medical facilities. The Medical Coordinator can assist the student with other medical appointments (if requested and within the constraints of the student's personal medical insurance plan) such as dental, women's health concerns, specialty clinics, mental health, ADD, or veterans' needs. The Medical Coordinator is also able to help answer general insurance questions.

It is imperative that students always have their insurance card and student ID with them for medical appointments and emergency room visits.

Transportation to Medical Facilities: Students are encouraged to organize rides with friends if they cannot transport themselves. Taxi or Uber services are available in Dubuque if students cannot find other modes of transportation. The University does not provide transportation to or from medical facilities.

Making a Medical Appointment:

- To schedule a medical appointment for an illness or injury, call the UD Medical Coordinator at 563.589.3244. If after hours or weekend, student may call UD security and they are able to contact the UD Medical Coordinator.
- The Medical Coordinator will complete a Student Medical Referral which you will take to your appointment.
- The Medical Referral form will indicate when the student may return to class or if the student is being referred to another physician for follow-up. The student must return the completed referral form to the UD Medical Coordinator directly after the appointment (if after hours, then the next day).

If you are unable to reach the Medical Coordinator after hours, report to UnityPoint Health- Finley or its emergency room if after hours or life threatening. If it is an emergency, contact UD Security at 563/589-3333 or call 911.

Contact Information:

Medical Coordinator's Office in the Stoltz Sports Center

563.589.3244 (office)

drrunkle@dbq.edu (email)

After Hours and Weekend

UnityPoint Health-Finley Urgent Care East/West, 563.589.4960

8:00 a.m. – 8:00 p.m.

UnityPoint Health-Finley Hospital Emergency Room
350 North Grandview Avenue, Dubuque, IA, 563.589.2658

Mike and Betty's Ice Cream Parlor 563.589.3393

Mike and Betty's Ice Cream Parlor is located in the Heritage Center, directly across from Sparty's Convenience Store, just inside the Grace Street entrance. There are fantastic choices to tempt your taste buds. Stop in to try a "Bullock," a tasty ice cream treat named after our very own President Bullock that includes your favorite cookies or candy bar. Open year round.

Multicultural Student Engagement 563.589.3129

The Multicultural Student Engagement office is located in the Susan Magill Smith Suite of the Heritage Center (Room HC306-B). The University of Dubuque strives to be a community in which "diversity is appreciated and Christian love is practiced." With this belief as its guiding principle, the Multicultural Student Engagement office seeks to foster awareness, understanding, and sensitivity to the perspective of our students. The office offers support services to under-represented groups to increase their chances of a successful academic experience. This is achieved through orientation, advising, mentoring, leadership development, and other activities. In addition, the office actively educates and promotes multicultural learning and development for the entire UD community through various activities such as workshops, speakers, and cultural outings.

Post Office/Print Room 563.589.3141

The campus post office is open from 8:00 a.m.-5:00 p.m. Monday through Thursday, and 8:00 a.m. - 4:00 p.m. on Friday. Stamps can be purchased either at the campus post office or the Babka Bookstore. Please contact the postal clerk with any questions.

Registrar's Office 563.589.3148

The Office of the Registrar is located on the third floor of the Charles and Romona Myers Center. This office maintains academic records for all students. These records are updated as additional credits are earned. Students register for classes, drop or add courses as necessary, make directory information changes (such as address, name, and phone numbers), and formally change advisors and areas of study through this office. Forms for veterans and other persons eligible for veteran's benefits are initiated and maintained by the Office of the Registrar. This office also certifies enrollment for social security, vocational rehabilitation, and social services. Other responsibilities of the Office of the Registrar include posting of grades, issuance of transcripts, evaluation of transfer credit from other colleges and universities, and certification of students for graduation and academic honors.

Sparty's Convenience Store 563.589.3393

The campus convenience store is located in the Heritage Center, just inside the Grace Street entrance. The convenience store offers a wide variety of items from frozen pizzas to first aid kits and is open year around with varying holiday schedules. During the school year, the store is open longer

hours to accommodate students, faculty, and staff.

Student Accounts/Check Cashing 563.589.3212

This office is located on the third floor of the Charles and Romona Myers Administrative and Teaching Center. Billing and payment for tuition, room, board, fees, and laboratory costs are processed here.

Delinquent payments are charged 1.5% interest per month. The University reserves the right to withhold official transcripts until all accounts are paid in full. The Student Accounts Office is open Monday-Thursday from 8:00 a.m. to 5:00 p.m. and Friday from 8:00 a.m. to 4:30 p.m.

Sylvia's Common Ground Coffee House 563.589.3274

Sylvia's Common Ground is the on-campus campus coffee shop located inside the Charles C. Myers Library. You can select from an assortment of coffees and tea, smoothies, Italian sodas, and pastries. Sylvia's is open from 7:00 a.m. until 9:00 p.m. throughout the academic year, with varying hours during holidays and summer months.

Vocation & Civic Engagement Services 563.589.3132, 563.589.3167, or 563.589.3633

The Advising & Vocation Center is located on the ground level of Peters Commons. Career Counseling is extended through the Counseling & Life Services suite on the second floor of Peters Commons. Services are available to students and alumni from all departments of the University. Programs, resources, and services include, but are not limited to, the following:

- Career assessment and career counseling.
- Job shadow opportunities.
- Internship and alternative experiential learning consultation.
- Online career assessments and interactive media.
- Online career library.
- Online internship and employment resources.
- Cover letter, resume building, and portfolio review and consultation through the Resume Clinic.
- Information to join UD's Future Young Professionals (FYP) student organization and participate in the FYP Success Shop.
- Graduate/professional school consultation.
- Student workshops and informational sessions.
- Networking and recruitment opportunities.
- Mentoring partnership service for career development.
- Mock Interview Program and Informational Interview Program for students.
- Speaking engagements relevant to career development.
- Service learning and volunteer opportunities.

For additional information, please visit our website at:

<http://www.dbq.edu/CampusLife/OfficeofStudentLife/VocationalServices/>

Placement services for Seminary students looking for student pastorates or post-graduate pastorates are handled through the Office of Field Education and Placement located on the second floor of Severance Hall.

TECHNOLOGY

Help Desk 563.589.3737

The university offers a Technology HelpDesk on the first floor of the Van Vliet. The HelpDesk is staffed from 8:00 a.m. through 5:00 p.m., Monday through Friday, excluding University holidays. *To report computer or telephone problems, call 563.589.3737 or email helpdesk@dbq.edu. For after-hours and weekend support, email or voice mail messages can be left for the HelpDesk.*

Note: The Office of Technology staff monitors HelpDesk emails after hours and on weekends. Voice mail messages left after hours will not be addressed until the next working day.

If you experience widespread technology-related difficulty (network, Internet, e-mail, or phone down) outside of normal working hours, Security may be contacted at 563.589.3333. They will contact the appropriate staff to resolve the problem.

On-Line Moodle Support

The University utilized Moodle as the Learning Management System (LMS). Whether courses are taught on-line or on-campus, all courses have a Moodle course portal. Students needing assistance or support for accessing and navigating the LMS may contact Beth Parkin at (563)589-3205 or bparkin@dbq.edu. There are also on-line tutorials available at <https://udonline.dbq.edu/course/view.php?id=3948> (you must login to Moodle to access this training).

Computer Labs

The University offers six computer labs for student and faculty use:

Jackaline Baldwin Dunlap Technology Center	T103	33 workstations
Jackaline Baldwin Dunlap Technology Center	T111	25 workstations
Charles and Romona Myers Center	M151	25 workstations
Charles C. Myers Library	L106	29 workstations
Library Academic Support Center (ASC)	L218	10 workstations
Library Multimedia Center	L212	9 workstations

There are also 26 public workstations available in the Charles C. Myers Library for student and faculty

use. All workstations are fully networked and provide Microsoft Windows 10, Microsoft Office 2016 Professional, student applications, and access to the Internet. Some labs are also used for teaching, but may be available when class is not in session. The hours of operation for each lab are posted at their respective entrances and on the Technology website. All labs have network printers available.

Note: The Library Multimedia Center has a flatbed scanner and a color laser printer. There is another color laser printer available in the hallway outside the Academic Support Center on the second floor of the Library. Printing to a color printer will use more print counts than printing to a monochrome printer.

Media Services 563.589.3350

Media Services loans equipment to students for classes and school events. Equipment is loaned for 24 hours or a weekend. Students are required to complete a loan agreement form before checking out any equipment. Available items include:

- Camcorders and tripods
- Mixers, amplifiers, speakers and microphones
- PowerPoint remotes

Student organizations are also able to reserve equipment for special events. If you're organizing a special event, be sure to complete a special event technology request form at least one week in advance. Media Services staff are also available to operate the equipment and film your event at no cost. Contact Media Services at 563.589.3350 for more information.

Wireless Access

The entire University campus is wireless. If you have problems connecting, please contact the Help Desk at 563.589.3737 for assistance.

Computer Usage

By signing the "Agreement for Use of the Computer System," you will be able to take advantage of all the privileges of using the University of Dubuque's computer and telephone systems. These services include:

- Microsoft Office Applications (Word, Excel, PowerPoint, Access, Publisher, and FrontPage)
- Research programs/Library catalogues
- Adobe Acrobat Reader
- Network storage space for your files (access locally and via Internet)
- Internet access
- Opportunity to post a personal web page
- University email account (access locally and via Internet)
- Voice mail (if requested)
- Moodle – UDOonline.dbq.edu (course management system)
- MyUD (registration, grades, student accounts, etc.)

Getting Started

Your computer must meet five basic requirements before you can connect to the University Network and gain Internet access:

1. Latest Windows service packs and critical updates for your operating system
2. Antivirus software
3. Most recent virus definition files for your virus software
4. Spybot Search and Destroy. This is a free download
5. Most recent spyware definition files for your spyware software

In order to determine that your computer meets these requirements, you must run a Client Security Agent (CSA) which will scan your PC for the five basic requirements. The results of the scan must indicate that all requirements are met before connecting to the Internet. If any of the basic requirements are not found during the scan, you will be provided with a link to download the appropriate programs or files. Please note that once programs are downloaded, they will need to be installed before the CSA will recognize that they are there. Documentation and instructions on this process are at the UD Help Desk Office (lower level of Van Vliet Hall), in the Technology area of the UD website at <http://www.dbq.edu/campuslife/facilitiesandservices/officeoftechnology/>, and available through orientation.

Print Counts

Please note in the Acceptable Use Policy, under Access, Item #6, 250 prints will be allotted to each student per semester at no charge. When this allotment is diminished, additional print counts of 250 each can be purchased from the Cashier's Office, third floor Charles and Romona Myers Center. Print counts carry over from one semester to the next. Printing to a color printer will use more print counts than a monochrome printer.

TECHNOLOGY ACCEPTABLE USE POLICY

The Communications section of this policy applies to the University telephone and Voice Messaging System, as well as the computer network system.

Access

1. Access to, and use of the computer systems and networks, is limited to the faculty, staff, and students of the University of Dubuque. Others may be granted access for good cause at the discretion of the University.
2. Acceptable use of hardware and software includes study, research, teaching, and administrative work. Incidental personal use is not permitted without express permission of a University Vice President or President.
3. All enrolled students will be granted full access to select software application, and the Internet. Enrolled students are provided with an e-mail account and remote access capabilities.
4. Attempts to gain access (log in) to another person's account, or attempts to read someone else's mail or files, unless the owner publishes the file on the Internet, is prohibited. Sharing an account

with another person is prohibited. Passwords are to be confidential.

5. The University of Dubuque Computer System is capable of tracking "footprints" of all users. If a user disputes allegations of inappropriate use, the Office of Technology will make any relevant tracking documentation available as evidence to administrative and/or investigative authorities.
6. The University of Dubuque uses blocking and shaping software to control Internet usage. Various inappropriate sites will be blocked. Academic and Administrative use is given priority over social use. This may result in social Internet sites being unavailable during peak usage times.
7. Students will be provided with an initial amount of 250 sheets of paper each semester for printing in the computer labs. Amounts used beyond that will be charged to the students at a rate that will cover the costs of paper and ink. Balance information is available anytime the student logs into the computer system.
8. Students living in University housing may connect to the University network. Prior to connecting to the network, students must install a Client Security Agent (CSA) which will scan their PC for the five basic requirements.
9. Network connections for students living in University housing will be deactivated if devices such as routers are plugged into data ports, or if any unusual traffic or security issues are detected. The student may need to bring in the desktop or laptop for recertification to the Office of Technology if a virus or other traffic generating activity is suspected

Data

10. The University will take reasonable efforts to back up all data and files saved on the University servers. The University assumes no liability for data lost or destroyed.
11. The University of Dubuque does not guarantee computer systems to be safe from system errors or operator failures.
12. The Office of Technology will back up and protect all files and databases within the Administrative Software Application and Academic Servers. Files saved to the server by employees and students will also be backed up.
13. The Office of Technology may inspect or remove personal files only as needed to diagnose problems and maintain the system in good working order. Reasonable effort will be taken to notify the owner prior to their removal.
14. Unauthorized use, duplication, or transmission of copyrighted material (including software) is prohibited.

Communications

15. The University computer and telephone system may not be used for illegal activities, nor may it be used to threaten or harass others. The system may not be used to send chain letters or to post solicitations or advertisements. The University is not liable for harassment, threats, or impositions resulting from unacceptable use of the computer network. Individuals who believe they are being harassed are to process the incident through the Human Resources Office or the Dean of Student Life.
16. Email should be used with the understanding that electronic communication is never really private. It

is recommended that persons not use e-mail for items they would not want the world to see.

17. Mass email or voice mail (a.k.a. spamming) from any student or employee to the larger University of Dubuque community (students, employees, or both) must first be approved by the Dean of Student Life over the requesting office (*see the Mass Email Policy for further details.*) Periodic messages may arrive via mass email or voice mail from the Office of Technology that relate to the functionality of the network.
18. The University of Dubuque Computer System is not a public forum and cannot be used for indiscriminate use. Use of the campus network (and all electronic components under the auspice of the Office of Technology, including voice mail) must be consistent with the Mission, Values, and Vision of the University. Any activity that does not reflect the University mission will be considered a violation of the Acceptable Use Policy and can result in restricted or eliminated access to the computer system. Examples of activities that are not permitted are:
 - A. Commercial Use - No student or employee can use the University of Dubuque Computer System or other equipment to offer or provide products or services unless approved by the University Administrative Cabinet. Purchasing products and services via the campus system is at risk of the user. The University of Dubuque is not responsible for financial obligations from unauthorized use of the system by anyone.
 - B. Political Lobbying - Although everyone is allowed to express opinions and analyze measures regarding legislative matters, using the University of Dubuque Computer System or other equipment to engage in fundraising or other political lobbying must first be approved by a Vice President or the University Administrative Cabinet. It is acceptable to use the Computer System to communicate opinions to elected officials via the Internet.
 - C. Inappropriate Use
 - 1) Criminal speech and/or speech or use, in the course of committing a crime, threats to the President, threats to others, instructions on breaking into computer systems, child pornography, drug dealing, gang activity, etc.
 - 2) Speech, or use, that is inappropriate:
 - a. Inappropriate language, video, or graphics—obscene, profane, lewd, vulgar, disrespectful, threatening, or inflammatory language; harassment; personal attacks, including prejudicial or discriminatory attacks; or false or defamatory material about a person or organization.
 - b. Dangerous information—information, which if acted upon, could cause damage or present a danger of educational or business operation disruption.
 - c. Violations of privacy—revealing personal information about others.
 - d. Abuse of resources—chain letters, “spamming,” jokes, or other such mail. (Spamming is sending an annoying or unnecessary message to a large number of people.)
 - e. Sending messages for the purpose of selling goods or soliciting responses for goods or services. (This excludes sales announcements by administrative/ academic departments and University related groups.)
 - f. Copyright infringement or plagiarism.
 - g. Pornographic material—electronic and printer material which, by their design, are salacious,

- lascivious, lecherous, lustful, or demeaning to humans in their portrayal of aberrant sexual behavior.
- h. It is unacceptable to distribute a computer virus or engage in any procedure that interferes with the normal operation and delivery of services over the network.

Hardware and Software

19. Users of the UD network should conserve network resources. Activities that result in excessive use of network bandwidth, server storage, or system time are restricted (this specifically includes the downloading and storing of video or music files.)
20. Only legal, licensed software applications may reside on or be transferred over the UD network. Reproduction of such software or its related documentation is forbidden unless explicitly authorized by the software developer. All University faculty, students, and employees shall use computer software only in accordance with license agreements and Mission, regardless of the ownership of the license. All shareware programs must be registered in accordance with their license and use provision.
21. Hacking—unauthorized modification of operating systems, application software, or network software on any system attached to the UD network is strictly forbidden. This includes any activities that result in a denial of service.
22. Tampering with terminals, microcomputers, printers, or any other associated University- owned equipment is strictly forbidden. Removal of computer equipment, disks, paper or documentation from a computing facility is also unacceptable.

Consequences

23. Violation of the above policy and any other inappropriate use of the computer system, Internet, telephone system, or any systems under the purview of the Office of Technology will result in the suspension of the privilege of use. Suspension of use will be immediate, with the duration of the suspension then determined by the University judicial processes. The System Administrator may close a suspect account at any time, as required, and will, in the case of a University student, then notify the Dean Student of Life and the Vice President of Academic Affairs. The administration, faculty, and staff may request the Office of Technology to deny, revoke or suspend specific user accounts. Any person identified as a security risk may also be denied access. If an employee of the University is in violation of the policy (as previously described), they will be subject to discipline in accordance with University Policy.
24. Any person, or persons, altering or attempting to alter without authorization, the cabling or component of any computer system, will be restricted from access and/or subject to criminal prosecution, if appropriate.
25. The Office of Technology will investigate complaints it receives from computer users at this and other institutions when those complaints pertain to inappropriate use, including messages that are sent by University of Dubuque students.
26. A student suspected of violating the Acceptable Use Policy will be notified via campus email, mail, telephone, or appointment with the Office of Technology. An office of a Vice President or the President will notify University employees suspected of violation. It should be understood that the

above policies do not preclude prosecution in cases of criminal misconduct under current laws and regulations of the city, the state, and federal government.

ADDITIONAL POLICIES AND PROCEDURES

This section contains policies and regulations that will help students understand their rights and responsibilities. It is important to understand that, in addition to specific University policies, all local, state, and federal laws pertain to behavior on campus. Students are responsible for familiarizing themselves with the rules and regulations outlined in this handbook. Students are expected to be responsible for their own behavior at all times.

People who live in communities generally find it necessary to establish rules and regulations governing their behavior. Whether the rules are elaborate codes of law or simply unwritten norms of acceptable behavior, those rules of society are established to afford the greatest safety and comfort possible to the members of the community. In this regard, the University community is not unlike other communities. Written and unwritten standards of conduct have been established over the years to allow the collective group of scholars and students the opportunity to pursue knowledge within a compatible environment. Students at UD are expected to act as good citizens by exhibiting respect for order, morality, personal honor, and the rights of others. The University also expects that in all relationships, students will be guided by a mutual concern for each other's integrity, needs, and feelings. Not only should students be concerned about their own behavior, they should extend support and direction to fellow students whose behavior appears harmful to themselves or the community.

A mutual respect for property (personal and University), individual rights, freedom of expression, due process, freedom of access to University buildings and services, and intellectual growth and development is essential for the wellbeing of the college community.

The University reserves the right to implement its student conduct system for illegal acts of local, state and federal laws, wherever these acts are committed, and for violations of University policies. Nothing contained herein should be deemed a limitation upon the expressed and implied powers or duties of the University of Dubuque's Board of Trustees or the Administrative Officers of the University.

AIDS/HIV POLICY

AIDS (acquired immune deficiency syndrome) and positive HIV (human immunodeficiency virus) continue to be in the limelight. With the numbers still increasing, and our understanding of the disease still evolving, the need for education, prevention, and treatment is a major health care and higher education focus.

Looking at the latest information available about the AIDS virus, we find that it can be transmitted in the following ways:

- Through sexual intercourse (homosexual and heterosexual);
- Through use of contaminated needles by drug abusers (mind-altering and steroid);
- To infants from infected mothers in utero, or through infected breast milk;

- Through contaminated blood products or transplants, however, with the increasing reliability of prescreening and testing, this possibility is very minimal; and
- Through exposure to contaminated blood through an open wound (this is rare and of main concern to health care workers.)

An exchange of body fluids must occur. AIDS is not transmitted by airborne particles and does not survive well outside of the body. No cases of casual contact have occurred, even among family members providing direct care to AIDS victims.

We have learned many things about AIDS, and while treatments and early care have greatly increased longevity, no cure has been found. Prevention of infection continues to be the focus. Much has been done to decrease the amount of overt discrimination to which an infected individual is subjected. In light of this, the University of Dubuque has adopted the following guidelines. It is the policy of the University of Dubuque to respond on a case-by-case basis to any known case of the disease. Due to the uniqueness of each case, there is no predetermined way any particular case will be handled. Through set guidelines, we hope to provide consistency, fairness, and accountability.

Access to Facilities

Students with known HIV infections or AIDS will be allowed to attend the University in regular classroom settings and will be eligible for all academic rights, privileges, and services provided to students. This includes University housing, access to the dining hall, and the use of athletic facilities.

Confidentiality

All information will be kept in the office of the UD Mental Health Therapist. HIV testing or the diagnosis of AIDS shall remain confidential until the individual gives written and specific consent when and with whom the information shall be shared. The information will not be disclosed to staff, faculty, family, or students, including roommates, unless permission is granted. The only (rare) exceptions will be those agencies, as specified by law, public health officials (case reporting), blood banks, and organ-procurement agencies. Should a case be present in which there is a clear, specific danger of transmission that can be demonstrated by competent medical evidence, the assistance of the local public health officials shall be enlisted.

HIV Antibody Testing and Counseling

HIV testing and counseling are available to all students through UD's Counseling Services, located on the second floor of Peters Commons. The testing is confidential and a free service. Students can contact 563.589.3253 or 563.589.3132 to schedule an appointment.

Responsibility of Infected Individuals

Individuals who are infected with HIV, or who have a reasonable basis for believing that they are infected with HIV, must conduct themselves responsibly for the protection of themselves and other members of the University community.

Medical Treatment and Psychological Follow-Up

The Dean of Student Life shall assist the student to make provisions for medical, psychological, and support services that promote the best physical and mental health of persons with HIV infection. If these services are beyond the scope of comparable services provided on campus, the University shall identify other care providers who will see students by referral.

University of Dubuque AIDS Committee

The committee shall be comprised of:

- The Dean of Student Life
- The UD Medical Coordinator
- The Mental Health Therapist
- An administrator
- A faculty member
- A Seminary student
- A college student
- An advising physician and legal counsel may be consulted, when necessary.

The AIDS Committee shall be responsible for recommending policies in the various aspects of AIDS and HIV infection to the students, faculty, and cabinet. It is also available to evaluate, on an anonymous or confidential basis, individual cases of HIV infection within the University community, to recommend appropriate responses, and to answer any questions in regard to policy. The committee shall also assist with the education processes.

ALCOHOL, TOBACCO, AND OTHER DRUGS

Mission: The University of Dubuque is committed to stewardship of all God's human and natural resources.

University Policy

The following is the University policy regarding the use of alcohol, drugs and tobacco:

- Students are expected to abide by all Iowa state laws and statutes regarding the use, possession, distribution, and consumption of alcoholic beverages. In order to consume alcohol legally in the state of Iowa, you must be 21 years of age.
- Alcohol use, possession, distribution, and/or consumption or possession of an alcohol container on the University campus or at any activity off-campus that is sponsored by any University organization, department or group is strictly prohibited. The President, or appropriate designee, may approve exceptions to this prohibition to allow possession or consumption of alcoholic beverages by persons of legal drinking age at designated special events. For clarification regarding this policy, please contact the Dean of Student Life. No alcoholic beverages may be present at any activity for the purpose of initiation, admission into, affiliation with, or as a condition of continued membership.
- Illegal drug use, possession, and distribution (including the abuse of prescription or over-the-

- counter drugs) and any paraphernalia related to illegal use, is prohibited.
- University personnel may, at times of concern for a student's welfare, notify a parent(s)/legal guardian(s) of a student under 21 years of age in writing and/or by phone when alcohol or drug violations of University policy occur.
 - The Iowa Clean Air Act bans the use of tobacco in all indoor and outdoor spaces on the campus. For details, please refer to the section on Tobacco in the Graduate Handbook.
 - No advertising may be displayed that explicitly or implicitly invites students to events where alcohol will be served.

Iowa Laws Relating to Consumption of Alcohol

The following is only a partial list of the pertinent alcohol-related laws:

- Persons under the legal age (21 years) are prohibited from purchasing or possessing alcoholic beverages (I.C.A. 123.47).
- It is unlawful to sell, give, or otherwise supply alcoholic beverages to a minor (anyone under 21 years of age) (I.C.A. 123.47 and 123.47A).
- Those under the legal age may not present false evidence or misrepresent their age to a vendor or licensee for purposes of obtaining alcoholic beverages [I.C.A. 123.49(3)].
- No person may sell or give alcoholic beverages to an intoxicated person [I.C.A. 123.49(1)].
- Anyone under the age of 21 who is caught driving with a blood alcohol level of .02 or more will lose their driver's license or permit for up to 60 days. Temporary driving permits for school, work, or any reason, will not be issued during the suspension period.

Alcohol and Drug-Related Counseling

The University understands the need for strict adherence to the law in cases involving alcohol, drugs, and other addictions. However, as part of its mission, the University also practices compassion toward those with abuse and/or dependency of a substance or other addictive disorders. To this end, University officials will make an effort to assist students in receiving professional counseling and/or treatment, to support students in becoming productive members of the University family and society. Students in need of services due to abuse and/or dependency of alcohol, drugs or other addictions are welcome to contact UD's Counseling Services to assist with a confidential and professional referral to an appropriate service within the tristate area or through the student's preferred provider within their insurance plan. The referral service is provided at no charge to the student. UD's Counseling Services does not provide treatment for alcohol, drugs, or other addictions. However, UD's Counseling Services has strong partnerships with area resources such as: Substance Abuse Services Center (SASC), Hillcrest Family Services, Turning Point Treatment Center, area hospitals and clinics, intervention services, and other alternative providers.

For more information and a list of area resources, visit our website at <http://www.dbq.edu/campuslife/officeofstudentlife/counselinglifeservices>, contact 563.589.3132 or 563.589.3253, or visit UD's Counseling Services on 2nd Floor of Peters Commons.

MASS EMAIL AND UNSOLICITED EMAIL POLICY

The focus of this policy is to govern the use of mass email communications via the University of Dubuque servers and network. The University maintains email distribution lists to facilitate communication within the campus community. To help protect the University's email and other resources from computer viruses, worms, SPAM email, etc., the University has established a Mass Email and Unsolicited Email Policy. This policy ensures the University's ability to deliver mission-critical or time sensitive information relevant to the University's business and mission.

Permission to send a mass email: Various individuals are authorized to transmit mass email messages through their office/department email accounts. All mass emails to a large audience must be authorized and sent via the authorized individuals below. Exceptions or requests outside the scope will be handled on a case-by-case basis. Mass emails requests should be directed to:

- Academic-related information to AKendell@dbq.edu.
- Athletic-related information to DRunkle@dbq.edu.
- Student Organization-related information to OSA@dbq.edu.
- All other information to MKruser@dbq.edu.

While faculty, staff, and students can maintain personal group lists, those lists should not be used to send unsolicited or mass emails that violate any of the University's policies. Sending unapproved or unsolicited mass email messages via a University's email account, including the sending of "junk mail" or other advertising material to individuals who did not specifically request such material (email spam), is prohibited.

Questions or comments about these guidelines may be directed to the Dean of Student Life at 563.589.3270.

MEDIA RELATIONS AND UNIVERSITY PUBLICATIONS

All University media contact (press, television, radio, etc.) shall be coordinated through the Office of University Relations. All faculty and staff should direct any and all media contacts by reporters or account representatives to the Director of Public Information in the Office of University Relations. The proper names University of Dubuque and University of Dubuque Theological Seminary are trademarked, are the exclusive property of the corporate entity, the University of Dubuque, and cannot be used by other individuals or organizations without its consent.

All publications or any promotional efforts of any kind directed to an off-campus audience representing the University of Dubuque must be processed through the Office of University Relations in the Charles and Romona Myers Center (e.g. text approval, design direction, production.) For further information, contact the Associate Vice President for University Relations (563.589.3505).

Stationery used by students or student groups should not have the name University of Dubuque or

University of Dubuque Theological Seminary printed on letterheads or envelopes unless it is preceded by the name of the student organization or by some other indication that it is not the official stationery of the institution. Official University stationery in any form may not be used for personal use.

The University and Seminary logos are trademarks of the University of Dubuque, are important to the overall image of each of the entities, and approval must be obtained from the Office of University Relations prior to the use of either logo for any purpose.

PARKING & MOTOR VEHICLE POLICIES

These regulations are provided to ensure the safety of drivers, pedestrians, and property, as well as manage parking for all who drive a vehicle on and around the University of Dubuque campus. All persons registering or driving a motor vehicle on UD property are responsible for knowing the rules and regulations governing parking and traffic. All persons who wish to park in any of the University parking lots must register their vehicle with UD's Safety and Security Office.

NOTE: The purchase of a parking permit does NOT guarantee a parking space. Parking is available on an "as available" basis.

University parking permits are required in all University parking lots. Parking lot types are designated by a sign at the entrance to each lot. It is the driver's responsibility to observe and obey the signs. Due to space limitations, only one car or motorcycle per campus resident may be kept in campus lots. The same parking rules apply to motorcycles as to cars. Permits are not transferrable.

Students must register vehicles by the end of the first week of classes or within 24 hours of bringing a vehicle on campus. In order to register, a valid driver's license, current proof of insurance, and the state vehicle registration form must be provided before a permit will be issued. Students may register their vehicle at UD's Safety and Security Office, located in the lower level of Smith Hall, Room 112.

All vehicles parked on UD campus properties must be currently licensed and operational at all times. Vehicles may not be left on campus unattended for extended periods of time. If you need to leave your vehicle in a residence hall parking lot over Christmas or Spring Break, please contact UD's Safety and Security Office to make appropriate arrangements. Vehicles may not be left on campus during summer break when you are not currently enrolled, or if your status shows that you are no longer a student at UD.

Permit Requirements & Parking Lot Assignments

All vehicles parked on the UD campus properties must have a UD Parking Permit. The UD Parking Permit is to be displayed inside the lower left corner of the vehicle's windshield. Permit should be fully attached with the adhesive. Any permits taped or not fully adhered to the window will be cited for Improper Display. The Safety and Security Office issues the following types of permits, which must be

properly displayed to park on UD properties:

- Faculty/Staff – may be purchased by employees of the University; specific to designated lots as stated on the hang tags, which must be hung from the rearview mirror on the front windshield.
- Commuter – may be purchased by students who reside off campus; specific to lots designated on the permit.
- Residence Hall – may be purchased by students who reside in a resident hall.
- Neighbor – for students who reside in private homes located in “No Student Parking” areas. This permit is free, but student is NEVER to park in any campus lot.
- Campus Houses – for students residing in one of the University-owned houses.
- Evening – free to students enrolled in the LIFE Program for evening classes.
- Motorcycle – required for motorcycles and mopeds; must park in a designated space. *Note:* more than one motorcycle/moped may occupy one space.

The following short-term Parking Permits are available 24 hours a day from the Security Office:

- Visitor Permit – guests of students and the University are welcome to park in the Severance Lot located on Algona Street across from Severance Hall. Visitors should obtain a temporary parking permit if they plan to visit longer than a day or if there are no spaces in the Severance Lot.
- Temporary Parking Permit – are issued in the event of repairs, newly purchased cars, or rentals and are valid for no longer than two weeks at a time. Persons receiving a temporary permit are responsible for rules and regulations pertaining to parking on UD property.

Parking Fees

Student Parking Permit: \$85.00 per year

Replacement Permit: (with old sticker, in pieces) No charge

Replacement Permit: (without old sticker) \$85.00

Fee for permit will be billed to the student’s account. Students who live off-campus as a resident of a house located on a street surrounding the University or designated through the City of Dubuque as a “No University Employee or Student Parking” area, must still register their vehicle at no charge.

Students who have not registered their vehicles and accumulated multiple parking violations will be assessed a \$25.00 license plate research fee which will be charged against the student’s account.

No Parking Areas

No Parking areas include any areas marked by permanent or temporary signs, grassy areas, building entrances, crosswalks, garage entrances, and any other area not designated as parking areas. The absence of “No Parking” signs does not imply that parking is allowed. It is illegal to park in any area that is not designated for parking. Parking on most streets surrounding the University is prohibited by signs marking areas designated as “No University Employee or Student Parking” areas. The fine for parking in these areas is \$25.00.

Additionally, some residential streets are maintained as residential districts and all non-resident parking is prohibited by the City of Dubuque.

In addition, parking is not allowed in the following areas:

- Service lane between Peters Commons and the Science Center.
- Stoltz Sports Center service lane behind Smith Hall.
- Loading area and drop zone behind Peters Commons.
- Drive-through lanes in all parking areas.
- Middle and end of drive lane in Cassat and Donnell Halls parking area.
- All areas marked as fire lanes, either by sign or yellow-painted curb.
- All sidewalks and patios on campus.

Do not park in Handicapped Parking spaces, including the striped areas alongside the designated space, without the appropriate state issued permit.

General Parking Regulations

Parking in University lots requires an appropriate University of Dubuque Permit, which you can obtain from Safety & Security.

Parking is prohibited within:

- 15 feet of a crosswalk
- 10 feet of a fire hydrant
- 4 feet of a driveway

Vehicles **MUST** be parked in marked spaces and within stall markings.

Reckless driving/speeding is considered a blatant disregard of personal safety and property. Emergency flashers will not be acknowledged as a signal for short term parking.

Townhouse Parking

Do not park on the circle streets in front of the townhouses. Parking on these streets may block access for emergency vehicles and they need to be able to access the area 24 hours a day. This will also help other drivers to see children when driving in and out of driveways. Please park in driveways close to the garages so the vehicles are not blocking the vision of drivers backing out of driveways. This will help all drivers see children.

Parking Fines

Violating University of Dubuque's Motor Vehicle and Parking Policies will result in the following fines:

- Handicapped Parking violation: \$200.00
- Parking in a fire lane or alley: \$50.00
- Falsifying a permit: \$50.00

- Careless or reckless driving: \$75.00
- No current permit: \$85.00
- Parking on the grass or on a sidewalk: \$25.00
- Parking in a "Faculty/Staff Parking" area: \$25.00
- Parking in a "Visitor" parking area: \$25.00
- Parking in a "No University Employee or Student Parking" area: \$25.00
- Parking where "Permit Not Valid in Lot": \$25.00
- Improper parking: \$15.00
- Improper display of permit: \$25.00
- Parking Prohibited: \$25.00

All parking fines are the responsibility of the student registering the vehicle. All parking fines are to be paid in the Cashier's Office on the third floor of the Charles and Romona Myers Center. Failure to pay parking fines in a timely manner will result in those fines being charged against your student account. Please note that unpaid student charges, including unpaid parking fines, may prevent registration for classes and the withholding of grades and transcripts.

Parking Questions and Violation Appeals

Questions concerning parking violations can be addressed with UD's Safety and Security Office. Appeals on traffic or parking violations must be made in writing and e-mailed to Security@dbq.edu or brought to the Security office, lower level Smith Hall, Room 112.

Vehicle Tow Policy

Any vehicle blocking another vehicle, a driveway, or a fire lane is subject to towing without notice, at the owner's expense. Vehicles with excessive tickets are considered habitual violators of the parking regulations, and may be subject to judicial referral to the Office of Student Life and/or towed at the owner's expense. Vehicles left abandoned or not operational will be subject to towing unless the owner has made arrangements with the University.

Bicycle Parking and Skateboard Policy

The University of Dubuque has an obligation to provide a safe environment for students, faculty, staff, and visitors and to protect university property. Skateboarding can be dangerous and presents a safety issue for drivers, pedestrians, and the skateboarder. Skateboarding can also cause significant damage to benches, railings, steps, curbs, and trash receptacles. Therefore, skateboarding, skating, and cycling are not permitted on campus, except for special events scheduled by the University. Bicycling is permitted in designated areas only.

Campus includes inside of buildings and the property surrounding the buildings, including campus steps and parking lots. "Skateboarding" refers to any motion of the skateboard with a rider on the board. "Skating" refers to the motion of skater wearing inline or regular skates. "Cycling" refers to riding by whatever means with one or both feet on the bicycle or unicycle.

All bicycles should be parked in the bicycle racks provided by the University, and not locked to railings or trees located outside of buildings or anywhere else on campus. Bicycles found secured to property other than bicycle racks will be subject to confiscation. Bicycles left unattended for 30 days or more will be considered to be abandoned. The bicycle may be stored at the owner's expense or disposed of, if unclaimed.

All gas powered vehicles, motorcycles, mopeds, and motorized bicycles must be registered with Safety and Security and parked in designated areas only (not in bicycle racks.)

Due to recently reported safety risks with hover boards (self-balancing scooters,) the University prohibits the possession, use, or storage of these items on campus until further notice. This includes all self-balancing scooters, such as hover boards, Segways, battery-operated scooters, or similar devices. UD will continue to monitor information provided by the Consumer Product Safety Commission as they investigate reported concerns and work to develop safety standards.

POSTING POLICY

All postings must be on the designated bulletin boards on campus. Posting on walls, doors, or windows will not be permitted.

Postings that are directly connected to a UD campus department, course, or registered organization can be posted on campus **after** receiving approval and a stamp from the Student Life Office (563.589.3128, 2nd Floor of Peters Commons.) This policy does not apply to promotional materials for official University events whose publications are produced by Media Relations and University Publications. Please note that for some posting locations, additional approval is also required. Any posting without prior approval and a stamp may be removed and discarded. Thumb tacks or masking tape should be used when posting on the bulletin boards; no duct tape, packaging tape, or nails.

Postings should be removed within 48 hours of the conclusion of program or event. If these guidelines are not followed, organizations and/or departments may lose posting privileges.

Postings not directly sponsored or affiliated with a UD campus department, course, or registered organization must also be "Approved for Posting" prior to being posted. Specific bulletin boards have been designated for non-UD related postings.

Once approved and stamped, UD-related postings may be posted on the following bulletin boards only:

- *Blades Hall*: bulletin board on the second floor by classrooms.
- *Dunlap Technology Center*: bulletin board on main level outside of computer labs.
- *University Science Center*: anywhere along tack strips in the hallways.

- *Peters Commons*: bulletin board on lower level near the Bookstore.
- *Residence Halls*: 25 copies may be delivered to Office of Residence Life in Peters Commons; staff will hang posters in the residence halls on approved bulletin boards.
- *Van Vliet Hall*: bulletin boards at the bottom of the lower level stairwells.
- *Heritage Center*: large bulletin board by the student mailboxes and tack strips on walls.

Postings should NOT be placed in the following locations:

- Any glass doors or windows in any building
- Walls or doors in any building
- Alumni Chapel
- Heritage Center (other than the large bulletin board and tack strips as noted above)
- Chlapaty Recreation and Wellness Center: No posting unless approved by CRWC Director
- Myers Library: No posting unless approved by Library Staff
- Smith Hall (3rd Floor): No posting unless approved by Education Secretary
- Stoltz Center/McCormick: No posting unless approved by Athletic Staff

Questions about the posting policies may be directed to the Office of the Dean of Student Life (563.589.3128) or mkruser@dbq.edu.

SEXUAL HARASSMENT POLICY (Title IX)

The University of Dubuque strives to foster respect for the dignity and worth of all members of the University community by providing an educational and professional environment free of unwanted sexual advances, requests for sexual favors, and other verbal or physical conduct that is oppressive or intimidating. The University has a zero tolerance policy regarding sexual harassment. Please refer to the Title IX Policy: Discrimination on the Basis of Sex & Sexual Misconduct, which can be found at: www.dbq.edu/AboutUD/CommunityStandards/TitleIX

STUDENTS WITH DISABILITIES

University of Dubuque Policy on Reasonable Accommodation for Qualified Students with Disabilities. The policy below is a shortened form of UD's full policy. For the full text, please visit: www.dbq.edu/academics/academicsupportsuccess/disabilityservices/.

The University of Dubuque (UD) encourages qualified students with disabilities to fully participate in the community of the University of Dubuque. All faculty, staff, and administrators will actively support qualified students with disabilities in all the University's educational programs, services, and activities. UD prohibits unlawful discrimination against qualified students with disabilities.

Responsibility for Identification and Request for Disability Services

It is the responsibility of the qualified student with a disability to disclose information regarding the nature and extent of the disability to the Disability Services Coordinator (DSC) in the Academic

Success Center when requesting accommodations. The DSC will help the qualified student determine which UD personnel, i.e. faculty advisor, teaching faculty, administrators, etc., should be aware of the disability in order to provide the accommodations that are necessary and appropriate. UD will assist the qualified student in identifying potential accommodations taking into consideration, among other matters, the qualified students' needs, preferences, and available resources. Although every appropriate effort will be made to provide qualified students with requested accommodations, UD does not guarantee that a qualified student will automatically receive his or her choice of accommodations and reserves the right to make the final decision on the accommodations to be provided.

The State of Iowa has developed documentation guidelines for individuals with disabilities. The guidelines provide criteria regarding qualified diagnosticians as well as a time line for the documentation process. UD typically applies those guidelines. A copy of those guidelines is available from the Disability Service Coordinator, or can be found at www.dbq.edu/academics/academicsupportsuccess/disabilityservices/.

It is the responsibility of the qualified student with a disability to regularly provide appropriate current medical documentation of the nature and extent of the disability and the need for specific services or accommodations to the DSC and to cover any costs associated with acquiring the appropriate medical documentation. If the University has reason to doubt the validity, accuracy, or completeness of the medical documentation, UD may require, at its own expense, the re-examination of the qualified student and/or his/her documentation by a service provider designated or approved by UD.

The process for identification should begin with the qualified student registering with the DSC, where the student will receive procedural information and assistance in arranging needed services and accommodations. Qualified students with disabilities are expected to follow standard office procedures for requesting and acquiring services relative to a disability. Standard office procedures will include:

1. A meeting with the DSC to review the student's medical documentation.
2. The DSC will provide a Verification of Individualized Student Accommodations (VISA) form once the appropriate documentation has been provided.
3. The qualified students will provide the VISA form to the professor/ instructor of a course in which they are requesting specific accommodations.
4. An instructor who has concerns regarding the provision or nature of the requested accommodations should address those concerns with the DSC who will act as a liaison with the qualified student.
5. Requests for additional accommodations should be directed to the DSC.
6. It is the responsibility of the qualified student requesting an accommodation to follow up with a professor/instructor or other UD department(s) to ensure the accommodation is provided in a timely manner.
7. Faculty members who are not familiar with specific disabilities or appropriate accommodations should contact the DSC for clarification and assistance.

8. In the event a faculty member denies an accommodation, the qualified student may request a joint review of the decision by the DSC and the office of the Vice President for Academic Affairs. Findings and recommendations will be forwarded to the President for a final decision.

A copy of the Request for Accommodation form and response must be forwarded to the DSC to be included in the qualified student's file.

Tests and Examinations

Examinations, tests, and other methods of evaluating qualified students with disabilities will be conducted in a manner to ensure that the results of the evaluation represent the qualified student's achievement in the course rather than reflecting the qualified student's disability. Appropriate methods of alternative testing for qualified students with disabilities will be determined on an individual basis, taking into consideration the type and extent of the qualified student's disability, the nature of the course material, provided that the alternative method of testing must be practical and not cause an undue burden or fundamental alteration in the nature of the testing program objectives and outcomes. Testing formats that can be demonstrated as essential to the integrity of the program of instruction being pursued by such qualified student or to any licensing requirement will not be considered as unlawfully discriminatory within the confines of this policy. Alternative methods of testing may include, but are not limited to: additional time; use of a reader and/or scribe; alternative forms of the test such as large print, Braille, taped or oral versions; use of special equipment such as a computer or closed circuit magnifier; alternative test location; or any necessary combination of these alternatives. While it is necessary at times to have differences in specific requirements and in methods of evaluation, the overall level of academic challenge for qualified students with disabilities shall be equivalent to that for other students.

Auxiliary Aids

UD will provide qualified students with disabilities access to the appropriate auxiliary aids necessary to allow reasonable participation in UD's educational programs and activities, unless it fundamentally alters the nature of the program or activity in a way that interferes with the integrity of the program of instruction being pursued by such qualified students or to any licensing requirement. Auxiliary aids include services, adaptive equipment, or other educational assistance that enables a qualified student with a disability to participate in or benefit from the educational process. Auxiliary aids may include, but are not limited to: readers, sign language interpreters, note takers, tutors, and special equipment. The DSC will assist qualified undergraduate and graduate students in locating tutors and readers. UD does not provide personal attendant care. The DSC will help identify service providers and special equipment on campus or in the community. Rules may not be imposed on a qualified student's use of auxiliary aids if the rule would have a limiting effect on the qualified student's participation in the educational process (e.g., prohibiting guide dogs, interpreters, tape recorders, or other necessary special equipment in the classroom).

In unusually difficult cases, UD may provide alternative methods by which the qualified student with a

disability may effectively meet educational requirements. Any such alternatives must be practicable and not interfere with the integrity of the program or activity or any licensing requirement. Such alternative methods may include, but are not limited to the following: course substitution, curricular modification, and extended time to meet requirements. Such accommodations will be employed only when deemed necessary and so long as the alternative method is nondiscriminatory in nature, is not unduly limiting to the educational process of the qualified student with a disability, and is reasonable under all of the circumstances.

Qualified students requesting auxiliary aids are expected to provide the DSC access to medical, educational, psychological, or other information as necessary to assess the need for auxiliary aids. UD reserves the right to disallow the use of auxiliary aids that are or are reasonably likely to be disruptive to the academic environment.

Complaint Process

Students with disabilities have the right to have access and accommodation complaints addressed through a formal appeals procedure. Relief may be sought from decisions, actions, or conditions that are believed to be in violation of the law or this policy statement.

Any member of the student body who believes she/he has not been reasonably accommodated as required by law or this policy, or who believes she/he has been unlawfully discriminated against on the basis of a disability, may initiate informal or formal actions for complaint resolution as outlined in the University of Dubuque's Harassment Policy. These procedures are published in the Student Handbook or may be obtained from Student Life. The Disability Services Coordinator can be contacted at 563.589.3757.

UNIVERSITY OF DUBUQUE CODE OF CONDUCT

The University of Dubuque is committed to being a "community where diversity is appreciated and Christian love is practiced." This commitment is reflected in the motto of the school, taken from I Corinthians 12:4, "Many Gifts, One Spirit." The University of Dubuque is a people called together by God in a common Christian mission. Students, faculty, staff, trustees, alumni/ae, friends, and administrators—people with diverse gifts and vocations—have been brought together by God to live in covenant community in service to God and the world.

Early in the formation of God's people, the rules for life together were set down, "You shall not steal. You shall not bear false witness...You shall not covet," (Exodus 20). Paul summarizes these laws in his letter to the Romans with this commandment: "Love your neighbor as yourself," (Romans 13:9). Jesus summarizes it this way: "Do to others as you would have them do to you," (Matthew 7:12).

As an academic community committed to the Presbyterian tradition, we bind ourselves to live by

these precepts. Having been blessed by God, we will seek daily to love and respect each other so that we may be a blessing to the world.

VALUES and VALUES VIOLATIONS

The University recognizes students' rights to respect and consideration and to the constitutionally guaranteed freedoms of speech, assembly, and association as long as they are consistent with the mission and stated policies of the institution. The University expects the same respect and consideration from students going through the student conduct process. The University further recognizes the students' rights within the institution to freedom of inquiry and to the reasonable use of the services and facilities of the University that are intended for his or her education.

In the interest of maintaining order on the campus and guaranteeing the broadest possible range of freedom to each member of the community, a list of Values and Value Violations has been developed and is listed in the Student Handbook. All students are responsible for knowing the policies, standards, and regulations that are printed in the Student Handbook and available on the UD website at: www.dbq.edu/media/CampusLife/OfficeofStudentLife/2017-18-Student-Policy-Handbook.pdf. The following forms of misconduct by a student, or student groups, or organizations and their officers are subject to disciplinary action when they occur on campus or off campus. Conduct that is displayed electronically may be subject to the student conduct process. Staff does not police online social networks for possible violations. However, if information concerning a potential violation is brought to the staff's attention, a hearing may be conducted to determine whether or not a violation has occurred.

Action Plan: A value-laden education, which focuses on justice, ethics, and responsible stewardship within a globally diverse community, is stressed. We are committed to the Christian faith, and our belief leads us to hold a basic set of beliefs and standards regarding personal and community behavior and the consequences that such behavior will attract. In light of our conviction, the following are examples of inappropriate behavior. This listing is not inclusive, but is intended to give you a good idea of the types of behavior that may result in disciplinary action and sanction(s). Some sanctions may also include police or community intervention as well as University sanctions. *Seminary students – please see specific information in Seminary section.*

Value: Integrity

Violation: Academic Dishonesty

Definition: Academic dishonesty is defined as, and is not limited to, cheating, plagiarism, fabrication of information, non-permitted collaboration on assignments, and misrepresentation of student status. Knowingly making false allegations of academic dishonesty against any student will itself be considered a form of academic dishonesty.

In any case of suspected academic dishonesty, the instructor will initiate a meeting with the student. If an allegation of academic dishonesty is founded, the instructor will notify the student of the finding in

writing or by email and send a copy of the notification, along with the evidence to the Graduate Program Director, where a file will be kept of all substantiated offenses. Each semester, the Graduate Program Director will report all offenses to the Academic Standing and Admission Committee of the College. See more specific details regarding first and second offenses in the section on Processes and Consequences of Academic Dishonesty.

General Evidentiary Policy:

The faculty member alleging academic dishonesty must present evidence to the student to support the faculty member's finding. If the student chooses to appeal a finding of academic dishonesty, he or she must produce evidence to support the appeal. At each stage of the decision process, the student and the faculty member may present additional evidence that is directly relevant to the finding.

Course Withdrawal Restrictions:

Once a student is informed in writing of an allegation of academic dishonesty, the student may not withdraw from the course. However, if the student appeals and is found to not be *in violation* of the allegation, the student may then withdraw without penalty within five (5) calendar days after the student is notified of the decision (but only if the withdrawal deadline had not passed since the allegation was first initiated.)

Processes and Consequences of Academic Dishonesty

A determination of academic dishonesty will result in the imposition of the following sanctions, unless particularly severe or egregious cases result in the imposition of a higher level or other sanction(s).

First Offense: The graduate student will be required to meet with the instructor to discuss the alleged Academic Dishonesty offense. The instructor will determine a finding *in violation* or *not in violation*. For findings of "in violation", the graduate student will be required to meet with the Graduate Program Director. The student should be prepared to provide evidence during the meeting to explain his/her actions and whether disputing or affirming the instructor's finding. Before making a decision regarding the finding and consequences of the action, the Graduate Program Director will discuss the incident with the faculty member and student. Depending on the egregiousness of the offense, the student may receive a grade of zero on the assignment, fail the course, or be dismissed from the program. The decision of the Graduate Program Director is appealable to the Dean for Academic Affairs, Graduate and Adult Studies (Dean).

If the student fails to meet with the instructor or the Graduate Program Director, the matter will be resolved with the evidence presented and the student will lose the right to appeal the case any further.

To challenge an *in violation* finding by the Graduate Program Director, the student must submit their appeal in writing to the Dean. An appeal will only be considered if there is a clear demonstration of either an error in the original finding, the appeal process policy was not followed, or new evidence surfaced since the *in violation* finding was made that could possibly change the outcome of the prior decision. Additionally, the appeal letter should include any evidence the student expects to submit to

the Dean. Students have 7 calendar days from the date on which the *in violation* finding by the Graduate Program Director was made to submit an appeal to the Dean. Once an appeal has been submitted, the faculty member will be invited to respond to the appeal documents, and then a meeting with the student, instructor, and Graduate Program Director will be scheduled with the Dean. The decision of the Dean is final.

Second Offense: The graduate student will be required to meet with the instructor, Graduate Program Director, and Dean to discuss the student's alleged violation of the Academic Integrity policy. After examining the evidence provided by the instructor and discussing the matter with the student, the Dean will determine whether or not the student was *in violation* of the Academic Integrity policy. If the student fails to appear at the meeting with the Dean, the matter will be resolved with the evidence presented, and the student will lose the right to appeal the case further. A decision in support of the *in violation* finding will result in a failure in the course and the student will be dismissed from the program. The decision of the Dean is appealable to the Graduate Curriculum and Academic Standing Committee.

If the student fails to meet with the Dean, the matter will be resolved with the evidence presented and the student will lose the right to appeal the case any further.

To challenge an *in violation* finding by the Dean, the student must submit their appeal in writing to the Graduate Curriculum and Academic Standing Committee, clearly demonstrating that there was either an error in the original finding, the appeal process policy was not followed, or new evidence surfaced since the *in violation* finding was made that could possibly change the outcome of the prior decision. Additionally, the appeal letter should include any evidence the student expects to submit to the committee. Students have 7 calendar days from the date on which the *in violation* finding by the Dean was made to submit an appeal to the committee. Once an appeal has been submitted, the faculty member will be invited to respond to the appeal documents, and then a meeting with the student, instructor, Graduate Program Director, and Dean for Graduate and Adult Studies will be scheduled with the Graduate Curriculum and Academic Standing Committee. The decision of the committee is final.

Identity Fraud

All forms of academic dishonesty are considered serious violations of the ethical standards of the University of Dubuque, but one that is considered particularly egregious is identity fraud. Any student who has another person impersonate him or her, or in any other way commits identity fraud in any course, exam, or other academic exercise, will be dismissed from the school. Whether a first or second offense, the student should follow the appeal process identified under the Second Offense outlined above.

Value: Worth of the Individual

We value the intrinsic worth of every individual in our community and seek to honor different opinions, attitudes, backgrounds, and beliefs.

Violations:

1. Physical Abuse/Assault

Physical abuse/assault is the physical abuse of any person, or other conduct which attempts or threatens to do harm to another person with force or violence including, but not limited to, striking, shoving, kicking, slapping, or otherwise forcefully touching a person.

2. Assault: Sexual, Rape

Sexual assault and rape (including acquaintance or date rape) are forms of sexual harassment. Sexual assault and rape include any sexual relations, including intercourse, performed against a person's will and without consent. Affirmative consent means an affirmative, conscious, and voluntary agreement to engage in sexual activity. Under such standard, each person engaged in sexual activity is responsible for ensuring that the person has the affirmative consent of any other person engaging in the sexual activity. Lack of protest or resistance does not mean consent. Silence does not mean consent. Affirmative consent must be ongoing throughout a sexual activity and can be revoked at any time. The existence of a dating relationship between the persons involved, or the fact of past sexual relations between them, shall not by itself be assumed to be an indicator of consent. Sexual assault and rape are not legitimate or justifiable expressions of normal sexual relations.

Definition:

- Sexual relations or activity performed against the victim's will and without the victim's consent.
- Encouragement through the use of drugs or alcohol to become intoxicated or otherwise unable to give consent for sexual relations.
- Use of physical force or threat of physical force to coerce the victim into sexual relations.
- Use of emotional manipulation and/or threats to coerce the victim into sexual relations.

If a student feels he/she has been a victim of sexual assault or rape at the University of Dubuque, he/she is strongly encouraged to report the incident(s) to a member of the Student Life staff, Residence Life staff, faculty/staff member, or Security.

3. Bullying

Bullying is defined as conduct of any sort directed at another that is severe, pervasive, or persistent, and is of a nature that would cause a reasonable person in the victim's position substantial emotional distress and undermine his or her ability to work, study, or participate in his or her regular life activities or participate in the activities of the University.

This policy is not intended to and will not be applied in a way that would violate rights to academic

freedom and freedom of expression, nor will it be interpreted in a way that undermines a supervisor's authority to appropriately manage their work unit. If a student feels he/she has been bullied at the University of Dubuque, he/she is encouraged to report the incident(s) to a member of the Student Life staff, Residence Life staff, faculty/staff member, or Security.

4. Harassment

Harassment is any physical abuse or verbal abuse, threats of abuse, intimidation, harassment, coercion, character vilification, provocation, stalking, and/or other conduct that threatens or endangers the health or safety of any person, including racial, sexist, or ethnic slurs or public displays of racist or sexist pictures, cartoons, jokes, written materials or internet (i.e. Facebook, Twitter, My Space, etc.) Speech or other expression constitutes harassment by personal vilification if it:

- Is intended to insult or stigmatize an individual or a small number of individuals on the basis of their sex, race, color, handicap, religion, sexual orientation, or national and ethnic origin;
- Is addressed directly to the individual or individuals whom it insults or stigmatizes; or
- Makes use of insulting or "fighting" words or nonverbal symbols.

5. Harassment: Sexual

Sexual harassment is unwanted sexual or gender-based behavior that occurs when one person has formal or informal power over the other. The three elements to sexual harassment are: 1) The behavior is unwanted or unwelcome; 2) The behavior is sexual or related to the gender of the person; or, 3) The behavior occurs in the context of a relationship where one person has more formal power than the other (such as a supervisor over an employee or a faculty member over a student) or more informal power (such as one peer over another.)

Sexual harassment exists when any of four conditions are met:

- Submission to the conduct is made a term or condition, either explicitly or implicitly, of obtaining education or employment;
- Submission to or rejection of the conduct is used as a factor in decisions affecting that person's education or employment;
- The conduct has either the purpose or effect of "substantially interfering" with a person's education or employment;
- The conduct creates an "intimidating, hostile or offensive" educational or work environment.

6. Hazing

Hazing is any action taken or situation created intentionally that produces mental or physical pain, discomfort, embarrassment, harassment, or ridicule for the purpose of initiation or admission into, or affiliation with an organization regardless of a student's willingness to participate in the activity. Hazing includes active or passive participation in such acts and occurs regardless of the willingness to participate in the activities. Hazing creates an environment/ climate in which dignity and respect are absent.

Value: Self-Discipline

We value intellectual, spiritual, and moral development and recognize the need for personal responsibility and responsible self-expression as we seek to become lifelong learners and of service to the community.

Violations:

1. Alcoholic Beverages

Students are expected to abide by all Iowa state laws and statutes regarding the use, possession, distribution, and consumption of alcoholic beverages.

In order to consume alcohol legally in the State of Iowa, you must be 21 years of age. The use, possession, distribution, and/or consumption of alcohol or possession of an alcohol container on the University campus or at any activity off-campus that is sponsored by any University organization, department, or group are strictly prohibited. The President, or appropriate designee, may approve exceptions to this prohibition to allow possession or consumption of alcoholic beverages by persons of legal drinking age at designated special events. For clarification regarding this policy, please contact the Dean of Student Life. No alcoholic beverages may be present at any activity for the purpose of initiation, admission into, affiliation with, or as a condition of continued membership.

Illegal distribution of alcohol beverages is defined as providing anyone under 21 years of age with alcohol. Students under 21 years of age providing alcohol to other students under 21 years of age is also in violation of the illegal distribution policy.

2. Complicity

Students associated with or present during the commission of an act(s) by another which constitutes a violation of University policy may also be charged if the student's behavior constitutes permission, contributes to, or condones the violation.

3. Dishonesty

Dishonesty is knowingly or intentionally concealing requested information and being untruthful or deceptive, or knowingly or intentionally using, misusing, entering, opening, or possessing any University property, office, room, building, or equipment (including cable and phone lines, furniture, television, computers, computer files, keys) without authorization.

4. Fraud

Fraud is any action considered falsification, misrepresentation, or distortion of information or results (including tampering with the election of any University-recognized student organization); any forgery, alteration, misuse, or embezzlement of University or other documents, equipment (including computers and computer files), records, funds, property, or instrument of identification (including passwords).

5. Gambling

Gambling is defined as betting on or selling “pools” pertaining to athletic or other events, card playing either in person or in an online environment for money, rolling of dice for money, use of college property including phone and internet services for illegal gambling activities, involvement in bookmaking activities, or online gambling which the U.S. Government has determined to be illegal.

The University recognizes that, for some individuals gambling can become a destructive pattern of behavior. Resources are available to assist individuals who may be experiencing problems related to gambling. The University President, or appropriate designee, may approve exceptions to this prohibition. Requests for an exemption to this prohibition are available in the Business Office.

6. Illegal Drugs: Use, Possession, or Distribution

Definition of Illegal Drugs

Illegal drugs constitutes the illegal use, possession, or distribution of controlled substances, including, but not limited to, prescription drugs, amphetamines, barbiturates, hallucinogens, narcotics, marijuana, cocaine, anabolic steroids, or other intoxicants. Any paraphernalia related to the illegal use, possession, manufacturing, or distribution of such drugs fall into the University illegal drug policy. Any other evidence that strongly leads a reasonable person to believe that such drugs or drug related activity is involved will be considered a violation of University policy and students may be subject to immediate suspension from the University.

Definition of Illegal Drug Use

Illegal drug use constitutes the use of drugs described in the above definition on-campus or off-campus in forms that include, but are not limited to, being smoked, ingested, inhaled, applied externally to the body, used through a syringe, or any other application device. Students can be found in violation of the illegal drug use policy with evidence of using drugs or being in the vicinity of illegal drug use whether the illegal drug use was on-campus or off-campus. Illegal drug use evidence includes, but is not limited to, odor, slurred speech, loss of coordination, hyperactivity, and bloodshot eyes.

Definition of Illegal Drug Possession and Paraphernalia

Illegal drug possession constitutes the possession of any drugs described in the above definition whether on a person, within personal effects or vicinity, or within any living area assigned to a student. Illegal drug possession on a person includes, but is not limited to, clothing pockets, personal items, or a body orifice. Personal area includes, but is not limited to, book bags, purses, wallets, motor vehicle, personal clothing, living quarters, and furniture, whether personally owned or University owned. Possession of drugs can be considered for items found on-campus and off-campus.

Illegal drug paraphernalia refers to, but is not limited to, bongs, hookahs, rolling papers, non-medically prescribed syringes, grinders, and pipes. Possession of paraphernalia in a personal area includes, but is not limited to, book bags, purses, wallets, motor vehicle, living quarters, and furniture, whether

personally owned or University owned. Items found on-campus or off-campus can be considered possession of illegal drug paraphernalia.

Definition of Manufacturing and Distribution of Illegal Drugs

Illegal drug manufacturing constitutes any actions with the intent to manufacture illegal drugs on-campus or off-campus. Illegal drug manufacturing includes, but is not limited to, procuring ingredients specific for drug manufacturing, the direct manufacturing of an illegal drug, packaging of an illegal drug, or transporting an illegal drug.

Illegal drug distribution refers to any involvement in any transaction or attempted transaction of any illegal drug on-campus or off-campus. Students can be found in violation of the illegal drug distribution policy with any level of positive, affirmative, or conscious involvement in a chain of connecting any individual seeking the procurement of illegal drugs and a dealer of illegal drugs. Students can be found in violation of illegal drug distribution without having handled the illegal drug personally or without having been directly involved in the transaction.

7. Intoxication

Intoxication is defined as a person who, having consumed alcoholic beverages, experiences a loss of the normal use of his or her mental and/or physical faculties. This includes, but is not limited to, slurred speech, loss of motor coordination, aggression, loss of memory, or abusive behavior.

8. Lewd, Indecent, or Disorderly Conduct

Conduct or speech that is disorderly, lewd, or indecent; breach of peace; or aiding, abetting, or procuring another person to breach the peace on University premises, at events sponsored by the University, or events that the University participates in either on or off-campus.

9. Noise

Noise is defined as any talking, yelling, singing, playing a musical instrument, electronic device, etc. loudly enough to disturb members of the Community.

10. Smoking and/or Tobacco Use

Smoking and/or tobacco use on UD campus, including in any University owned or controlled buildings or vehicles, or within a 25-foot allowance from any building doorway or window is a smoking violation. Hookahs, e-cigarettes, and/or other similar devices are prohibited on campus. By directive of the City of Dubuque Fire Marshall, students found to be smoking on campus will be fined \$750 per incident.

The Iowa Clean Air Act that became effective on July 1, 2008 bans the smoking of tobacco in all indoor and outdoor spaces on the campus including: all University property, parking lots (including in one's own personal vehicle), athletic fields, stadiums, University vehicles, apartments, residence halls, and University sidewalks. The law doesn't prohibit smoking on public sidewalks around the University, but a 25-foot allowance from any building doorway or window must be adhered to. The law takes a

firm position concerning the failure to maintain a smoke-free campus that will result in civil penalties for both the individual and the University.

Value: Respect for Community Authority

We value our freedom but understand our need to exercise that freedom responsibly within the guidelines set forth by this community.

Violations:

1. Activities Obstruction

Definition: includes any participation in a demonstration that disrupts the normal operations of the University and infringes on the rights of other members of the University community; any obstruction or disruption of the free flow of pedestrian or vehicular traffic, or of teaching, research, administration, disciplinary proceedings; other University activities (including its public service functions on or off-campus); other authorized non-University activities when the act occurs on University premises; or leading or inciting others to disrupt scheduled and/or normal activities within any campus building or area.

2. Computer Misuse

Definition: all policies outlined in the Technology Acceptable Use policy which includes, but is not limited to, criminal speech and/or use in the course of committing a crime, inappropriate, obscene, profane, lewd, vulgar, pornographic, disrespectful, threatening, or inflammatory language, video, or graphics. It also includes harassment, personal attacks (including prejudicial or discriminatory attacks), false or defamatory material about a person or organization, dangerous information (information that, if acted upon, could cause damage, present a danger, or educational or business operation disruption), violations of privacy, abuse of resources (use of chain letters or “spamming”), and copyright infringement or plagiarism.

3. Unauthorized Entry

Definition: students, guests and all other unauthorized persons are prohibited from entering any University building or room, including residence facilities, as well as University owned or individually owned vehicles without expressed permission from an authorized University official, faculty, or staff member or resident of such housing unit or vehicle.

4. Student Conduct System Abuse

Definition: student conduct system abuse includes, but is not limited to, the following:

- Failure to obey the summons of a student conduct body or University official.
- Falsification, distortion, or misrepresentation of information before a student conduct body or a University official.
- Disruption or interference with the orderly conduct of a student conduct proceeding.
- Institution of a student conduct proceeding knowingly without cause.
- Attempting to discourage an individual’s proper participation in, or use of, the student conduct

system.

- Attempting to influence the impartiality of a member of a student conduct body prior to, and/or during the course of, the student conduct proceeding.
- Harassment (verbal or physical) and/or intimidation of a member of a student conduct body prior to, during, and/or after a student conduct proceeding.
- Failure to comply with the sanction(s) imposed under the Code of Conduct.
- Influencing/attempting to influence another person to commit an abuse of the student conduct system.

Value: Respect for Property and Stewardship of the Campus Environment

We value the privilege of being in community and understand that our responsibility as stewards of this community requires acting in ways that respect the property of others, the environment, and the future of this University.

Violations:

1. Failure to Comply

Failure to comply with University policy and community standards with the directives of University officials or law enforcement officers acting in performance of their duties and/or failure to honestly identify oneself to these persons when requested to do so. Failure to vacate a building after the fire alarm sounds or at the direction of a University official. Failure to appear when summoned for an official meeting. Failure to show respect for University faculty, staff, guests, or vendors, including but not limited to, verbal offensive behavior or obscene gestures. Failure to complete community service hours and/or designated projects by the deadline stated with a sanction.

2. Refusal to Identify Oneself

Refusal to identify oneself, failure to display a University identification card or other identification, or providing false identification to any appropriate University official or designee upon reasonable request.

3. Fire Setting and Arson

The deliberate act of lighting a fire without authorization. This includes use of fireplaces, candles, incense, or any other flammable or smoldering device in a residence hall or campus building. Arson is the act of setting a fire with the intention of destroying property.

4. Fireworks Possession or Use on Campus

The possession, use, or distribution of fireworks, explosives, incendiaries, flammables, or mixing of dangerous chemicals to produce such reactions is prohibited.

5. Littering

The deliberate act of leaving your garbage in a place other than within approved disposal containers,

including but not limited to, cigarette butts left on the ground, garbage, food or beverage containers, or other debris left in hallways and on floors or near a garbage container.

6. Reckless Behavior

Any behavior that creates risk of danger to others or the University community including, but not limited to, propping open exterior doors in residence halls, throwing objects from windows, climbing outside walls of buildings, climbing through windows, removing window screens, removing lounge furniture from designated locations.

7. Safety Concerns: General

Failure to observe all safety regulations applying to specific use of electrical appliances and/or cooking in the residence halls. Failure to clean up any accidents involving, but not limited to, tobacco chew, spit, vomit, urine, feces, hair, food, or other products. Any actions considered by state law, local ordinance, or University community standard to be a threat to the safety, health, and welfare of oneself or others.

8. Safety and Fire Prevention: Equipment Tampering

Tampering with, damaging, destroying, or improperly using safety equipment or fire-prevention equipment such as exit lights, stair rails, fire exit doors, smoke detectors, fire alarms, fire escape stairs, or corridors. By directive of the City of Dubuque Fire Marshall, students found to have tampered with equipment will be fined \$750 per incident.

Setting off a false alarm is also a criminal offense under the City of Dubuque Fire Code, Section 10202, and is punishable by a court fine of \$100 and/or 30 days in jail. Students who do not leave during a fire alarm may be referred to the City of Dubuque and are subject to a fine of up to \$750 for a first offense and \$1,000 for any subsequent offense.

In addition to other sanctions, restitution charges for fire extinguishers are:

- Recharge Costs: ABC Dry-Chemical - \$55.00; Water Extinguisher - \$45.00
- Replacement Costs: ABC Dry-Chemical - \$105.00; Water Extinguisher - \$95.00

9. Theft

Taking, selling, or possessing property without the consent of its owner or without proper remuneration.

10. Vandalism

Any deliberate act of destruction (removal, destroying, defacing, or damaging) to any part of the University of Dubuque or any items of personal property, including but not limited to, any property (including buildings, grounds, or equipment) belonging to the University or to any student, faculty, staff, or guest of the University. Any destruction that remains unreported by those responsible for accidental damage to such items.

11. Weapons

The University of Dubuque expressly prohibits the possession and/or use of weapons on campus, on properties or facilities owned or occupied by the University of Dubuque, and at activities or events sponsored by the University. Possession includes carrying weapons on or about your person (e.g. holster, pocket, backpack, etc.) or other area under your effective control (e.g. residence hall, campus housing, storage locker, etc.) including, but not limited to, any vehicle located on University of Dubuque property.

For purposes of this policy, the term “weapons” includes:

- Firearms or ammunition of any kind, whether loaded, unloaded, or antique;
- Air rifles and guns of any type, including but not limited to, pellet, flare, tranquilizer, Nerf, stun, spear, and dart;
- Swords, knives, daggers, switchblades, and other spring-operated knives or projectile knives, whether common, antique, novelty or specialty, but excluding pocket knives with blades of three inches or less, and knives designed exclusively as eating utensils;
- Martial Arts weapons including, but not limited to, nunchakus, staffs, and throwing stars;
- Bows and arrows, or slingshots;
- Explosive devices including hand grenades, bombs, black powder, smokeless powder, percussion caps, friction primers, and pyrotechnic fuses;
- Any other items or devices banned from open and concealed carry under federal or Iowa law, including those items or devices that in the reasonable discretion of Campus Security pose a risk to the University community similar to that posed by any of the items mentioned above.

The University permits individuals to carry pepper spray or mace for the purpose of fending off a sexual assault or other unwanted attack. This prohibition against weapons applies equally to those carried by persons with a government issued permit or license, with the exception of weapons carried by local, county, state, and federal law enforcement, correctional officers, and members of the United States armed forces or National Guard as required for the proper fulfillment of their official duties.

If you possess weapons in violation of this policy you will be required to remove the weapons or yourself from University property. You may also be subject to dismissal from the University and its residence facilities, events and activities, and debarment from University premises and business relationships. If the University finds you to be in violation of this policy, charges may be referred against you with local and state authorities for criminal prosecution in addition to the institution of University disciplinary proceedings and sanctions. Violations or suspected violations of this policy should immediately be reported to UD's Safety and Security at 563.589.3333.

The policies, rules, and regulations within the Student Handbook apply to all Graduate students, as

indicated. With questions or concerns about this handbook, graduate students should contact the Dean for Academic Affairs, Graduate and Adult Studies at ghayes@dbq.edu or 563-589-3349.

APPENDIX A

STUDENT GRIEVANCE FORM

This **Student Grievance Form** provides guidance for students in following the grievance process for academic and non-academic grievances, and complaints of unlawful discrimination or unfair treatment. A “student” is an individual who is matriculated or otherwise enrolled to attend class full or part-time at the University of Dubuque (UD). Students wishing to file a grievance should do so within 15 business days of the event by submitting their concerns in writing to their academic advisor.

Issues and Disputes Covered Under Their Own Process:

1. Requests to review and challenge contents of student records (see University Student Handbook section Family Educational Rights and Privacy Act and Access to Student Records).
2. Grievances or concerns involving harassment or discrimination on the basis of race, color, religion, sex, age, national origin, disability, or Vietnam-era veteran status (see University Graduate Student Catalog and Handbook section Values and Values Violations).
3. Grievances relating to sexual harassment (see University Graduate Student Catalog and Handbook section Sexual Harassment Policy Title IX).
4. Appeals of disciplinary actions. Appeals of this nature will be submitted to the Graduate Curriculum Committee in consultation with the Vice President for Academic Affairs.
5. Appeals or petition regarding instructional or academic issues. Appeals for these issues will be submitted to the Graduate Curriculum Committee in consultation with the Vice President for Academic Affairs.
6. Complaints that, on their face, are not subject to possible resolution in a student grievance context. (An example would be a student complaint where the student's requested relief is prohibited by state or federal law.)

Use this form to document your grievance. This form serves as the written grievance for informal and formal resolution, though it is possible to resolve your grievance without going through both levels. For information about this process, please refer to this Student Grievance policy in the University of Dubuque Graduate Student Catalog and Handbook at .

A Grievance reported on this form may include, but is not limited to, complaints alleging:

- (a) unfair treatment by an University employee,
- (b) errors in the assessment of fees or other financial obligations,
- (c) registration errors, and/or
- (d) loss of financial aid eligibility.

Informal Resolution

1. Before initiating the formal grievance process, the student is encouraged to make every effort to resolve the problem informally with the person(s) alleged to have caused the

- grievance.
2. Alternatively or additionally, the student may present the informal grievance in writing to the person(s) alleged to have caused the grievance. This attempt to resolve the grievance informally should be started as soon as the student first becomes aware of the act or condition that is the basis of the grievance.
 3. The student may present the informal grievance to the direct supervisor of the person alleged to have caused the grievance. Students uncertain about how to identify this person or determine how to proceed may consult the Graduate Program Director, who shall identify the appropriate person.

Formal Complaint Resolution

1. When appropriate, students are encouraged to work with their academic advisor and other parties involved to arrive at a solution before filing a formal complaint. If the student desires to request a formal complaint, the complaint is submitted to the Graduate Program Director, or their designee, for evaluation.
2. The Graduate Program Director, or their designee, will review and act on the issue within fifteen business days of receipt.
3. The student may elect to appeal the Graduate Program Director’s decision to the Graduate Curriculum Committee, which will review and act on the issue within thirty calendar days of receipt.
4. The student may elect to appeal the Graduate Curriculum Committee’s decision to the Vice President of Academic Affairs, who will review and act on the issue within thirty calendar days of receipt.

Student Grievance Form

To submit a grievance, please complete the following information: [* indicates a required field]

*First name:	
*Last name:	
*UD Student ID #	
*Phone number (cell):	
Phone number (work):	
*Street address:	
*City:	
*State:	
*Zip code:	
*Email:	

***Resolve**

Have you tried to resolve the problem informally with the person(s) alleged to have caused the grievance or with the direct supervisor?

- Yes
- No

*** Incident Description**

Please include names of other persons involved, departments, any witnesses and support documentation. If additional space is needed please use another sheet of paper and attach to this form.

***Solution**

What Are You Requesting as a Proposed Solution?

If the student complaint cannot be resolved after exhausting the Institution's grievance procedure, the student may file a complaint with the Iowa College Student Aid Commission. The student attending a location in Iowa must contact the Iowa College Student Aid Commission for further details.

The Iowa College Student Aid Commission address is:

Iowa College Student Aid Commission
430 East Grand Ave., FL 3
Des Moines, IA 50309