

MARIST

Graduate Studies

2008-2009 eCatalog

www.marist.edu/graduate

Office of Graduate and Adult Enrollment
Marist College
Poughkeepsie, New York 12601-1387

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school of
graduate &
continuing
education

MARIST

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Marist College Mission

Marist is dedicated to helping students develop the intellect and character required for enlightened, ethical, and productive lives in the global community of the 21st century.

Vision Statement

The College fulfills its mission by pursuing three ideals: excellence in education, the importance of community, and the principle of service. These ideals were handed down to us by the Marist Brothers who founded the College. Although Marist is now an independent institution governed by a lay board of trustees, the three ideals remain an integral part of the College mission.

The Marist ideal of excellence in education is achieved through an emphasis on quality teaching and distinctive learning opportunities. At the undergraduate level, this begins with a firm foundation in the liberal arts and sciences. Through core courses and their major field of study, students are educated to think logically and creatively, be able to synthesize and integrate methods and insights from a variety of disciplines, and effectively express their opinions both orally and in writing. Students are encouraged to consider the ethical dimensions of the subjects they study, and to become more aware of their own values and the value implications of the choices they make in their public and private lives. They are also exposed to cultures other than their own through on-campus programs and study abroad.

In addition to offering undergraduate programs to traditional-age students, Marist has a long history of serving the needs of adult learners for graduate, degree completion, and continuing-education programs. The College offers these students an educational experience that meets the same high standards as our traditional undergraduate programs. Marist allows these students to balance their education with work and family responsibilities by offering flexible scheduling, alternative methods of program delivery, and satellite campuses.

Marist seeks to distinguish itself by the manner in which it uses information technology to support teaching, learning, and scholarship at both the undergraduate and graduate levels. The College believes that by familiarizing our students with these advanced technologies, it better prepares them to be productive members of society and lifelong learners.

The Marist ideal of community is based on the belief that we become a better institution through the active involvement of faculty, staff, students, and alumni in the life of the College. At a time when social bonds in our society are tenuous, we seek to develop a relationship between our community members and the College that will last a lifetime. We do this by nurturing the development and well-being of all our community members. Of particular importance is assuring that the life of students outside the classroom is supportive of the educational goals pursued inside the classroom. We strive to be a diverse community but also one united by a shared commitment to the free exchange of ideas, consideration of the opinions of others, and civility in all our interactions.

Finally, Marist believes in the dignity of every human being and is committed to the principle of service. The College conducts programs for the disadvantaged, a wide

variety of programs that meet community needs, and programs that broaden access to education. We encourage students, faculty, staff, and alumni to make service an important part of their lives. Students are encouraged to become involved in campus activities, programs that assist the less fortunate in our society, and service projects throughout the Hudson River Valley and around the world. By sharing their time and talents, students help make Marist a better place to live and learn while developing a sense of personal and civic responsibility.

Introduction to Marist

What started as a school for training future Marist Brothers has developed into one of the leading colleges of the arts and sciences in the Northeast. Marist College's 150-acre campus overlooks the Hudson River in the heart of the historic Hudson Valley, midway between New York City and Albany, N.Y.

Recognized for academic excellence by U.S. News & World Report, TIME/The Princeton Review, and Barron's Best Buys in College Education, the College is also noted for its leadership in the use of technology to enhance the teaching and learning process.

Marist is home to approximately 4,000 traditional undergraduate men and women, 1,100 adult continuing-education students, and more than 1,000 full- and part-time graduate students. Its first graduating class in 1947 consisted of four Marist Brothers. Today, more than 22,000 alumni and alumnae call Marist alma mater.

Marist offers 29 programs leading to bachelor's degrees, 7 toward master's degrees, and numerous professional certificate programs. The College has a long-standing commitment to providing adults with educational opportunities that accommodate their working schedules, and extension centers have been established in Fishkill, Goshen, and Kingston, N.Y. Marist has seen tremendous growth in its graduate programs due in large part to its successful online MBA and MPA programs, the first to be accredited by New York State. This year, the Master of Science in Information Systems will also be available entirely online.

Marist has received national attention and a number of awards for its technology backbone, with an IBM ZSeries Enterprise Server and a Cisco Campus Network for voice, video, and data. Marist is one of only 200 institutions in the country to be connected to Internet II, and the College's James A. Cannavino Library offers more "ports per student" than any academic library in the country. A 19-year joint study agreement with the IBM Corporation has allowed both partners to develop innovative uses for technology both in and out of the classroom.

History

Marist can trace its roots to 1905, when the Marist Brothers purchased property and a house from Thomas McPherson in Poughkeepsie. In 1929, college-level courses were first offered. In 1946, the State of New York granted an official, four-year charter to Marian College under the leadership of founding president Brother Paul Ambrose Fontaine, FMS.

Dr. Linus Richard Foy was named president in 1958 and became, at age 28, the youngest college president in the United States. Marist College became Marist College in 1960. In that same year, the mission of the College was broadened to include the wider community; lay male students were admitted to pursue undergraduate studies. An evening division was also introduced to serve the educational needs of the surrounding communities. Women were admitted into the evening division in 1966. In 1968, women entered the day division, making the College fully coeducational. Ownership of the College was transferred in 1969 to the Marist College Educational Corporation with an independent board of trustees.

With the naming of Dr. Dennis J. Murray in 1979 to the presidency of Marist College, another period of significant growth and development began. The main campus now consists of 49 buildings and 29 student housing facilities, with a total estimated value of \$300 million. During the past quarter-century, Marist has broadened its course offerings, become significantly more selective in its admissions, and nearly doubled its enrollment.

The Marist College Faculty

The Marist College faculty is comprised of highly experienced and credentialed educators who are dedicated to the intellectual and professional development of their students. Many of these faculty members are highly skilled professionals with practical hands-on experience in corporate, government, not-for-profit, and community settings. Faculty regularly take part in research, publishing, and consulting, and are frequently called upon by various organizations and institutions for their expertise in their given academic areas. Furthermore, the Marist College faculty is known for their longstanding commitment to excellence in teaching. An average class size of fifteen students allows Marist's faculty to actively involve students in the learning experience. In-class exercises, case studies, computer simulations, group projects, and presentations all play an integral role in the learning process. Through the use of this multi-dimensional teaching model, learning occurs not only from faculty, but also from fellow students who bring a wide range of relevant experiences to the classroom.

Marist College recognizes the competing needs of adult students who often balance their career and home life with their graduate studies. There are a number of options available to help students meet this challenge. Marist offers the convenience of evening classes and online classes, as well as a choice of campus locations, thus enabling working adults to pursue their graduate degree with minimal disruption to their personal lives. At the same time, part-time students can choose to accelerate their studies by taking more than one course per term. Fall, spring, and summer sessions allow students to complete their degree at a pace which suits their personal and professional goals.

Graduate courses are not just offered at the main campus in Poughkeepsie. They are available at extension centers in Fishkill and Goshen, as well as at several additional satellite locations. Graduate classes normally meet one evening per week (Monday through Thursday) at 6:30 P.M., either at the main campus of Marist College in Poughkeepsie, New York, at the Marist Fishkill Center, or the Goshen Center.

Two fifteen-week semesters are offered during the fall and spring terms, as well as a shortened summer session.

Online classes are accessible 24 hours per day and are scheduled in eight to 15-week segments. The eight-week online classes are generally taken sequentially, thus enabling students to complete six (6) credit hours of graduate work per semester.

The IBM/Marist Joint Study

Marist College has had a longstanding partnership with the IBM Corporation that has helped place Marist among the most technologically advanced liberal arts colleges in the country. A key component of the Marist/IBM partnership has been a 14-year Joint Study arrangement that has benefited both the College and IBM in many ways. Through the Study, IBM has been able to test concepts and applications that the company believes can be of value in the 21st century in education, business, digital media, communications, and other fields. The Study has also helped develop a world-class technology platform to support instructional, research, and administrative initiatives.

The College's participation in the Joint Study provides the unique opportunity for Marist students, faculty, and IT staff to work collaboratively with IBM research and development staff on various emerging technology initiatives.

This past year, Marist and IBM embarked on three emerging technology research projects with applications in both the business and academic worlds. These projects include grid computing, e-learning applications, and computing on demand. Current and planned activities provide Marist graduate students the opportunity to work closely with faculty from many disciplines.

Membership and Accreditation

Marist College is registered by the New York State Education Department, Office of Higher Education and the Professions, Cultural Education Center, Room 5B28, Albany, NY 12230, (518)474-5851. The Commission on Higher Education of the Middle States Association of Colleges and Schools, 3624 Market Street, Philadelphia, PA 19104, (215)662-5606, accredits Marist College. The Commission on Higher Education is an institutional accrediting agency recognized by the U.S. Secretary of Education and the Commission on Recognition of Postsecondary Accreditation. The College is also accredited by the U.S. Department of Justice for the training of foreign students. It is approved by the New York State Education Department for the training of veterans. The College is also approved for holders of New York State Scholarships, including Regents Scholarships, State War Service Scholarships, and Scholar Incentive Awards. The College holds membership in the New York State unit of the American Association of Colleges for Teacher Education.

The College holds memberships in the Association of Colleges and Universities of the State of New York, the Commission on Independent Colleges and Universities, the American Association of Colleges for Teacher Education, and the Association of American Colleges. Marist is a charter member of the Visiting Student Program sponsored by the Associated Colleges and Universities of the State of New York.

Marist is also a member of the American Association of University Women, the Middle Atlantic Association of Colleges of Business Administration, the Middle States Association of Collegiate Registrars and Officers of Admission, the Council for the Advancement and Support of Education, and the American Assembly of Collegiate Schools of Business. The School of Management has achieved the prestigious program accreditation of its undergraduate and graduate degree programs in business by AACSB International – The Association to Advance Collegiate Schools of Business.

Marist is also affiliated with the National Catholic Educational Association of Governing Boards of Universities and Colleges, the National Association of Independent Colleges and Universities, the National Association of College and University Business Officers, the American Association of Collegiate Registrars and Admissions Officers, the National Association of College and University Attorneys, and the American Association of Fundraising Council.

Academic Facilities

JAMES A. CANNAVINO LIBRARY

The James A. Cannavino Library strives to support the teaching and learning environment by meeting the information needs of students and faculty on- and off-campus. The Library offers access to extensive collections and services located in the newly constructed library building and available electronically over the campus network.

The new, state-of-the-art library opened in the fall of 1999, overlooking the campus green and the Hudson River. The first floor of the 83,000-square-foot structure holds the Library's circulating collection, print periodicals, and archives, which include special collections of distinctive resources. The second level features the main reading room, as well as circulation, reserve and reference desks, the reference collection, and a selection of current print periodicals. The third floor houses electronic classrooms, a multimedia language lab, and centers for multimedia content development. It is also home to a suite of collaborative student services including International Programs, the Academic Learning Center, the Writing Center, the Higher Education Opportunity Program, and the Center for Career Services, reflecting the emerging role of libraries in higher education as collaborative learning centers.

A vigorous collection development program keeps print, non-print, and online resources updated to serve the research, teaching, and learning needs of students and faculty. The library also maintains a digital library component that provides access to scholarly resources on the Web.

The James A. Cannavino Library has been an active innovator in developing and implementing computerized information resources.

An integrated online library system supports a web catalog of all library holdings and an online circulation module that indicates location and availability of all library materials.

Students are encouraged to contact a librarian in person, by phone, or email.

THE LOWELL THOMAS COMMUNICATIONS CENTER

The Lowell Thomas Communications Center houses the School of Communication and the Arts and the School of Computer Science and Mathematics. Recognizing the profound impact of computer technology on the communications industry, Marist designed the center to provide students with an environment that offers both state-of-the-art computing technologies and communications labs and studios.

THE MARGARET M. AND CHARLES H. DYSON CENTER

The Margaret M. and Charles H. Dyson Center houses the School of Management, the School of Social and Behavioral Sciences, the School of Graduate and Continuing Education, the Graduate Center for Public Policy and Administration, and the Marist Bureau of Economic Research and is used for undergraduate and graduate instruction in all academic disciplines.

DONNELLY HALL

Donnelly Hall houses the School of Science, including a two-story greenhouse and lab for the study of medical technology; the Computer Center; classrooms; lecture halls; a Fashion Program complex; and a variety of student services and administrative offices. In proximity to Donnelly Hall are the Steel Plant Studios and Gallery, an expansive space for studio art courses and a digital media laboratory as well as a gallery regularly hosting exhibits of work by Hudson Valley artists.

FONTAINE HALL

Fontaine Hall, the home of the School of Liberal Arts, contains smart classrooms, seminar rooms, and a black box theatre for instruction and performances. The building also serves as headquarters for the nationally recognized Marist Institute for Public Opinion, with professional facilities where students conduct opinion surveys, and the Hudson River Valley Institute, a national center for interdisciplinary study of the Hudson River Valley.

Marist College Goshen Center

At the Marist Goshen Center, students enjoy personalized service and a vibrant education center with seven classrooms including a computer lab.

Marist Goshen's convenient location just off of Route 17 at exit 124 and its one-stop services for academic advisement, application, registration, and financial aid information are features that attract students from Orange, Ulster, Sullivan, and Rockland counties as well as areas of New Jersey and Pennsylvania.

We strive to provide high-quality academic programs, teaching facilities, and support services specifically for adult learners. This emphasis on quality has built a true adult learning community.

FACULTY

The faculty at Marist Goshen are experts in their fields. The professional experience helps to provide our students with the networking opportunities and cutting-edge skills needed to compete in today's workplace.

STUDENT SERVICES

Marist Goshen offers students a full range of student services and resources generally available at the main campus. Students can easily apply for admission and financial aid, register for classes, settle student accounts, receive one-on-one academic and career advisement, utilize proofreading services, and conduct library research using Marist's high-speed Internet connection, all at this one convenient location.

FOR MORE INFORMATION

Marist Goshen Center
40 Matthews Street, Suite 105
Goshen, New York 10924
Phone: (845) 294-6900
Email: goshen@marist.edu
Web: www.marist.edu/goshen

Marist College Fishkill Center

At the Marist Fishkill Center, students enjoy taking classes in a professional, modern center with six large classrooms including a computer lab. Students gather in a comfortable, attractive lobby/eating area and can do group work in our conference or breakout rooms.

Marist Fishkill is conveniently located at 400 Westage Business Center at the junction of Route 9 and I-84 at exit 13. Only 10 minutes from the Newburgh-Beacon Bridge, students come from Orange County to the west, from Westchester and Putnam Counties to the south, and Connecticut 30 miles to the east.

Students, as well as our faculty, appreciate the high-quality academic programs, state-of-the-art teaching facilities, and support services provided.

FACULTY

The faculty at Marist Fishkill are professionals working in their fields. Their experience helps to provide our students with the skills they need to compete in today's world, and the ability to apply the theory from class to the practical application of the workplace.

STUDENT SERVICES

The high-speed Internet connection enables students to utilize proofreading services and conduct library research available at Marist's main campus.

PROGRAMS

The Marist Fishkill Center currently offers the Master of Business Administration for adults wishing to pursue a new career or advance in their current one.

FOR MORE INFORMATION

Marist Fishkill Center
400 Westage Business Center, Suite 105
Fishkill, New York 12524
Phone: (845) 897-9648
Email: fishkill@marist.edu
Web: www.marist.edu/fishkill

Student Services & Facilities

INFORMATION TECHNOLOGY COMPUTER LABS

Marist maintains computer labs located at all three of our sites – Poughkeepsie, Fishkill, and Goshen. These include instructional labs equipped with a computer per seat, multimedia classrooms with a single instructor podium, and open labs that are available throughout campus. In all, Marist provides more than 500 computers available for academic use throughout its campus extension sites.

SAFETY AND SECURITY

The Safety and Security Office provides 24-hour, seven-days-a-week service to the Marist College community. Among the many services provided through this office are student escort programs during evening hours; fire and emergency equipment; and a lost-and-found department.

The Safety and Security Office works as the liaison to local fire, police, and rescue agencies. The office administers the College's parking and vehicle registration policy and is responsible for its enforcement in order to facilitate traffic flow and ensure unimpeded emergency response to the College community. The office is located in Donnelly Hall, Room 201 and can be reached by calling (845) 575-3000, extension 2282 or (845) 471-1822.

PARKING PERMITS

Parking on campus is limited to vehicles that are registered with the Safety and Security Office and have been issued a Marist College parking permit. When applying for parking permits, students must present a valid driver's license, vehicle registration, and college identification. Commuter student parking is restricted during the day although after 6:00 P.M. students may park in the Dyson and Lowell Thomas lots.

Permits are issued for individual parking lots and are valid only for that specific lot. Vehicles without permits, or those parked in a lot other than designated, are subject to towing at the owners' expense. All fines must be paid at the Business Office within 10 days of issuance. Any violations of this parking policy may result in revocation of parking privileges.

THE COLLEGE BOOKSTORE

The Marist College bookstore is located on the lower level of the Student Center. The bookstore is open six days per week during the academic year. Please call (845) 575-3260 for store hours.

STUDENT CENTER

The Student Center is a focal point for student events and activities. The monumental three-level structure features a student café and performance space known as the Cabaret as well as the student dining hall, the campus bookstore, and a health-services center. The Student Center opens onto a campus green with an outdoor performing arts area overlooking the Hudson River.

ATHLETIC FACILITIES

The Marist campus offers a variety of athletic facilities that support an extensive intramural program as well as intercollegiate athletics competition. The James J. McCann Recreation Center features a pool with a diving well, basketball courts, three handball/racquetball courts, a fitness center, and a dance studio. The main field house for NCAA Division I play features a handsome wooden floor and seating capacity for 3,000 spectators. The McCann Center was renovated in 1996, and a new 20,000-square-foot addition containing a gymnasium, state-of-the-art fitness center, and locker rooms opened in 1997. For more information, please contact the Athletics Department at (845) 575-3553.

CENTER FOR CAREER SERVICES

The Center for Career Services, located in the Library, offers a variety of services and information to assist graduate students with developing and reaching their career goals. Among the many career and job placement services available to students and alumni are:

- career advisement
- career assessment on DISCOVER
- résumé information & critiques
- assistance with job search correspondence
- annual career conferences with employers
- a résumé referral service
- employer information & directories
- an alumni career network

The Center also sponsors workshops on career decision making, résumé writing, interviewing skills, and salary negotiation. For information regarding these programs, please contact the Center for Career Services at (845) 575-3547.

Admission to Graduate Programs

Marist's graduate programs are designed to accommodate individuals from a variety of academic and professional backgrounds. A baccalaureate degree is required for admission to graduate study; however, most programs do not require that the degree be in a related field.

Required for application to all graduate programs are the following:

- A completed Marist Graduate Admissions application form available online.
- \$50.00 non-refundable application fee made payable to Marist College.
- Official transcripts from all undergraduate and/or graduate institutions attended (including two-year colleges).
- A current resumé

Additional academic documentation and prerequisite requirements vary by department, and are outlined under the respective program descriptions contained in this Catalog.

Admissions applications are accepted on a year-round basis and students are admitted for all terms – fall, spring, and summer. Admissions decisions are made by the graduate program directors in consultation with faculty committees. Applications for admission to graduate study remain on file for one year and may be reactivated by written request at any time during that period.

Prospective graduate students should contact Graduate and Adult Enrollment at **(845) 575-3800** or visit www.marist.edu/admissions/graduate for more information. The office is located in Dyson Hall, Room 127.

Please address all applications and correspondence regarding graduate study to:

Graduate & Adult Enrollment

Marist College

3399 North Road

Poughkeepsie, New York 12601-1387

Marist College is an equal opportunity institution. All applications are accepted and reviewed without regard to race, religion, sex, age, color, disability, or national origin. Furthermore, it is the policy of Marist College to operate and support all of its educational programs and activities in a way that does not discriminate against any individual on the basis of the characteristics stated above.

HEALTH REGULATIONS

New York State Public Health Law requires the following:

1. All full- and part-time undergraduate and graduate students must return a completed Meningitis Information and Immunization Form to the school in which they are enrolling.
2. All full- and part-time undergraduate students must demonstrate acceptable proof of immunity against measles, mumps, and rubella to the school in which they are enrolling. This law applies only to students born on or after January 1, 1957.

Information and pertinent forms are available at www.marist.edu/healthservices or you may contact:

Health Services
Room 350 Student Center
Marist College
Poughkeepsie, NY 12601-1387
Phone: (845) 575-3270
Fax: (845) 575-3275

Application Requirements for International Students

International students applying to any graduate program at Marist must:

- Submit an application for admission by June 1 for the fall semester or by October 15 for the spring semester with a \$50 (U.S.) non-refundable processing fee.
- Provide an official evaluation of all foreign academic credentials (examination results and grade reports) that correspond to a four-year bachelor's degree or its equivalent in the United States.
- Submit a minimum score of **550** on the paper-based TOEFL exam *or* a **213** on the computer-based TOEFL *or* an **80** on the Internet-based TOEFL exam. Students may choose to submit a minimum score of 6.5 on the IELTS exam in lieu of the TOEFL. *All test scores must come directly from the Testing Service to Graduate & Adult Enrollment at Marist College. Note: the Marist report code is 2400. Copies of test scores will delay the admission process since an I20 will not be issued without official documents.*
- Submit an original notarized copy of the Declaration of Finances Form or notarized affidavit of support, signed by both the applicant and his/her sponsor, for \$24,854 (U.S.) to cover costs for the 2008-2009 academic year.
- Submit an official letter from a bank or other financial institution (with bank seal and management signature) stating that a minimum of \$24,854 (U.S.) is accessible to cover costs for the 2008-2009 academic year.
NOTE: The amount may change for the 2009-2010 academic year.

Additional application requirements vary by graduate program; therefore, please follow the criteria listed for each individual program.

International graduate students must register for a minimum of 9 credits (3 classes) per semester to maintain a full-time course load. **NOTE:** a minimum of 6 credits (2 classes) must be taken on campus.

Some of the graduate programs have partial financial assistance available for academically high-achieving students. Please contact the Office of Graduate Admissions at graduate@marist.edu to learn about which programs offer financial aid options. **NOTE:** Marist does not offer full tuition awards.

LANGUAGE PROFICIENCY

International students must arrive several days before classes begin in order to participate in the mandatory International Student Orientation Program that takes place before the fall and spring semesters. The orientation session introduces students to the academic policies and procedures at Marist College and familiarizes them with the campus, the surrounding community, and the United States.

An American Culture and Language seminar is required for all new International Students as part of the extended orientation program. In addition, all new international students must take an English proficiency exam upon their arrival at Marist. Depending on the results of this exam, the College may require a student to register and pay for an additional English course. (Marist College requires all international applicants whose primary language is not English to demonstrate proficiency in English.)

For more information regarding English requirements and/or new student orientation please contact:

International Student Programs
Academic Learning Center
Marist College
Poughkeepsie, New York 12601-1387
Phone: (845) 575-3000, extension 2818
Email: graduate@marist.edu
Web: www.marist.edu/gce/graduate/international

Tuition and Fees

An advanced degree can enhance earning potential that generally allows students to recoup the cost of their graduate studies in a relatively short period of time. Indeed, many Marist graduates experience a sizable return on their investment over the life of their career. Graduate Tuition and Fees are charged according to the following schedule.

GRADUATE TUITION AND FEES 2008-2009

Tuition (per credit hour, 2008-2009 academic year)	\$695.00
Application Fee (non-refundable).	\$ 50.00
Maintenance of Matriculation Fee (non-refundable)	\$ 15.00
This fee is to be paid to maintain matriculated status during any semester in which the candidate for a degree is on an official leave of absence.	
Reinstatement Fee (non-refundable).	\$ 75.00
This fee is to be paid by a student who has withdrawn from the program, but has applied for and been granted re-admission into the program.	
Thesis Fee.	\$ 30.00
Transcript Fee (payable at time of request)	\$ 3.00

Payment Options

All graduate students registering for courses at Marist College must pay their bill in full prior to the beginning of classes. The following payment options are available:

TUITION REIMBURSEMENT

Students eligible for tuition reimbursement from their employers may, with the appropriate documentation, defer payment until after the conclusion of the semester. Students must supply the Office of Student Financial Services with documentation from their employers verifying deferment eligibility. Upon completion of a valid Employer Tuition Deferment Application, students are required to pay a minimum of \$300 or the balance of tuition not covered by the employer – whichever is greater. Returning students have the option of full tuition deferment only if the employer is covering the total balance. Any charge not covered by the employer must be paid by the student.

Financial Aid

Financing graduate study is a major concern for many people, but there are several options available. In addition to traditional sources, including personal income, savings, and family/employer assistance, several programs are available to assist both full- and part-time students in meeting the cost of their graduate education. For eligibility, students must be matriculated in a graduate program at Marist and maintain satisfactory academic progress each semester. Only electives listed for the individual graduate program requirements will be considered when determining financial aid eligibility. Satisfactory progress is defined as maintaining a cumulative GPA of 3.0 or above. Financial awards are made without reference to racial or ethnic origin, sex, age, religion, color, marital status, or disability.

McCann Fellowships

Marist College provides McCann Fellowship awards for individuals employed by public-sector and not-for-profit organizations who are interested in pursuing graduate studies in Public Administration. Fellowship awards, ranging in size from \$200 to \$400 per course, are available to both new and returning students.

The fellowship awards are designed to aid part-time MPA candidates who receive partial or no tuition assistance from their employers. In order to be eligible, students must be employed by a public-sector or not-for-profit agency in the Mid-Hudson Region; be a part-time student in the MPA program at Marist College; and not receive full tuition assistance from their employer. In order to retain the award, McCann Fellows must maintain academic progress toward their degree and re-file a McCann Fellowship application each term. Awards are based on availability of funds.

Graduate Assistantships

Graduate Assistantships are awarded on a competitive basis to full-time students. Graduate Assistants work with faculty and staff to perform administrative and research tasks as well as other duties such as monitoring labs, tutoring, and assisting

with student activities. Assistantships are comprised of a partial tuition waiver and stipend. The assistantship value and nature of work involved varies by program. The range is \$2,000–\$6,200 per year. For more detailed information, contact the director of the respective graduate program.

International Scholarships

Scholarships are awarded on a competitive basis to international students enrolled in the Computer Science graduate programs. These awards are based upon actual enrollment and may range from \$2,000 to \$3,000 per academic year. For more detailed information, please contact the respective program director.

Need-Based Financial Assistance

Marist also awards assistance based on demonstrated financial need. To apply for need-based financial assistance, full-time and part-time graduate students must complete the Free Application for Federal Student Aid (FAFSA). The application deadline is May 15 for returning graduate students, August 15 for new students, and January 15 for spring. Early application is recommended and the necessary forms are available by calling the Office of Student Financial Services at (845) 575-3230 or by visiting their website at www.marist.edu/sfs.

In addition to the above, students selected for verification must provide the Office of Student Financial Services with the following:

- Marist Application for Financial Aid for Graduate and Continuing Education Students
- Signed photocopies of Federal Income Tax Returns along with W-2 statements for the student and spouse (if applicable).

PLEASE NOTE: Marist College defines academic full-time study for graduate programs as a nine (9) or greater credit course load. However, this should not be confused with the Federal and State financial aid definition of full-time study which is a 12-credit course load or higher.

Marist Graduate Grant

There are a limited number of grants for full-time graduate study awarded each year to students who receive no other form of tuition assistance. The award amount varies in accordance with need and academic merit and students must re-apply each year as it is not automatically renewed. Based upon actual enrollment, this award may range from \$2,000 to \$4,000 per academic year. To qualify, recipients must maintain a 3.0 or higher cumulative grade-point index and a nine (9) credit per semester course load.

Marist Part-Time Graduate Grant

There are a limited number of grants for part-time graduate study awarded each year to students who receive no other form of tuition assistance. The size of the award varies in accordance with need and academic merit as well as the number of credit hours being taken. Based upon actual enrollment, this award may range from \$600 to \$2,000 per academic year. Students must re-apply each year as the grant is not automatically renewed. To qualify, recipients must maintain a 3.0 or higher cumulative grade-point index.

Marist Five-Year Graduate Grant

There are a limited number of grants for full-time graduate study awarded each year to students enrolled in a Marist College combined undergraduate/graduate degree program who receive no other form of tuition assistance. The award amount varies in accordance with need and academic merit. Based upon actual enrollment, this award may range from \$2,250 to \$4,000 per academic year. To qualify, recipients must maintain a 3.0 or higher cumulative grade-point index and a nine (9) credit per semester course load.

Marist Graduate/International Student Employment Program

College student employment is funded through Marist's Campus Employment Program. There are opportunities for employment with various academic and administrative offices within the College. Students are not allowed to work more than 20 hours per week during the regular academic terms and 40 hours per week during vacation periods.

New York State Tuition Assistance Program (TAP)

Available to full-time (12 credits) matriculated graduate students, TAP awards range from \$75 to \$550 per academic year. Awards are based upon student's and/or spouse's New York State Net Taxable Income and satisfactory academic standing. To apply, students should file the TAP on the Web Application or Express TAP Application with the New York State Higher Education Services Corporation.

Specific TAP eligibility requirements are provided on the Marist website: www.marist.edu/registrar. It is the student's responsibility to be familiar with and to meet the eligibility requirements each term. In summary, to be eligible for TAP, a student must be a matriculated full-time (at least 12 credits applicable to the program) student, a New York State resident, a U.S. citizen or permanent resident alien, and have completed high school or the equivalent. Physical proof of high school completion is required to be on file at Marist College. First-time state aid recipients in the 2006-07 academic year and thereafter with a non-U.S. high school transcript are required to pass an Ability to Benefit exam. Students must meet the Ability to Benefit requirement before the first day of classes for the term for which they are seeking aid. In addition, the student must meet the TAP-mandated college requirements for determining program pursuit and satisfactory academic progress. To be pursuing one's program satisfactorily, a student who is in his/her first year of receiving a TAP award must receive a passing or failing grade in at least one-half of the minimum full-time course load; a student who is in his/her second year as a TAP recipient must receive a passing or failing grade in at least three-fourths of a minimum full-time course load; in his/her third and fourth years, a student must receive a passing or failing grade in all of the courses constituting the minimum course load. Any course which was passed previously cannot be repeated and counted toward the minimum full-time (12 credits) necessary for TAP eligibility. The only exception occurs when a grade is passing but is unacceptable in a particular curriculum.

Making satisfactory progress requires that a student achieve a satisfactory cumulative index and accumulate credits at a steady rate. The minimum progress expected is given in chart form and has been approved by the New York State Higher Education Services Corporation (HESC). It is important for students to understand

that these criteria only determine student eligibility for a TAP award; they are not the general criteria for academic achievement at Marist College. A student conceivably may meet these standards for a TAP award and yet not meet the academic standards of Marist College for continuation as a student.

STANDARD OF SATISFACTORY ACADEMIC PROGRESS FOR DETERMINING ELIGIBILITY FOR STATE STUDENT AID

Before being certified for this payment	1st	2nd	3rd	4th	5th	6th	7th	8th
A student must have accrued at least this many credits	0	6	12	21	30	45	80	75
With at least this grade-point average	0	2.0	2.5	2.75	3.0	3.0	3.0	3.0

Subsidized Federal Stafford Loan

The Subsidized Federal Stafford Loan is based upon financial need and enables qualified graduate students who are enrolled at least half time (6 credits) to borrow up to \$8,500 annually. The interest rate is fixed at 6.8% effective July 1, 2006. During the in-school and grace periods the federal government pays the interest. Marist has a list of preferred lenders; please refer to the website: www.marist.edu/sfs or contact the Office of Student Financial Services. Students also have the option to choose their own lender. However, it is their responsibility to obtain a pre-printed application with lender name, code, and address, and do any follow-up required. Please allow six to eight weeks for processing.

Unsubsidized Federal Stafford Loan

The Unsubsidized Federal Stafford Loan assists students who do not meet the financial qualifications for a Subsidized Stafford Loan or whose need exceeds their Subsidized Loan eligibility. Students may borrow up to \$12,000 annually or up to \$20,500 in combination with a Subsidized Federal Stafford Loan with a fixed rate of interest of 6.8% effective July 1, 2006. Interest begins to accrue on the date of disbursement. Students may defer the interest, but it will be added to the loan principal (capitalized). **PLEASE NOTE:** Students may borrow up to \$20,500, not to exceed the cost of attendance.

PLUS Loans for Graduate or Professional Students

As of July 1, 2006, graduate students are now eligible to borrow under the PLUS Loan Program up to their cost of attendance minus other estimated financial assistance. The terms and conditions applicable to Parent PLUS Loans also apply to Graduate/Professional PLUS loans. These requirements include a determination that the applicant does not have an adverse credit history, repayment beginning on the date of the last disbursement of the loan, and a fixed interest rate of 8.5 percent. Applicants for these loans are required to complete the Free Application for Federal Student Aid (FAFSA). They also must have applied for their annual loan maximum eligibility under the Federal Subsidized and Unsubsidized Stafford Loan Program.

PRIVATE LOAN PROGRAMS

Graduate students seeking to defer the cost of financing their education are encouraged to pursue a student loan. In addition to the Unsubsidized Federal Stafford Loan program, there are a number of alternative loan programs available for part-time or full-time graduate study. These programs are sponsored by private lending organizations and loan terms and interest rates may vary. Students should research the program that best suits their needs.

FIFTH-YEAR UNDERGRADUATE LOAN PROGRAM – FOR PREREQUISITE UNDERGRADUATE CLASSES

A student may apply for a Stafford Loan for up to 12 months of coursework taken in a single consecutive 12-month period if the school has documented that the coursework is necessary in order for the student to enroll in a graduate or professional program. This category of students may borrow at the fifth-year undergraduate loan level, and the loan limit is not prorated if the program is less than an academic year.

Electives taken which are not required for the specific graduate program are not eligible for financial aid.

TUITION PAY™ MONTHLY PAYMENT PLAN

The College also cooperates formally with an independent agency to arrange for financing of college costs on a monthly payment basis. Information is available by calling the Office of Student Financial Services, or visiting their website at www.marist.edu/sfs.

REQUIREMENTS TO MAINTAIN FEDERAL ELIGIBILITY

Marist College SAP Policy – Graduate Students

Requirements for meeting financial aid eligibility: HEA Section 484(c), 34 CFR 668.32(f), and 34 CFR 668.34 require colleges to define and enforce standards of Satisfactory Academic Progress. Students receiving federal financial aid must conform to these requirements in order to be eligible for this financial assistance. These Satisfactory Academic Progress requirements must provide a maximum time frame for completion of the degree, a graduated credit accumulation over this time, as well as a quality mechanism. Essentially, these minimum standards require students to demonstrate that they are actively pursuing their degree.

Qualitative Standard:

- Students will be reviewed for satisfactory academic progress twice per year, after the fall and spring semesters
- Students will be placed on financial aid warning whenever the semester GPA is below 3.00, but the cumulative GPA is at or above 3.00
- The first semester that the cumulative GPA is below 3.00, the student will be placed on financial aid probation. At the end of the following semester, if the cumulative GPA is below 3.00, the student will lose their financial aid eligibility

- Students who have lost their financial aid eligibility have the option of requesting a one-time appeal from the Office of Student Financial Services.

Quantitative Measure:

- Students must complete 75% of the hours attempted once 9 hours have been attempted. Although the College considers the student in good academic standing, based on a cumulative GPA of 3.00 or better, failure to earn the necessary number of credits toward degree completion can jeopardize the student's aid eligibility. Students who exceed 150 percent of the normal time required to complete their academic programs are not eligible for additional Title-IV assistance for the period that is in excess of 150 percent of their academic period normally required to complete the program of study. Students must earn 75% of the credits attempted to meet the quantitative requirements.
- Students who do not meet the quantitative requirements, regardless of their GPA, will be ineligible for financial aid. Students who have lost their financial aid eligibility have the option of requesting a one-time appeal from the Office of Student Financial Services.

Definition of Attempted Hours:

- The hours for which the student is registered at the end of the add/drop period.
- All transfer hours
- All hours are included, even if the student did not receive financial assistance during these time periods.

Military Service Activation:

Students called to active duty that results in withdrawal from all classes will be granted probation upon submission of documents verifying activation. Students must meet the Financial Aid Standards of Progress at the time of military activation to be granted automatic probation.

The Appeal Process for Students Who Have Failed the Satisfactory Academic Progress Standards:

Students will be notified by the Office of Student Financial Services that they have lost their financial aid eligibility.

Students will initiate the process by requesting a one-time appeal. Such requests should be forwarded to the Executive Director of Student Financial Services within two weeks of aid loss notification.

Possible reasons for appeal: serious personal problems, family tragedy, illness, employment and/or difficult adjustment to college, and other unusual circumstances that could reasonably contribute to a lack of academic progress. Appeals should include supporting documentation.

A committee comprised of the Executive Director of Student Financial Services, the Director of the Center for Advising and Academic Services, the Registrar, and others as needed will review the appeal request.

Please note, only one appeal will be granted, whether based on qualitative and/or quantitative standards. Students who are not granted an appeal, or those who have already used the appeal but do not have a cumulative GPA of 3.00 or do not meet quantitative standards, will regain eligibility once the cumulative GPA and quantitative standards are met.

INSTITUTIONAL POLICY FOR REFUNDS

Since engagements with instructors and other provisions for education are made in advance by the College, the withdrawal and refund policies are as follows:

You must contact your graduate Director to officially withdraw or take a leave of absence from Marist College. Simply notifying the classroom instructor is insufficient. In computing the refund, the Office of Student Financial Services accepts the date on the completed transaction form that has been received in the Office of the Registrar.

Full tuition refund and half tuition refund eligibility is specific to each graduate program. Please contact your program director for the dates for your program.

TITLE IV RECIPIENT POLICY FOR REFUNDS

The law specifies how we determine the amount of Title IV program assistance you earn if you withdraw from Marist College. The Title IV programs for graduate students that are covered by this law are: TEACH Grants, Stafford Loans, Graduate PLUS Loans, and Federal Perkins Loans.

When you withdraw during your payment period the amount of Title IV program assistance that you have earned up to that point is determined by a specific formula. If you received less assistance than the amount you earned, you may be able to receive those additional funds. If you received more assistance than you earned, the excess funds must be returned by the school and/or you.

The amount of assistance that you have earned is determined on a prorated basis. For example, if you completed 30% of your payment period, you earn 30% of the assistance you were originally scheduled to receive. Once you have completed more than 60% of the payment period, you earn all the assistance that you were scheduled to receive for that period. The number of days in each payment period is determined based on the academic semester start, end and breaks as provided by the Office of the Registrar.

If you do not receive all of the funds that you earned, you may be due a post-withdrawal disbursement. If your post-withdrawal disbursement includes loan funds, we must obtain your permission before we can disburse them. You may choose to decline part or all of the loan funds so that you do not incur additional debt. We may automatically use all or a portion of your post-withdrawal disbursement of grant funds for tuition, fees, and room and board charges. We need your permission to use the post-withdrawal grant disbursement for all other charges. If you do not give your permission, you will be offered the funds. However, it may be in your best interest to allow the school to keep the funds to reduce your debt to Marist College.

Federal Student Aid may not cover all unpaid institutional charges due to Marist College.

UNOFFICIAL WITHDRAWAL

Marist College academic policy does not require attendance recordkeeping. If you fail to earn a passing grade, we must determine your last day of attendance and federal financial aid must be adjusted accordingly within 30 days after grades are available. If there is no supporting documentation to verify the last date of attendance, Title IV aid will be prorated at 50% and you will be notified by the College.

EXCESS FINANCIAL AID

NO REFUNDS of excess financial aid will be processed until after one-half of the tuition-refund period is over. (See Academic Calendar for specific dates concerning these refunds.)

Graduate Academic Policies

Marist College assumes the academic integrity of its students and expects all individuals to uphold fundamental standards of honesty in every academic activity. Graduate students should be familiar with the academic policies and procedures of the College as well as degree and graduation requirements. The primary responsibility for knowing and meeting program requirements and deadlines rests with each student. Students who have questions regarding policies or procedures should speak with their graduate program director.

REGISTRATION AND COURSE WITHDRAWALS

Graduate program directors serve as the primary academic advisors for graduate students and facilitate course registration and withdrawals. Students should arrange to meet with their respective program director on a regular basis to discuss their academic progress and plan their course schedule.

MATRICULATED STATUS

A matriculated student has officially met all admissions requirements and has been accepted and enrolled in a specific program of study. The catalog in effect at the time of enrollment governs the degree requirements for matriculated students. Only matriculated students are eligible for financial aid.

NON-MATRICULATED OR VISITING-STUDENT STATUS

Individuals who have not been admitted to a Marist College degree or certificate program may enroll for graduate courses on a non-matriculated basis if they have completed an application, received permission from the graduate program director, and paid appropriate tuition and fees. There is no limit to the number of graduate courses a non-matriculated student may take; however, if the student later decides to become a degree candidate, he/she must then satisfy the requirements for matriculation. It is important to note that a maximum of nine (9) credits may be applied toward the degree using courses taken while on visiting or non-matriculated status.

Students may also be admitted into a graduate program on a non-matriculated basis if they fall into one of the following categories:

- a prospective student with an outstanding undergraduate record who does not have time to fully complete his or her requirements for admission before the start of the semester. In such cases, a student lacking GMAT, GRE, or other standardized test results, or select prerequisite courses, may be admitted on a non-matriculated basis at the discretion of the Admissions Committee. Minimally, the applicant must present a completed application form and official transcripts of all previous college records (including two-year colleges) at least two weeks before the start of the semester.
- a visiting student, matriculated in another graduate program, who wishes to transfer credits earned at Marist College back to his/her home institution. Visiting students are still required to complete the application form and pay the required fee. In lieu of other admissions materials, visiting students must have a letter sent directly from their dean or program director to the Graduate Admissions office at Marist. This letter must state that they are matriculated in a graduate program, are in good academic standing, and that the parent institution will accept the specified course credits for transfer.

To change from non-matriculated to matriculated status, the student must complete all admissions requirements. Any decisions and exceptions regarding non-matriculated status are made at the discretion of the Admissions Committee. Denial of permission to enroll as a non-matriculated student does not imply rejection, but indicates that the Admissions Committee has determined that the admissions decision should be deferred until all admissions requirements have been fulfilled.

MAINTENANCE OF MATRICULATION

A student must maintain status as a matriculated student every semester until attaining a graduate degree. Matriculated status is maintained by registering for at least one course every semester or by applying for and receiving an official leave of absence. Any student who is compelled to leave school for even one semester must apply to his or her program director for an official leave of absence. Interruption of study beyond one year will require the student to re-apply for admission to the program.

RE-ADMISSION

A student who fails to maintain status as a matriculated student each semester must apply for reinstatement to the program. An application for reinstatement should be submitted to the program director and must be accompanied by any academic transcripts not already on file in the Office of the Registrar. Reinstatement is on the basis of current degree requirements and a fee must be paid at the time of the first course registration following reinstatement.

DEFINITION OF FULL-TIME AND PART-TIME STUDY

A matriculated student must register for a minimum of nine (9) credit hours to be considered full-time. Students registered for fewer than nine (9) credits are considered part-time. **PLEASE NOTE:** Marist College defines academic full-time study for graduate programs as a nine (9) or greater credit course load. However, this should

not be confused with the Federal and State financial aid definition of full-time study which is a 12-credit course load or higher.

COURSE CANCELLATIONS

The College reserves the right to cancel any course if the enrollment is too small to warrant its offering.

ACADEMIC STANDING

The maintenance of a minimum cumulative grade-point average (GPA) of 3.0 is required for good academic standing. Students must have a cumulative 3.0 GPA after completion of one semester of full-time study or its equivalent. Any student whose index falls below that required for good standing, or who receives a letter grade of F, will be subject to academic review and may be placed on probation or dismissed from the program. Students placed on probation will receive a statement of the requirements necessary to achieve good standing and will be given a limited time period in which to meet these requirements. Failure to achieve the probationary requirements will result in dismissal.

GRADING

At the end of each semester, letter grades will be awarded to indicate performance as follows:

- A 4.0 quality points for each semester hour of credit.
- A- 3.7 quality points for each semester hour of credit.
- B+ 3.3 quality points for each semester hour of credit.
- B 3.0 quality points for each semester hour of credit.
- B- 2.7 quality points for each semester hour of credit.
- C+ 2.3 quality points for each semester hour of credit.
- C 2.0 quality points for each semester hour of credit.
- F Indicates failing work. For the grade of F, the student receives no quality points.
- W This grade is assigned to a student who officially withdraws in writing from a course during the first eight weeks of a semester.
- WF This grade is assigned to a student who withdraws in writing from a course after the first eight weeks of a semester. Exceptions may be made by the program director should circumstances warrant.
- I This temporary grade of I (incomplete) may be given at the end of the semester if a student has not completed the requirements of the course for serious reasons beyond his/her control. The student is responsible for resolving this grade within three weeks of publication of final grades by completing the course requirements as determined by the professor. Failure to conform to this time limit results in a final grade of F. The grade of I is not assigned in a case where failure to complete course requirements on time is due to student delinquency.

- S This grade may be given only for Psychology internships and indicates satisfactory performance.
- P This grade is awarded in Psychology, Educational Psychology, and School Psychology project and thesis courses when the project or thesis has been completed and accepted by the department.
- X This grade is awarded in Information Systems, Psychology, Educational Psychology, and School Psychology project and thesis courses when the project or thesis is still in progress at the end of the semester.
- AU This grade indicates completion of an audited course. It is assigned only when a course is being taken on a non-credit basis. Courses so graded may not be applied to fulfill degree requirements.
- NC This grade is given at the end of the semester if a student has not completed the requirements of an elective internship.

The student's cumulative grade-point average is achieved by dividing the number of total quality points received by the total number of semester credit hours attempted.

AUDITING

Individuals who have completed a bachelor's degree from an accredited institution are permitted to audit a graduate course provided that they have met all the course prerequisites, obtained permission from the course instructor and graduate program director, and submitted an application for graduate study.

Auditors are not permitted to take exams, submit papers, or participate in team exercises. Current Marist College graduate students are not permitted to audit a required course in their graduate program. Tuition for auditing a course is \$250.00 per course.

TRANSFER CREDITS

Credit for graduate work completed at other graduate schools will be determined by each graduate program director. Please refer to the appropriate program section for information regarding transfer policy.

TRANSFER TO OTHER MARIST GRADUATE PROGRAMS

Transfer to another Marist graduate program requires a formal application through Graduate and Adult Enrollment. Admissions policies of the new program apply and all admissions materials required for the new program must be provided. This includes the application, an up-to-date Marist transcript, the \$50 non-refundable application fee, and any other documentation required by the individual program.

ACADEMIC GRANTS

The Office of Academic Grants provides assistance to full-time faculty interested in securing grant awards for research, curriculum development, and other creative activities relevant to the College's academic mission. Office staff assist faculty in locating funding sources, obtaining and interpreting application forms, developing proposal narratives and budgets, and securing institutional support and approvals.

POLICY FOR AFFIRMATIVE ACTION

Marist College supports the principles of equal opportunity and affirmative action. All applications are accepted and reviewed without regard to race, religion, sex, age, color, disability, national origin, veteran status, marital status, or sexual orientation.

It is also the policy of Marist College to recruit, employ, promote, and compensate all employees and applicants for employment without regard to race, religion, sex, age, color, disability, national origin, veteran status, marital status, or sexual orientation.

Further, it is the policy of the College to operate and support all of its educational programs and activities in such a way as does not discriminate against any individual on the basis of those characteristics stated above.

Marist College does not tolerate sexual harassment in any form, nor harassment involving inappropriate or threatening behavior based on race, color, gender, religion, national origin, age, disability, or sexual orientation. Students or staff who believe they have been subject to such harassment should contact the Office of Human Resources or the Dean of Student Affairs.

For assistance in any of these areas contact the Office of Human Resources, Marist College, Poughkeepsie, NY 12601; telephone (845) 575-3349.

Marist College does not discriminate in the admissions process or in the awarding of financial aid on the basis of race, color, sex, religion, or disability.

Marist College reserves the right to make any program, regulation, date, and fee changes at any time without prior notice. The College strives to assure the accuracy of the information in this catalog at the time of publication. However, certain statements contained in this catalog may change.

ASSOCIATE DEAN, MBA PROGRAMS

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ASSISTANT DEAN, MBA/MPA PROGRAMS

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Since 1972, the School of Management at Marist College has offered a Master of Business Administration (MBA) degree designed to meet the unique needs of working adults. Structured for part-time study, the Marist MBA program provides a high-quality, broad-based business management education that emphasizes the application of theory to management practice and the use of technology to enhance student learning.

Marist's MBA program attracts students with diverse backgrounds: accountants, bankers, brokers, engineers, systems analysts, health-care and human-resource professionals, individuals involved in manufacturing and marketing, and those interested in changing careers. The result is a dynamic, highly interactive educational environment that cultivates managers capable of effective decision making in today's complex business world.

MBA courses are taught predominantly by full-time faculty with doctorates in their fields, many of whom have significant management experience. The management faculty view instructor-student interaction as an important component of all MBA courses and are dedicated to working with their students to achieve their educational goals.

Students in the MBA program complete their studies in a "capstone" course that integrates the various functions of an organization into a strategic, total management perspective. This integration better prepares graduates to meet the demands of an increasingly complex, competitive, and rapidly changing business environment.

SCHOOL OF MANAGEMENT MISSION

The School of Management seeks to prepare our undergraduate and graduate students to become effective, socially responsible leaders and managers in today's competitive and rapidly changing global business environment.

We support our mission by providing a high-quality, broad-based management education within the framework of a strong liberal arts tradition; excellence in teaching in a highly nurturing, personal setting; the application of theory to management practice; and the use of technology to enhance student learning.

In addition, we share our resources through professional and volunteer service to the business, nonprofit, government, and academic communities.

EDUCATIONAL OBJECTIVES

The educational objectives of the MBA Program are:

- to provide a dynamic, broad-based business curriculum that cultivates professional skills and values, while focusing on real-world applications and employing current and emerging technologies;
- to advance students' managerial knowledge, elevate their communication, analytical, technological, and decision-making skills, and stimulate their appreciation of the social and ethical implications of working in a diverse, global business environment.

AACSB INTERNATIONAL ACCREDITATION

In 2002, the Marist College MBA program was granted accreditation by one of higher education's most prestigious and rigorous international accrediting bodies, The Association to Advance Collegiate Schools of Business (AACSB). Accreditation by AACSB is the highest distinction offered to business schools both nationally and internationally and confirms Marist's commitment to the highest standards of excellence in its business curriculum, faculty, and student resources. Only 30 percent of business and management programs nationwide are accredited at both the bachelor's and master's degree level, achieving a standard widely accepted and adopted by the educational and business communities.

MBA COURSE SCHEDULING

Students in the MBA program may pursue their studies in any of three convenient formats: in a traditional classroom setting, online, or through a combination of both – whatever best suits their needs.

We offer classroom-based courses that meet one night per week, Monday through Thursday, from 6:30 P.M. until 9:15 P.M. at the Marist Fishkill Center — a professional office complex designed to meet the needs of working professionals. Our online courses require no technical skill beyond familiarity with a basic Windows environment. Classroom-based and online courses are 15 weeks long and begin in September and January. We also offer a limited selection of classes in the summer. Summer classes are typically condensed into eight-week sessions and start in late May and run until mid-July.

HOW ONLINE COURSES WORK

Marist College, a recognized leader in the use of technology in the classroom, was the first college in New York State to gain approval to offer its entire MBA program online. Students juggling work responsibilities, travel requirements, and family obligations can pursue their MBA from the convenience of their own keyboards, whenever and wherever they may be. We utilize Ucomparse Learning technology that enables students to interact extensively with their instructors and classmates. Online students log on according to their own schedules, when it is most convenient for them. Communication is ongoing via e-mail, bulletin boards, group conference rooms, and private chat rooms. There is no on-campus requirement nor are all students expected to be online at the same time. To take an online tour visit www.marist.edu/mba.

ADMISSIONS REQUIREMENTS

The MBA program looks at the interest, aptitude, and capacity of a prospective management student as indicated by the applicant's previous academic record, achievement on the Graduate Management Admission Test (GMAT), letters of recommendation, response to essay questions, and past professional achievement and growth. The MBA Admissions Committee will review applications of qualified applicants regardless of their undergraduate major. All applicants must hold a baccalaureate degree from an accredited college or university.

Students with an undergraduate GPA of 3.0 or higher may take up to two foundation courses in one semester as a non-matriculated candidate. The student must satisfy all requirements for matriculation upon completion of the non-matriculated semester. Admission as a non-matriculated student does not guarantee full admission to the MBA program as a matriculated, degree-seeking candidate. Applications for the MBA program are reviewed according to published deadlines.

We expect MBA students to have adequate competencies in basic math skills through college algebra and basic computer skills including the use of spreadsheet and word-processing software. We encourage students who consider themselves deficient in these basic areas to take basic skills courses at Marist or another college or university before starting the MBA program.

REGISTRATION PROCEDURES

All students in the MBA program receive scheduling information and registration materials midway through the semester for the following semester. Registration for graduate courses requires the signature of the assistant dean for processing. Students are encouraged to register early and are responsible for meeting registration deadlines. Payment is required at the time of registration. Registration for online courses must be financially cleared and fully processed.

MBA PROGRAM ACADEMIC POLICIES

A minimum cumulative undergraduate GPA of 3.0 is required to enroll in the MBA program. The maintenance of a minimum cumulative GPA of 3.0 is required for good academic standing and to graduate. Students must achieve a cumulative GPA of 3.0 after completing one semester of full-time study or its equivalent.

Any student whose cumulative GPA falls below 3.0 or receives a letter grade of F will be placed on academic probation and have one semester of full-time study or its equivalent in which to reestablish good academic standing. Any student who has two semesters (consecutive or otherwise) of academic probation faces academic dismissal. Failed courses must be retaken the next time the course is offered. Any student who earns a grade of F within their first 9 credits of coursework will not be permitted to continue in the program.

Students in the MBA program are expected to maintain matriculation by completing at least one course per semester throughout the academic year – spring and fall. (Summer enrollment is encouraged, but not required.) Any student who is compelled to leave school for even one semester must notify their academic advisor or the program director in writing to request a Leave of Absence. The number of times a graduate student may be granted an LOA is limited to one calendar year.

Interruption of study beyond one academic year (2 semesters) requires re-application. The admissions policy and program curriculum effective at the time of re-admission will apply.

All academic requirements for the MBA degree must be completed within seven years of admission. A minimum cumulative GPA of 3.0 is required to enroll in MBA 801 and to graduate. Requests for an extension of the seven-year limit must be made in writing to the program director. MBA students may request permission to participate in May commencement exercises when they have completed all but 6 credits of their program, provided that the remaining courses will be completed by the end of the fall semester following commencement. Such requests should be made in writing to the assistant dean or the program director. Students must be in good academic standing (minimum cumulative GPA of 3.0) to participate in commencement.

All program-specific information (course schedules, registration materials, etc.) is generated from the School of Management; therefore, MBA students are responsible for keeping the Office of the Registrar and the School of Management office informed of any change in home address, phone number, email address, or place of employment. To change your address, go to: www.marist.edu and click on Current Students. Scroll down to Registrar and click on Change of Address. Please Note: you must use your Marist Account to make changes.

(For additional policies and procedures not covered in this section, please refer to the Student Handbook.)

APPLICATION PROCESS

Applicants must submit all of the material listed below:

- A completed Marist Graduate Admissions Application;
- A \$50.00 non-refundable application fee made payable to Marist College;
- Official transcripts from all undergraduate and graduate institutions attended;
- A current resumé or a written statement describing work history and present responsibilities;
- An official score report of the Graduate Management Admission Test (GMAT) taken within five years of application. Specify on the GMAT application that the GMAT score should be sent to Marist College. Marist's report code is K9K-FZ-91;
- Completed recommendation forms from two references;
- Written response to essay questions;
- Proof of MMR immunity (if born on or after January 1, 1957).

NOTE: Applicants holding a graduate degree from an accredited college or university are not required to take the GMAT. Applicants with an undergraduate GPA of 3.0 or higher maybe permitted to enroll for one semester as a non-matriculated student pending submission of a completed Graduate Admissions Application, transcripts from all undergraduate and graduate institutions attended (unofficial copies are acceptable for non-matriculation only), and an application fee. Non-matriculated students are limited to two foundation courses and must submit all application materials

necessary for matriculation by the next application deadline. A student who fails to gain admission into the MBA program will be withdrawn at the conclusion of their non-matriculated semester. Foundation course waivers are determined by the Program Director at the time of application. Candidates wishing to apply for foundation course waivers or transfer credit from another institution *must submit all official transcripts at the time of application.*

Applicants can obtain registration forms for the GMAT from the Office of Graduate and Adult Enrollment or by contacting the Educational Testing Service directly at: Graduate Management Admission Test, Educational Testing Service, P.O. Box 6103, Princeton, NJ 08541-6103 (www.GMAT.org).

The GMAT is administered as a computer-adaptive test and is offered almost anytime throughout the year at over 400 computer-based testing sites. Applicants are strongly encouraged to utilize commonly available study guides to prepare for taking the exam. Failure to engage in adequate preparation may result in scores unacceptable for admission to the program.

INTERNATIONAL APPLICANTS

International applicants may apply for the fall and the spring semesters according to published application deadlines. International students must have their transcripts evaluated (and translated, if necessary) for program equivalency by a recognized credential evaluation service prior to application. A course-by-course evaluation and grade equivalency are needed. International students are advised that the MBA program is designed primarily for part-time study. Immigration regulations state that no more than one online course per semester may be used toward the 9 credits required to meet full-time status. Students wishing to pursue the program on a full-time basis assume responsibility for remaining in compliance with immigration regulations. Please visit www.marist.edu/graduate for complete international admissions criteria.

TRANSFER CREDITS

Up to six (6) graduate credits, earned within seven years of starting the MBA program, may be transferred from another AACSB-accredited graduate business program to satisfy graduate core and/or elective requirements. A minimum grade of B is required. Courses presented for transfer must be substantially equivalent to the Marist course requirement and must be presented at the time of admission. Transfer credits require the prior approval of the MBA Program Director and are accepted at his/her discretion. A request to transfer credits must be accompanied by a course description and course syllabus.

MBA PROGRAM OVERVIEW

The Marist MBA program is comprised of 3 components:

- Foundations for Management Study (0–21 credits waivable)
- The MBA Required Core (21 credits)
- Electives in Professional Areas (9 credits)

The Marist MBA degree program requires a minimum of 30 credits of graduate study. Depending on your prior education in business, students may need up to 21 additional credits of foundation courses, bringing the total credits required for the degree to 51 credits. Upon admission to the program, each candidate receives an individually designed Curriculum Sheet that indicates which courses the candidate must successfully complete to qualify for his/her degree.

Foundation Courses

The candidate must successfully complete the foundation courses that serve as prerequisites for related core courses before he/she may enroll in the associated core course. We designed the MBA foundation classes to provide the academic background required for the core and elective classes. Up to 21 credits of foundation courses may be waived on the basis of prior graduate or undergraduate study in the foundation subject areas provided a grade of B or better was earned and that the course was taken:

a) at an AACSB-accredited school within the past 10 years

or

b) within the past seven years at a non-AACSB accredited school.

MBA core and elective courses assume a basic knowledge of the field and include little or no review. We encourage students who believe they may have forgotten salient concepts in any foundation course area to register for the appropriate foundation course, even if waived, before moving on to its respective core course. Transfer credits are not applicable to foundation courses.

Foundation courses or their equivalents are not applicable to the 30 credits of core and electives required for the degree. Foundation courses can be satisfied by completing the required course at Marist College, at other approved institutions, or through a test-out option. Students may discuss these options with their academic advisor in greater detail upon admittance to the MBA program. Previous academic coursework is evaluated and waivers of foundation course requirements are determined upon review of a completed application file. Courses may neither be waived, nor may academic credit be granted, on the basis of life experience.

Foundation Courses (0–21 credits waivable)

MBA 501	Legal Environment of Business	3 credits
MBA 515	Economics Foundations	3 credits
MBA 525	Marketing Foundations	3 credits
MBA 535	Analytical Tools for Decision Making	3 credits
MBA 545	Accounting Foundations	3 credits
MBA 555	Management Foundations	3 credits
MBA 575	Finance Foundations	3 credits

MBA Core Courses

MBA core courses develop managerial skill and expose students to current trends and concepts at the forefront of management thought. These courses attempt to get students to think broadly and to look at the company as a whole. The required core is dynamic and continues to change as the needs of management and the business community evolve. The Strategic Management seminar is the program’s capstone course. We designed this course to develop an executive-level, strategic management perspective and to integrate previous knowledge. The candidate must complete all MBA Core courses and at least 6 credits of electives to register for the Capstone.

Graduate Core Courses (21 credits required)

MBA 610	Global Environment of Business	3 credits
MBA 621	Strategic Marketing Planning	3 credits
MBA 635	Business Analysis for Effective Decision-Making	3 credits
MBA 654	Managing Organizational Change	3 credits
MBA 661	Operational Excellence	3 credits
MBA 671	Corporate Financial Theory and Practice	3 credits
MBA 801	Strategic Management (Capstone course)	3 credits

MBA Electives

MBA elective courses allow you to concentrate in a specific area or you may take courses in several areas of interest, whichever is most relevant to your professional objectives. Electives are intended to be a dynamic part of the MBA program. We offer a wide selection of electives so choose those courses that will best prepare you to move ahead on your career path.

MBA Elective Courses (9 credits required)

(Please visit www.marist.edu/mba for a complete list of current electives)

MBA 613	International Economics	3 credits
MBA 622	International Marketing	3 credits
MBA 623	Consumer Behavior	3 credits
MBA 644	Financial Statement Analysis	3 credits
MBA 653	Management and Collective Bargaining	3 credits
MBA 662	TQM/Design and Management of High-Performance Organizations	3 credits
MBA 672	Financial Markets and Institutions	3 credits
MBA 673	Investment Analysis and Theory	3 credits
MBA 684	Leadership, Power and Influence	3 credits
MBA 685	Negotiations and Conflict Management	3 credits
MBA 686	Strategic Cost Analysis	3 credits
MBA 687	Electronic Marketing	3 credits
MBA 688	Ethical Management of Organizations	3 credits
MPA 500	Introduction to Public Administration	3 credits

MPA 521	Management in Nonprofit Organizations	3 credits
MSCS 527	Systems and Information Concepts in Organizations	3 credits
MSCS 537	Data Management	3 credits
MSCS 567	Data Communications	3 credits

NOTE: From time to time we offer Special Topics courses. We include course descriptions for Special Topics courses in course registration mailings.

Advanced Certificate in Executive Leadership

The nine-credit **Advanced Certificate in Executive Leadership** program is designed for individuals with an academic background in business or management who wish to enhance their leadership skills and their knowledge of current leadership practices and theory.

Applicants to the Advanced Certificate program must have a bachelor's degree with an undergraduate cumulative GPA of 3.0 or higher and have satisfied the prerequisite course requirement as described below. Admission as a non-matriculated student in the certificate program does not guarantee full admission to the MBA program as a matriculated, degree-seeking candidate. Credits earned in the certificate program may be applied toward Marist's AACSB-accredited MBA program provided the student applies and is fully admitted to the MBA prior to completing the academic requirements of the certificate. Non-matriculated students are limited to one advanced certificate. Admission decisions are made by the MBA Program Director and are final. Participants in the certificate programs are subject to the requirements for good academic standing that are applied to all students in the MBA Program.

Students pursuing the Advanced Certificate in Executive Leadership shall complete any three 600-level graduate courses from the following list:

MBA 654	Managing Organizational Change
MBA 684	Leadership, Power and Influence
MBA 685	Negotiations and Conflict Management
MBA 688	Ethical Management of Organizations

PREREQUISITE: Introduction to Business Management or its equivalent, taken at the undergraduate or graduate level with an earned grade of B or better OR obtain a score equivalent to a grade of B or better on the CLEP Introduction to Management exam. Candidate must have fulfilled the prerequisite requirements within the same time frame that was deemed acceptable for foundation course waivers. Alternatively, students may complete the appropriate MBA foundation course (MBA 555 Management Foundations) to satisfy this prerequisite requirement.

Advanced Certificate in Production Management

The nine-credit **Advanced Certificate in Production Management** program is designed for individuals with an academic background in business, engineering, or production management who work in manufacturing settings and wish to enhance their knowledge of current production and quality-management theories and practices.

Applicants to the Advanced Certificate program must have a bachelor's degree with an undergraduate cumulative GPA of 3.0 or higher and have satisfied the prerequisite course requirement as described below. Admission as a non-matriculated student in the certificate program does not guarantee full admission to the MBA program as a matriculated, degree-seeking candidate. Credits earned in the certificate program may be applied toward Marist's AACSB-accredited MBA program provided the student applies and is fully admitted to the MBA prior to completing the academic requirements of the certificate. Non-matriculated students are limited to one advanced certificate. Admission decisions are made by the MBA Program Director and are final. Participants in the certificate programs are subject to the requirements for good academic standing that are applied to all students in the MBA Program.

Students pursuing the Advanced Certificate in Production Management shall complete all three 600-level graduate courses from the following list:

MBA 635	Business Analysis for Effective Decision Making*
MBA 661	Operational Excellence
MBA 662	TQM/Design and Management of High-Performance Organizations

PREREQUISITE: Business Statistics or its equivalent taken at the undergraduate or graduate level with an earned grade of B or better OR obtain a score equivalent to a grade of B or better on the DANTES Principles of Statistics or the Regents College Statistics test. Candidate must have fulfilled the prerequisite requirements within the same time frame that was deemed acceptable for foundation course waivers. Alternatively, students may complete the appropriate MBA foundation course (MBA 535 Analytical Tools for Decision Making) to satisfy this prerequisite requirement.

*MBA 635 is a prerequisite for both MBA 661 and MBA 662.

Advanced Certificate in Marketing

The nine-credit **Advanced Certificate in Marketing** program is designed for mid-career or senior-level professionals with an academic background in marketing, business, or management who wish to enhance their knowledge of marketing concepts.

Applicants to the Advanced Certificate program must have a bachelor's degree with an undergraduate cumulative GPA of 3.0 or higher and have satisfied the prerequisite course requirements as described below. Admission as a non-matriculated student in the certificate program does not guarantee full admission to the MBA program as a matriculated, degree-seeking candidate. Credits earned in the certificate program may be applied toward Marist's AACSB-accredited MBA program provided the student applies and is fully admitted to the MBA prior to completing the academic requirements of the certificate. Non-matriculated students are limited to one advanced certificate. Admission decisions are made by the MBA Program Director and are final. Participants in the certificate programs are subject to the requirements for good academic standing that are applied to all students in the MBA Program.

Students pursuing the Advanced Certificate in Marketing shall complete three 600-level graduate courses from the following list:

MBA 621	Strategic Marketing Planning
MBA 622	International Marketing
MBA 623	Consumer Behavior
MBA 687	Electronic Marketing

PREREQUISITES: Introduction to Marketing, Business Law, and Business Statistics and/or their equivalents taken at the undergraduate and/or graduate level with an earned grade of B or better OR obtain a score equivalent to a grade of B or better on the CLEP Principles of Marketing, CLEP Introduction to Business Law, and DANTES Principles of Statistics. Candidate must have fulfilled the prerequisite requirements within the same time frame that was deemed acceptable for foundation course waivers. Alternatively, students may complete the appropriate MBA foundation courses (MBA 501 Legal Environment of Business, MBA 525 Marketing Foundations, and MBA 535 Analytical Tools for Decision Making) to satisfy these prerequisite requirements.

Advanced Certificate in Financial Management

The nine-credit **Advanced Certificate in Financial Management** program is designed for mid-career or senior-level finance professionals with an academic background in management, finance, or accounting who wish to enhance their financial acumen and their knowledge of current financial management theory.

Applicants to the Advanced Certificate program must have a bachelor's degree with an undergraduate cumulative GPA of 3.0 or higher and have satisfied the prerequisite course requirements as described below. Admission as a non-matriculated student in the certificate program does not guarantee full admission to the MBA program as a matriculated, degree-seeking candidate. Credits earned in the certificate program may be applied toward Marist's AACSB-accredited MBA program provided the student applies and is fully admitted to the MBA prior to completing the academic requirements of the certificate. Non-matriculated students are limited to one advanced certificate. Admission decisions are made by the MBA Program Director and are final. Participants in the certificate programs are subject to the requirements for good academic standing that are applied to all students in the MBA Program.

Students pursuing the Advanced Certificate in Financial Management shall complete three 600-level graduate courses from the following list:

MBA 644	Financial Statement Analysis
MBA 671	Corporate Financial Theory and Practice
MBA 672	Financial Markets and Institutions
MBA 673	Investment Analysis and Theory
MBA 686	Strategic Cost Analysis

PREREQUISITES: Undergraduate and/or graduate coursework in the following subjects: Macroeconomics, Microeconomics, Business Statistics, Managerial Accounting, Financial Accounting, Financial Management and Business Management or their equivalents with an earned grade of B or better taken within the same time

frame that was deemed acceptable for foundation course waivers. Alternatively, students may complete the appropriate MBA foundation courses (MBA 515 Economics Foundations, MBA 545 Accounting Foundations, MBA 535 Analytical Tools for Decision Making, MBA 575 Finance Foundations, and MBA 555 Management Foundations) to satisfy these prerequisite requirements.

Advanced Certificate in Information Systems (MBA Graduate — Advanced Certificate Option)

MBA students who elect to take their electives in Information Systems may, upon graduation from the MBA program, apply those credits toward an Advanced Certificate in Information Systems. MBA Graduates choosing this option will complete an additional 9 credits of coursework in the Information Systems program following the completion of their MBA to earn the Advanced Certificate in Information Systems.

Courses required for Advanced Certificate in Information Systems are:

MSCS 527	Systems and Information Concepts in Organizations	3 credits	(MBA elective)
MSCS 537	Data Management	3 credits	(MBA elective)
MSCS 567	Data Communications	3 credits	(MBA elective)
MSCS 647	Information Analysis	3 credits	
MSCS 657	Systems Design	3 credits	
MSCS 720	Information Systems Project	3 credits	

SCHOOL OF MANAGEMENT ADVISORY BOARD

Board members serve as advisors to the Dean on strategic matters relating to the mission and objectives of the School.

Stephen Cosgrove, Vice President, Corporate Controller, Johnson & Johnson

Jack Eberth, *Class of '69*, Program Executive, Engineering & Technology Services, IBM Corp. (*retired*)

Stanley Grubel, Vice President & General Manager, Philips Semiconductors (*retired*)

Debra Levantrosser, *Class of '96*, Executive Director, Lean/Supply Chain Improvement, Johnson & Johnson

Robert Luce, Vice President, Hay Group (*retired*)

Michael Marchesano, *Class of '78*, Managing Director, Jordan Edmiston Group, Inc.

Frank Minerva, *Class of '76*, Managing Director, Private Wealth Management, UBS AG

William Moran, *Class of '63*, Executive Vice President, Chase Manhattan Bank (*retired*)

Richard O'Donnell, Jr., *Class of '84*, Director, UTC Power Global Supply Chain, United Technology

Sara Pettes McWilliams, Principal, Executive Search/KMASA

Thomas Troland, *Class of '66*, Senior Market Analyst/Research Group, Meredith Corporation

Graduate Courses in Business Administration

FOUNDATION COURSES

MBA 501

Legal Environment of Business

3 Credits

Study of the foundations of the American legal system: basics of contract law, agency law, forms of business organization law, and consumer safety law; basics of administrative law and practice; regulation of competition; the influence of the structure of business on the morality of the business' behavior; the international legal environment, and currently emerging issues in the legal environment of business.

MBA 515

Economics Foundations

3 Credits

This course introduces students to the study of economics by intensively examining both microeconomic and macroeconomic principles and analysis. Economics is the study of how we, as individuals and as a society, can best use scarce resources. Markets determine which resources are used to produce goods, how many goods will be produced, and how goods are distributed. In addition, the course will examine the performance of the aggregate U.S. economy and examine its place in the world economy. In doing so, students become familiar with key economic constructs such as GDP, inflation, and unemployment. The course also examines the fundamental causes of economic growth, recessions, expansions, and global economic changes as well as the fiscal and monetary policy tools that influence the economy.

MBA 525

Marketing Foundations

3 Credits

This course addresses the management challenge of designing and implementing the best combination of marketing variables to carry out a firm's strategy in its target markets. Specifically, this course seeks to develop

the student's skills in applying the analytic perspectives, decision tools, and concepts of marketing to such decisions as product offering, communications programs, distribution, and pricing to capture the value created for the customer. The student's basic objective is to develop his/her own understanding and management skills in this critical aspect of general management.

MBA 535

Analytical Tools for Decision Making

3 Credits

A foundation course in the key statistical methods used to analyze data in support of business decisions. Topics included are: descriptive statistics, continuous and discrete distributions, sampling and inference, comparisons, hypothesis testing, regression, and other more advanced methods selected by the instructor.

Prerequisites: Competency in college-level algebra and computers.

MBA 545

Accounting Foundations

3 Credits

An introductory course covering financial and managerial accounting from a user's perspective. The classifying and recording of business transactions for corporations are emphasized. Also, the concepts of generating, analyzing, and using accounting information in the planning and control processes are covered.

MBA 555

Management Foundations

3 Credits

This course is designed to introduce graduate students to the functions of management, contemporary management thought, and individual processes within the context of organizations. It covers the effects of dynamic environments on the practice of management and the design of organizations,

as well as the interplay among individuals, groups, and organizational life.

MBA 575

Finance Foundations

3 Credits

An introduction to the major topics in managerial finance: valuation, cost of capital, capital budgeting, the financing of investment, and the financial analysis of a corporation.

CORE COURSES

MBA 610

Global Environment of Business

3 Credits

A study from a management perspective of the impact of various external and internal environments (e.g., technological, legal, political, sociocultural, economic) on national and international business organizations. Changing expectations and responsibilities of organizations with regard to current and potential social and political problems and opportunities are considered. Taught in seminar style with focus on case studies.

Prerequisite: MBA 555 Management Foundations

MBA 621

Strategic Marketing Planning

3 Credits

This course develops an understanding of the concepts and techniques of contemporary strategic marketing planning. Major subject areas include: evolution of strategic corporate and marketing planning; the logic of the planning process; product and market analysis; definition of opportunities and threats; strategic selection based on product life cycle; evaluation of marketing plans by discounted cash flows, net present value method, and internal rate of return method. The use of models to develop marketing strategies will also be examined. The course makes extensive use of the case-study method and employs a “learning by doing” approach.

Prerequisites: MBA 501 Legal Environment of Business; MBA 525 Marketing Management; MBA 535 Analytical Tools for Decision Making

MBA 635

Business Analysis for Effective Decision-Making

3 Credits

This course explores common tools for data analysis and their application to decision-making situations. Topics include regression and correlation, forecasting, linear programming, project management, and other selected topics. All models will be taught with attention to managerial applications, including case analyses. Course will include heavy computer usage.

Prerequisite: MBA 535 Analytical Tools for Decision Making

MBA 654

Managing Organizational Change

3 Credits

This course is designed to build skills that will help the student effectively manage change. Particular attention will be given to enhancing the student’s capability to analyze situations of change, plan and implement appropriate actions for change, and learn from personal experiences and the experiences of others regarding change.

Prerequisite: MBA 555 Management Foundations

MBA 661

Operational Excellence

3 Credits

This course is designed to provide the student with the concepts and tools necessary to design, manage, and control the transformation process in manufacturing and service settings and to develop systems thinking. The manufacturing philosophies of MRP/ERP, JIT/TQM, TOC/Synchronous Manufacturing, and Supply Chain Management will be explored in depth. Additionally, project-management skills will be developed and practiced. These concepts will be applied to case studies and/or business projects.

Prerequisite: MBA 635 Business Analysis for Effective Decision-Making

MBA 671
Corporate Financial Theory & Practice

3 Credits

A study of the theory and practice of corporate finance with attention to financial theory as it refers to the decision-making process. The following topics are covered in detail: the modern approach to risk, the investment decision, and the theory of capital structure, dividend policy, short-term financial management, and financial forecasting.

Prerequisites: MBA 535 Analytical Tools for Decision Making; MBA 575 Finance Foundations

MBA 801
Strategic Management

3 Credits

Drawing upon information and skills learned in previous MBA courses, the capstone requires the student to integrate and process all that has been learned in the previous courses. Strategic management cases or typically comprehensive computer-oriented management games are employed. These involve the totality of an organization's situation at a certain time, are unstructured, and require a significant amount of time to research and diagnose in order to make realistic long-range recommendations. This is the final core course to be taken in the program.

Prerequisites: Good academic standing and completion of all core courses and at least two electives.

ELECTIVE COURSES

(Please visit www.marist.edu/mba for a complete listing of current electives.)

MBA 613
International Economics

3 Credits

This course provides students with an opportunity to study the international economic context for business strategy and provides an overview of the determinates of trade between nations, comparative advantage, national trade and competitiveness policies, and exchange rates. Students will also become familiar with key international institutions such as the International Monetary

Fund and the World Trade Organization, and regional economic institutions such as the European Union and North American Free Trade Association. Information sources regarding the balance of payments, global capital flows, and financial reserves help prepare the student to understand international financial issues and institutions. Students will apply the knowledge gained through case analyses of particular industries in international competitive context.

Prerequisite: MBA 515 Economics Foundations

MBA 622
International Marketing

3 Credits

This course will address global issues and environmental and cultural aspects of doing business internationally with special emphasis on strategic implication of marketing in different country cultures. Decisions areas include (but are not limited to) product adaptation, modes of entry, and business ethics. Students will learn to plan and organize for global marketing and develop market entry strategies, market targeting and positioning strategies as well as product, pricing, distribution, and promotion strategies. Issues of gray marketing, dumping, and transfer pricing will also be addressed. Lecture and case discussion will be used along with learning activities involving case preparation and presentation and an international marketing planning project. Class sessions will consist of varying percentages of lecture, discussion of specific assignments, student presentations, and analysis of appropriate cases.

Prerequisites: MBA 501 Legal Environment of Business; MBA 525 Marketing Foundations; MBA 535 Analytical Tools for Decision Making

MBA 623
Consumer Behavior

3 Credits

This course studies the mental and physical processes in which consumers engage. It integrates social and cognitive psychology with marketing and economic theory to better understand consumers with the ultimate goal of developing marketing strategy.

How do consumers make choices? How will their backgrounds affect those choices?

This course studies why consumers do what they do with an eye toward improving marketing strategy development. We'll discuss both psychological and marketing theory as well as market trends, societal changes, and yes, even aberrant consumer behavior.

Prerequisite: MBA 525 Marketing Foundations

MBA 644

Financial Statement Analysis

3 Credits

Financial statements are relevant to the decisions of many individuals including investors, creditors, consultants, managers, auditors, directors, analysts, regulators, and employees. This course equips the student to use the information provided in financial statements to make reasoned decisions in a variety of contexts. Traditional analytical techniques such as ratio analysis, trend analysis, and vertical and horizontal analysis are used. Additionally, the course provides a framework in which the students can develop appropriate valuation techniques.

Prerequisites: MBA 545 Accounting Foundations; MBA 575 Finance Foundations

MBA 653

Management and Collective Bargaining

3 Credits

Labor as a critical part of the American industrial-relations system is examined. The American labor movement and labor law are studied. Emphasis of the course is on the collective-bargaining process as carried out between labor and management.

Prerequisite: MBA 555 Management Foundations

MBA 662

TQM/Design and Management of High Performance Organizations

3 Credits

Total Quality Management/Design and Management of High Performance Organizations is an introduction to the principles

of manufacturing and service quality management. This course exposes the student to a wide range of quality management terms and theories while examining the strategic role of quality in the organization and strategic issues involved in the management of quality. Topics include: Six Sigma, methodologies for identifying and assessing customer requirements, developing customer focus, measuring quality performance, statistical process control, sampling/designing of experiments, reliability analysis, and continuous improvement. As such, this class provides a basis on which to assess, evaluate, and recommend corrective management actions to current or proposed quality initiatives. Focus is on understanding and being able to apply all the concepts throughout an organization.

Prerequisite: MBA 635 Business Analysis for Effective Decision-Making

MBA 672

Financial Markets and Institutions

3 Credits

This course examines the nature and the role of financial markets and institutions in the domestic and international framework. The following topics are covered: the effects of monetary policy; the role of the Federal Reserve; the continuing flux in financial institutions, especially in banking; domestic and international commercial markets, and international exchange.

Prerequisites: MBA 515 Economics Foundations; MBA 575 Finance Foundations

MBA 673

Investment Analysis and Theory

3 Credits

A study of investment, primarily in stocks and bonds, and of portfolio theory. Significant theoretical and empirical studies are discussed. The following topics are covered: the development of portfolio theory, fundamental analysis, technical analysis, bond and stock portfolio management, and international diversification.

Prerequisites: MBA 535 Analytical Tools for Decision Making; MBA 575 Finance Foundations

MBA 684**Leadership, Power and Influence***3 Credits*

This course will examine the theory and practice of leadership in organizations. Traditional and modern theories of leadership will be explored, as well as the practical application of these theories in the workplace. In addition to covering the traditional concepts of leadership in organizations, this course will take an in-depth look at the power and influence a leader has over the organization and its members.

MBA 685**Negotiations and Conflict Management***3 Credits*

This course is an introduction to the theory and practice of interpersonal bargaining. The course will examine types of bargaining strategies, planning for negotiations, how to handle negotiation breakdowns, communications, power, persuasion, and ethics in negotiations, as well as international dimensions of bargaining. The pedagogical approach will largely be through experiential learning exercises based on weekly readings. Evaluations of student efforts will be based upon self-reflections, self-assessment, and personal portfolio construction, as well as in-class performance in negotiating sessions and debriefing discussions.

Prerequisite: MBA 555 Management Foundations

MBA 686**Strategic Cost Analysis***3 Credits*

Strategic Cost Analysis views cost management as an important management tool enabling organizations to realize their strategic objectives. This course examines the concepts involved in using cost management as a strategic weapon. It also presents essential cost-management techniques used to implement strategic cost management. These techniques include: activity-based costing, target costing, and a variety of performance measurement techniques. Actual corporate experiences with these techniques will be examined.

Prerequisites: MBA 545 Accounting Foundations; MBA 555 Management Foundations

MBA 687**Electronic Marketing***3 Credits*

This course examines the impact of the Internet on traditional methods of marketing and its potential use for the marketing of goods and services across a range of product categories. This course investigates the utility of the Internet as a tool for businesses to increase effectiveness, efficiency, and competitiveness. Students will also study the business models currently existing on the Web and develop a framework that can be used to evaluate the Internet's potential for firm customer-relationship building across a range of business types.

Prerequisite: MBA 525 Marketing Foundations

MBA 688**Ethical Management of Organizations***3 Credits*

This course will introduce students to the basic concepts of ethics. Students will examine ethical frameworks as they relate to business, the environment, the consumer, and the individual with an organization. Students will also learn to apply these frameworks using moral decision-making techniques to real-world case studies. The class will offer students practical tools to help them recognize and address challenging ethical decisions.

Prerequisite: MBA 555 Management Foundations

MPA 500**Introduction to Public Administration***3 Credits*

Introduction to Public Administration provides a general overview of the field of public administration. The course includes theoretical and practical aspects of key governmental processes, historical development of the field, contributions of social science to understanding organizations, and ethical issues in contemporary government activities.

MPA 521**Management in Nonprofit Organizations***3 Credits*

As more programs are operated by nonprofit organizations, public managers must understand the “third sector.” This course provides an overview of the history, structure, and role of the nonprofit sector, including how nonprofit agencies differ from public and for-profit entities in mission, governance, funding, and staffing, and will consider current issues facing the nonprofit sector.

MSCS 527**Systems and Information Concepts in Organizations***3 Credits*

An identification and basic exploration of the systems point of view, the organization of a system, information flows, and the nature of information systems in organizations. The relationship between systems and information to organizational objectives is examined. Functional information systems are explored including marketing, manufacturing, and finance. The distinction is made between management-information systems and decision-support systems. Team exercises and multiple-case problems are used.

MSCS 537**Data Management***3 Credits*

A study of the critical issues related to managing data in organizations. The concept of data as a resource, the data environment, the database approach, and the need for data modeling are examined in detail. The growing use of database-management systems in managing data is discussed. The data-administration function, its relevance in evolving organizations, and emerging issues are also addressed.

Prerequisite: MSCS 527 Systems and Information Concepts in Organizations

MSCS 567**Data Communications***3 Credits*

This course examines the concepts and mechanisms of data-transport systems including information in the form of data, voice, and image. Network architecture, terminology, control, and general topologies are discussed. Current equipment and physical interconnection are explored in an applied model incorporating a range of network services to support application development, distributed processing, information centers, and distance learning. Emphasis is placed on the impact of data-communications technology on organizations and on the design of future information systems.

Prerequisites: MSCS 527 Systems and Information Concepts in Organizations; MSCS 537 Data Management

Business Administration Faculty

ELMORE ALEXANDER Dean and Professor of Management, 2007. *Degrees:* B.A., Wake Forest University; M.A., Ph.D., University of Georgia

MARGARET L. ANDERSEN Associate Professor of Accounting, 2000. *Degrees:* B.A., Huron College; M.B.A., University of South Dakota, Vermillion; Ph.D., Indiana University

KAVOUS ARDALAN Associate Professor of Finance, 1998. *Degrees:* B.A., National University of Iran; M.A., Ph.D., University of California, Santa Barbara; Ph.D., York University, Toronto, Canada

WILLIAM S. BROWN Assistant Professor of Management, 1999. *Degrees:* B.A., Fairleigh Dickinson University; M.A., Montclair State University; M.B.A., Fairleigh Dickinson University; Ph.D., University of Pittsburgh

CHRISTY HUEBNER CARIDI Visiting Assistant Professor of Economics, 2006. *Degrees:* M.B.A., Fordham University; Ph.D., New School University

KENNETH COLETTI Visiting Assistant Professor of Accounting, 2003. *Degrees:* M.B.A., Marist College

ANN E. DAVIS Assistant Professor of Economics, 1986; *Degrees:* B.A., Barnard College; M.A., Northeastern University; Ph.D., Boston College

LAURA EBERT Assistant Professor of Economics, 2002. *Degrees:* B.A., Bard College; M.A. University of Connecticut at Storrs; Ph.D., New School University

JOANNE GAVIN Assistant Professor of Management, 2002. *Degrees:* B.S., University of New Orleans; M.B.A., University of New Orleans; Ph.D., University of Texas at Arlington

ROBERT J. GROSSMAN Professor of Business, 1983. *Degrees:* B.A., Hobart College; J.D., State University of New York at Buffalo Law School; L.L.M., New York University School of Law

KATHERINE L. JACKSON Associate Professor of Finance, 2005. *Degrees:* B.S., Francis Marion University; Ph.D., University of South Carolina

BEATE KLINGENBERG Assistant Professor of Management, 2004. *Degrees:* B.S., M.S., University of Erlangen-Nürnberg; Ph.D., Friedrich-Alexander University of Erlangen-Nürnberg (Germany)

CHESTER KOBOS Assistant Professor of Finance, 1982. *Degrees:* B.A., Canisius College; M.A., Fordham University; M.B.A., New York University; Ph.D., Fordham University

GEORGE MARRON Assistant Professor of Management, 2006. *Degrees:* B.A., Iona College; M.S.L.I.R., New York Institute of Technology, Ph.D., Cornell University

VERNON Q. MURRAY Assistant Professor of Marketing, 1993. *Degrees:* B.A., City University of New York at Queens College; M.B.A., Michigan State University; Ph.D., University of Alabama

PREMA NAKRA Professor of Marketing, 1984. *Degrees:* B.A., Vikram University; M.A., Christian College; M.B.A., Pace University; Ph.D., Vikram University

ELIZABETH F. PURINTON-JOHNSON Assistant Professor of Marketing, 2001. *Degrees:* B.S., University of Maine at Orono; M.B.A., University of Rhode Island; Ph.D., University of Rhode Island

CAROLINE V. RIDER, ESQ. Associate Professor of Business, 1984. *Degrees:* B.A., Smith College; J.D., New York University School of Law

HELEN N. ROTHBERG Professor of Management, 1995. *Degrees:* B.A., City University of New York at Queens College; M.B.A., City University of New York at Baruch College; M. Phil., City University of New York Graduate Center; Ph.D., City University of New York Graduate Center

KENNETH SLOAN Assistant Professor of Business, 2003. *Degrees:* B.A., M.P.A., M.B.A., Cleveland State University; Ph.D. (ABD), George Washington University

JOHN STEPHAN Assistant Professor of Management, 2006. *Degrees:* B.A., College of William & Mary; M.B.A., Columbia University; Ph.D. Columbia University

DELLA LEE SUE Assistant Professor of Economics, 2000. *Degrees:* A.B., Mount Holyoke College; M.A., Boston University; M.Phil., Columbia University; Ph.D., Columbia University

GREGORY J. TULLY Associate Professor of Accounting, 1996. *Degrees:* B.A., Georgetown University; Ph.D., University of California, Berkeley

SATINA V. WILLIAMS Assistant Professor of Accounting, 2006. *Degrees:* B.S., Benjamin Franklin University; M.B.A., University of North Carolina; Ph.D., Virginia Commonwealth University

RONALD WOOD Assistant Professor of Management, 2002. *Degrees:* B.S., M.S., State University of New York – Empire State College; Ph.D., Walden University

ASSISTANT DEAN, MBA/MPA PROGRAMS

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MISSION AND OBJECTIVES

The School of Management has offered the Master of Public Administration degree program since 1980. It has rapidly become one of the most popular MPA programs for working adults in New York State.

The primary mission of the MPA program is to educate leaders and managers of public and nonprofit agencies. Pre-service students gain the necessary skills and knowledge to begin their careers, while in-service professionals are trained to assume positions of ever-increasing responsibility with an emphasis on jobs with managerial and administrative duties. Designed to meet these goals and based on standards from the National Association of Schools of Public Affairs and Administration (NASPAA), the curriculum stresses:

- understanding the political, legal, ethical, and social context of administration with respect to pertinent processes and theories;
- achieving proficiency in understanding and developing positive organizational behavior, as well as effectively utilizing a full range of management and administrative techniques;
- developing the ability to apply appropriate methodologies to solve important problems and issues. These methods include quantitative and qualitative approaches to policy analysis and program evaluation.

COURSE SCHEDULING

Students may pursue the MPA program in a traditional classroom setting, online, or through a combination of both – whatever best suits their needs. Classroom courses and online courses cover the same content, have identical learning goals, and are taught by the same faculty. The key difference is the delivery system.

Classroom courses are offered from 6:30 P.M. until 9:15 P.M. one night per week, Monday through Thursday, for fifteen weeks on the Poughkeepsie main campus.

Online courses are offered in accelerated 8-week segments or “rounds.” Round 1 courses run the first 8 weeks of each semester. Round 2 courses run the second 8 weeks of each semester. Online courses require no technical skill beyond familiarity with a basic Windows environment.

Students wishing to move through the program in the most expedient manner can do so by following an online cohort schedule. Online cohort schedules require taking two courses per semester (Round 1 and Round 2) in the fall and the spring, and one course in the summer. Following a preset online cohort schedule allows students to focus on one course at a time, while enabling them to complete the entire program in just over two years. Cohort schedules are included in each student’s acceptance packet.

Students wishing to pursue the program on campus may take one or more online classes during their course of study in order to complete the program in a timely fashion.

In addition to classes offered online and at the Poughkeepsie main campus, Marist has been a leader in providing cohort programs for the New York State Police throughout the state, as well as MPA cohorts for the New York Police Department in New York City.

HOW ONLINE COURSES WORK

Marist College, a recognized leader in the use of technology in the classroom, was the first college in New York State to gain approval to offer its entire MPA program online. Students juggling work responsibilities, military duty, travel requirements, and family obligations can pursue their MPA from the convenience of their own keyboards, whenever and wherever they may be. U-compass eLearning instructional technology enables students to interact extensively with their instructors and classmates. Online students log on according to their own schedules, when it is most convenient for them. Communication is continuous via e-mail, bulletin boards, group conference rooms, and private chat rooms. There is no on-campus requirement, nor are all students expected to be online at the same time. To take an online tour, visit www.marist.edu/management/mpa.

ADMISSIONS REQUIREMENTS

The members of the MPA Admissions Committee look at the interest and aptitude of a prospective student as indicated by the applicant's previous academic record, achievement on the Graduate Records Examination (GRE), and past professional achievement and growth. All applicants must hold a baccalaureate degree from an accredited college or university.

Applicants who hold a master's degree in any field, or have achieved an undergraduate GPA of 3.0 or higher, will be fully matriculated into the program. Applicants with less than 10 years of work experience and an undergraduate GPA below 2.5 are required to take the GRE and achieve a combined test score of 800 or higher on the verbal-quantitative sections of the test to be considered for admission into the program. We require applicants without prior work experience in an administrative capacity to satisfy this condition through an internship (MPA 660).

Students entering the MPA program are expected to have word-processing, spreadsheet, and both library and Internet research skills. We strongly advise applicants who have not had an undergraduate course in Algebra, Statistics, or Geometry within the past five years to take a Pre-calculus or Statistics course before beginning the MPA program.

APPLICATION PROCEDURES

The Admissions Committee will review applications of prospective students regardless of their undergraduate major. The overall scholastic record and potential of the applicant are assessed. Applicants for campus-based classes begin the program in the fall semester. Students who wish to pursue the program online may begin in the fall

or the spring semester. Applications are accepted on a rolling basis. Admission decisions are made according to published deadlines.

Applicants to the MPA program must submit:

- a completed Marist Graduate Admissions Application;
- a \$50.00 non-refundable application fee made payable to Marist College;
- official transcripts from all undergraduate and graduate institutions attended;
- a brief essay discussing why the applicant wishes to pursue the MPA and its relation to the applicant's career goals;
- a current resumé or a written statement describing the applicant's work history and present responsibilities;
- an official score report of the Graduate Records Examination (GRE) if required.

NOTE: You must specify on the GRE application that your GRE score be sent to Marist College. Marist's report code is 2400.

REGISTRATION PROCEDURES

All students in the MPA program, including those on an approved Leave of Absence, receive scheduling information and registration materials midway through the semester for the following semester. Registrations for graduate courses require the signature of the program director or Assistant Dean for processing. Students are encouraged to register early and are responsible for meeting registration deadlines. Registration for online courses must be financially cleared and fully processed no less than 10 days prior to the course start date.

TRANSFER CREDITS

Applicants with previous graduate work earned in a similar program within 10 years of starting the MPA program may request to transfer up to 6 credits toward their MPA degree. A grade of B or better is required. Courses presented for transfer must be substantially equivalent to the Marist course requirement and must be presented at the time of admission. Transfer credits require the approval of the MPA Program Director and are accepted at the Director's discretion.

MPA PROGRAM ACADEMIC POLICIES

We require that students maintain a minimum cumulative GPA of 3.0 for good academic standing. Students must achieve a cumulative GPA of 3.0 after completing one semester of full-time study or its equivalent. Any student whose cumulative GPA falls below 3.0, or who receives a letter grade of F in any semester, will be placed on academic probation and have one semester of full-time study or its equivalent in which to reestablish good academic standing. We require that you retake a failed class the next time we offer the course.

We expect students in the MPA program to maintain their matriculation by completing at least one course per semester throughout the academic year — spring and

fall. While we encourage summer enrollment, we do not require that you participate in summer classes.

Any student who is compelled to leave school for even one spring or fall semester must notify the program director in writing to request a Leave of Absence. Interruption of study beyond two consecutive semesters requires re-application. The admissions policy and program curriculum effective at the time of readmission will apply.

The School of Management generates all program-specific information (e.g., course schedules, registration materials, etc.); therefore, MPA students are responsible for promptly informing the School of Management of any change in their home address, home phone number, email address, or place of employment.

To qualify for the MPA degree, a student must complete 39 credits of graduate work (42 credits for those needing an internship). Candidates must complete the MPA degree requirements within seven years of acceptance into the program. Any candidate who seeks an extension beyond the seven-year limit must submit their request in writing to the program director. To graduate, the MPA candidate must have a minimum cumulative GPA of 3.0.

All candidates start the program with MPA 500 — Introduction to Public Administration and conclude the program with our capstone course MPA 699 — Seminar in Public Administration. All students must take this capstone course during his/her final semester in the program. To qualify for admittance into the capstone seminar, the candidate must be in good academic standing. The final seminar is a full-semester (15-week) course, even online. We do not require a thesis or comprehensive examinations as part of the MPA program requirements.

MPA COURSES

MPA 500	Introduction to Public Administration
MPA 501	Politics and Policy
MPA 502	Economics in the Public Sector
MPA 503	Public Budgeting
MPA 505	Management in Public Organizations
MPA 506	Administrative Law
MPA 507	Information Technology for Public Administration
MPA 508	Research Methods and Statistics for Public Administration
MPA 513	Program Planning and Evaluation
MPA 521	Management in Nonprofit Organizations
MPA 530	Managing Organizational Change
MPA 616	Global Issues in Public Administration
MPA 660	Internship in Public Administration*
MPA 699	Seminar in Public Administration

* Required of pre-service students only.

MASTER OF PUBLIC ADMINISTRATION FIVE-YEAR MPA PROGRAM

The Marist MPA program is notable for providing academic excellence to nonprofit organizations, government employees, and members of the law enforcement community throughout New York State and is the foremost provider of graduate education for the New York City Police Department.

The Marist MPA Five-year Program is available for undergraduate students who wish to progress directly to graduate study after completing their baccalaureate degree. The program offers any undergraduate major the opportunity to complete a valuable master’s degree in a substantially reduced time.

Five-Year Program Curriculum

Marist students who have attained senior status and have a cumulative GPA of 3.0 or higher are eligible to apply for the MPA Five-year Program. If admitted, they will take one MPA course in the spring term of their senior year; this course will count as an elective in their undergraduate program. Upon conferral of the applicant’s baccalaureate degree in May, the candidate would then take one MPA course and an internship in the summer. The student would then take four courses each semester during the next academic year to complete the MPA degree the following May.

Students wishing to pursue the Five-year MPA degree should identify themselves by their sophomore year to ensure sufficient time to take the required undergraduate courses. Formal application can begin in the senior year upon completion of 90 credits.

Students from any undergraduate major interested in the MPA Five-year Program must take the following four courses as undergraduates:

- | | | | |
|----------|-------------------------------|----------|-----------------------|
| POSC 110 | American National Government | POSC 301 | Program Evaluation OR |
| | | CRJU 375 | Program Evaluation |
| POSC 283 | Public Administration OR | POSC 240 | Public Policy OR |
| CRJU 301 | Criminal Justice Organization | ECON 421 | Public Finance |

All coursework must be completed within the prescribed time frame in order to graduate.

For additional information, please contact the MPA program director.

Graduate Courses in Public Administration

MPA 500

Introduction to Public Administration

3 Credits

Introduction to Public Administration provides a general overview of the field of public administration. The course includes theoretical and practical aspects of key governmental processes, historical development of the field, contributions of social science to understanding organizations, and ethical issues in contemporary government activities.

MPA 501

Politics and Policy

3 Credits

Politics and Policy considers the public policy-making process with particular emphasis on the political environment. This course covers strategic and operational planning theories and practices, as well as ethical dilemmas.

MPA 502

Economics in the Public Sector

3 Credits

Economics in the Public Sector introduces the role of government in national and sub-national economies, privatization, inter-governmental fiscal relationships, economic analysis techniques such as cost/benefit analysis, and social and political considerations in public economic and fiscal activity.

MPA 503

Public Budgeting

3 Credits

Public Budgeting covers the theory and practice of public budget preparation and review, governmental accounting and auditing, and political issues in the budget process. The course includes consideration of capital budgeting, revenue estimation, and the history of budget reform efforts.

MPA 505

Management in Public Organizations

3 Credits

Management in Public Organizations covers aspects of organization theory and behavior pertinent to public and nonprofit management. This course introduces major issues, techniques, and trends in contemporary public personnel management, including ethical concerns, career planning, and professional development.

MPA 506

Administrative Law

3 Credits

Administrative Law explores the study of the legal framework of public administration. Basic principles of constitutional law and the institutions of American government are reviewed. The development of the administrative agency as a contemporary legal and social phenomenon and its relationship to other branches of government are considered. The structure of an administrative agency, its jurisdiction, powers, processes, and accountability are analyzed.

MPA 507

Information Technology for Public Administration

3 Credits

Information Technology for Public Administration focuses on what an individual in a managerial position should know about information technology. Social, political, and organizational effects of the technology on individuals, groups, and society are covered. Students gain understanding of how to use information management for strategic and operational purposes, learn to identify useful computer applications, and develop an appreciation for emerging managerial concerns in the information age.

MPA 508
Research Methods and Statistics for Public Administration

3 Credits

Research Methods and Statistics for Public Administration provides an overview of the scientific framework and empirical approaches to conducting and evaluating research studies. The course emphasizes the application of quantitative techniques to decision making and problem-solving. Topics include descriptive statistics, probability, sampling plans, research design, analytical methods for hypothesis testing, regression analysis, and time series. Familiarity with high school algebra is necessary.

MPA 513
Program Planning and Evaluation

3 Credits

Program Planning and Evaluation is an analysis of the theory and practice of designing, implementing, and evaluating public and nonprofit programs. This course develops skills in outcome measurement, survey design, and presentation of results.

MPA 521
Management in Nonprofit Organizations

3 Credits

As more programs are operated by nonprofit organizations, public managers must understand the “third sector.” This course provides an overview of the history, structure, and role of the nonprofit sector, including how nonprofit agencies differ from public and for-profit entities in mission, governance, funding, and staffing, and will consider current issues facing the nonprofit sector.

MPA 530
Managing Organizational Change

3 Credits

Managing Organizational Change covers the theory and practice of improving organizational effectiveness through planned, systematic interventions and change. Typical topics include analyzing organizational cul-

tures, structures, processes, and capabilities; designing needed interventions; and assessing the motivational, educational, and other tools needed for successful implementation.

MPA 616
Global Issues in Public Administration

3 Credits

Global Issues in Public Administration is designed to cover topics of contemporary and controversial nature, focusing on globalization and international aspects of government.

MPA 660
Internship in Public Administration

3 Credits

The Internship in Public Administration is intended to provide field-based experience in a public or nonprofit organization. This course is required of pre-service students only.

MPA 699
Seminar in Public Administration

3 Credits

The Seminar in Public Administration is the capstone course in the MPA program. It is intended to provide an integrating experience for students. Emphasis is placed upon specific problems. Extensive research and analysis of public policy are conducted. **NOTE:** Students must be in good academic standing to enroll in this course. The final Seminar is a full 15-week semester course.

Administration Faculty

DONALD A. CALISTA Associate Professor of Public Administration, 1977. *Degrees:* B.A., Brooklyn College; M.A., Washington University; Ed.D., University of Sarasota; M.P.A., SUNY Albany

TONY J. CARRIZALES Assistant Professor of Public Administration, 2006. *Degrees:* B.A., Cornell University; M.P.A., Cornell Institute for Public Affairs; Ph.D., Rutgers University

JOSEPH A. D'AMBROSIO Adjunct Instructor of Public Administration, 1996. *Degrees:* B.A., New England College; M.P.A., Pace University

BENJAMIN DATTNER Adjunct Instructor of Public Administration, 2001. *Degrees:* B.A., Harvard College; Ph.D., New York University

MARGARET A. GREENLY Adjunct Professor of Public Administration, 1999. *Degrees:* B.A., Seton Hill College; M.S. Columbia University; M.P.A., Marist College

MARY E. HOGENCAMP Adjunct Professor of Public Administration, 2001. *Degrees:* B.S., State University of New York at Stony Brook; M.P.A., Marist College

MYUNGSOON HUR Assistant Professor of Public Administration, 2006. *Degrees:* B.A., Kyungpook National University; M.A. New York University; Ph.D. New York University

JAMES D. KENT Assistant Professor of Public Administration, 1994. *Degrees:* B.A., University of Florida; M.P.A., SUNY Albany; Ph.D., SUNY Albany

DEBRA S. LEVANTROSSER Adjunct Professor of Public Administration, 2002. *Degrees:* B.A., Michigan State University; M.P.A., Marist College

JAMES MELITSKI Assistant Professor of Public Administration, 2003. *Degrees:* B.S., Ithaca College; M.A., Montclair State University; Ph.D., Rutgers University

ROY MEROLLI Executive Vice President, Marist College. Professor of Public Administration, 1996. *Degrees:* B.A., University of Connecticut; M.A., University of Connecticut; Ph.D., University of Connecticut

LEE M. MIRINGOFF Assistant Professor of Political Science, 1975. Director, Marist Institute for Public Opinion. *Degrees:* B.A., Clark University; Ph.D., Massachusetts Institute of Technology

MICHAEL MORAN Adjunct Instructor of Public Administration, 1999. *Degrees:* B.A., Iona College; M.B.A., Long Island University

DENNIS J. MURRAY President, Marist College. Professor of Public Administration, 1979. *Degrees:* B.A., California State University, Long Beach; M.P.A., University of Southern California; Ph.D., University of Southern California

W. BRUCE NEWMAN Adjunct Instructor of Public Administration, 1999. *Degrees:* B.A., Marist College; M.B.A., Pace University

CAROLE A. RICHARDSON Adjunct Instructor of Public Administration, 1999. *Degrees:* B.A., M.P.A., Central Michigan University; D.P.A., Western Michigan University

CHRISTOPHER SANDOR Adjunct Instructor of Public Administration, 2001. *Degrees:* B.A., State University of New York at Albany; M.P.A., Nelson A. Rockefeller College of Public Affairs and Policy; M.B.A., Lally School of Management, Rensselaer Polytechnic Institute

RICHARD B. WOLF Adjunct Instructor of Public Administration, 1996. *Degrees:* B.A., Dartmouth College; LL.B., Yale Law School

JOHN T. ZANETICH Adjunct Instructor of Public Administration, 1995. *Degrees:* B.A., Rutgers University; M.A., Miami University; M.A., University of Pennsylvania; Ph.D., Nelson A. Rockefeller College of Public Policy and Public Affairs

GRADUATE DIRECTOR

Eitel J.M. Lauría, Ph.D.

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MISSION AND OBJECTIVES

The Master of Science in Information Systems (IS program) offers excitement and challenges for the information age. It provides advanced expertise and experience in both computer science and business administration. This program focuses on applying information technology to improve the performance of people in organizations. It is especially appropriate for persons who wish to become the organizational change agents, innovators, and thought leaders of the future.

The advanced education and expertise provided in this program prepare the graduate student to identify, analyze, and solve business problems using the systems approach. This approach includes defining the problem, gathering data to describe the problem, identifying alternatives to solve the problem, evaluating the alternatives, selecting the best alternative, and implementing a solution with appropriate follow-up. This is done using both case studies and real clients.

The primary areas of study include information-systems technology, systems concepts and processes, and organization functions and management (including interpersonal and organizational behavior). The program places strong emphasis on both the technological and sociological aspects of systems. Students are frequently expected to participate in team situations to enhance both their systems thinking and their interpersonal skills. Multiple courses are real-client based in order to enhance the student's consultative skills and experience.

Specific areas of emphasis include eliciting client requirements, analyzing, planning, designing, developing, and implementing information-systems applications, and managing information-systems development and operation. Appropriate behavioral, organizational, and financial knowledge and skill development support the technological central theme.

The IS program is designed to prepare individuals for a working career in industry, government, or education. Specific career paths for the graduating ISM professional include systems analyst and/or designer, business analyst, information-systems project manager, data administrator, data processing auditor, information-systems manager, consultant, or educator. Career paths for the ITM professional include security administrator, technical manager, systems administrator, network specialist, network operations manager, IT administrator, internet engineer, LAN/WAN engineer, network administrator.

For those already employed in related disciplines, the IS program provides the advanced professional courses necessary to enhance career development opportunities.

In essence, by studying and practicing systems thinking, mental modeling, shared vision building, and team learning, the graduate of this program is well prepared to help develop and sustain what MIT's Peter M. Senge calls the "learning organizations" of the future.

Two tracks are offered. One is the foundation for a career position of Chief Information Officer (CIO). The second is the foundation for a career position of Chief Technology Officer (CTO).

EFFECTIVE COMMUNICATION SKILLS

As an information-systems graduate student, you should be aware that effective communication is a critical skill required of every student. In order to further develop and nurture a student's oral and written communication skills, the Marist pedagogy includes the following as critical success factors for students in information systems:

- dialogue, not lecture, is the primary teaching method used. Most of the courses in this program will require you to verbally interact with the instructor and/or your peers on a regular basis in class or online;
- participation in small-group or team situations. These are designed to help develop your systems thinking and to enhance your interpersonal skills both in and out of the classroom;
- oral presentations to your instructor, your class, or to a real client. These may be formal or informal presentations and will summarize your own work or that of some team of which you are a member;
- written reports or research papers which will help evaluate the effectiveness of your written communication skills and provide feedback for improving them.

The above demands and/or standards are applied universally to all students in the information-systems program.

ADMISSIONS REQUIREMENTS

In addition to the application materials addressed in the Admissions to Graduate Programs section of the General Information section of this catalog, applicants to the graduate program in Information Systems must submit the following:

- a current resumé;
- a written summary of technical or professional non-credit course training;
- a written statement which outlines the applicant's career objective(s), the reason(s) for selecting Marist's IS program, desired specialization, and the applicant's personal and professional expectations from the program;
- optionally, at the graduate director's discretion, two letters of recommendation may be required.

Admissions requirements for international students are outlined in the Application Requirements for International Students in the General Information section of this catalog.

PREREQUISITES

Applicants to the Information Systems Management track are expected to have completed undergraduate-level course work in introductory statistics.

Applicants to the Information Technology Management track are expected to possess a reasonable proficiency in object-oriented programming and statistics, since knowledge and skill in these areas will be used throughout this specialization.

Proficiency in computer programming can be satisfied with a B or better grade in the Marist graduate course MSIS 500 Fundamentals of Object-Oriented Programming.

TRANSFER CREDIT

A student may transfer up to six graduate credits from a regionally accredited graduate program. Only courses with grades of B or better will be accepted. Courses should be equivalent in content and credit value to courses offered in the Marist program. The graduate director of the IS program will determine the status of all transfer requests at the time of the application that includes previous graduate study.

DEGREE REQUIREMENTS

To qualify for the Master of Science degree in Information Systems, a student must normally complete 36 to 37 hours of work at the graduate level (excluding any prerequisites). Course waivers may reduce this to as few as 30 credit hours.

As a rule, each student is expected to complete the IS degree as outlined at the time of admission to Marist College. Therefore, under normal circumstances transfer credit or waiver requests for graduate work taken elsewhere after admission to this program will not be granted. Such substitutions will only be considered for a substantive reason, such as relocation.

Upon acceptance into the program, graduate students receive a list of prescribed courses to be successfully completed. Specific undergraduate or graduate course work may be recommended to satisfy prerequisite requirements or remedy deficiencies as identified by the graduate director. IS degree requirements must be completed within seven (7) years of acceptance into the program with a cumulative index of 3.0 or higher. Requests for an extension of the seven-year limitation must be made in writing to the graduate director.

Part-time students are normally limited to registering for one graduate course during their first semester, unless special arrangements are approved in advance by the graduate director. Full-time study is defined as a semester load of at least nine graduate credits.

COURSE WAIVERS

If a student's prior academic work of a relatively recent nature in a specific subject area is judged to be equivalent in intensity and rigor to Marist courses, including both the theoretical and practical dimensions of subject matter involved, then the student may be granted a course waiver for that subject. Since the student has already demonstrated an academic mastery of the pertinent subject matter, the specific course will be removed from the student's program requirements. No more than 2 course waivers (6 credits) may be granted.

Prior professional experience in a given subject area is not considered in granting course waivers at the graduate level. It may be used only to demonstrate subject matter competency for academic work taken more than five years earlier.

ADVISEMENT

The IS graduate director serves as the primary advisor to all students in the program. The graduate director regularly makes specific recommendations on course sequences to be followed by individual students, and approves all program planning requests made by students. Students should feel free to discuss any questions or concerns that they may have regarding their planned studies with the graduate director.

COURSE SCHEDULING

All courses leading to the IS degree are offered in the late afternoon and evening. Since this limits the number of available times for classes, full-time students may occasionally encounter scheduling problems. The graduate director will attempt in good faith to resolve such problems whenever they occur. Students are responsible for taking courses in the scheduled semesters.

For part-time students, it is recommended that two courses per semester be established as the normal objective. Benefits to the student are that initial personal motivation is better sustained, program completion occurs more quickly, odds on finishing are greatly increased, and the rewards of the effort are gained much sooner.

The graduate director reserves the right to limit the number of courses that a student may take each semester depending upon a student's professional workload and other concerns.

CAPSTONE ACTIVITY

The Information Systems Policy Course (MSIS 730) is used to demonstrate a satisfactory level of competence in writing, speaking, and research in the information-systems discipline. Because the policy course is a capping course, it is expected that all other required courses will have been completed before the student enters this course. This will maximize the student's experience in the course while minimizing peer knowledge differences.

COURSE PLANNING

The semester in which courses are expected to be offered applies to the Marist College main campus only. The IS Graduate Office should be contacted each semester to determine the list of additional courses to be offered at extension sites during the following semester.

The college reserves the right to cancel a course due to insufficient enrollment, and to add additional courses as per student demand and instructor availability.

ACADEMIC STANDING

All students must maintain a 3.0 or higher cumulative average. Those below this average must repeat courses, starting with the courses in which the lowest grades were received, until a 3.0 or higher GPA is achieved. If a failing grade is received

in a course, that course must be repeated at the next scheduled offering. All students requesting enrollment in the capping course must have a 3.0 or higher cumulative average. If, upon completion of the capstone course, the cumulative average falls below 3.0, then the capstone course affecting the average must be taken again.

Students who fall below a 3.0 cumulative average during a particular semester will be warned and placed on academic probation. The student will be given up to two semesters (at the IS graduate director's discretion) to recover an average of 3.0 or higher. Should the student fail to do so, the student will be automatically dismissed from the program.

COURSE SCHEDULING CONSIDERATIONS

The IS program offers a mixture of graduate courses both online and in the classroom on a regular basis. Specific schedules will be addressed by the graduate director as needs mandate.

IS PROGRAM OVERVIEW:

The IS graduate program offers two specializations. Each specialization will consist of six required common IS core courses and three required specialization-specific courses. One specialization is the Information Systems Management track (ISM), which has a business-application focus. The other specialization, Information Technology Management track (ITM), has an Information Technology focus. **NOTE:** It is strongly recommended that full-time graduate students work closely with the graduate director in order to accommodate any changes in scheduling that may become necessary.

SUBSTITUTE COURSES

In certain cases, the graduate director may include one or more substitute courses in a student's program. When this occurs, these substitute courses will become part of the degree requirements in place of the standard courses.

MASTER OF SCIENCE IN INFORMATION SYSTEMS

COURSE REQUIREMENTS:

MSIS Core Required Courses (18 Credits)

MSIS 527	Systems & Information Concepts in Organizations	3 credits
MSIS 537	Data Management I	3 credits
MSIS 567	Data Communications	3 credits
MSIS 647	Information Analysis	3 credits
MSIS 657	Systems Design	3 credits
MSIS 730	Information Systems Policy	3 credits

Specializations — choose one:

ISM Required Courses (9 credits)

MBA 525	Marketing Foundations	3 credits
MBA 555	Management Foundations	3 credits
MBA 575	Finance Foundations	3 credits

Electives 9 credits from: Information Systems, Business, Software Development

Prerequisite:

MATH 130 Introduction to Statistics

ITM Required Courses (16 credits)

MSIS 507	Computer Concepts & Software Systems	3 credits
MSIS 517	Web Technologies	3 credits
MSIS 561	Data Communications Lab	1 credit
MBA 525	Marketing Foundations	3 credits
MBA 555	Management Foundations	3 credits
MBA 575	Finance Foundations OR	
MBA 545	Accounting Foundations	3 credits

Electives 3 credits from: Information Systems, Business, Software Development

Prerequisites:

MSIS 500 Fundamentals of Object-Oriented Programming

MATH 130 Introduction to Statistics

It is strongly advised that the graduate director be consulted in the choice of these elective courses in order to help tailor the program to the student’s specific needs.

Each student must consult with the IS graduate director to plan a course schedule to enable the student to complete the IS program in the most efficient time frame considering student desire, transfer credits or waivers, prerequisites, and possible scheduling information.

Graduate Courses in Information Systems

MSIS 500 (ITM)

Fundamentals of Object-Oriented Programming

3 Credits

The purpose of this course is to introduce the student to programming in an object-oriented programming environment. The student will study the object-oriented programming paradigm and develop programs using an object-oriented programming language. Abstraction, encapsulation, inheritance, and polymorphism will be covered. Students will also be introduced to the concept of an abstract data type (such as a stack or queue) and implementation. Programming projects will be assigned throughout the semester.

Prerequisite: Graduate standing in either the Information Systems or the Software Development program. No previous programming experience is required. Fall semester

MSIS 507 (ITM)

Computer Concepts and Software Systems

3 Credits

An introduction to the functional organization of computer systems including both hardware and software components. The role of operating systems in directing and controlling the different systems resources is examined in detail. Computer terminology, physical computer implementations, and the operating environment for application programs are discussed. Fall and spring semesters

MSIS 517 (ITM)

Web Technologies

3 Credits

This course gives students a chance to gain experience with many of the technologies which drive the World-Wide Web. While the Web began as a collection of static, linked documents, it has evolved to include robust applications which deliver dynamic content

and rich, interactive experiences. Students will be introduced to various cutting-edge technologies and have projects assigned for each.

Prerequisite: MSIS 500 Fundamentals of Object-Oriented Programming (C++) OR its equivalent. Spring semester

MSIS 527 (Core)

Systems and Information Concepts in Organizations

3 Credits

An identification and basic exploration of the systems point of view, the organization of a system, information flows, and the nature of information systems in organizations. The relation between systems and information to organizational objectives is examined. Functional information systems are explored including marketing, manufacturing, and finance. The distinction is made between management information systems and decision support systems. Team exercises and multiple case problems are used.

Prerequisite: Graduate IS standing. Fall and spring semesters

MSIS 537 (Core)

Data Management I

3 Credits

A study of the critical issues related to managing data in organizations. The concept of data as a resource, the data environment, the database approach, and the need for data modeling are examined in detail. The growing use of database management systems in managing data is discussed. The data administration function, its relevance in evolving organizations, and emerging issues are also addressed.

Prerequisite: MSIS 527 Systems and Information Concepts in Organizations. Fall and spring semesters. (Spring semester recommended.)

MSIS 557 (Elective)**Data Quality in Information Systems***3 Credits*

This course will help students explore and understand data and information quality (DQ and IQ) problems in information systems, databases, and data warehouses. The student will be able to recognize and use DQ and IQ concepts in information-systems projects: e.g., recognize patterns of data and design deficiencies in systems; suggest appropriate DQ and IQ improvement plans in light of known deficiencies; perform information quality assessments of organizations; apply data cleansing techniques to data warehouses, and experience the influence of data quality indicators on decision making. A combination of state-of-the-art literature and hands-on projects will be studied. Offered at least every other year.

Prerequisite: MSIS 537 Data Management

MSIS 567 (Core)**Data Communications***3 Credits*

This course examines the concepts and mechanisms of data-transport systems including information in the form of data, voice, and image. Network architecture, terminology, control, and general topologies are discussed. Current equipment and physical interconnection are explored in an applied model incorporating a range of network services to support application development, distributed processing, information centers, and distance learning. Emphasis is placed on the impact of data-communications technology on organizations and on the design of future information systems.

Prerequisite: MSIS 527 Systems and Information Concepts in Organizations. Fall and spring semesters

MSIS 637 (Elective)**Decision Support Systems***3 Credits*

A study of support systems for decision making in complex, technologically rich environments. The focus is on decision theory principles, problem identification, model formulation, and solution procedures. The

distinction between decision support systems and transactional modes of processing information is examined. Sample quantitative and qualitative tools will be employed to study the behavioral aspects of decision making in a decision support environment. At least one expert system will be examined or developed. Neural networks are discussed.

Prerequisites: MSIS 537 Data Management; MATH 130 Intro to Statistics. Fall semester. Offered at least every other year.

MSIS 638 (Elective)**Information Systems Business Intelligence***3 Credits*

This course aims to introduce the emerging information technologies for management support through business-intelligence systems. On completion of this course, students should be able to recognize the need for management support and business-intelligence requirements beyond typical management information systems as well as understand the application of various information technologies for business intelligence that support transformation and analysis of massive amounts of transaction data. The course includes hands-on work on data warehousing, OLAP, and data mining.

Prerequisite: MSIS 537 Data Management I

MSIS 647 (Core)**Information Analysis***3 Credits*

An examination of the strategies for developing information systems including a study of the systems development life cycle for managing application development. Group dynamics and individual behavior in the development process are explored. Techniques for eliciting information requirements, methods for analyzing requirements, and the development of a general logical design are examined and employed in a major team exercise using real clients or an online case study.

Prerequisites: MSIS 527 Systems and Information Concepts in Organizations; MSIS 537 Data Management. Fall and spring semesters

MSIS 657 (Core)
Systems Design

3 Credits

A rigorous study of the development of an information system including specification, design, implementation, and testing. Both managerial and technological aspects of systems design and implementation are considered. The process of planning for change, audits, and post-implementation reviews are considered. Emphasis is on a total systems solution rather than software alone. Team projects help the student acquire the knowledge and skills required to develop a physical design and implement an operational system from a logical design.

Prerequisite: MSIS 647 Information Analysis. Fall and spring semesters

MSIS 693, 694, 695
Graduate Internship in Information Systems

(One, two, and three credits respectively)

The graduate internship will provide advanced professional experience in the field of information systems. This course enables students to integrate the elements of their formal preparation and to apply theoretical concepts to real-world information systems. Graduate internships cannot be used to meet any elective requirement. Offered fall, spring, and summer semesters. Arrangements made through the program director.

Prerequisites: Completion of 12 graduate credits and 3.0 GPA.

MSIS 720 (Elective)
Information Systems Project

3 Credits

Through the use of projects, this course fits together all of the concepts from previous courses regarding information-systems development. The student gains experience in analyzing, designing, implementing, and evaluating information systems. Assignments consist of at least one systems-development project involving all or part of the systems-development cycle.

Students will work independently or in teams to acquire practical experience through such projects, including the behavioral con-

siderations in systems development. The instructor(s) will act as evaluator(s) instead of teacher(s) since the course pragmatically tests the student's knowledge and skills gained previously in the program.

The student's ability to apply the systems approach to the project as a whole and to individual components will be very closely evaluated. The student's ability to be spontaneous and dynamic in acquiring ancillary knowledge and skills, which may be required to execute the development process, will also be closely observed and evaluated.

Prerequisites: Completion of MSIS 537, MSIS 567, MSIS 647, and MSIS 657. Offered at least every other year.

CAPSTONE COURSE

MSIS 730 (Core)
Information Systems Policy

3 Credits

This course builds on previous courses in the IS program and is integrative in nature. It provides closure on the multitude of diverse subjects found in the program.

Taught in seminar style, the critical thinking of students related to current and strategic issues in information management is thoroughly examined. The executive perspective is demanded, thus forcing all students to analyze, synthesize, and respond at the highest organizational level. Entrepreneurial views are valued and encouraged.

Emphasis is placed on the overall information needs of an organization and what role information systems play in meeting those needs. Students explore critical issues relating to managing and administering the information-systems function.

Alternative structures for matching an information-systems department to the structure and behavior of an organization are examined. The information center, decision-support center, end-user computing, and other concepts emerging from the evolution of information technology are discussed.

A major research paper based on a thorough literature search of primary sources in information systems and related fields is required of each student.

Prerequisites: Completion of MSIS 537, MSIS 567, MSIS 647, and MSIS 657. Enrollment is limited. Those students closed out of one semester are assured entry for the next offered class, spring semester or as needs otherwise dictate. Advance written notice is required two semesters before the course is to be taken.

Advanced Certificate in Information Systems

The 18-credit Advanced Certificate in Information Systems is designed to satisfy the professional needs of students who wish to acquire graduate-level knowledge in Information Systems (IS), but who do not wish to pursue a full graduate degree. It is offered for students who already possess a Master of Business Administration, a Master of Public Administration, or some other Master's degree program that contains or has been supplemented by a significant management-related component. The certificate program allows individuals who generally have little or no formal education in IS to develop an expanded graduate-level background in IS as an adjunct to their prior degree. Candidates who have taken an IS concentration at the graduate level at Marist are ineligible for this certificate.

Because the courses required demand considerable time and effort, only one course is permitted in the first semester (this requirement may be waived by the graduate director based upon recent prior academic performance). Students generally carry two to four courses per calendar year and take two years to complete the certificate. The maximum time permitted for completion is four years from admission into the program.

All courses taken in the certificate program are graduate IS courses and may be later applied to the IS graduate degree program provided the grades earned are B or better. However, because of the more comprehensive nature of the IS master's program, admission requirements are more rigorous and additional technical competency may be gained through taking some prerequisite courses. Specific requirements would be identified when admission to the IS master's program is requested.

CERTIFICATE REQUIREMENTS

The Graduate Certificate in Information Systems is obtained upon satisfactory completion of six courses (18 credits) from the graduate Information Systems program as follows:

MSIS 527	Systems & Information Concepts in Organizations	3 credits
MSIS 537	Data Management I	3 credits
MSIS 567	Data Communications	3 credits
MSIS 647	Information Analysis	3 credits
MSIS 657	Systems Design	3 credits
MSIS 720	Information Systems Project	3 credits

ADMISSION REQUIREMENTS

Admission is based on prior academic performance and potential, a commitment to professional development, and demonstrated professional/leadership growth, as determined from the various documents submitted.

In addition to the application materials listed in the General Information section, applicants to the graduate certificate program in Information Systems must provide evidence of a significant business-related component in the baccalaureate or the master's degree along with:

- a current resumé and written summary of technical or professional non-credit course education if applicable;
- optionally, at the graduate director's discretion, two letters of reference may be required;
- a written statement summarizing career objectives(s), the reason(s) for selecting the IS certificate program, and personal and professional expectations from the program.

Students admitted on a non-matriculated basis are permitted to take three credits of course work. Upon completion of three credits, they will receive matriculated status if they have achieved at least a 3.0 GPA. All other prerequisites for matriculation must be met prior to receiving matriculated status. A cumulative 3.0 GPA is required to obtain the certificate.

Computer Science/ Software Development and Information Systems Faculty

RONALD COLEMAN Assistant Professor of Computer Science and Information Technology, 2002. *Degrees:* B.S., City College of New York; Ph.D., Polytechnic University

CRAIG FISHER Associate Professor of Information Systems, 1989. *Degrees:* B.S., State University of New York at Oswego; M.A., Ball State University, Indiana; Ph.D., State University of New York at Albany. *Specialties:* Data Quality; Problem Solving & Programming; Systems Analysis & Design; Database Management

JAN HARRINGTON Associate Professor of Information Systems, 1989. *Degrees:* B.S., University of Washington; M.L., University of Washington; Ph.D., Drexel University. *Specialties:* Systems Architecture; Object-Oriented Software Development; Network Security; Technology and Society

HELEN HAYES Assistant Professor of Mathematics and Computer Science, 1983. *Degrees:* B.A., College of St. Elizabeth; M.S., Fordham University; M.S.C.S., Syracuse University; *Specialties:* Formal Languages; Computability; Algorithms; Neural Networks

JOAN E. HOOPES Assistant Professor of Information Systems, 1990. *Degrees:* B.S., M.B.A., Ph.D., Binghamton University. *Specialties:* Systems Analysis & Design; End User Computing; Assessment; Project Management

ALAN G. LABOUSEUR Professional Lecturer of Information Technology, 2003. *Degrees:* B.S., Marist College; M.S., Pace University. *Specialties:* Software Development, Database Systems, Internet-enabled Applications

EITEL J.M. LAURÍA Assistant Professor and Graduate Director of Information Systems, 2002. *Degrees:* Electrical Engineering, Universidad de Buenos Aires (Argentina); MBA, Universidad del Salvador (Argentina) / Universidad de Deusto (Spain); Ph.D., State University of New York at Albany. *Specialties:* Data Management; Business Intelligence; Decision Support Systems; Data Mining; Bayesian Networks ; IT Implementation

ANNE BERINATO MATHEUS Lecturer of Information Systems and Director of Computer Literacy, 2001. *Degrees:* B.A., Marist College; M.A., Marist College; M.S.C.S., Marist College. *Specialties:* Information Decision Systems; Organizational Studies

ROGER NORTON Associate Professor of Computer Science, 1980. *Degrees:* B.S., University of Massachusetts; M.A., Brandeis University; Ph.D., Syracuse University. *Specialties:* Semantics of Programming Languages; Object-Oriented Programming; Distributed Computing; Grid Computing

S. PRADHAN Assistant Professor of Computer Science, 2004. *Degrees:* B.A., University of Bombay; Ph.D., University of Illinois; Ph.D. University of Maryland. *Specialties:* Databases; Software Engineering; Artificial Intelligence; Technology and Society

RUSSELL W. ROBBINS Assistant Professor of Information Systems, 2005. *Degrees:* B.S.B.A., University of Missouri-Columbia; M.S., State University of New York at Binghamton; M.S., Ph.D., Rensselaer Polytechnic Institute. *Specialties:* Project Management; IS & Ethics; Computational Modeling

ONKAR SHARMA Professor of Computer Science, 1986. *Degrees:* B.S.E., Bahar Institute of Technology; M.S.C.S., University of California at Berkeley; Ph.D.C.S., New York University. *Specialties:* Computer Architecture; Systems Software

JAMES TENEYCK Assistant Professor of Computer Science, 1983. *Degrees:* B.S., Lafayette College; M.S., Syracuse University; Ph.D., Syracuse University. *Specialties:* Computer Networks; Simulation

JAMES M. WEIR Visiting Lecturer. *Degrees:* B.S., Computer Engineering, Lehigh University; M.S. Computer Engineering, Lehigh University. *Specialties:* Multimedia, Web Applications. *Research:* Streaming Video; Content Management