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Salve Regina University

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# ACADEMIC CALENDAR 1999-2000

## 1999 - Fall Semester

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<th>Days</th>
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<tr>
<td>August 30</td>
<td>Monday</td>
<td>Freshmen and New Students Arrive</td>
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<tr>
<td>August 31</td>
<td>Tuesday</td>
<td>All Resident Students Arrive</td>
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<tr>
<td>September 1</td>
<td>Wednesday</td>
<td>Fall Classes Begin</td>
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<tr>
<td>September 6</td>
<td>Monday</td>
<td>Labor Day - No Classes</td>
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<tr>
<td>September 9</td>
<td>Thursday</td>
<td>Last Day To Change Semester Registration</td>
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<tr>
<td>September 24</td>
<td>Friday</td>
<td>Last Day to Withdraw from a 7 Week course Without Penalty</td>
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<td>September 27-Oct 1</td>
<td>Monday-Friday</td>
<td>Fifth Week Evaluation Period</td>
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<tr>
<td>October 11</td>
<td>Tuesday</td>
<td>** Columbus Day - No Classes **</td>
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<tr>
<td>October 12</td>
<td>Friday</td>
<td>All Monday Classes Meet - No Tuesday Classes</td>
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<tr>
<td>October 22</td>
<td>Thursday</td>
<td>Last Day to Withdraw from a Semester Course Without Penalty</td>
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<tr>
<td>November 11</td>
<td>Monday-Friday</td>
<td>Veterans' Day - All Classes Meet</td>
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<td>November 15-19</td>
<td>Wednesday-Sunday</td>
<td>** Registration for Spring Semester **</td>
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<tr>
<td>November 24-28</td>
<td>Sunday</td>
<td>** Thanksgiving Break - No Classes **</td>
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<tr>
<td>November 28</td>
<td>Monday</td>
<td>Resident Students Return</td>
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<tr>
<td>November 29</td>
<td>Friday</td>
<td>Semester Classes Resume</td>
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<td>December 10</td>
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<tr>
<td>December 11-13</td>
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<td>Undergraduate Program Final Exams</td>
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<tr>
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<td>December 14-18</td>
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<tr>
<td>December 19</td>
<td>Tuesday</td>
<td>Last Day to Submit File for Degree Forms to the Registrar for May 2000 Commencement</td>
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<tr>
<td>December 21</td>
<td>Wednesday</td>
<td>All Final Grades Due in the Registrar's Office</td>
</tr>
<tr>
<td>December 22</td>
<td>Monday</td>
<td>Resident Students Arrive</td>
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## 2000 - Spring Semester

<table>
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<tr>
<th>Date</th>
<th>Days</th>
<th>Notes</th>
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<tr>
<td>January 16-17</td>
<td>Sunday-Monday</td>
<td>Start of Spring Semester</td>
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<td>January 17</td>
<td>Monday</td>
<td>Last Day To Change Semester Registration</td>
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<td>January 18</td>
<td>Tuesday</td>
<td>Recommended Last Date to Mail Financial Aid Forms to Satisfy March 1 Priority Filing Deadline, 2000-2001 Academic Year</td>
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<td>January 26</td>
<td>Wednesday</td>
<td>Last Day to Withdraw from a 7 Week Course Without Penalty</td>
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<tr>
<td>February 1</td>
<td>Monday</td>
<td>Fifth Week Evaluation Period</td>
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<td>February 4</td>
<td>Friday</td>
<td>** President's Day - No Classes **</td>
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<tr>
<td>February 14-18</td>
<td>Monday-Friday</td>
<td>All Monday Classes Meet - No Tuesday Classes</td>
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<tr>
<td>February 21</td>
<td>Tuesday</td>
<td>Last Day to Withdraw from a Semester Course Without Penalty</td>
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<tr>
<td>February 22</td>
<td>Saturday-Sunday</td>
<td>Spring Break</td>
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<td>March 10</td>
<td>Sunday</td>
<td>Resident Students Return</td>
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<td>March 18-26</td>
<td>Monday</td>
<td>Spring Classes Resume</td>
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<td>March 26</td>
<td>Monday-Thursday</td>
<td>Registration For Fall 2000</td>
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<td>March 27</td>
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<td>Easter Break</td>
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<td>April 10-14</td>
<td>Monday</td>
<td>Resident Students Return</td>
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<td>April 20-24</td>
<td>Tuesday</td>
<td>Semester Classes Resume</td>
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<tr>
<td>April 24</td>
<td>Wednesday</td>
<td>All Monday Evening Classes Meet - No Wed. Evening Classes</td>
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<tr>
<td>April 25</td>
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<td>Last Day Of Semester Classes</td>
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<tr>
<td>April 26</td>
<td>Saturday &amp; Monday</td>
<td>Undergraduate Reading Days</td>
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<td>May 5</td>
<td>Monday</td>
<td>Graduate Program Final Exams</td>
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<td>May 6 &amp; 8</td>
<td>Monday-Friday</td>
<td>Undergraduate Final Examinations (including Saturday)</td>
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<td>May 8-12</td>
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<td>Final Grades Due for Graduating Students</td>
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<td>May 9-13</td>
<td>Thursday-Saturday</td>
<td>Baccalaureate Mass</td>
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<td>May 15</td>
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<td>University Commencement</td>
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<td>May 20</td>
<td>Saturday</td>
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<tr>
<td>May 21</td>
<td>Sunday</td>
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ACADEMIC CALENDAR 2000-2001

2000 - Fall Semester
August 28  Monday
August 29  Tuesday
August 30  Wednesday
September 4  Monday
September 7  Thursday
September 22  Friday
September 25-29  Monday-Friday
October 9  Monday
October 10  Tuesday
October 20  Friday
November 10  Monday
November 13-17  Monday-Friday
November 22-26  Monday-Friday
November 26  Monday
November 27  Tuesday
December 7  Friday
December 8 & 9  Friday
December 11-15  Monday-Friday
December 16  Tuesday
December 19  Wednesday
December 20  Freshmen and New Students Arrive

2001 - Spring Semester
January 14-15  Sunday-Monday
January 15  Monday
January 16  Tuesday
January 24  Wednesday
February 1  Thursday
February 2  Friday
February 12-16  Monday-Friday
February 19  Monday
February 20  Tuesday
March 9  Friday
March 10-18  Saturday-Sunday
March 18  Sunday
March 19  Monday
April 2-6  Monday-Friday
April 12-16  Monday-Friday
April 16  Thursday-Monday
April 17  Monday
April 18  Tuesday
May 4  Wednesday
May 5 & 7  Friday
May 7-11  Saturday & Monday
May 8-12  Monday-Friday
May 14  Tuesday-Saturday
May 16  Monday
May 19  Wednesday
May 20  Saturday

2001 - Summer Sessions
May 29  Tuesday
July 2  Monday
July 5  Thursday
August 8  Wednesday

All Final Grades Due in the Registrar's Office

Resident Students Arrive
** Martin Luther King Day - No Classes **
Start of Spring Semester
Recommended Last Date to mail Financial Aid Forms to Satisfy March 1 Priority Deadline, 2001-2002 Academic Year
Last Day to Withdraw from a Semester Course Without Penalty
Third Week Evaluation Period

** President's Day - No Classes **
Recommended Last Date to mail Financial Aid Forms to Satisfy March 1 Priority Deadline, 2001-2002 Academic Year
Last Day to Withdraw from a Semester Course Without Penalty
Fourth Week Evaluation Period

Registration For Fall 2001
Easter Break
Resident Students Return
Semester Classes Resume
All Monday Evening Classes Meet - No Wed. Evening Classes

All Monday Classes Meet - No Tuesday Classes
Last Day to Withdraw from a Semester Course Without Penalty
Veterans' Day Celebrated - All Classes Meet
** Registration for Spring Semester **
** Thanksgiving Break - No Classes **
Resident Students Return
Semester Classes Resume
Last Day Of Semester Classes
Undergraduate Reading Days
Final Exams
Christmas Break Begins
Last Day to Submit File for Degree Forms to the Registrar for May 2001 Commencement

** Columbus Day - No Classes **

All Monday Classes Meet - No Tuesday Classes
Last Day to Withdraw from a Semester Course Without Penalty

Academic Calendar 2000 - 2001
WELCOME TO
SALVE REGINA UNIVERSITY

Publication of this catalog reaffirms the hope of Salve Regina University faculty and staff that students will share the excitement of discovering their academic and personal potential. The University's resources are made available to students to promote intellectual and moral development. Through its guidance and support the University encourages students to use their intelligence, ingenuity, and drive to make the most of their educational experiences.

This catalog contains admissions and program information. Supplementary materials are also available. Those interested in a particular program are invited to contact the Program Director for additional information.

INTRODUCTION

ABOUT SALVE REGINA UNIVERSITY

On March 16, 1934, the State of Rhode Island granted a Charter to the Sisters of Mercy of Providence for a corporation named Salve Regina College. Founded under the sponsorship of the Sisters of Mercy, Salve Regina was established as an independent institution in the Catholic tradition of education, providing higher education to women and men. In 1947 the University acquired property in Newport and welcomed its first class of 58 students.

Salve Regina is an independent, coeducational institution of higher learning that confers degrees in the arts and sciences. It teaches in the tradition of the Catholic Church and according to the mission of the Sisters of Mercy who continue as its sponsors. Salve Regina’s Charter was amended in June 1991 to change the name of the Corporation to Salve Regina University.

Undergraduate academic programs include a strong liberal arts base with concentrations in the arts, sciences, management, business, information systems, nursing, education, and social work. The University offers programs that lead to bachelor’s and master’s degrees, the Certificate of Advanced Graduate Study, and a doctoral degree in the Humanities.

Today’s University serves approximately 2,200 men and women from 40 states and 24 foreign countries. Alumni number over 14,000. Its 65-acre ocean front campus in Newport’s Ochre Point historic district includes 22 new and adapted buildings.

MISSION OF THE UNIVERSITY

As a academic community that welcomes people of all beliefs, Salve Regina University, a Catholic institution founded by the Sisters of Mercy, seeks wisdom and promotes universal justice.

The University, through teaching and research, prepares men and women for responsible lives by imparting and expanding knowledge, developing skills and cultivating enduring values. Through liberal arts and professional programs, students develop their abilities for thinking clearly and creatively, enhance their capacity for sound judgment, and prepare for the challenge of learning throughout their lives.

In keeping with the traditions of the Sisters of Mercy, and recognizing that all people are stewards of God’s creation, the University encourages students to work for a world that is harmonious, just and merciful.

ACCREDITATIONS AND MEMBERSHIPS

Salve Regina University is a fully-accredited member of the New England Association of Schools and Colleges. Having met the criteria of NEASC’s Commission on Institutions of Higher Education for quality and integrity through periodic peer reviews, the University is considered to have adequate resources to pursue its stated purposes and has shown great promise that its educational programs will continue into the future.

The NEASC accreditation is impartial and applies to the entire institution; it does not guarantee specific courses, programs, or individual competency. Accreditation provides reasonable assurance regarding quality of student opportunities. Inquiries about NEASC accreditation may be directed to the Vice President for Academic Affairs at Salve Regina or to the: Commission on Institutions of Higher Education New England Association of Schools and Colleges 209 Burlington Road Bedford, MA 01730-1433, Tele: 617-271-0022, e-mail: cihe@neasc.org.

UNIVERSITY ACCREDITATIONS

UNIVERSITY MEMBERSHIPS
American Council on Education (ACE)
American Association of Colleges for Teacher Education,
American Association of Collegiate Registrars and
Admission Officers College Entrance Examination Board (CEEB)
Council for the Advancement and Support of Education (CASE)
National Association of College Admission Counselors
National Catholic Educational Association
Association of Catholic Colleges and Universities (ACCU)
Mercy Higher Education Colloquium (MEHC)
Council on Social Work Education.
National Collegiate Athletic Association (NCAA)
(Division III and regional subdivisions)

PROGRAM ACCESSIBILITY
Salve Regina is committed to making its services and pro­
grams accessible to all students and is in compliance with
Section 504 of the Rehabilitation Act of 1973. All needs
regarding accessibility for graduate students should be
addressed to the Vice President for Academic Affairs.

GRADUATE PROGRAMS
MASTER OF ARTS (MA)
Holistic Counseling
Human Development
Humanities
Human Resource Management
International Relations

MASTER OF BUSINESS ADMINISTRATION (MBA)

MASTER OF SCIENCE (MS)
Accounting
Administration of Justice
Biomedical Technology and Management
Health Services Administration
Information Systems Science

DUAL DEGREE PROGRAMS
Administration of Justice/International Relations
Administration of Justice/Management
International Relations/Management

DOCTORATE (PH.D.)
Humanities

ADMISSIONS

MASTER’S PROGRAMS

Who May Apply
Men and women with bachelor’s degrees from accredited
institutions of higher learning, considered to have the abili­
ty to pursue graduate study and who show a desire for per­
sonal development, are admitted without regard to age, race,
sex, creed, national or ethnic origin, or handicap.

How To Apply
The following materials must be sent to the Graduate
Admissions Office, Salve Regina University, Newport,
Rhode Island 02840
1. Completed Graduate Application Form
2. Non-refundable application fee
3. Official transcripts from all degree-granting
institutions attended
4. Two letters of recommendation, preferably from
faculty who have taught the applicant
5. Test scores no more than five-years old from one
of the following:
   Miller Analogies Test (MAT),
   Graduate Record Examination (GRE)
   Graduate Management Aptitude Test (GMAT)
   Law School Admissions Test (LSAT)
6. Nonrefundable commitment deposit
   (due upon acceptance)

THE MATRICULATION MEETING
Upon acceptance into a master’s program, students must
schedule a Matriculation Meeting with the Program
Director. The purpose of the meeting is to establish a tenta­
tive educational plan and to evaluate graduate credits from
other institutions for applicability to the proposed course of
study. Students in Master’s degree programs will not be per­
mitted to register for a third course until they have had this
meeting. Students in the Ph.D. program have this meeting
following their fifth course. Two graduate courses (6 credits)
from an accredited institution may be applied toward a mas­
ter’s degree and three graduate courses (9 credits) may be
applied toward a doctoral degree.

Program Directors establish an advising schedule for matric­
ulated students that continues throughout the program.
Following this meeting, the Dean of Graduate Studies pro­
vides a written summary to students.

MID-PROGRAM ASSESSMENT MEETING
Upon completion of at least five (5) but no more than seven
(7) courses, the matriculated student is strongly encouraged
to arrange a Mid-Program Assessment Meeting with the program director. At this meeting, the director and student review the student's progress to date and plan the remainder of the student's courses. This meeting enables students to make sure they are satisfying the program's requirements and to determine what courses are needed to complete the program and when these courses will be available in the future.

THE THESIS OPTION

In some programs, students may decide to write a six-credit thesis under appropriate faculty direction. Details are established prior to registration and in consultation with the thesis supervisor and the program director.

THE EXIT MEETING

Students who complete a planned program of no fewer than 36 credits usually have an Exit Meeting with the Program Director. Students nearing the completion of their program should contact the Program Director to arrange and prepare for this meeting.

THE PH.D. PROGRAM

Who May Apply

Inquiries from individuals with a master's degree and high motivation are encouraged.

How To Apply

The first step in the admissions process is a personal interview with the Program Director to discuss a proposed area of concentration, to examine prerequisites, and to review program requirements. During a second interview an on-site writing sample is taken.

The following materials must be submitted to the Graduate Admissions Office, Salve Regina University, Newport, RI 02840 by March 15 for September admission, September 15 for January admission, and January 15 for June admission.

1. Completed Graduate Application Form (including TOEFL scores for non-native speakers of English)
2. Nonrefundable application fee
3. All undergraduate and graduate transcripts from accredited degree-granting institutions including proof of an approved master's degree with a GPA of 3.3 or higher.
4. Three letters of recommendation, preferably from faculty who have taught the applicant, that address the applicant's ability to succeed in Ph.D. work.
5. GRE test scores no more than 5 years old
6. A 15-page paper completed for a master's degree course
7. Current resume
8. Interview with the Program Director
9. Nonrefundable commitment deposit (due upon acceptance)

DUAL-DEGREE MASTER'S PROGRAMS

Dual-degree Master's programs in Administration of Justice/International Relations, Administration of Justice/Management, and in International Relations/Management may be arranged in consultation with the Program Directors. Dual-degree programs offer a common set of core courses making it possible to earn two degrees with 60 credits.

GRADUATE CERTIFICATES

Graduate Certificates are awarded in:
- Expressive Arts
- Financial Management
- Gerontology
- Human Resource Management
- Information Systems
- Management

Certificates may be earned by students with baccalaureate degrees from accredited institutions either in conjunction with a graduate degree program or as an added credential by students who successfully complete 15 to 18 credits as designated by the Certificate Program. The Certification of Advanced Graduate Studies (CAGS) is offered in Holistic Counseling and Humanities, and is based upon a prior master's degree. Interested students should review their program requirements.

How To Apply

The following materials must be submitted to the Graduate Admissions Office, Salve Regina University, Newport, RI 02840

1. Completed Application Form
2. Official transcripts from all degree-granting institutions attended
3. Nonrefundable application fee
4. One letter of recommendation from a person able to evaluate the candidate's academic potential

GRADUATE EXTENSION STUDY

Graduate Extension Study provides a nontraditional, structured alternatives to classroom learning based on faculty-prepared course guides that enable students to choose their own time and place for study. The program places students in one-on-one relationships with instructors who guide the learning and monitor progress through written communica-
NONMATRICULATED STATUS

Those with baccalaureate degrees who want to continue formal education for professional or personal enrichment but who do not want to earn a degree may enroll as nonmatriculated special students for no more than two courses. Nonmatriculated students may not enroll in a third course unless accepted into a Graduate Program or enrolled for a Graduate Certificate.

[Application files must be completed within one year of initial submission or individuals may be required to resubmit materials. All application materials become a permanent and confidential part of University records and are not returned.]

ACADEMIC POLICIES

TIME LIMITATIONS

Students may pursue graduate degrees on either a full-time or part-time basis. Full-time graduate students take at least three and no more than four courses (9 to 12 credits) in a degree program each semester. All graduate courses are 3 credits unless otherwise noted. Master's degree work must be completed within five years of matriculation and doctoral work must be completed within seven years. Students employed full-time are advised to register for no more than two courses (6 credits) each semester. Students also are advised to register for no more than one course each summer session.

COURSE NUMBERS

Graduate-level courses have numbers of 500 and above. Courses of 600 and above are limited to doctoral students.

Under some circumstances, a Program Director may allow a student to take an advanced undergraduate course (300- or 400-level) course for graduate credit in conjunction with additional supervised independent study. Such students pay the graduate tuition rate. Approval forms are available in the Registrar's Office.

ACADEMIC CALENDAR

Salve Regina's academic year includes a fall and spring semester and two summer sessions. Calendar information may be found in the Schedule of Classes in the Registrar's Office and at the beginning of this catalog.
ATTENDANCE

Class participation is considered an essential part of the educational experience. Students are expected to attend all classes and be responsible for course content. Faculty members establish attendance policies for their courses.

CANCELLATIONS

Classes cancelled due to inclement weather or other emergencies will be announced through the University central switchboard (401 847-6650) and local radio and television stations.

LEAVE OF ABSENCE

Students who decide not to enroll in courses for two or more consecutive semesters should request, in writing, a leave of absence from the Dean of Graduate Studies, otherwise they will be withdrawn from the University. Students returning to classes after an absence of two or more consecutive semesters without an approved leave will be subject to any new requirements resulting from changes in their graduate program.

WITHDRAWAL FROM THE UNIVERSITY

If a decision is made to withdraw from the University during the academic year, students should go to the Graduate Studies Office to complete a withdrawal form. The official withdrawal date determines the amount of potential refund. Failure to enroll in courses for two consecutive semesters without an approved leave results in automatic withdrawal from the University.

FILING FOR A DEGREE

Students planning to graduate at the upcoming Commencement must complete a File for Degree form available in the Registrar’s Office before the end of the fall semester.

TRANSCRIPTS

Transcripts are released following a written student request and payment of the appropriate fee or when mandated by law. Transcript services may be denied to students who have outstanding financial obligations at the University.

CONFIDENTIALITY OF STUDENT INFORMATION

Procedures for release and disclosure of University maintained student records are in large measure governed by state and federal laws. Where the law is silent, the University is guided by the principles that the privacy of an individual is of great importance and that as much information as possible in student files should be disclosed to students upon their request. University officials may have access to student information when necessary for appropriate academic or campus-life advising. Third parties have access to personally-identifiable student records or information only with the student’s written consent or by a judicial order or subpoena. The law requires that parents be considered third parties except when a Parental Release form has been filed. Detailed guidelines for release and disclosure of information are available from the Registrar’s Office. They comply with the Family Educational Rights and Privacy Act of 1974 as amended and the Students’ Right to Know/Campus Security Act of 1990. A detailed description of student records retained in various offices may be found in the Student Handbook. With student permission, the University may make undergraduate and graduate theses and other student-authored papers available for third-party research.

INTERNET POLICY

Internet information can be beneficial to academic pursuits. Good judgment and respect for others are to be practiced when accessing and using this resource. The Internet should be used to advance teaching and research in accordance with the University mission. Activities that contradict the mission are prohibited.

University members may request Internet access through the Salve Regina network by submitting an Internet User-ID Request Form (available in the Library reference area or in the Information Technologies office in the Munroe Center. Acceptance of a User-ID and password assumes confidentiality. Sharing User-ID or passwords is not permitted. Attempts to gain access to other individual accounts either at Salve Regina or elsewhere or assisting others to gain unauthorized access violates University policy.

Unauthorized attempts to compromise computer files or information of others, (e.g., private or nonpublic computer storage areas) is a violation of University policy.

Good judgment should be practiced when using the University’s computers. (E-mail and chat sessions can be worthwhile when used appropriately; however, the excessive use of computer time and storage is subject to restriction.) E-mail may not be used for harassment, nuisance, or intrusive correspondence.
Introduction

The use of the Internet on the University computers must not be used for one's own commercial purposes, monetary gain, or involvements outside the purview of Salve Regina University.

Some Internet sites may be considered offensive to individuals. To protect the common good of University members using the network, anyone observing access violations is asked to contact network administrators (Help Desk, x7777) or helpdesk@salve.edu). University Internet use is a privilege, not a right.

To preserve this resource, those who violate this policy will have their access terminated and may be subject to other University penalties and prosecution under state or federal law.

Salve Regina's Internet policy applies to all members of the University community.

ACADEMIC STANDARDS

ACADEMIC HONOR CODE

All students are expected to accept and abide by the values of honesty, integrity, and truthfulness in their academic work. Sanctions imposed by course instructors for academic dishonesty — such as plagiarism or cheating — range from failing the work involved to failing the course to being dismissed. Records of violations and sanctions are maintained in student files. Appeals are to be directed to the Vice President for Academic Affairs or the Vice President's designate.

Graduate students must maintain grades of C or higher while pursuing their studies. A grade-point average of B-(2.7) is required to qualify for a degree.

Students who earn a course grade below C are considered to be on academic probation for the following semester. Those on probation for two continuous semesters may be dismissed.

GRADE INTERPRETATION

<table>
<thead>
<tr>
<th>Grade</th>
<th>Interpretation</th>
<th>Point Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Excellent</td>
<td>4.0</td>
</tr>
<tr>
<td>A-</td>
<td></td>
<td>3.7</td>
</tr>
<tr>
<td>B+</td>
<td></td>
<td>3.3</td>
</tr>
<tr>
<td>B</td>
<td>Good</td>
<td>3.0</td>
</tr>
<tr>
<td>B-</td>
<td></td>
<td>2.7</td>
</tr>
<tr>
<td>C</td>
<td>Minimally competent</td>
<td>2.0</td>
</tr>
<tr>
<td>F</td>
<td>Failure</td>
<td>0.0</td>
</tr>
<tr>
<td>P</td>
<td>Pass</td>
<td>0.0</td>
</tr>
</tbody>
</table>

Indicates student registered on Pass/Fail basis and passed. Students may only register for electives, and must do so before the third week of the semester. Course credit is received though GPA is not affected.

I

Incomplete

Given when a course requirement has not been completed. Must be resolved by date on the Incomplete form or I becomes F.

IE

Absence

Given when a student is absent from the final exam. Must be resolved within 40 days of the exam or IE becomes F.

AU

Audit

Course requirements are determined by the instructor. No credit.

W

Withdrawal

Course dropped with permission. No credit.

NG

No grade submitted

Must become a grade within 60 days or NG becomes F. No credit.

The grade point average (GPA) is the weighted average that indicates academic progress. It is cumulative since each grade's point value is added to all accumulated course grades.

To determine the GPA:
multiply the point value of a course grade by the credit value of each course, add all values together and divide by the total number of course credits graded at Salve Regina University.

Note: P, I, IE, AU, W, and NG are not computed in the GPA.

COURSE CHANGES

Students may add and drop courses without academic penalty any time prior to the second class meeting. If a student does not officially drop or withdraw from a course prior to the last class, a final grade will be given.

COURSE WITHDRAWAL

Students who want to withdraw from a course after the Drop/Add deadline (see Course Changes above) must make this request in writing and have it approved by the course instructor or Dean of Graduate Studies. They can do so by obtaining a course withdrawal from the Registrar's office, writing a letter, or sending a fax to either of the parties noted above. If the request is approved, a grade of W will appear on the student's transcript. All requests must be received by the Graduate Studies Office prior to the last class meeting.
INCOMPLETES

Students who have not completed all course work and believe they have valid academic reasons may submit a request to the Instructor for an Incomplete (I). If approved, the instructor indicates the date by which the work must be completed on an "Incomplete" form. If it is not finished by the stated date, the grade becomes an F.

INDEPENDENT STUDY/RESEARCH

Matriculated graduate students who want to pursue independent study/research for credit need to discuss proposed work with the instructor and Program Director. If the proposal is approved, a proposal form (available in the Registrar's Office) is completed, signed and presented at Registration.

NONCREDIT REGISTRATION

Students may audit courses to receive an AU (no credit) on their transcript. Course requirements are determined by the instructor. Unless stated otherwise, tuition for audited courses is the same as courses taken for credit. Students may not change registration from credit to audit or audit to credit after the end of the first week of class.

FINANCIAL INFORMATION

The University reserves the right to change tuition and fees. Charges are payable in advance and registration remains incomplete until all financial obligations are met. Some courses have special fees. Students may refer to the current Schedule of Classes for specific information and tuition and fees.

Checks returned for insufficient funds are charged to student accounts. Students are responsible for costs incurred by the University to collect overdue accounts.

REFUNDS

Tuition refunds for withdrawal are calculated according to the date a request is signed by the Instructor or Dean of Graduate Studies. (See the Graduate Extension Study catalog for that program's policy.)

<table>
<thead>
<tr>
<th>% of Refund</th>
<th>Withdrawal Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>before classes begin</td>
</tr>
<tr>
<td>80%</td>
<td>before the second week of the session</td>
</tr>
<tr>
<td>60%</td>
<td>before the third week of the session</td>
</tr>
<tr>
<td>40%</td>
<td>before fourth week of the session</td>
</tr>
<tr>
<td>25%</td>
<td>before fifth week of the session</td>
</tr>
<tr>
<td>0%</td>
<td>after the fifth week</td>
</tr>
</tbody>
</table>

Special fees are not refundable following the first class, lecture, or laboratory.

FINANCIAL AID

A variety of loans is available to assist students with tuition, cost of living, and other educational expenses. Government loans and other financial programs are listed in the OPTIONS brochure found in the Financial Aid office.

THE CAMPUS

Salve Regina University adjoins Rhode Island's renowned Cliff Walk and overlooks the Atlantic Ocean. Its 65 acre campus, which is within walking distance of Newport's center combines majestic gardens and horticultural attractions with historic and modern architecture.

Salve Regina is a forty-minute drive to Warwick's T.F. Green Airport and a two hour drive to Boston's Logan Airport. The University is accessible to Providence, Boston, New York, and Cape Cod by interstate highway.

ADMINISTRATIVE AND ACADEMIC FACILITIES

The Admissions and Business Offices are in Ochre Court, the University's main administrative building, and are open from 8:00 a.m. to 5:00 p.m. Monday through Friday.

Classrooms, laboratory facilities, and faculty offices are concentrated in ten buildings: O'Hare Academic Center, Angelus, Marian and McAuley Halls on Ochre Point Avenue; Mercy Hall on Lawrence Avenue; Cecilia Hall and the Young Building (which also houses the Pell Institute for International Relations and Public Policy) on Ruggles Avenue; South Hall and the Boathouse on Leroy Avenue, and Miley Hall on Webster Street.

The Graduate Studies Office is located on the third floor of McAuley Hall. The Registrar's Office is located on the second floor of McAuley Hall. The Office of the Vice President for Academic Affairs is also on the second floor of McAuley Hall.

The Library

Salve Regina's McKillop Library, opened in 1991, seats more than 450 people, and has a capacity for 230,000 holdings. Thirty-two workstations throughout the public areas provide access to information through the Library host. These workstations are linked to the University host, the Library host, and external databases. In addition, the Bibliographic Research Room is equipped with workstations, printers, and
Introduction

an instructor's workstation. The Library is connected to the fiber optic network and the University telecommunications system.

On-line public access catalogue and circulation systems are available to the University community with CD-ROM databases and an expanded Academic Index for on- and off-campus users.

The University's extensive Internet and database capabilities provide strong support for graduate student research. Workshops explore the Internet as a research tool and there are skill development classes for those who require training at various levels.

Salve Regina is a member of the Consortium of Rhode Island Academic and Research Libraries (CRIARL). Use of CRIARL and other union serials lists enhances journal access through an interlibrary loan system. The Library receives daily deliveries by the Department of State Library Services, as a member of the Rhode Island Interrelated Library Network (RHILINET), a consortium for interlibrary cooperation and services. When materials are not available from CRIARL libraries, they may be obtained through Salve Regina's membership in the OCLC loan system.

The McKillop Library, a United States Government Documents Depository Library, catalogues academic resources according to the Library of Congress Classification system.

Academic Computer Laboratories
Four academic computer labs on the library's ground floor serve students and faculty seven days a week. Workstations are linked in a local area network to support Salve Regina's formal teaching and individual learning objectives. Where appropriate, the local area networks are connected to the Internet. Computer labs are equipped to handle graduate level needs with workshops, classes, and programs that maximize facilities use and ensure resource availability.

The Design Services, Publications and Copy Center Departments
These three departments are located on the ground floor of the Library. Design Services produces publications for the campus community using Macintosh desktop publishing technology. Photo copying, duplicating, and binding services are available in the Copy Center.

Mail Processing Center
The Mail Room is located on the ground floor of the Library next to the Copy Center.

Health Services
Health Services are housed in North Hall on Webster Street.

Career Development
Career Development is located in Tobin Hall on Webster Street.

Wakehurst Student Center
Wakehurst Student Center is in the middle of the campus, next to the McKillop Library. An ATM, the Campus Radio Station, mail boxes for resident students, the Global Cafe, and the Commuter Lounge are located in the Student Center.

AUXILIARY SERVICES

The Bookstore
The University Bookstore, on the ground level of Miley Hall stocks textbooks, class supplies, gifts, and personal articles.

The Business Office
The Business Office, located in Ochre Court, maintains the University's record of financial transactions relating to individual students. Payments to the University for tuition, fees and other financial obligations are made to this Office.

Food Services
Resident students receive food service as part of their room and board agreements. Commuting students may use the dining facilities on a per meal, weekly, or monthly basis by making direct arrangements with the Director of Food Service. The main dining room is in Miley Hall.

Safety and Security
Safety and Security Office is located in Miley Hall. The Safety and Security staff serve the on-campus community 24 hours a day by providing on-call emergency service and routine assistance. The Safety and Security office issues all photo-identification cards, parking permits and monitors compliance with campus regulations. Safety is a community effort in which all members are expected to employ sound practices.

GENERAL INFORMATION

Vehicle Registration and Parking
Eligible full-time and part-time students, faculty and staff intending to have a vehicle on campus must have it regis-
tered each academic year through the Safety and Security Office in Miley Hall. A decal for on-campus parking is issued for $10.00. A nominal service fee is charged when vehicles are changed during the semester.

All campus parking areas are clearly posted. Fines are levied on those who do not observe parking regulations. The Safety and Security Office has the authority to tow, at owner's expense, any vehicle on University property that violates parking signs and regulations.

**Student Identification**

Photo-identification cards are issued to all new students at the beginning of the semester by the Safety and Security Office. ID's provide access to the Academic Computer Labs, McKillop Library, the Cafeteria and to other specific buildings, functions or events. Validation stickers are issued each semester to students registered for course work who have met University financial obligations. ID's should be carried at all times since students may be asked to present them to college officials upon request. They are to be retained until graduation or departure from the University. Lost or stolen cards should be reported immediately to the Director of Safety and Security. A $10 replacement fee will be charged.

**Telecommunications**

Students who pay a technology fee may request an individual voice mailbox at the Telecommunications Office in Munroe Center. Access enables students to record personal greetings, to receive and record unlimited private messages, to forward messages to other extensions, to send messages to other mailboxes and to receive messages from off-campus touch-tone telephones.

**OFF-CAMPUS CLASSES**

At times, the University may offer off-campus graduate courses. Consult the latest Schedule of Classes available in the Registrar's Office.
PROFESSIONAL ACCOUNTING

Master of Science Degree
Terrence Gavan, M.S.B.A., CPA, Director

The Master of Science in Professional Accounting program develops strong technical and professional accounting skills considerably beyond the introductory courses presented to undergraduates.

There is a growing need for better educated and more committed accounting professionals. Accounting firms and corporations are demanding individuals who have not only the technical competence to perform necessary services, but who also have the ability to analyze and evaluate complex business problems, as well as the interpersonal skills and maturity to make decisions in a service-oriented environment. The program is designed to provide the student with the technical competence and the analytical and communication skills necessary for success in the accounting profession.

GENERAL PREREQUISITES:

Proficiency in Mathematics: Students should successfully complete a calculus-based course at the college level prior to enrollment in the program.

Spreadsheet Proficiency: Students should have a working knowledge of computer spreadsheet software, such as Lotus 1-2-3 or Excel.

Financial Accounting Principles: Students should demonstrate competence in introductory accounting principles.

Internet Proficiency: Students should have a working knowledge of research techniques using the Internet.

FOUNDATION BUSINESS AREAS:

In order to qualify, students must demonstrate competence in the following foundation business areas. Typically students with a bachelor's degree in business will meet these requirements.

Corporate finance
Organizational behavior
Managerial economics
Information systems
Operations management
Legal environments of business

FOUNDATION ACCOUNTING AREAS:

In order to qualify students must demonstrate competence in the following foundation accounting areas. Typically students with a bachelor's degree in accounting will meet these requirements.

Intermediate financial accounting and reporting
Managerial accounting
Federal taxation
Auditing

CORE ACCOUNTING COURSES:

All students must take the following ten core accounting courses.

ACC521: Advanced Federal Taxation
ACC530: Advanced Accounting Topics
ACC550: Accounting Theory and Practice
ACC560: Accounting Information Systems
ACC565: Corporate Financial Reporting
ACC570: Not-for-Profit/Government Accounting Issues
ACC575: Controllership
ACC580: International Accounting
ACC585: Personal Financial Planning
ACC590: Directed Study/Internship

The MPA program typically requires completion of the ten core courses, a business ethics course and any required business or accounting foundation courses. The total number of courses will vary depending on prior educational and work experience. However, the minimum number of courses will be twelve.

COURSE DESCRIPTIONS

ACC521: Advanced Federal Taxation. This course covers: taxation of C corporations, S corporations, partnerships, and estate/gift taxes.

ACC530: Advanced Accounting Topics. Course content includes specialized topics such as partnerships, consolidations and business combinations.

ACC550: Accounting Theory & Practice. Students explore and analyze real-world issues in financial planning and analysis with emphasis on preparation of business plans and financial forecasts. Students use accounting software to record, summarize, report and analyze financial information.

ACC560: Accounting Information Systems. Studies accounting issues related to data collection, data processing and report generation with emphasis on computer-based information systems.
ACC565: Corporate Financial Reporting. Examines current financial reporting and disclosure practices. Develops the student's skills in financial measures for solvency, earnings, investment and forecasting.


ACC575: Controllership. Investigates the controllership function within the contemporary business enterprise with emphasis on budgeting, reporting, planning and analysis.

ACC580: International Accounting. Provides an understanding of accounting and reporting issues found in a global business environment. Topics examined include: (1) accounting for foreign currency translations, (2) international accounting and reporting practices, (3) consolidation of foreign subsidiaries and (4) national and cultural influences on accounting and reporting.

ACC585: Personal Financial Planning. Studies complex issues involved in planning for individuals. Topics include: investment and tax strategies, insurance planning, retirement and estate planning and other techniques useful to maximize benefits generated from net worth and cash flow.

ACC590: Directed Study/Internship. Individually supervised employment in accounting that involves the application of accounting theory and principles in the workplace, or special accounting projects developed by student and faculty member.

FIVE-YEAR PROGRAM

Master of Science Degree in Professional Accounting

The University offers an accelerated program of study leading to both bachelor's and master's degrees. It is designed for the University's highly-motivated and qualified undergraduates.

Candidates apply to the Five-Year Program in the fall of the Junior year. They must have a 3.0 grade point average and expect to take four graduate courses totalling 12 credits during senior year, of which six credits are applied toward the undergraduate degree. The total number of credits required to complete the Five-Year Program with a bachelor's and master's degrees is 152 credits, 24 of which are taken in the fifth year. Final program acceptance is contingent upon successful completion of the undergraduate degree.

PREPARATION FOR CPA CERTIFICATION

The course of study conforms to requirements of the American Institute of Certified Public Accountants (AICPA) and most State boards of accountancy, which specify a minimum of 150 credit hours of education.
ADMINISTRATION OF JUSTICE

Master of Science
Thomas Svogun, J.D., Director

ABOUT THE PROGRAM

Educators and working professionals have collaborated to structure Salve Regina’s Administration of Justice graduate program to address the professional requirements of justice practitioners. Its interdisciplinary flexibility also attracts those who would like to teach in the field as well as individuals in the social services.

Through the program, the University is committed to strengthening the edifice of justice by casting the light of knowledge on its perfections and imperfections and improving the structure so that it may better serve those who enter. In the words of the Psalmist,

“He who does justice will live on the Lord’s Holy Mountain.” Psalm 15:1

While recognizing Lord Coke’s observation that the body of law is reason, Salve Regina asserts that its soul must be justice. Accordingly, the focal point of the curriculum is justice, described by Daniel Webster as follows:

“Justice is the great interest of man on earth. It is the ligament which holds civilized beings and civilized nations together. Wherever her temple stands, and for so long as it is duly honored, there is a foundation for social security, general happiness, and the improvement and progress of our race. And, whoever labors on this edifice with usefulness and distinction, whoever clears its foundations, strengthens its pillars, adorns its entablatures, or contributes to raise its august dome still higher in the skies, connects with name and fame and character, with that which is and must be as durable as the frame of human society.”

PROGRAM REQUIREMENTS

Students interested in earning a Master of Science degree in Administration of Justice may satisfy degree requirements by completing 36 credit hours of work within five years. Salve Regina undergraduates may enroll in the Five-Year Program. Concentration options are in International Criminal Justice or Administration of Justice Management. Students may also work simultaneously toward a second degree in International Relations or Management in a Dual-Degree program.

Following completion of an approved program of study and all degree requirements, students qualify for the Master of Science degree in Administration of Justice. Credit distributions may be modified to meet individual needs when approved by the Program Director.

FIVE-YEAR PROGRAM

Salve Regina University offers an accelerated Administration of Justice program for highly motivated and qualified undergraduates that culminates in conferral of the bachelor’s and master’s degrees. Students with a grade point average of at least 3.0 may apply to the Five-Year Program in the fall of the Junior year. Approved applicants take four Administration of Justice graduate courses during senior year. Final program acceptance is contingent upon fulfilling undergraduate degree requirements and completing the four graduate courses. To complete the master’s degree in the fifth-year, students take eight graduate courses for a total of 152 credits.

CURRICULUM

The ADJ curriculum is divided into four categories:

Justice Theory
Justice Process
Research and Special Topics
Interdisciplinary Electives

Students complete twelve courses (36 credits) distributed as follows:

Justice Theory:
- Three required courses (9 credits)
  - ADJ502 History and Philosophy of the Justice System
  - ADJ504 Social and Ethical Issues in the Justice System
  - ADJ506 Theories of Justice
- One elective (3 credits)
  - ADJ514: Law and Human Behavior
  - ADJ516: Law, Liberty, and Morality
  - ADJ518: Public Policy and the Justice System
  - ADJ520: Theories of Punishment
  - ADJ523: Literature of Incarceration

Justice Process:
- One required course (3 credits):
  - ADJ515 Contemporary Literature in the Administration of Justice
  - Students are required to complete at least 6 courses before registering for ADJ 515

Three electives (9 credits):
- ADJ501: Juvenile Justice Process
ADJ503: Mental Health Process
ADJ505: Constitutional Issues in Law Enforcement
ADJ519: Social Class and the Justice System
ADJ521: Management Issues in Law Enforcement
ADJ574: International Crime
ADJ575: Comparative Justice Systems
ADJ576: High Technology Crime
ADJ577: Police Civil Liability and Discipline
ADJ578: Administrative Law

Research and Special Topics
One required course (3 credits)
ADJ500 Research Seminar

Three electives (or 9 credits) from any of the four categories including Interdisciplinary
ADJ572: Research Seminar II
ADJ580-589: Special Topics and/or Seminar
ADJ590: Thesis (6 credits)
ADJ591-599: Independent Study/Research

Interdisciplinary
Electives:
INR504: International Law
INR571: International Human Rights
MGT501: Organizational Theory and behavior
MGT509: Management of Human Resources
MGT560: Labor Relations
HLC573: Human Relations Laboratory I: Dynamics of Human Behavior

CONCENTRATIONS

International Criminal Justice
Recognizing that crime is expanding across nations and that solutions require international cooperation among justice agencies, Salve Regina University offers an Administration of Justice graduate concentration in International Criminal Justice. This program provides opportunities to develop a global perspective on justice systems that confront crime and other issues related to the just administration of law at the international level. Students who choose this concentration take the following courses:

One required course (3 credits)
INR504: International Law counts as one Justice Process course

Three electives (9 credits):
ADJ 574: International Crime
INR 571: International Human Rights
ADJ 575: Comparative Justice Systems

Administration of Justice/Management
Justice practitioners are often managers within their agencies. The program offers students opportunities to prepare for these positions through a concentration of electives in the area of management. Students who choose this concentration take the following courses:

One required course (3 credits)
ADJ521: Management Issues in Law Enforcement counts as one Justice Process course

Three electives (9 credits)
MGT501: Organizational Theory and Behavior
MGT509: Management of Human Resources
MGT560: Labor Relations

DUAL-DEGREE MASTER'S PROGRAMS

Administration of Justice and International Relations
Administration of Justice and Management
Students interested in pursuing a master's degree in Administration of Justice and a second degree in either International Relations or Management follow a plan of study that fulfills degree requirements for both disciplines through a combined curriculum. Contact the Program Director for more information.

THE RICHARD MARQUISE PRIZE FOR ACADEMIC EXCELLENCE

The Marquise Prize, established by Administration of Justice graduate program alumni, faculty and friends, is awarded annually to honor ADJ's first Program Director. It is given to the graduating Administration of Justice master's student with the highest grade point average. To be eligible, a student's overall GPA must be at least 3.7.

THE INSTITUTE FOR JUSTICE AND POLICE

Established in 1997 and administered through the graduate administration of justice program, The Institute for Justice and Police is committed to providing seminars of interest to justice practitioners that promote justice and the highest standards of professionalism. Institute programs often involve direct collaboration with justice agencies which share Salve's mission of fostering excellence in the justice system.

THE SALVE REGINA CHAPTER OF THE AMERICAN POLICE ASSOCIATION

Designated the "Research Chapter" of the American Police Association, the Salve Regina Chapter provides research and other assistance to the APA in its various activities. The American Police Association founded by Patrick V. Murphy and Louis Mayo is a national association dedicated to the advancement of policing through college educated officers.
ADMINISTRATION OF JUSTICE
MASTERS ALUMNI ASSOCIATION

In 1996 alumni of the masters program formed an association to help the department in advancing its educational mission. The alumni have a wealth of expertise to offer the University, its faculty and students, and the justice system. The Association assists the program in many ways through networking, consultation, and contributions to the diverse activities of the department.

COURSE DESCRIPTIONS

ADJ500: Research Seminar. Students explore various research techniques, then apply that knowledge to analysis of existing research and to designing and implementing their own research projects. Concepts addressed in the course include preparation of a literature review, qualitative and quantitative approaches, triangulation methods, research designs, threats to internal and external validity, sampling techniques, data collection methods, and ethical considerations. Note: This course must be taken in the first year of the program.

ADJ501: Juvenile Justice Process. Students examine the legal and philosophical basis for a separate juvenile justice process. They explore laws that govern juvenile conduct as well as the procedures from the time of investigation and arrest to final termination of control over the juvenile's conduct.

ADJ502: History and Philosophy of the Justice System. This survey course explores the history and philosophy of the justice system in part by examining literature from the traditions of natural law, legal positivism, and historical jurisprudence. It is intended to deepen student appreciation of the rule of law as it bears on the administration of justice.

ADJ503: Mental Health Process. Students analyze the legal and philosophical basis for a separate mental health system and the legal limitations on such a system. They examine the movement of an offender from the criminal justice system into the mental health system and the procedures for compelling hospitalization or treatment.

ADJ504: Social and Ethical Issues in the Justice System. This course explores the application of ethical analysis to social and legal issues in the administration of justice.

ADJ505: Constitutional Issues in Law Enforcement. Students undertake an in-depth study of decisions by the US Supreme Court and other appellate courts that affect rights of criminal suspects from the time of investigation to trial.

ADJ506: Theories of Justice. The course examines the nature of justice through careful reading of selected texts in the classical and modern traditions. The importance of justice to the administration of law is emphasized.

ADJ514: Law and Human Behavior. This course focuses on the use and potential use of social science in judicial decision making.

ADJ515: Contemporary Literature in the Administration of Justice. In this course, students evaluate selected research papers, articles, government publications, and books relating to the administration of justice.

ADJ516: Law, Liberty, and Morality. Students examine the writings of contemporary and classical scholars on the interrelationship of Law, Liberty and Morality. Attention is also given to the reciprocal relationship between Duties and Rights.

ADJ518: Public Policy and the Justice System. Using case analysis and personal experimentation, students explore aspects of government decision making, factors that influence the decisions, and their impact on the justice system.

ADJ519: Social Class and the Justice System. Students examine the social, cultural, and economic factors as well as the operational systems that tend to contribute to America's class system. Students also explore conflicts within the justice system.

ADJ520: Theories of Punishment. Students critically engage the idea of punishment as presented in the great books of Western Civilization and the Christian tradition. In addition, students consider contemporary instances of punishment in light of the traditional understanding of punishment.

ADJ521: Management Issues in Law Enforcement. Students examine issues facing law enforcement from a management perspective, with an emphasis on structure, policies, discipline, budgetary problems, public relations, and civil liabilities.

ADJ523: Literature of Incarceration. As students read and analyze literature by and about prisoners, they attempt to discover what incarceration does to the individual writer and the creative process. Readings may include works by Fyodor Dostoyevsky, Elie Wiesel, Brendan Behan, Daniel Berrigan, and Aleksandr Solzhenitsyn, among others.
ADJ572: Research Seminar II. This course continues the examination of both quantitative and qualitative research methods begun in HUM500. It is strongly recommended for students who anticipate writing a master's thesis or doctoral dissertation which is likely to require quantitative and/or qualitative analysis.

ADJ574: International Crime. Students study crimes that plague the world community: present-day piracy, drug traffic, aircraft hijacking/sabotage, hostage taking, terrorism, genocide, war crimes, and the international methods available to combat such crimes will be presented.

ADJ575: Comparative Justice Systems. US law enforcement has, in many respects, become internationalized with the prevalence of world crime. This course presents a comparative analysis of criminal justice systems in several states, with a specific focus on police, courts, and corrections. Students examine different state processes and institutions of criminal justice and try to understand reasons for their variation.

ADJ576: High Technology Crime. This course studies the response of law enforcement and information systems scientists to the use of computers and related technologies for criminal purposes. While no prior computer knowledge is required, students will use computers as a part of this class. Major policy issues surrounding this area will also be discussed.

ADJ577: Police Civil Liability and Discipline. This course provides students with a working knowledge of the developing law of police civil liability and discipline through intensive study of case law and related materials. It explores the law's implications for police policy, training and operations.

ADJ578: Administrative Law. Administrative agencies affect nearly every aspect of life in contemporary society from the quality of the air we breathe to our freedom from discrimination in the workplace. This course considers the role of administrative agencies in the justice system through the study of various court opinions.

ADJ580-589: Special Topics and/or Seminar. Theoretical and procedural topics of interest to justice studies are offered on an irregular basis.

ADJ590: Thesis. The decision to write a thesis and the selection of a topic must be approved by the program committee prior to registration for this course. Those who choose the thesis option are required to defend their work orally before a faculty group.

ADJ591-599: Independent Study/Research. This is a faculty-directed research course of independently-selected topics that pertain to the administration of justice. Proposed topics are approved by the supervising faculty member and the Program Director.

HLC573: Human Relations Laboratory I: Dynamics of Human Behavior. Research strongly suggests that counseling interventions either help or hinder a client's condition. The variable that determines effectiveness seems to be whether the counselor uses high-level or low-level interpersonal skills. In this laboratory, primary accurate empathy, immediacy and appropriate self-disclosure are practiced in a here-and-now environment. **NOTE: The laboratory is limited to twelve participants and early registration is recommended.**

MGT501: Organizational Theory and Behavior. This course addresses the application of organizational theory to management functions. The integration of the individual into the organization and the human factor in organizational dynamics are considered.

MGT509: Management of Human Resources. This course uses a systems perspective to present personnel management as a major part of the broad managerial function. Students look at recruitment, selection, development, utilization, and accommodation of human resources in contemporary organizations and use case studies to examine and solve some typical personnel management problems.

MGT560: Labor Relations. Students study collective bargaining as an ongoing dynamic process and develop a process model of collaborative bargaining. Special attention is given to resolution of negotiation impasses, unfair labor practices, and employee grievances. Unique features of public and private sector bargaining are highlighted. **Prerequisite: MGT509**

INRS04: International Law. Students examine the role international law plays in today's dynamic world. Topics include the ever-evolving concepts of legal order, jurisdiction, territoriality, nationality, extradition, and sovereignty over land, sea, and airspace, as well as the broadening impact of human rights, statehood, diplomacy, treaties, and international economic regulations. Students also examine the ongoing quest to regulate the use of force, including United Nations peacekeeping operations.
INR571: International Human Rights. Human rights, their nature and emerging concepts, are examined as well as basic needs and enforcement techniques. The role of human rights in US foreign policy is explored, and the promotion and protection of human rights at the international, regional, and national level are examined.
BIOMEDICAL TECHNOLOGY AND MANAGEMENT

Master of Science
Mary Louise Greeley, Ph.D. Chair

ABOUT THE PROGRAM

The Master of Science program in Biomedical Technology and Management is designed for those who want to pursue professional careers in the fields of Cytotechnology, Medical Technology, and Biotechnology. Courses of study prepare individuals for certification examinations of the American Society of Clinical Pathologists in Medical Technology or Cytotechnology. Satisfactory exam results enable students to become registered Medical Technologists, MT (ASCP) or registered Cytotechnologists, CT (ASCP).

The program's Management segment prepares students for leadership roles in Biomedical Technology. Typical laboratory positions require advanced courses in Management as well as undergraduate and graduate degrees in Biology or Biomedical Science.

PROGRAM REQUIREMENTS

Admission to the Biomedical Technology and Management graduate program is contingent upon acceptance into an approved medical technology or cytotechnology internship at a hospital-based school approved by the American Society of Clinical Pathologists and affiliated with, or potentially affiliated with, Salve Regina. The internship normally begins between June and September. Prospective students must contact the Medical Technology Program Director about specific admission requirements for the Medical Technology or Cytotechnology internship.

Upon successful completion of the internship year, students may take the examination of the American Society of Clinical Pathologists to become registered Medical Technologists, MT (ASCP) or registered Cytotechnologists, CT (ASCP).

Students are recommended for the Master of Science degree in Biomedical Technology and Management upon successful completion of program requirements and an approved program of 47 hours of graduate credit. When the program committee agrees that degree requirements are satisfactorily completed, it will recommend conferral of the Master of Science degree in Biomedical Technology and Management.

FIVE YEAR PROGRAM

The University offers an accelerated program of study that leads to both a bachelor's and a master's degrees. This program is designed for the University's highly-motivated and qualified undergraduates. Students complete the requirements for the Bachelor of Science degree in Microbiology during the first four years at the University. Upon satisfactory completion of the fifth year internship and the 5 required graduate management courses, they will receive a Master of Science degree in Biomedical Technology and Management. During their Senior year (4th year) they may take 2-3 (6-9 credits) of the required graduate management courses.

NOTE: For further information, please refer to the Biology/Microbiology programs in the University's undergraduate catalog.

CURRICULUM

Two program options are available to individuals working toward a Master of Science degree in Biomedical Technology and Management.

Option 1
Cytotechnology (32 credits):
Required during the hospital-school internship year

Management
Five required courses (15 credits)
MG501 Organizational Theory and Behavior
MG509 Management of Human Resources
MG540 Ethics for Managers: Theory and Practice

Option 2
Medical Technology (32 credits)
Required during the hospital-school internship year

Management
Five required courses (15 credits)
MG501 Organizational Theory and Behavior
MG509 Management of Human Resources
MG540 Ethics for Managers: Theory and Practice

and two other graduate-level management courses chosen from the Management Core
COURSE DESCRIPTIONS

Cytotechnology Core

CYT500: Cytotechnology. The following courses are pursued in laboratories of hospitals affiliated with the University and constitute the Cytotechnology internship portion of the Master of Science Program in Biomedical Technology and Management.

CYT510: Cytopreparatory Techniques. A review of cell structure, staining techniques, and principles of microscopic examination. The anatomy and physiology of the female reproductive system will be reviewed as well as the non-malignant cytology of the female genital tract.

CYT520: Gynecological Cytology. The clinical aspects of atypia, dysplasia, carcinoma-in-situ and invasive squamous cell carcinoma are presented. Endometrial carcinoma, endocervical carcinoma, other genital tract cancer, and radiation effects on cells are considered.

CYT530: Pulmonary Cytology. The benign and malignant cytology of the respiratory tract is correlated with various anatomical and physiological pathology. Benign, atypical, and malignant exfoliative cells from the serous effusions are also studied.

CYT540: Gastrointestinal Cytology. The benign and malignant cytology of the gastrointestinal tract is correlated with various anatomical and physiological pathological states of the respiratory system.

CYT550: Urinary Tract & Body Fluid Cytology. Benign, atypical, and malignant exfoliative cells from urinary tracts, serous effusions, and cerebrospinal fluid will be studied.

CYT560: Breast and Miscellaneous Cytology. The cytopathology of benign, atypical, and malignant exfoliative cells from breast secretions is presented. Benign atypical and hormonal changes are covered. The cytopathological diagnostic criteria of benign, premalignant, and malignant tumors from various body sites and their histopathological correlations are also presented.

CYT570: Applied Cytology I (Gynecological Cytology). Practical experience is given in the microscopic evaluation and screening of cytological smears from the respiratory tract, gastrointestinal tract, urinary tract, and from body fluids.

CYT590: Applied Cytology III (All Body Sites Cytology). Practical experience is given in the microscopic evaluation of cytological smears from various body sites. Typical cellular changes associated with radiation and chemotherapeutic treatments are covered. Typical cellular changes seen during pregnancy and the various other hormonal conditions are also studied.

CYT599: Special Projects in Cytotechnology. Special projects in cytology, cytopathology, and/or cytotechnology are investigated by the students. Both written and oral presentations may be required.

Medical Technology Core

MET500: Clinical Laboratory Techniques. The following courses are pursued in laboratories of hospitals affiliated with the University and constitute the Medical Technology internship portion of the Master of Science Program in Biomedical Technology and Management.

MET510: Clinical Microbiology. Course content includes a study of the relationship between bacteria and human bacterial diseases, with an emphasis on the application of procedures to medical diagnosis. Fungi, viruses, the rickettsia, and human parasites are also studied. Laboratory assignments are designed so that all students rotate through all routine areas of clinical microbiology, parasitology, and virology. To help evaluate performance, a series of unknowns is given to students to accurately identify all organisms.

MET520: Clinical Chemistry. The chemistry of body constituents such as minerals, carbohydrates, lipids, proteins, enzymes, vitamins, and hormones is studied, as well as the relationship of these constituents to the diagnosis of human disease. Students receive instruction in manual procedures and in automated analysis. Toxicology and therapeutic drug monitoring are also covered.

MET530: Immunohematology. Instruction is given in drawing and processing blood and in ascertaining blood compatibility. Donor-recipient blood reactions are studied in detail. Major topics include the development and chemical structure of blood group antigens, the correlation of physical properties of antigens and antibodies with testing procedures, the role of complement in blood banking, autoimmune status, the inheritance patterns of blood groups, Hemolytic Disease of the Newborn, transfusion reactions, and the preparation and use of blood components.
The laboratory practice also emphasizes serological procedures in the diagnosis of disease. Students gain experience in blood bank operation.

**MET540: Hematology and Coagulation.** Course content includes the morphology of the blood and blood-forming organs, and the abnormalities associated with diseases. Diagnostic procedures are emphasized. Experience is gained in the dynamics of coagulation. During the clinical laboratory rotation, students are expected to master the routine procedures performed in hematology and to become familiar with specialized hematology procedures and automated hematology instrumentation.

**MET550: Clinical Microscopy.** The content of this course includes lectures on and laboratory practice in the microscopy of body fluids. Topics include the anatomy and physiology of the kidney, the formation and composition of urine, urine chemistry procedures, and the appearance of normal and abnormal urine sediments.

**MET560: Medical Technology Hospital Elective.** This course is an introduction to pathology. Students explore the correlation between pathological processes and clinical symptoms, and they study the course of disease. Note: This course may not be offered by all affiliated hospitals.

**MET570: Special Topics.** This course investigates topics of current interest in the field of Biomedical Technology. The topics to be covered and the focus of the course will be specified at the time of registration. This course may be repeated for different topics.

### Management Core

Students are required to take fifteen graduate credits. They are required to take MGT 501, 509, 540, and to choose two of the following: MGT 503, 530, 559, 560 and 567.

**MGT501: Organizational Theory and Behavior.** This course addresses the application of organizational theory to management functions. The integration of the individual into the organization, and the human factor in organizational dynamics are also considered.

**MGT503: Law and Business Organizations.** The course concentrates on the legal aspects of business organizations. The law controlling agency, partnerships, and corporations is examined. Emphasis is on the rights, duties, and liabilities surrounding the principal, agent, partner, shareholder, officer, and director. The course also exposes students to a survey of the law of contracts, personal property, bailments, bankruptcy, commercial paper, and secured transactions.

**MGT509: Management of Human Resources.** This course uses a systems perspective to present personnel management as a major part of the broad managerial function. Students look at recruitment, selection, development, utilization, and accommodation of human resources in contemporary organizations and use case studies to examine and solve some typical personnel management problems.

**MGT530: Marketing Management.** Students survey the role of marketing in business and in society. They explore consumer behavior, market segments, product positioning, new product development and policy, pricing, distribution, advertising, and sales management. Background material will enhance case analysis.

**MGT540: Ethics for Managers: Theory and Practice.** Students explore the major ethical theories within the tradition of Western philosophy to evaluate their application to contemporary ethical dilemmas. In the first part of the course, students look at people as thinking beings with capacities to formulate ethically important ideas and methodologies. In the second part, students analyze specific examples of ethical problems faced by managers in order to discover ways to resolve them.

**MGT559 Legal Issues in the Workplace.** This course is designed to acquaint students with laws and regulations that must be considered in human resource decisionmaking. Topics include the Fair Labor Standards Act, EEO and affirmative action, sexual harassment, family leave, the Americans with Disabilities Act, substance abuse, and various aspects of employee relations.

**MGT560: Labor Relations.** Students investigate collective bargaining as a dynamic, ongoing process and develop a process of model collective bargaining. Special attention is given to the resolution of negotiation impasses, unfair labor practices, and employee grievances. Unique features of public and private sector bargaining are highlighted. **Prerequisite: MGT509**

**MGT567 Creative Problem-solving in Organizations.** This course addresses the topic of creativity in various organizational settings. Public and private sector organizations are currently faced with domestic and international challenges that require the ability to adapt rapidly to continuous change. Creativity in any enterprise is vital to continued existence. The course employs a variety of teaching modalities to examine the qualities of creativity, strategies for its development and ways to incorporate creative problem-solving into professional responsibilities.
BUSINESS ADMINISTRATION

Master of Business Administration Degree
John Britton, M.B.A., Chair

ABOUT THE PROGRAM

The Master of Business Administration program is designed to prepare graduates for professional careers in organizations that operate in a rapidly-changing environment. Acknowledging marketplace globalization, increased emphasis on environmental matters, and concern for the ethical issues confronting today's business person, this curriculum provides the technical knowledge and skills to appreciate and address these contemporary issues. The program is directed toward developing managers and focuses on finance, economics, accounting, ethics, organizational behavior, and strategic management. Social purpose and workplace humanization are underlying program values aligned with the University's mission.

PROGRAM REQUIREMENTS

Following completion of an approved program of twelve courses (36 credits) and all degree requirements, the Master of Business Administration degree is conferred. Students may also work toward a second degree in Business in a Dual-Degree program by transferring up to four courses between programs when approved by the Program Director. Contact the Program Director for additional information.

UNDERGRADUATE PREREQUISITE COURSES

Salve Regina University offers specifically designed prerequisite courses for MBA candidates through Graduate Extension Study (GES). These may not be applied to the Salve Regina degree. Prerequisites may also be taken as undergraduate courses at Salve Regina or at another institution of higher education. The Program Director certifies acceptability of all such courses and may permit students to begin graduate-level work before their completion:

Accounting I and II (6 credits or PRE 561)
Economic Principles (6 credits or PRE 561)
Quantitative Analysis or Calculus (6 credits or PRE510)

FIVE-YEAR PROGRAM

The University offers an accelerated program of study that leads to both a bachelor's and a master's degrees. This program is designed for the University's highly-motivated and qualified undergraduates. Candidates apply to the Five-Year Program by the fall of the junior year. Applicants must have a grade point average of at least 3.0 and should expect to take four graduate courses for 12 credits in the senior year. Of these, 6 credits are applied toward the undergraduate degree. The total number of credits a student takes to complete the Five-Year Program with a bachelor's and master's degree is 152 credits, 24 of which are taken in the fifth year. Final program acceptance is contingent upon successful completion of the undergraduate degree and the four graduate courses.

CURRICULUM

Students take twelve courses and select one of four areas of concentration: Management, Accounting, Finance, and Information Systems Science (ISS).

CONCENTRATIONS

MBA/Management

Required Management Core: Nine courses (27 credits)
MGT500: Research Seminar
MGT501: Organizational Theory & Behavior
MGT503: Law and Business Organizations
MGT509: Management of Human Resources
MGT510: Operations Research
MGT518: Principles of Economics
MGT540: Ethics for Managers
MGT561: Financial Management
MGT575: Strategic Management and Business Policy

Electives: Select three courses (9 credits)
MGT530: Marketing Management
MGT538: Global Business
MGT559: Legal Issues in the Workplace
MGT591: Independent Research/Study
ISS501: Systems Analysis Design
ISS532: Business Data Communications
ISS534: Knowledge-Based Systems

MBA/ Accounting

Required Management Core: Eight courses (24 credits)
MGT500: Research Seminar
MGT503: Law and Business Organizations
MGT518: Principles of Economics
MGT538: Global Business
MGT540: Ethics for Managers
MGT561: Financial Management
MGT565: Portfolio Theory and Security Analysis
MGT575: Strategic Management and Business Policy

Electives: Select four courses (12 credits)
ACC521: Advanced Federal Taxation
ACC550: Accounting Theory and Practice
ACC560: Accounting Information Systems
ACC565: Corporate Financial Reporting
ACC575: Controllership
ACC585: Personal Financial Planning
ACC590: Directed Study/Internship

MBA/Information Systems Science
Required Management Core: Nine courses (27 credits)
MGT500: Research Seminar
MGT501: Organizational Theory and Behavior
MGT503: Law and Business Organizations
MGT518: Principles of Economics
MGT538: Global Business
MGT540: Ethics for Managers
MGT561: Financial Management
MGT575: Strategic Management and Business Policy
ISS550: Information Resource Management

Electives: Select three courses (9 credits)
ISS501: System Analysis and Design
ISS502: Application Programming
ISS510: Databased Management Systems
ISS511: Applications Systems Development
ISS532: Business Data Communications
ISS534: Knowledge-based Systems
MGT591: Independent Research/Study

MBA/Finance
Required Management Core: Ten courses (30 credits)
MGT500: Research Seminar
MGT501: Organizational Theory and Behavior
MGT503: Law and Business Organizations
MGT510: Operations Research
MGT518: Principles of Economics
MGT538: Global Business
MGT540: Ethics for Managers
MGT561: Financial Management
MGT565: Portfolio Theory and Security Analysis
MGT575: Strategic Management and Business Policy

Electives: Select two courses (6 credits)
ACC521: Advanced Federal Taxation
ACC530: Advanced Accounting Topics
ACC565: Corporate Financial Reporting
ACC575: Controllership

ISS501: System Analysis and Design
ISS585: The Internet and Electronic Commerce
MGT591: Independent Research/Study

COURSE DESCRIPTIONS

MGT500: Research Seminar. Students explore various research techniques, then apply that knowledge to analysis of existing research and to designing and implementing their own research projects. The course includes preparation of a literature review, qualitative and quantitative approaches, triangulation methods, research designs, threats to internal and external validity, sampling techniques, data collection methods, and ethical considerations. NOTE: This initial course must be taken in the first year graduate studies.

MGT501: Organizational Theory and Behavior. This course addresses the application of organisational theory to management functions. Integration of the individual into the organisation and examination of the human factor in organizational dynamics will be considered. The emerging "New Paradigm in Business" and the increasing utilization and importance of teams in the workplace will be investigated. NOTE: This course must be taken in the first year of graduate studies.

MGT503: Law & Business Organizations. This course concentrates on the legal aspects of business organizations. The law controlling agency, partnerships, and corporations is examined. Emphasis is on the rights, duties, and liabilities surrounding principal, agent, partner, shareholder, officer, and director. Students are also exposed to a survey of the law of contracts, personal property, bailments, bankruptcy, commercial paper, and secured transactions.

MGT509: Management of Human Resources. This course uses a systems perspective to present personnel management as a major part of the broad managerial function. Students look at recruitment, selection, development, utilization and accommodation of human resources in contemporary organizations and use case studies to examine and solve some typical personnel management problems.

MGT510: Operations Research. This course is an introduction to the use of quantitative methods in business decision making. Topics include linear programming, decision making under uncertainty, forecasting, queuing, and inventory systems. Prerequisite: PRES10 or equivalent, or permission.
MGT518: Principles of Economics. This course provides a survey of micro- and macro-economic theory with an emphasis on material vital to managerial decision making. Consideration is given to the economic behavior of firms, in particular, price theory, production theory, and the analytics of economic analysis. The determination of national income, monetary and fiscal policy, and international trade are topics addressed. Prerequisite: PRE518 or equivalent, or permission

MGT530: Marketing Management. Students survey the role of marketing in business and in society. They explore consumer behavior, market segments, product positioning, new product development and policy, pricing, distributing, advertising, and sales management. Background material will enhance case analysis.

MGT538: Global Business. The course presents the backgrounds, patterns, and practical operations of global business. Topics include transnational corporations, global trade, and global financial flows. The interactions between business policies and the host country's sociopolitical and economic environment are investigated.

MGT540: Ethics for Managers. This course is an introduction to ethical decision making in business. There is an examination of individual, organizational, and global issues in business ethics. The course is designed to assist a business person to make more informed ethical decisions on a daily basis. To accomplish this objective, both descriptive and normative models of unethical and ethical decision making in business are analyzed. Discussion questions and case analyses provide an opportunity to use theoretical concepts to resolve ethical issues. Since there is no universal agreement on the correct ethical business norms, critical thinking and informed decision making are emphasized.

MGT558: Current Topics in Human Resource Management. This course is designed to expose students to a wide array of human resource management issues. Emphasis is placed on compensation management and employee benefit program objectives, design, and funding.

MGT559: Legal Issues in the Workplace. This course is designed to acquaint students with laws and regulations that must be considered in human resource decision-making. Topics include the Fair Labor Standards Act, EEO and affirmative action, sexual harassment, family leave, the Americans with Disabilities Act, substance abuse, and various aspects of employee relations.

MGT560: Labor Relations. Students investigate collective bargaining as an ongoing dynamic process and develop a process model of collective bargaining. Special attention is given to the resolution of negotiation impasses, unfair labor practices, and employee grievances. Unique features of public and private sector bargaining are highlighted.

MGT561: Financial Management. Students become acquainted with tools and instruments of financial managers who provide financial programs for current operations and long-term needs. Emphasis is on current industry practices with investigations of the investment, financing, and evaluation decisions of various economic units. The course is designed to show the application of finance theory to current management issues. Prerequisite: PRE561 or equivalent, or permission

MGT565: Portfolio Theory and Security Analysis. This course examines the investment process within the context of a market economy where financial markets serve to allocate resources. Topics include capital markets, risk and return, defining portfolio objectives, portfolio construction, the role of diversification, and individual security analysis.

MGT567: Creative Problem Solving in Organizations. This course addresses the topic of creativity in various organizational settings. Public and private sector organizations are currently faced with domestic and international challenges that require the ability to adapt rapidly to continuous change. Creativity in any enterprise is vital to its continued existence. The course employs a variety of teaching modalities to examine the qualities of creativity, strategies for its development, and ways to incorporate creative problem solving into professional responsibilities.

MGT575: Strategic Management and Business Policy. This capstone course enables students to concentrate on the determination and implementation of corporate strategy. The student takes the point of view of a senior executive who must integrate the activities of marketing, finance, production, and research and development. Major topics are the determination of corporate strategy and the relationship between a firm's economic strategy and the personal values of senior executives. Prerequisite: MGT561 This capstone course must be taken in the last spring semester of the degree program.

MGT580: Special Topics and/or Seminar. Theoretical and procedural topics of interest to business studies are offered on an irregular basis.
MGT591: Independent Study/Research. This is a directed research study of independently selected topics in Management. Proposed topics are approved by the study's supervising faculty member and the Program Director.

MBA/ACCOUNTING

ACC521: Advanced Federal Taxes. This course covers taxation of C corporations, and S corporations, and estate/gift taxes. Students perform tax research using automated databases. Prerequisite: ACC520

ACC530: Advanced Accounting Topics. Course content includes specialized topics such as partnerships, consolidations and business combinations.

ACC565: Corporate Financial Reporting. Examines current financial reporting and disclosure practices. Develops the student's skills in financial measures for solvency, earnings, investment and forecasting.

ACC575: Controllership. Investigates the controllership function within the contemporary business enterprise with emphasis on budgeting, reporting, planning and analysis.

ACC585: Personal Financial Planning. Studies complex issues involved in planning for individuals. Topics include: investment and tax strategies, insurance planning, retirement and estate planning and other techniques useful to maximize benefits generated from net worth and cash flow.

ACC590: Directed Study/Internship. Individually supervised employment in accounting that involves the application of accounting theory and principles in the workplace, or special accounting projects developed by student and faculty member.

MBA/INFORMATION SYSTEMS SCIENCE

ISS501: Systems Analysis and Design. This is the first of a two-course sequence that examines applications development methodology. Topics in this course include information systems planning in support of the organization's objectives, determination of requirements, an introduction to software project management, modern structured analysis, and preliminary design. The system development life cycle and rapid prototyping techniques are central to course content. Prerequisite: ISS101 or familiarity with business computer systems.

ISS502: Application Programming. In this course, students develop, code, test, and implement an information system. Emphasis is given to structured programming, data structures, the user interface, and event driven techniques. Prerequisite: Three credits of an appropriate event driven language or permission of the instructor.

ISS510: Database Management Systems. Students have opportunities to learn the theoretical basis for database management systems and to develop practical working knowledge of a selected database management system. Emphasis is placed on the relational model. Prerequisite: ISS501 and ISS502 or permission of the instructor.

ISS511: Applications Systems Development. This is a continuation of ISS501. Topics include prototyping, event-driven design, object-oriented methodologies, conversion of legacy systems to a distributed environment and application maintenance. Appropriate case tools, project management and development software are used to support these activities. Prerequisite: ISS501.

ISS530: Operating Systems. The course covers operating system concepts and design and how they relate to the coordinated functioning of a computer. Specific topics include scheduling, memory management, data management, trends and alternatives in operating system design. Prerequisite: ISS501.

ISS532: Distributed Data Processing, Networks, and Telecommunications. This course introduces students to computer networks and distributed processing. Topics include the fundamentals of data communications, wide area networks (WANs), local area networks (LANs), client server communications, network security, and network administration. Students access the Internet as part of the course work. Prerequisite: ISS501.

ISS534: Knowledge-based and Decision Support Systems. This course introduces the role of information and knowledge management in high-level decisionmaking within the organization. Expert systems and other decision-support tools are developed in the context of supporting a business entity in functional areas and strategic planning. Students develop a PC-based expert system and use a wide range of decision-support techniques. In this course, the student examines the fundamentals of knowledge acquisition and presentation. Expert systems and other decision support tools are developed in the context of supporting a business entity in functional areas and strategic planning. Students develop a PC-based expert system and use a wide range of decision support techniques. Prerequisite: ISS502.
ISS550: Information Resource Management. Students examine information's importance as a survival and growth resource for the modern organization from the perspective of the Chief Information Officer. Topics include strategic implications of information, its role in supporting organizational goals, and the long-range planning process. The course culminates with students developing an Information System Master Plan (ISMP). Note: This capstone course for the MBA/ISS program must be taken in the last spring semester of the degree program.

GRADUATE CERTIFICATE PROGRAMS

MANAGEMENT

The Graduate Certificate Programs in Management are designed to respond to the growing need for professional growth and development in an atmosphere of rapid change. Global competition and the evolutionary dynamics of a market economy require the modern worker both to sharpen existing skills and expand into new areas. Graduate certificate programs offer opportunities for those who desire improvement without formal pursuit of a master's degree.

PROGRAM REQUIREMENTS

Students must have obtained a bachelor's degree from an accredited institution. Students with substantial life experience may petition for a waiver of this requirement. The Certificate in Graduate Studies is awarded after successful completion of 15 credit hours of work. Graduate credits earned in an approved certificate program may be applied to a degree conferred by Salve Regina.

CURRICULUM

Certificate programs are available in Financial Management, Human Resource Management, and Management. Prerequisite courses are required as described in the course description unless specifically waived by the instructor.

Financial Management

Five courses (15 credits)
MGT503: Law and Business Organizations
MGT510: Operations Research
MGT538: Global Business
MGT561: Financial Management
MGT565: Portfolio Theory and Securities Analysis
ACC530: Advanced Accounting Topics
ACC575: Controllership

Human Resource Management

Five courses (15 credits)
MGT501: Organizational Theory and Behavior
MGT509: Management of Human Resources
MGT540: Ethics for Managers
MGT558: Current Topics in Human Resource Management
MGT559: Legal Issues in the Workplace
MGT560: Labor Relations
MGT567: Creative Problem Solving in Organizations

Management

Five courses (15 credits)
MGT501: Organizational Theory and Behavior
MGT503: Law and Business Organizations
MGT509: Management of Human Resources
MGT530: Marketing Management
MGT538: Global Business
MGT540: Ethics for Managers
HEALTH SERVICES ADMINISTRATION

Master of Science  
Joan Chapdelaine, Ph.D., Director

ABOUT THE PROGRAM

The graduate program in Health Services Administration prepares professionals for the challenges of health services planning and delivery in a rapidly changing environment. The program structure develops technical knowledge and skills within the context of the University's commitment to Christian tradition. It includes a sense of personal values and professional responsibility to meet better the needs of others. The curriculum provides the opportunity to acquire basic skills and allows students flexibility to tailor programs to suit individual needs and backgrounds. It is directed and taught by health service professionals and field specialists who blend theoretical foundations with practical applications in a variety of health care settings.

PROGRAM REQUIREMENTS

Applicants to the graduate program in HSA are required to have current work experience in the health care environment. As an admissions prerequisite, those without experience must complete a minimum of 400 hours of active participation as a documented intern or as a volunteer in a health-care setting. The HSA Program Director must approve the experience prior to program acceptance. Twelve courses (36 credits) must be completed successfully to qualify for the Master of Science degree in Health Services Administration.

INTERNSHIP REQUIREMENTS

Three-credit internships that involve at least 150 hours of participation in a practice setting are required toward the end of the HSA graduate program. They may be taken in a variety of administrative settings, such as hospitals, home-care facilities, mental health facilities, long-term care facilities, regulatory agencies, third-party payers, proprietary and nonproprietary systems, and state and national associations. Students learn about and appreciate administrative intricacies while applying knowledge and talents developed during coursework. Internships are geared to fields where students are likely to direct their future activities or where they may develop expertise in supplementary areas for policy or consulting. Students discuss possibilities with the Program Director, assess their suitability to career plans, and develop specific proposals for placement.

Internships may be replaced by an elective course if the Program Director determines that a student already possesses sufficient administrative experience.

CURRICULUM

Research Requirement

HSA500: Research Seminar

Required Courses

- HSA501: Introduction to Health Services
- HSA505: Health Care Marketing
- HSA509: Management of Human Resources
- HSA519: Health Care Finance
- HSA525: Ethics for Health Professionals
- HSA528: Health Policy
- HSA533: Health Law
- HSA542: Nursing Administration
- HSA543: Public Health Administration
- HSA547: Application of Health Care Management Theory
- HSA590: Internship and Seminar in Health Services Administration

Electives

- HSA536: Social Gerontology
- HSA539: Quality of Life for the Elderly
- HSA540: Health Care and the Older Citizen
- HSA546: The Aging Process
- HSA580-589: Special Topics in Health Services Administration
- HSA591-599: Independent Study/Research
- HLC532: Psychology of Group Processes
- MGT501: Organization Theory and Behavior
- MGT560: Labor Relations
- MGT561: Financial Management
- MGT567: Creative Problem-Solving in Organizations
- MGT575: Strategic Management and Business Policy

COURSE DESCRIPTIONS

HSA500: Research Seminar. Students explore various research techniques, then apply that knowledge to analysis of existing research and to designing and implementing their own research projects. The course includes preparation of a literature review, qualitative and quantitative approaches, triangulation methods, research designs, threats to internal and external validity, sampling techniques, data collection methods, and ethical considerations.

NOTE: This initial course must be taken in the first year graduate studies.
HEALTH SERVICES ADMINISTRATION

HSA501: Introduction to Health Services. Students study American health care systems and the process by which health care services are delivered. They are provided with a comprehensive overview of the health care industry—its historical development, current issues, and future trends. Note: Registered Nurses take Nursing Administration HSA 542 in lieu of this course.

HSA505: Health Care Marketing. Students are introduced to basic marketing principles and practices related to the health services industry. They examine consumer needs, target market concepts, strategies for attaining goals, current market practices, cost-benefit analysis, ethical considerations, and marketing resources. The development of positive relationships within an organization is explored as a marketing strategy, including the role in marketing played by employees, physicians, patients, and the community.

HSA509: Management of Human Resources. This course uses a systems perspective in presenting personnel management as a major component of the broad managerial function. Students look at recruitment, selection, development, utilization and accommodation of human resources in contemporary organizations and use case studies to examine and solve some typical personnel management problems.

HSA519: Health Care Finance. Students receive a conceptual and practical foundation in health care finance. The course provides an overview of the health care environment and introduces financial concepts through financial statements reviews and analyses. Discussions address the development and use of revenues, identification of operating expenses, strategies to contain costs, and the financial interaction between health care providers and third-party payers. Class presentations and a term paper provide opportunities for students to research and discuss current health care financial topics.

HSA525: Ethics for Health Professionals. Students explore the current and recurring ethical issues facing health professionals in today's health care environment. Topics include the right to refuse treatment, the right to die, organ donation, resource allocation, and issues related to health care reimbursement and administration, such as cost containment and quality assurance. Other topics include informed consent, confidentiality, paternalism, autonomy, and professional codes. Traditional theories of ethics as well as decision-making models are also examined.

HSA528: Health Policy. Students focus on three major areas that contribute to the establishment of National Health Policies: health planning, health research, and health services. They examine the methodology for policy planning, goal setting, allocation of resources, plan implementation, evaluation, and regulation. Health policy as it relates to health research involves discussion of major illnesses and diseases, environmental factors, new technology and health research, and the social, political, and economic factors influencing policy development.

HSA533: Health Law. Students examine the law relating to health care administration. Course topics include: the physician-patient relationship, professional liability, credentialing, medical records and disclosure of information, consent to treatment, hospital liability, and the institution-physician relationship.

HSA542: Nursing Administration. Students who are registered nurses investigate advanced concepts of management and apply them to the administration of a nursing department in a variety of health care settings. An in-depth discussion of the goals, structures, processes, resources, and controls as they pertain to nursing administration is included. Prerequisite: Status as a registered nurse.

HSA543: Public Health Administration. Health care professionals receive instruction in the role and responsibilities of Public Health in the United States. Students are provided with a comprehensive overview of issues related to disease prevention and health promotion. The responsibility of the health care professional related to the health needs of the community will also be addressed.

HSA547: Application of Health Care Management Theory. This course is taken at the conclusion of the graduate health care studies. Through case studies and actual health care management situations, students apply many skills and techniques acquired during their previous course work. The areas of Marketing, Information Systems, Human Resources, Finance, and Strategic Planning will be emphasized.

HSA590: Internship and Seminar in Health Services Administration. In the final semester of study, students gain experience in administrative aspects of health care under the supervision of practicing professionals. The internship involves participation in a practice setting one day each week for a fifteen-week period with a two-hour biweekly seminar. The experience enables students to apply knowledge and skills obtained in courses to an administrative setting designed to meet individual and professional goals. Students must meet with their advisor to discuss plans for the internship experience the semester prior to enrolling in this course. This experience is implemented during the final
semester in the program. Students with administrative expe-
rience may take an elective in lieu of the internship with
approval of Program Director. Prerequisite: Advisor approval
before Registration.

ELECTIVES

HSA536: Social Gerontology. Students examine the social
interactions in the lives of elderly individuals to develop an
understanding of the historical, cultural, and social aspects
of maturing and of racial, ethnic, and class factors in the
aging process.

HSA539: Quality of Life for the Elderly. Students explore
a holistic approach to medical, psychological, religious,
philosophical, and demographic aspects of wellness. A vari-
ety of viewpoints and research findings is presented.
Experiential learning regarding attitudes and quality of life is
examined.

HSA540: Health Care and the Older Citizen. Students
examine the political, social, economic, and health care
issues that pertain to older people and their families. They
look at housing, health, and social programs, long-term care,
reimbursement, and public policy issues and explore past,
present, and future trends that affect the aging population.

HSA546: The Aging Process. This course provides a broad
framework for viewing the aging process. It will examine
theoretical and research foundations of aging to develop an
understanding of the developmental, psychological and bio-
logical changes that are part of the normal aging process.
The characteristics of the aging process will be identified
from a wellness perspective.

HSA580-589: Special Topics in Health Services
Administration. Special topics courses with health services
content are offered on a periodic basis.

HSA582: Management Issues Dealing with Alzheimers
Disease.

HSA583: Eldercare Economics. This course will address
social economics and political components of aging. It will
study the health of the residents in conjunction with reim-
bursement or loss potential. The importance of the case
manager's role in addressing these issues will also be dis-
cussed.

HSA591-599: Independent Study/Research. This
research course is a directed study of independently-selected
topics in Health Services Administration. Topic proposals
are approved by a supervising faculty member Program
Director.

HLC532: Psychology of Group Processes. Students
explore various group process dimensions and, in keeping
with the program theme of self-realization, examine their
abilities to function in groups in the light of their individual
group histories. Personal leadership strengths in one's pro-
fession are studied as well as the tools of art and movement
to facilitate group process.

MGT501: Organizational Theory and Behavior. This
course addresses the application of organizational theory to
management functions. Integration of the individual into
the organization and the human factor in organizational
dynamics are considered.

MGT560: Labor Relations. Students study collective bar-
gaining as an ongoing process and develop a process model
of collective bargaining. Special attention is given to the res-
olution of negotiation impasses, unfair labor practices, and
employee grievances. Unique features of public and private
sector bargaining are highlighted.

MGT561: Financial Management. Students become
acquainted with the tools and instruments of financial man-
gagers who provide financial programs for current operations
and long-term needs. Emphasis is placed on current indus-
try practices with investigations of investment, financing,
and evaluator decisions of various economic units. The
course is designed to show application of financial theory to
current management issues.

MGT567: Creative Problem Solving in Organizations.
This course addresses creativity in various organizational set-
tings. Public and private sector organizations are currently
faced with domestic and international challenges that
require the ability to adapt rapidly to continuous change.
Creativity in any enterprise is vital to its continued existence.
The course employs a variety of teaching modalities to exam-
inc qualities of creativity, strategies for its development, and
ways to incorporate creative problem solving into profes-
sional responsibilities.

MGT575: Strategic Management and Business Policy.
This capstone course enables students to concentrate on the
determination and implementation of corporate strategy.
Students take the point of view of a senior executive who
must integrate the activities of marketing, finance, produc-
tion, and research and development. Major topics are the
determination of corporate strategy and the relationship
between a firm's economic strategy and the personal values
of senior executives.
GRADUATE CERTIFICATE PROGRAM IN GERONTOLOGY

ABOUT THE PROGRAM

The Graduate Certificate Program in Gerontology is a five course (15 credits) program designed to meet the educational and career needs of individuals interested in working with elderly people in the health care, social services, and counseling fields. It can be taken in conjunction with a graduate degree program at the University or obtained as an additional credential by nonmatriculated students.

PROGRAM REQUIREMENTS

Students are expected to have a bachelor's degree from an accredited institution of higher learning. Those with substantial life experience may petition for a waiver of this requirement.

PROGRAM OF STUDY

The graduate certificate is awarded upon completion of five courses. They are to be selected from the following listing:

- HSA536: Social Gerontology
- HSA539: Quality of Life for the Elderly
- HSA540: Health Care and the Older Citizen
- HSA546: The Aging Process
- HSA580: Special Topics Related to Aging

All course descriptions for the Certificate Program in Gerontology are found in this section of the catalog.
HOLISTIC COUNSELING

Master of Arts Degree
Dr. Jack Childs, Ed.D, Director

ABOUT THE PROGRAM

The Holistic Counseling Program is designed to develop counselors who value integration of body, mind, and spirit and who see integration as an essential expression of personal health. The counselor understands that personal health, in turn, depends on individual experiences of connectedness with the human community and the natural world that supports it. Holistic counselors believe that today's mental and social illnesses stem from a lack of integration, or disintegration, resulting in people dissociated from themselves, the community, and the environment. In recognition of one interconnected creation, courses address approaches through the body, the cognitive-emotional, and the spirit. Program emphasis is on wellness, with symptoms seen as calls to self-realization. It is planned for counselor-guides who function as healers to individuals and institutions in times of change and crisis and is suitable for all who want to work with people.

The program's primary goal is to develop well-trained master's level counselors who are capable of working effectively with individuals and groups in ways that reflect the program philosophy. The Holistic Counseling Program facilitates student mastery of theoretical material related to the holistic perspective and the counseling process as a practical art. Since research over the past thirty years has consistently shown that counseling effectiveness depends primarily on counselors' personal and interpersonal skills rather than on a specific theoretical orientation, an important program goal is to foster students' personal formation and development.

PROGRAM REQUIREMENTS

Following completion of an approved program of 48 graduate credits (43 required and 5 elective) that includes a two-semester counseling internship, an exit project, and all degree requirements, students are eligible to receive the Master of Arts degree in Holistic Counseling.

In their final project, students work with faculty advisors to develop a major work that provides a special contribution to the field and shows how students "think differently" about an issue, institution, or process.

CURRICULUM

Required courses:
- HLC504: Holistic Perspectives
- HLC507: Toward Synthesis: Body Approaches
- HLC508: Developmental Issues in Counseling
- HLC509: Toward Synthesis: Approaches Through Mind-Emotions
- HLC510: Cross-Cultural Counseling (1 credit)
- HLC511: Toward Synthesis: Approaches Through The Spirit
- HLC513: Systems Theory
- HLC515: Assessment
- HLC530: Practicum in Counseling: Part I
- HLC531: Practicum in Counseling: Part II
- HLC532: Psychology of Group Processes
- HLC553: Evaluation
- HLC570: Internship and Seminar I
- HLC571: Internship and Seminar II
- HLC573: Human Relations Laboratory I: Dynamics of Human Behavior

ELECTIVES

Electives strengthen counselors' ability to serve specific client populations by fostering personal growth, adding skill depth and opening professional vistas. The number of electives students take depends on their plan of studies and the number of required courses that have been waived.

- HLC506: Healing
- HLC579: Grief Counseling
- HLC580: Massage Therapy
- HLC582: Art Therapy
- HLC583: Marketing Holistic Counseling
- HLC584: Movement Therapy
- HLC585: Crisis Intervention
- HLC586: Consulting with Systems
- HLC587: Counseling Women
- HLC588: Working with Young People
- HLC589: Practicum in Group Therapy

COURSE DESCRIPTIONS

HLC504: Holistic Perspectives. In this general course, participants become aware of their current understandings and assumptions regarding concepts such as consciousness and evolving theories of modern physics. Findings impact their worldview, behavior and unique personal wellness. The course provides an overview of "thinking differently," which informs the new counseling paradigm in this program.

NOTE: This introductory course should be taken in the first year.
HLC507: Toward Synthesis: Concept—Body Approaches. Students are involved in theoretical and experiential studies of holistic dimensions that include kinesthetic awareness, psychophysical re-education, touch, movement, body-mind connection, breathing, nutrition, the body and personality, the body and consciousness. The body-oriented psychotherapies of Gestalt, Hakomi, and Bioenergetics are studied. Implications for assuming responsibility for one’s personal wellbeing and for counseling use are discussed and practiced. Students practice discerning when this consciousness level is symptomatically exhibited by finetuning sensitivities to what the body reveals physically, psychically or spiritually.

HLC508: Developmental Issues in Counseling. Students study and experience developmental psychology and its influence on therapeutic interventions. Physical, mental-cognitive, emotional, and spiritual stages of development are explored. Implications of developmental stages in the client’s counseling process distinctions between pathology and developmental crises are addressed.

HLC509: Toward Synthesis: Concept—Approaches Through Mind Emotions. This course offers for a theoretical and experiential study of holistic dimensions that include: presence, power of suggestion, crisis intervention, guided imagery, imagination, behavior modification, and cognitive interventions in therapy. Through activities, readings, and discussions, students are encouraged to expand awareness and understanding beyond more commonly used therapeutic analytical and verbal interventions. They examine these concepts and learn to identify their implications in the personal growth/guiding process.

HLC510: Cross-Cultural Counseling. Students address questions that ask how wholeness is affected by a particular culture and how boundaries apply in different cultures. Other topics include empathy and the need to understand the experience of diverse populations.

HLC511: Toward Synthesis: Concept—Approaches Through the Spirit. Students explore dimensions of holistic theory and experience that concern presence to the client as the single most important therapeutic intervention, and implications of quantum physics for understanding consciousness, meditation, silence, will, self, death, and meaning. The class examines influences of Eastern and Western philosophies and mystical schools on belief systems and their implications for counseling. In particular, psychosynthesis and Jungian concepts are presented as indicated interventions to guide clients at the transpersonal level of consciousness. This is not a religion course.

HLC513: Systems Theory. Students are introduced to a systems approach for understanding this concept of reality, —a principal component of holism—as it has evolved in physics, chemistry, biology, and in the human services. Emphasis is on the horizontal dimension of parts interrelatedness and vertical dimensions of larger systems that include smaller ones. The practical part of the course explores principal family system theories and, through simulations, uses a systems approach to practice appropriate interventions.

HLC515: Assessment. Students explore the evolution and philosophy of traditional diagnostic methods currently practiced in the scientific medical model and examine strengths and weaknesses. The course introduces students to the diagnostic model and language used by the Diagnostic and Statistical Manual, clinical assessment, diagnostic testing and its quantitative base, and evaluates their influences on the therapeutic process. Students become involved with a present-centered, process-oriented assessment model that integrates effective discoveries of the classical diagnostic approach with a holistic-relational counseling approach.

HLC530: Practicum in Counseling: Part I. Through use of videotaping, students integrate counseling perspectives by participating activities and self-evaluation experiences to develop a holistic approach. Emphasis in the first part of the course is on being present to the client, interviewing, creating action programs, utilizing behavioral and cognitive psychology. Ethical issues are explored, and case studies examined and developmental stages of counseling are presented. Students keep journals of their progress during sessions.

HLC531: Practicum in Counseling: Part II. Students practice supervised counseling techniques, that emphasize whole-package integration in a three-stage model that includes: presence, respect, and accurate empathic listening; client dynamic self-understanding, where the client models the effective counselor; and, action, where client student counselor collaborate to achieve client process goals and students articulate their personal counseling synthesis.

HLC532: Psychology of Group Processes. Students explore a variety of group process dimensions and in keeping with the program theme of self-realization, examine their abilities to function in groups in light of their personal individual group history. Personal leadership strengths in one's professional setting are studied as well as tools of art and movement to facilitate group process.

HLC553: Evaluation. Students learn to evaluate theories, hypotheses, and methodologies that are pertinent to the understanding of human development. Emphasis is on
developing critical thinking skills and applying them to specific student interest areas.

HLC570: Internship and Seminar I. Student interns practice in settings approved by the coordinator of internships to demonstrate their cumulative holistic understanding and abilities for guiding others. The two-semester supervised experience, along with a two-hour, weekly seminar is taken ideally after completing the practicum in counseling and practiced for at least 150 hours per semester. Placements follow requests for internship candidacy and are in effect by the end of May. An internship manual is available from the instructor. Prerequisite: Students must obtain personal insurance coverage (available at student prices) through the American Counseling Association.

HLC571: Internship and Seminar II. This course is a continuation of HLC570.

HLC573: Human Relations Laboratory I: Dynamics of Human Behavior. Research strongly suggests that counseling interventions either help or hinder a client's condition. The variable that facilitates effectiveness seems to be whether a counselor lives at a high or a low level of interpersonal skills. In this laboratory, primary accurate empathy, immediacy, and appropriate self-disclosure, are practiced in a here-and-now environment. Note: It is recommended that students take this course early in their program. The laboratory course is limited to ten participants, and early registration is suggested.

ELECTIVES

HLC506: Healing. This theoretical and practical course emphasizes personal health assessment, the tradition of healing and the capacity of every person to be a healer. An introduction to therapeutic touch and the use of crystals in healing are explored.

HLC579: Grief Counseling. In this course, students identify and explore their own resolved or unresolved issues around loss and grief issues, and focus on forgiveness and compassion of self and others, so that they may work more effectively with clients.

HLC580: Massage Therapy. The course helps students to develop an academic base for massage as a means to maintain health. It does not produce massage therapists. Students look at research that pertains to the human need for contact and touch, gain understanding of massage skills and examine their own touch comfort levels to form healthy attitudes for personal living and respectful therapeutic contact with those who need healing, for respectful therapeutic contact with those who need healing. This contact is physical, psychological, emotional, and spiritual.

HLC582: Art Therapy. Based on use of guided visualization and right-brain imaging, this therapeutic modality helps clients, to access past experiences that are not stored in the verbal left-brain memory. The course presents an understanding of principles and applications of expressive art therapy and examines how to use it in a clinical setting.

HLC583: Marketing Holistic Counseling. Students address the question, "What can I do with this degree?" They look at concrete details of putting themselves into public practice, doing business and promoting cultivation of their creative resources to further personal visions of holistic counseling.

HLC584: Movement Therapy. Life is movement; the less we move, the less we are alive. This course discusses use of movement in personal and professional growth as students learn to expand their capacities for self-expression. Students explore therapeutic movement that uncovers blocks of feelings and unconscious processes, facilitates healing in therapy and leads to a fuller life.

HLC585: Crisis Intervention. A crisis is a turning point that provides opportunities for change and growth. This course discusses use of movement in this experimental and didactic course, students explore a therapeutic approach to crisis intervention, assisting people through a crisis and facilitating growth. Various developmental and situational emergencies are explored as well as the contribution of chaos theory to understanding crises. Students learn and practice accurate evaluation, assessment, treatment and how to communicate with more traditional mental health personnel.

HLC586: Consulting With Systems. Working with any client requires skill and artistry. The client in this course is a complex system such as a large organization. The course is designed to help students understand how to examine complex organizations as client systems; how to consult with large systems; and how to assume a variety of consultant roles and responsibilities with them. Students explore roles, practice intervention skills in class and apply learning to actual systems.

HLC587: Counseling Women. Students examine research on women’s issues in therapeutic situations. The course is intended to enhance counselor sensitivity to a feminine psychology that acknowledges women’s differences and counseling needs.
HLC588: Working With Young People. This course provides an overview of historical and current approaches in children's counseling. Students explore developmental methods and a variety of media for expression, exploration, and therapeutic process. The class is involved with role-play, and hands-on experiences and, when children are available, an instructor-supervised play group facilitates interactive and communications skills, self-assessment, and peer support.

HLC589: Practicum in Group Therapy. In this course, students apply therapy to groups while the instructor models the skills and provides support. Prerequisite: HLC532 and instructor permission.

CERTIFICATE OF ADVANCED GRADUATE STUDY (CAGS) IN THE EXPRESSIVE ARTS THERAPIES

A 12-credit Certificate for Advanced Graduate Study (CAGS) program will be offered beginning in the spring semester of the year 2000 in which students will receive specialized training in the application of the expressive arts in psychotherapy. This program will focus on using an intermodal approach which will concentrate on the integration of visual art therapy with dance/movement therapy, while also providing students with an introduction to alternative modalities such as sound/music therapy and therapeutic writing. This program will blend hands-on experiential work with the theoretical applications of each modality, while also emphasizing the historical development of the expressive arts in psychotherapy along with the scientific basis that supports the integration of the expressive arts in experience with an outside clinical internship.

HLC591: An Intermodal Approach to the Expressive Arts Therapies. In this course, students will have an opportunity to do hands-on experiential work in the expressive arts as it applies to psychotherapy, focusing on the integration of visual art therapy with dance/movement therapy. Students will also be introduced to the uses of sound/music therapy and therapeutic writing as alternative expressive arts approaches.

HLC593: Group Applications of the Expressive Arts Therapies. Students will learn how to design and implement group programs in the expressive arts therapies that can be used with a variety of populations. Students will then select a specific area of interest and develop a comprehensive, 8-week program that can be utilized with a specific population group in one of the following areas: psychotherapy, physical healing, education or the corporate environment.

HLC594: Applications of the Expressive Arts in Healthcare. This course will explore the relationship between emotional stress and physiological response. Based on the research in mind-body medicine and psychoneuroimmunology, students will learn how to help clients heal the body by healing the mind first. A variety of theories and methods will be presented in the uses of body-centered awareness, visualization, imagistic processing and expression through the expressive arts as they apply to health and healing. Students will also be introduced to the applications of expressive arts programs that can be utilized by hospitals, research clinics, geriatric facilities and other specialized healthcare facilities or institutions that provide patients with support or educational programs for the treatment of stress, cancer, cardiac problems and other types of medical treatment, post-treatment and healing.

HLC595: Practicum in the Intermodal Applications of the Expressive Arts in Therapy. This practicum course will provide students with the opportunity to apply the principles and techniques of the intermodal applications of the expressive arts to a series of supervised in-class practicum experiences working one-on-one and in groups. Students will also be required to undertake a specific number of outside practicum hours with one or more volunteer clients. Class discussions will focus on how to evaluate both short and long-term therapeutic results with attention given to how to work as part of an interdisciplinary clinical treatment team.

HLC596: Introduction to the Uses of Therapeutic Writing. This specialized expressive arts course will introduce students to the applications of writing as it can be used in psychotherapy and medical caregiving. Along with lectures and discussions on the theoretical applications of this modality, students will also have an opportunity to do hands-on experiential work and be supervised in class practicums.

GRADUATE CERTIFICATE PROGRAM THE EXPRESSIVE ARTS AS A HEALING MODALITY

A Graduate Certificate in The Expressive Arts Therapies is being offered through the Graduate Program in Holistic Counseling. This program is specifically designed for those individuals who already have a masters degree in psychology, social work, counseling, medical caregiving, education or a related field, and would like to learn how to incorporate the expressive arts into their professional work. This program will focus on using an intermodal approach to the expressive...
the expressive arts, which will concentrate on the integration of visual art therapy with dance/movement therapy and therapeutic writing, while also providing students with an introduction to sound/music therapy.

To earn this certificate, students must complete the five courses listed below for a total of 15 graduate credits in the expressive arts as a healing modality. (See course descriptions under CAGS)

A TEN DAY INTENSIVE TRAINING PROGRAM IN HEALING WITH THE EXPRESSIVE ARTS

The Institute for the Expressive arts, sponsored by the Graduate Program in Holistic Counseling, offers a ten-day professional development non-credit program that has been specifically designed to provide psychotherapists, holistic counselors, school counselors, medical caregivers, body workers and educators with comprehensive, basic training in the expressive arts that can be used to facilitate physical, emotional or spiritual healing when working with groups or individuals.

The program focuses on using an intermodal approach to the expressive arts concentrating specifically on an in-depth integration of the visual arts with dance/movement, while also including an introduction to alternative modalities such as sound/music and writing.

This 60 contact hour training program offers 6 CEUs and a certificate of completion. A master's degree is not required for acceptance into the program; however, only those students who intend to use this training in a professional capacity in one of the above mentioned related fields will be considered.
HUMANITIES

Master of Arts
Arthur Frankel, Ph.D., Director

ABOUT THE PROGRAM

The Master of Arts in Humanities is an interdisciplinary program that seeks to foster a broad understanding of the qualitative aspects of life and culture through a study of disciplines such as history, literature, philosophy, and religion. The course of study is intended for individuals who want to broaden their intellectual and cultural horizons. It also serves as excellent preparation for the Ph.D. degree in the Humanities.

PROGRAM REQUIREMENTS

Following completion of an approved program of twelve courses (36 credits) and all degree requirements, students qualify to receive the Master of Arts degree in Humanities.

CURRICULUM

The curriculum is divided into three parts:

Humanities Core

*Six courses (18 credits)*
- HUM 500: Research Seminar
- HUM 501: Ethical Perspectives on Global Issues
- HUM 503: Great Writers I
- HUM 504: Great Writers II
- HUM 505: World Civilizations I
- HUM 506: World Civilizations II

Interdisciplinary

*Four of the following six courses (12 credits)*.
Special Topics courses (HUM 580-589) may be substituted with the program director's permission.
- ADJ 516: Law, Liberty, and Morality
- HLC 504: Holistic Perspectives
- HSA 539: Quality of Life for the Elderly
- HUM 510: A History of Technology
- HUM 520: Religion and Science: Modern Perspectives
- HUM 530: Art, Culture, and Society

ELECTIVES

*Two courses (6 credits)*
To be approved by the Program Director based on student objectives

TRANSFER CREDITS

Up to two graduate courses with a grade of B or above may be accepted in transfer as electives when accompanied by transcript, course description, and rationale.

COURSE DESCRIPTIONS

HUM500: Research Seminar. Students explore various research techniques and then apply that knowledge to an analysis of existing research and to designing and implementing their own research projects. The course includes preparation of a literature review, qualitative and quantitative approaches, triangulation methods, research designs, threats to internal and external validity, sampling techniques, data collection methods, and ethical considerations. *NOTE: This initial course must be taken in the first year of graduate studies.*

HUM501: Ethical Perspectives on Global Issues. Students engage in comparative examinations of the ethical standards and approaches of Western and non-Western moralists in the resolution of major moral issues. Course readings concern nuclear proliferation, the search for peace, ecological issues, world hunger, and genetic engineering.

HUM502: The Search for Happiness. Philosophical beliefs and the world's major faiths are considered in the context of the human search for happiness. Differences in emphasis or approach are treated on a comparative and complementary basis, rather than adversarially.

HUM503: Great Writers I. Classic authors of major influence in world literature are discussed in relation to the humanities. Emphasis is directed to timeless themes in drama, fiction, and poetry that can enrich contemporary appreciation of universal human values as they have been expressed through the ages.

HUM504: Great Writers II. Select works of twentieth-century literature form the basis for an exploration of the human condition in today's world. The unifying theme of this literary enquiry addresses how modern creative writing can both reflect and illuminate contemporary experience.

HUM505: World Civilizations I. This course focuses on the distinctive cultural achievements that characterize the seminal Western civilizations. Students examine growth and decline of national aspirations and how the humanities shape cultural identity.
HUM 506: World Civilizations II. This course proposes that through the humanities students can effectively learn to appreciate the ancient cultures of the Eastern world. The arts, wisdom, and ways of life in historic civilizations are the theme of a cross-cultural survey from the Middle East to Asia.

HUM510: A History of Technology. This course investigates technology's implications for the human condition throughout history. This examination considers technological advances based on human ingenuity, observation, and experimentation. Examples are taken from fields such as agriculture, communication, education, manufacturing, medicine, and business.

HUM512: Politics and Religion in the Media. Students examine the political and religious structure of U.S. society as reflected in the media. Issues such as religious freedom, the Constitution, and the Supreme Court, especially as related to church/state topics and liberal vs. conservative views, are explored with reference to free speech, censorship, public prayer, and public vs. private education.

HUM513: Masters of the Drama. Students study the plays of world dramatists that continue to affect today's cultural attitudes. Themes developed from the Greeks to Shakespeare and beyond enhance appreciation of classic drama on the modern stage, cinema, and television.

HUM515: Cross-cultural Perspectives on International Business. Students study major cross-cultural themes that relate to international business, especially in transnational corporations. Of special interest is the impact of these corporations on the less-developed nations (LDNs) where they operate.

HUM520: Religion and Science: Modern Perspectives. Students examine crucial human issues from the perspectives of science and religion. By comparing and contrasting tenets, approaches, and methodologies, students investigate whether religion and science can be viewed in other than an adversarial relationship.

HUM530: Art, Culture, and Society. Students examine contemporary art—especially film, music, and painting—and its relationship to modern life and culture. It is studied in its most prominent American and multi-cultural contexts.

HUM540: Modern Drama. Students explore outstanding examples of modern drama from a variety of cross-cultural perspectives, including those of American, European, and non-Western authors. Of special significance are universal themes that examine aspects of the human condition.

HUM 572: Research Seminar II. This course continues the examination of both quantitative and qualitative research methods begun in HUM 500. It is strongly recommended for students who anticipate writing a master's thesis or doctoral dissertation which is likely to require quantitative and/or qualitative analysis.

HUM580-589: Special Topics. Students explore topics of special interest to the humanities.

HUM590: M.A. Thesis. (optional) Students may choose to write a master's thesis under the direction of a faculty member with special competence in the subject. Based on Turabian (latest edition), the 6-credit thesis should contain sophisticated and clear exposition on an original scholarly theme. Approval must be obtained from the program director.

HUM599: Independent Study/Research. These research courses are intended for directed study of individually selected topics in the humanities. Proposals for such study are reviewed and approved by the faculty supervisor and program director.
HUMANITIES DOCTORAL PROGRAM

HUMANITIES

Doctoral Program
Arthur Frankel, Ph.D., Director

ABOUT THE PROGRAM

The doctoral program in humanities provides an interdisciplinary investigation of the question “What does it mean to be human in an age of advanced technology?” In one form or another, this question commands attention as we enter the twenty-first century, and find ourselves continually challenged by technological change. This crucial question is addressed from a humanities perspective: the fields of art, ethics, literature, management, philosophy, and religion direct our investigation of advanced technology’s implications for individuals and society.

The University’s Ph.D. program in the humanities was developed to integrate philosophical and humane insights into the educational process while addressing current and anticipated technological challenges.

During the program, especially in the 600-level core courses, students use the humanities to integrate their previous studies, professional expertise, life experiences, and Ph.D. specialties. They engage in study that builds on prior knowledge while exploring ways that human life and culture are affected by advanced technology. This integration leads to focused research for the doctoral dissertation.

PROGRAM REQUIREMENTS

In the initial phase, students complete prerequisites, demonstrate proficiencies in computer use and reading a second language—as access to international databases is important to program research—take core courses that explore the effects of advanced technology on modern society and write research papers on relevant issues.

In the comprehensive phase, students choose a concentration from a variety of program areas to support the dissertation topic and to build on earlier graduate work, life experiences, and professional expertise or interests. Courses in the concentration and in the doctoral core deepen students’ understanding, help define dissertation topics, and aid in focusing research. Passing the comprehensive exam requires integrating humanities core courses and earning a satisfactory grade.

During the dissertation phase, students enroll in Dissertation Research, HUM 681-698, each fall and spring until all degree requirements are completed. Dissertation Research Proposals are reviewed and approved by the faculty mentor, two readers, the Program Director and the Vice president for Academic Affairs. The dissertation is written under the direction of a mentor and two readers. There is a formal dissertation defense.

CURRICULUM

Students progress through three phases and take thirteen courses (39 credits) or fewer if a student holds more than one master’s degree.

Initial Phase
Complete prerequisites, if any
Demonstrate computer and second language proficiencies
Required: Five courses (15 credits)
HUM500: Research Seminar or approved substitute
HUM510: A History of Technology or approved substitute
HUM600: Ph.D. Orientation
Two 600-level core courses

Comprehensive Phase
Matriculation/Evaluation Meeting: Following their fifth course, students contact the Program Director to arrange this meeting. The student’s progress, remaining courses, and possibilities for a dissertation topic and committee are discussed.
Eight other required courses (24 credits):
Three courses in approved concentration and five 600-level core courses.

Student Specialty or Concentration
Students develop an individualized concentration by taking three or four relevant courses in the humanities program or in other graduate programs. The concentration should support the anticipated dissertation research. Students anticipating writing a dissertation requiring extensive quantitative and/or qualitative analysis should take HUM 572, Research Seminar II, as part of this concentration.

Comprehensive Examination
After satisfactory completion of two proficiencies, any prerequisites, and the thirteen program courses, students are expected to demonstrate a broad understanding of the program in a comprehensive examination. A written exam based on core courses requires students to provide evidence of proficiency by explanation, citation, integration, and evaluation.

Certificate of Advanced Graduate Studies in Humanities
Students who pass the doctoral comprehensive examination may apply for the Certificate of Advanced Graduate Studies in the Humanities by filing a request in the Registrar’s Office. CAGS certificates are awarded at the following Commencement.
Dissertation Phase
Following successful completion of the comprehensive examination, students enter the third program phase by enrolling in Dissertation Research and Writing (HUM 681). When the dissertation proposal is accepted, students proceed to research and write a scholarly dissertation under the guidance of the Dissertation Committee. Topics and approaches must contain original contributions to knowledge within the scope of the Ph.D. program. Each semester's work is graded Pass or Fail (P/F). Students are automatically enrolled in this course until the dissertation is officially accepted by the University. When writing is complete and the Committee approves, candidates are scheduled for a public oral defense. Following final revisions, dissertations are formally presented to the University for acceptance in partial fulfillment of the Ph.D. in the Humanities.

Dissertation Timeframe
Doctoral students are expected to complete their dissertation at Salve Regina within seven years of passing the comprehensive examination. For rare and compelling reasons, a request for a one-year extension may be presented in writing to the Program Director.

COURSE DESCRIPTIONS

INITIAL COURSES

HUM500: Research Seminar. Students explore various research techniques, then apply that knowledge to an analysis of existing research and to designing and implementing their own research projects. The course includes preparation of a literature review, qualitative and quantitative approaches, triangulation methods, research designs, threats to internal and external validity, sampling techniques, data collection methods, and ethical considerations.

NOTE: This initial course must be taken in the first year of graduate studies.

HUM510: A History of Technology. This course investigates technology's impact on the human condition throughout history. Considered in this investigation are advanced technologies from artistic, ethical, literary, managerial, philosophical, and religious perspectives. Each course investigates what it means to be human in an age of advanced technology.

HUM600: Ph.D. Orientation. (Formerly HUM 590/598) This course provides a practical introduction to Salve Regina University's doctoral program in the humanities. Focusing on readings in the humanities that investigate technology's human effects, the course facilitates integration of the student's concentration, academic and professional background, and core courses. Students prepare a research paper on their anticipated dissertation topic in compliance with the Turabian style manual (latest edition).

DOCTORAL CORE COURSES (600-LEVEL)

The eight 600-level core courses that form the basis of the doctoral program in the humanities examine the human implications of advanced technologies from artistic, ethical, literary, managerial, philosophical, and religious perspectives. Each course investigates what it means to be human in an age of advanced technology.

HUM605: Philosophical Perspectives on the Information Age. (Formerly HUM 600) This course provides opportunities for students to investigate technology in historical context as the organization and institutionalization of knowledge for practical purposes. Students examine the effects of technology on the traditional human wisdom that has served as a stabilizing force throughout history.

HUM610: The Religious Component of Culture. (Formerly HUM 601) This course examines the interaction between religion, culture, the human person and the earth, using both general theories of religion and particular traditions. Among the latter, primary but not exclusive emphasis is given to contemporary Roman Catholic and Protestant views, with significant attention also given to American Indian perspectives. Areas explored include interpretations of technology, science, work, social justice, spirituality, moral evil, and death.

HUM615: Social and Strategic Management. (Formerly HUM 602) Social and organizational complexities have increased exponentially through technological advances. The modern manager must attain strategic goals without creating alienation in the workplace. Students and faculty explore experiential modalities for moving toward that realization by encouraging development of the contemplative executive.

HUM620: Social Transformation through Art. (Formally HUM 603) Students examine social change as reflected in and caused by the imagery of art. The course critiques important connections among art, technology, and philosophical ideas expressed during periods of significant technological progress.
HUM625: Ethics and Modern Technology. (Formerly HUM 604) Guided by the key principles of traditional Western ethics—human dignity, justice, freedom, goodness, the common good, and truth-telling—this course considers how modern technology affects the human experience. Selected moral questions arising from the use of science-based and capital-driven technology are examined, e.g., the search for a more comprehensive ethic than the cost-benefit calculations of popular utilitarianism.

HUM630: Modern Literature and the Human Condition. (Formerly HUM 605) This course is based on imaginative works that reflect conflicting moral and technological dilemmas of contemporary life. Classes focus on a range of major authors whose fiction, drama, and poetry illuminate the human situation in the twentieth century.

HUM635: Technology and the Human Condition—Capstone Course. (Formerly HUM 606) This course is the final preparation for the comprehensive examination and for admission into the dissertation phase. Students and faculty seek to create a synthesis of the human condition relative to advanced technological influences.

HUM655: Special Topics. This course provides an opportunity to explore topics not covered in core courses. Topics will vary according to faculty and student interests. This course is an elective and may be used to complete or supplement the 3-4 course concentration.

HUM681-698: Dissertation Research and Writing. This course is taken each fall and spring until the final version of the dissertation is accepted. It guides the student through the process of researching, writing, revising, and defending the dissertation.
HUMAN RESOURCE MANAGEMENT

Master of Arts Degree
John Britton, M.B.A., Chair

ABOUT THE PROGRAM

This program is designed to provide a new approach to leadership and managerial education. Recognizing that many of the problems encountered in organizational settings revolve around personal interactions, the curriculum provides students with insight and education about human development, social values, ethics, and behavioral dynamics and their relationship to the management process. The program is especially recommended for those interested in human resource management or who work in nonprofit organizations.

PROGRAM REQUIREMENTS

Students must fulfill all requirements and an approved program of at least twelve courses (36 credits) from the Management and Business Studies curricula. When candidates have satisfactorily completed all degree work, the Master of Arts degree in Human Resource Management is conferred. Students may also work toward a second degree in Business Studies in a Dual-Degree program by transferring up to four courses between programs when approved by the Program Director.

FIVE-YEAR PROGRAM

Salve Regina University offers an accelerated Human Resource Management program for the University’s highly motivated and qualified undergraduates that culminates in conferral of the bachelor’s and master’s degrees. Interested students who have a grade point average of at least 3.0 apply to the Five-Year Program in the fall of their junior year. Approved applicants take four (3 credit) graduate courses in the senior year. Six of the credits are applied toward the undergraduate degree. Final program acceptance is contingent upon fulfilling undergraduate degree requirements and completing the four graduate courses. To complete the master’s degree in the fifth-year, students take eight (3 credit) courses for a total of 152 credits.

CURRICULUM

The program consists of eight (8) required Management courses and four elective courses:

**Management**

*Eight required courses (24 credits)*

- MGT500: Research Seminar
- MGT501: Organizational Theory and Behavior
- MGT509: Management of Human Resources
- MGT540: Ethics for Managers: Theory and Practice
- MGT558: Current Topics in Human Resource Management
- MGT559: Legal Issues in the Workplace
- MGT560: Labor Relations
- MGT567: Creative Problem-Solving in Organizations

*Four electives (12 credits)*

- ISS501: System Analysis and Design
- ISS534: Knowledge-Based Systems
- ISS550: Information Resource Management
- MGT518: Principles of Economics
- MGT530: Marketing Management
- MGT538: Global Business
- MGT561: Financial Management
- MGT591: Independent Study/Research

**COURSE DESCRIPTIONS**

**MGT500: Research Seminar.** Students explore various research techniques, then apply that knowledge to analysis of existing research and to designing and implementing their own research projects. The course includes preparation of a literature review, qualitative and quantitative approaches, triangulation methods, research designs, threats to internal and external validity, sampling techniques, data collection methods, and ethical considerations.

*NOTE: This initial course must be taken in the first year of graduate studies.*

**MGT501: Organizational Theory and Behavior:** This course addresses the application of organizational theory to management functions. Integration of the individual into the organization and examination of the human factor in organizational dynamics will be considered. The emerging “New Paradigm in Business” and the increasing utilization and importance of teams in the workplace will be investigated.

*NOTE: This course must be taken in the first year of graduate studies.*
MGT503: Law and Business Organizations. This course concentrates on the legal aspects of business organizations. The law controlling agency, partnerships, and corporations is examined. Emphasis is on the rights, duties, and liabilities surrounding principal, agent, partner, shareholder, officer, and director.

MGT509: Management of Human Resources. This course uses a systems perspective to present personnel management as a major part of the broad managerial function. Students look at recruitment, selection, development, utilization and accommodation of human resources in contemporary organizations and use case studies to examine and solve some typical personnel management problems.

MGT518: Principles of Economics. This course provides a survey of micro- and macro-economic theory with an emphasis on material vital to managerial decision-making. Consideration is given to the economic behavior of firms, in particular, price theory, production theory, and the analytics of economic analysis. The determination of national income, monetary and fiscal policy, and international trade will be addressed. Prerequisite: PRE518 or equivalent

MGT530: Marketing Management: Students survey marketing's role in business and in society. They explore consumer behavior, market segments, product positioning, new product development and policy, pricing, distributing, advertising, and sales management. Background material enhances case analysis.

MGT538: Global Business. The course presents the backgrounds, patterns, and practical operations of global business. Topics include transnational corporations, global trade, and global financial flows. The interactions between business policies and the host country's sociopolitical and economic environment are investigated.

MGT540: Ethics for Managers: Theory and Practice. This course is an introduction to ethical decision making in business. There is an examination of individual, organizational, and global issues in business ethics. The course is designed to assist a business person to make more informed ethical decisions on a daily basis. To accomplish this objective, both descriptive and normative models of unethical and ethical decision making in business are analyzed. Discussion questions and case analyses provide an opportunity to use theoretical concepts in the assignments to resolve ethical issues. Since there is no universal agreement on the correct ethical business norms, critical thinking and informed decision making are emphasized.

MGT558: Current Topics in Human Resource Management. This course is designed to expose students to a wide array of human resource management issues. Emphasis is placed on compensation management and employee benefit program objectives, design, and funding.

MGT559: Legal Issues in the Workplace. This course acquaints students with laws and regulations that must be considered in human resource decision-making. Topics include the Fair Labor Standards Act, EEO and affirmative action, sexual harassment, family leave, the Americans with Disabilities Act, substance abuse, and various aspects of employee relations.

MGT560: Labor Relations. Students study collective bargaining as an ongoing, dynamic process and develop a process model of collective bargaining. Special attention is given to resolution of negotiation impasses, unfair labor practices, and employee grievances. Unique features of public and private sector bargaining are highlighted.

MGT561: Financial Management. This course acquaints students with tools and instruments financial managers use to provide financial programs for current operations and long-term needs. Emphasis is on current industry practices with investigation of investment, financing, and evaluator decisions of various economic units. The course is designed to show application of financial theory to current management issues. Prerequisite: PRE 561 or equivalent, or permission

MGT567: Creative Problem-Solving in Organizations. This course addresses the topic of creativity in various organizational settings. Public and private sector organizations are faced with domestic and international challenges that require the ability to adapt rapidly to continuous change. Creativity in any enterprise is vital to its continued existence. The course employs a variety of teaching modalities to examine the qualities of creativity, strategies for its development, and ways to incorporate creative problem-solving into professional responsibilities.

MGT580: Special Topics and/or Seminar. Theoretical and procedural topics of interest to business studies are offered on an irregular basis.

MGT591: Independent Study/Research: This is a directed study of independently selected Management topics that must be approved by the supervising faculty member and the Program Director.
GRADUATE CERTIFICATE PROGRAM IN HUMAN RESOURCE MANAGEMENT

RATIONALE

The Graduate Certificate Program in Human Resource Management is designed to respond to the growing need for professional growth and development in an atmosphere of rapid change. Global competition and the evolutionary dynamics of a market economy require the modern worker to both sharpen existing skills and expand into new areas. Graduate certificate programs offer opportunities for those who desire improvement without formal pursuit of a master's degree.

REQUIREMENTS

Students must have obtained a bachelor's degree from an accredited institution of higher learning. Students with substantial life experience may petition for a waiver of this requirement. The student is awarded the certificate in Graduate Studies after successful completion of fifteen (15) graduate credit hours earned in an approved certificate program. Graduate credits may be eligible for application toward a degree conferred by the University.

CURRICULUM

Select five of the following:

MGT501: Organizational Theory & Behavior
MGT509: Management of Human Resources
MGT540: Ethics for Managers
MGT558: Current Topics in Human Resource Management
MGT559: Legal Issues in the Workplace
MGT560: Labor Relations
MGT567: Creative Problem-Solving in Organizations
INFORMATION SYSTEMS SCIENCE

Master of Science Degree
Frederick Lupone, M.B.A., Director

ABOUT THE PROGRAM

The Master of Science program in Information Systems Science offers opportunities for students to learn about current and evolving information systems technology, its impact on organizations and society, and its ethical use in achieving organizational objectives. The program prepares individuals with limited information systems knowledge for entry into the field in technical, managerial, or sales/marketing positions. It also prepares those with systems experience for advancement to more responsible positions. The MS/ISS curriculum is developed in consonance with recommendations of the ISS Industry Advisory Council, a group of Rhode Island information systems executives.

PROGRAM REQUIREMENTS

Students are required to fulfill all degree requirements and an approved program of twelve courses (36 credits). When students have satisfactorily completed all work the Master of Science degree in Information Systems Science will be conferred.

Students are required to take 10 required courses and two electives. Additional electives may replace required courses with the review and approval of the Department Director. When available, Graduate Extension Study courses may be taken to fulfill requirements. Some electives may not be available in every academic year.

CURRICULUM

Required Courses
ISS500: Research Seminar
ISS540: Ethics for Managers: Theory and Practice
ISS501: System Analysis and Design
ISS502: Application Programming
ISS510: Database Management Systems
ISS511: Applications System Development
ISS520: Database Application Development
ISS530: Operating Systems
ISS532: Business Data Communications
ISS550: Information Resource Management

Electives
ISS534: Knowledge-Based Systems
ISS542: Software Project Management
ISS570: Computer Crime
ISS583: The Human Computer Interface
ISS585: The Internet and Electronic Commerce
HUM510: History of Technology

COURSE DESCRIPTIONS

ISS500: Research Seminar. Students explore various research techniques, then apply that knowledge to analyzing existing research and to designing and implementing their own research projects. The course includes preparation of a literature review, qualitative and quantitative approaches, triangulation methods, research designs, threats to internal and external validity, sampling techniques, data collection methods and ethical considerations.

NOTE: This initial course must be taken in the first year of graduate studies.

ISS501: System Analysis and Design. This is the first of a two-course sequence that examines applications development methodology. Topics in this course include information systems planning in support of the organization's objectives, determination of requirements, an introduction to software project management, modern structured analysis, and preliminary design. The system development life cycle and rapid prototyping techniques are central to course content.

ISS502: Application Programming. In this course, students develop, code, test, and implement an information system. Emphasis is given to structured programming, data structures, the user interface, and event driven techniques. Prerequisite: Three credits of an appropriate event driven language or permission of the instructor.

ISS510: Database Management Systems. Students have opportunities to learn the theoretical basis for database management systems and to develop practical working knowledge of a selected database management system. Emphasis is placed on the relational model. Prerequisite: ISS501 and ISS502 or permission of the instructor.

ISS511: Applications Systems Development. This is a continuation of ISS501. Topics include prototyping, event-driven design, object-oriented methodologies, conversion of legacy systems to a distributed environment and application maintenance. Appropriate case tools, project management and development software are used to support these activities. Prerequisite: ISS501.

ISS520: Database Application Development. The student uses contemporary software tools to develop a significant application in the database environment. The development...
encompasses design through implementation stages of the systems development cycle. **Prerequisite: ISS510**

**ISS530: Operating Systems.** The course covers operating system concepts and design and how they relate to the coordinated functioning of a computer. Specific topics include scheduling, memory management, data management, trends and alternatives in operating system design. **Prerequisite: ISS501**

**ISS532: Business Data Communications.** This course introduces students to computer networks and distributed processing. Topics include the fundamentals of data communications, wide area networks (WANs), local area networks (LANs), client server communications, network security, and network administration. Students access the Internet as part of the course work.

**ISS534: Knowledge-Based Systems.** This course introduces the role of information and knowledge management in high level decisionmaking within the organization. Expert systems and other decision-support tools are developed in the context of supporting a business entity in functional areas and strategic planning. Students develop a PC-based expert system and use a wide range of decision-support techniques. **Prerequisite: ISS501**

**ISS540: Ethics for Managers: Theory and Practice.** Students explore major ethical theories within the tradition of Western Philosophy to evaluate their applicability to contemporary ethical dilemmas. In the first part of the course, students look at people as thinking beings with capabilities to formulate ethical important ideas and methodologies. In the second part, students analyze specific examples of ethical problems faced by managers in order to discover ways to resolve them.

**ISS542: Software Project Management.** Students apply the principles of project management to the software-development life cycle. Topics include personnel management in the project environment, cost estimation, productivity and quality metrics, resource management within the life cycle, software quality assurance techniques, software testing fundamentals, and software configuration management.

**ISS550: Information Resource Management.** Students examine the importance of information as a resource for the survival and growth of a modern organization from the perspective of the Chief Information Officer. Topics covered include strategic implications of information, information’s role in supporting organizational goals, and the long-range planning process. The course culminates with students' developing an Information System Master Plan (ISMP).

**Note:** This capstone course for ISS students is to be taken the last spring semester of the student's program.

**ISS570: Computer Crime.** In this course students will study the statutes relevant to high technology crime. Topics such as computer hacking and information warfare will be explored. Students will use and discuss USEnet, e-mail, IRC, and other Internet functions.

**ISS583: The Human-Computer Interface.** This course examines psychological and empirical research underlying fundamental principles of human-computer interface design. Students use the principles to evaluate and create interfaces in a laboratory environment using the Visual Basic programming language.

**ISS585: The Internet and Electronic Commerce.** This course examines the infrastructure of the Internet as it relates to the needs of electronic commerce. The capabilities and limitations of HTTP, HTML, and JAVA will be reviewed. Hands-on exercises are featured.
INTERNATIONAL RELATIONS

Master of Arts Degree
Daniel Trocki, J.D., Director

ABOUT THE PROGRAM

Dynamic changes have occurred with the dawn of the twenty-first century and others are taking place that will impact virtually every person in the world community of nations. Prospects for peace over war, for economic well-being over poverty, and for fulfillment of certain political, social, and cultural aspirations influence the relations of states and continue to challenge the emerging new world order. It is in this context that the International Relations program focuses on the world not only as it is, but also as it might/should be in light of the enduring values of the world’s great civilizations.

The International Relations program takes into account ethical/political/legal factors associated with cultural values and combines them with social science approaches in order to analyze problems, integrate knowledge and suggest alternative courses of action. Policy considerations, such as the promotion of democracy, market economy, and human rights provide a program focus. The program’s primary objective is the promotion of global harmony and justice.

Courses are designed for individuals who seek a broader and deeper understanding of the contemporary world. They are planned to prepare graduates for roles in the increasingly interdependent world of the twenty-first century. They are also designed to meet the individual needs and to help students prepare for or enhance their careers in government, international organizations, business, finance, teaching, research, or further study.

PROGRAM REQUIREMENTS

Students are required to take six core courses (18 credits). They may concentrate in International Criminal Justice, International Political Economy and Development, or Regional Studies in the remaining courses. Alternatively, to accommodate individual needs, mixed course distributions may be approved by advisors.

Students are required to complete all degree requirements and an approved program of twelve courses (36 credits). Should the program committee agree that the candidate has satisfactorily completed all work, it will recommend conferral of the Master of Arts degree in International Relations.

CURRICULUM

International Relations Core

Six required courses (18 credits):

- INR500: Research Seminar
- INR501: Ethical Perspectives on Global Issues
- INR502: Foundations of International Relations
- INR503: International Organizations
- INR504: International Law
- INR520: Foundations of International Economics

CONCENTRATIONS

International Criminal Justice

Four required courses (12 credits):

- INR571: International Human Rights
- INR574: International Crime
- ADJ575: Comparative Justice Systems
- INR576: International Terrorism

International Political Economy and Development

Four required courses (12 credits)

- INR525: Politics of Global Economic Relations
- INR526: Political Economy of Growth and Development
- INR527: Alternative Market Systems in the Global Economy
- MGT538: Global Business

Regional Studies

(Offers only through INR/GES—Extension Study)

Four required courses (12 credits)

- INR514: Western European International Relations
- INR518: Russia and Eastern European Politics
- INR524: Africa’s Global Perspectives
- INR528: China, Japan, and the Pacific Rim
- INR535: Central Asia and India: Foreign Policy Concerns
- INR550: United States and North American Politics
- INR561: Contemporary Problems in Central and South America
- INR586: Politics of the Middle East

ELECTIVE COURSES

Two courses (6 credits):

- INR523: Comparative Political Analysis
- INR568: Contemporary International Issues
- INR577: Why Wars Begin
- HUM505: World Civilizations I
HUM506: World Civilizations II
ADJ502: History and Philosophy of the Judicial System
ADJ504: Social and Ethical Issues in the Justice System
ADJ506: Theories of Justice
INR580-589: Special Topics and/or Seminar
INR590: Thesis (6 credits)

REGIONAL STUDIES: INR/GES PROGRAM

The eight Regional Studies courses are offered only through our International Relations Graduate Extension Studies Program. This is an alternative to the traditional classroom approach to learning, and allows students flexibility in time and place of study. It provides a wide selection of courses on a continuing basis. Students may register for an IRN/GES course at any time with the approval of the student's adviser.

FIVE-YEAR PROGRAM

The University offers an accelerated program of study leading to both a bachelor's and master's degrees. This program is designed for the University's highly motivated and qualified undergraduates. Eligibility for the program requires advance planning and coordination of the undergraduate and graduate curricula. Candidates apply to the Five Year Program by the fall of their junior year. Applicants should have a grade point average of 3.0 and should expect to take four (4) graduate courses for twelve (12) credits in the senior year. Of these, six (6) credits may be applied toward the undergraduate degree. The total number of credits a student takes to complete the Five Year Program with a Bachelor's and a Master's degrees is 152 credits, 24 of which are taken in the fifth year. Final acceptance is contingent on the successful completion of the undergraduate degree and the four graduate courses.

STUDY ABROAD PROGRAM

Graduate courses for study abroad may be arranged through the student's program committee from a variety of programs outside the United States.

Foreign Language Proficiency

Foreign language proficiency is strongly recommended and may be required by the student's program committee when such proficiency is deemed appropriate for the student's career goal. French, Spanish, and Italian language courses are offered, and opportunities exist to achieve proficiency in other languages. Credit for language study is not counted toward the graduate degree in International Relations.

DUAL-DEGREE MASTER'S PROGRAM

International Relations and Administration of Justice
International Relations and Management

Students interested in pursuing a master's degree in International Relations and a second degree in either Administration of Justice or Management follow a plan of study that fulfills degree requirements for both disciplines through a combined curriculum. Contact the Program Director for more information.

COURSE DESCRIPTIONS

CORE COURSES

INR500: Research Seminar. Students explore various research techniques, then apply that knowledge to analysis of existing research and to designing and implementing their own research projects. The course includes preparation of a literature review, qualitative and quantitative approaches, triangulation methods, research designs, threats to internal and external validity, sampling techniques, data collection methods, and ethical considerations.

NOTE: This initial course must be taken in the first year of the program.

INRS01: Ethical Perspectives on Global Issues. Students examine and compare the ethical standards and approaches of Western and non-Western moralists in the resolution of major moral issues. Readings include such topics as nuclear proliferation, the search for peace, ecological issues, world hunger, and genetic engineering.

INR502: Foundations of International Relations. Students explore the salient issues involving conflict or cooperation in contemporary international politics. The major topics include nation-state systems; struggle for power among nations; continuities and changes in current international relations; the role of diplomacy, ideology, economics, military force, war, nuclear weapons, international law and organizations; the quest for community; and the relationship of moral and religious values to some of the problems of international relations.

INR503: International Organizations. Students explore, by analytical overview, the background, theory, and performance of international organizations. With the sharply changing nature of global problems, international organizations are evaluated from the twentieth-century perspective, concentrating on the role and functions of the United
Nations and the emerging pattern of the European communities. Students examine international economic organizations, international regimes, and regional military alliances, and consider the future prospects for international organizations and the state system.

INR504: International Law. Students examine the role international law plays in today’s dynamic world. Topics include the ever-evolving concepts of legal order, jurisdiction, territoriality, nationality, extradition, and sovereignty over land, sea, and air space, as well as the broadening impact of human rights, statehood, diplomacy, treaties, and international economic regulations. Students examine, too, the ongoing quest to regulate the use of force, including United Nations peacekeeping operations.

INR520: Foundations of International Economics. This course is an analysis of the various issues that arise from the economic relations among nations. Global trade patterns, commercial policy and the international financial system will be studied. The influence of regional economic blocs, transnational resource mobility, environmental concerns, resource depletion and the opposition between human rights and economic interest will be addressed, among others. When feasible, historical perspectives will be discussed in order to enhance our understanding of the nature and structure of the contemporary world economy.

International Criminal Justice

INR571: International Human Rights. Human rights, their nature and emerging concepts, are examined as well as basic needs and enforcement techniques. The role of human rights in U.S. foreign policy is explored, and the promotion and protection of human rights at the international, regional, and national level is also examined.

INR574: International Crime. Crimes that plague the world community are studied in this course. The study includes present-day piracy, drug traffic, aircraft hijacking/sabotage, hostage taking, terrorism, genocide, war crimes. International methods used to combat such crimes are presented.

ADJ575: Comparative Justice Systems. US law enforcement, in many respects, has become internationalized with the prevalence of world crime. This course presents a comparative analysis of the criminal justice systems of several states, with specific focus on police, courts and corrections. Students examine different state processes and institutions of criminal justice and try to understand reasons for their variation.

INR576: International Terrorism. International terrorism has taken on a new face since its modern advent at the 1972 Olympic Games in Munich. Today, it is quite conceivable that terrorists may gain control of weapons of mass destruction. The bombing of the World Trade Center in New York and the terror attacks against the Tokyo subway system and the Federal Office Building in Oklahoma City, Oklahoma are just three indicators of an increasingly ominous trend. Topics will include new trends in international terrorism; the growing domestic terrorist trend; and the problem of proliferation of weapons of mass destruction.

International Political Economy and Development

INR525: The Politics of Global Economic Relations. Students examine how the international political economy operates; the interaction of international and domestic political and economic factors in the making and remaking of the rules, policies, processes, and institutions for management of interstate and private sector global economic and commercial relations. Changing roles of states and markets, markets and democracy, power and wealth and their impact on sovereignty and independence will be examined.

INR526: The Political Economy of Growth and Development. This course looks at how economic growth and political development can be promoted by a changing mix of government and private sector policies and strategies. Relevant theories, historical experience, and existing domestic and international political and economic conditions are explored, as are controversies over the relationship of the markets-technology-growth-democracy nexus and disputes over the costs and benefits of various types of growth and development.

INR527: Alternative Market Systems in the Global Economy. This course utilizes a socio-historical approach to enable students to recognize, comprehend, and describe the paths along which market economies move. Consequently, students examine the way unique cultural factors, such as institutional arrangements and value systems, mold and modify particular economies will be examined. The approach enables students to compare and contrast the various business environments that are also affected by these cultural factors.

MGT538: Global Business. The course presents the backgrounds, patterns, and practical operations of global business. Topics include transnational corporations, global trade, and global financial flows. The interactions between business policies and the host country’s sociopolitical and economic environment are investigated.
Regional Studies
offered only through INR/GES—Extension Study

INR514: Western European International Relations. Students examine the international relations of Western European states since 1945. They study the major economic, political, military, and cultural factors influencing the relations of these states among themselves and with the rest of the world. The geopolitical implications of Western European security, as well as the integration of the European Community, are examined.

INR518: Russia and Eastern European Politics. Students establish a conceptual framework for understanding the international relations of the Eastern European states since 1945. Special attention is devoted to recent changes in the Russian government’s approach toward foreign policy. Global impact of these developments is discussed.

INR524: Africa’s Global Perspectives. This course analyzes the fundamental factors that influence the relations of contemporary African states within the continent and with the outside world. Such factors as African social, economic, political, and cultural developments are considered, as well as reaction to African developments by non-African states.

INR528: China, Japan, and the Pacific Rim. Students examine the major political, economic, military, and cultural factors influencing the current relations of China and the Asian states. Special emphasis is on the broader Asian and global trends, including Japan and the developing impact of the Pacific Rim states.

INR535: Central Asia and India: Foreign Policy. Long divided between Russia and China, Central Asia has partially returned to the international system. Five ex-Soviet republics — Turkmenistan, Tadjikistan, Kyrgyzstan, Uzbekistan, and Kazakhstan — as well as Outer Mongolia must rapidly develop their weak economies, revive fragile cultures, and devise astute foreign policies if they are to survive. This course considers their history, politics, and relationship with neighboring states, stressing their impact upon the Indian subcontinent.

INR550: United States and North American Politics. Students focus on the emergence of post-cold war United States, the subsequent changes in the international system of power since communism’s collapse, and the continuing demographic, political, economic, and social crises affecting the US, Canada, and Mexico. How numerous contemporary problems of all three North American nations affect their foreign policy and relationship with one another is considered.

INR561: Contemporary Problems in Central and South America. This course focuses on the major political, social, economic, and social problems of the late twentieth century Latin America as well as United States-Latin American foreign relations and issues of common hemispheric interest. Historical background is provided as a framework for understanding current problems, and select countries are examined in depth.

INR586: Politics of the Middle East. This course analyzes contemporary issues facing the Middle East and their influence on global politics. Issues examined will include fundamentalism, cultural identities, economic pressures, and threat of political instability as well as prospects for prosperity and political development at both the national and regional levels.

ELECTIVES

INR523: Comparative Political Analysis. The class looks at how existing political systems are created, sustained, and overthrown. The dynamic interplay of political power, theories, and historical experience produce differing forms of government. How do these differences affect today’s world?

INR568: Contemporary International Issues. Major problems in international relations are analyzed in a seminar on a selected case-study basis. Topics include global concerns ranging from nuclear proliferation through international terrorism to world overpopulation, hunger, degradation of the global environment, and a new international economic order.

INR577: Why Wars Begin. Why do wars occur? This vexing question is at the very center of the field of International Relations. In this course, theories that seek to explain why wars occur are critically examined by studying the origins of past wars. Historical case studies are employed to test the causes of war. In addition, this course seeks to examine the sources and likelihood of future conflicts in the international system.

HUM505: World Civilizations I. This course focuses on the distinctive cultural achievements that characterize the seminal Western civilizations. Students examine growth and decline in national aspirations and how the humanities shape cultural identity.

HUM 506: World Civilizations II. The course proposes that through the humanities students can effectively learn to appreciate the ancient cultures of the Eastern world. The arts, wisdom, and ways of life in historic civilizations are the theme of a cross-cultural survey of the Middle East to Asia.
ADJ502: History and Philosophy of the Justice System. This survey course explores the history and philosophy of the justice system in part by examining literature from the traditions of natural law, legal positivism, and historical jurisprudence. This survey course is intended to deepen the student's appreciation of the rule of law as it bears on the administration of justice.

ADJ504: Social and Ethical Issues in the Justice System. This course examines the application of ethical analysis to social and legal issues in the administration of justice.

ADJ506: Theories of Justice. Students examine the concepts and meaning of justice from the perspective of major philosophical systems.

Special Topics, Thesis, and Independent Study

INR580-589: Special Topics and/or Seminar. Students explore topics of special interest related to International Relations.

INR590: Thesis. Students write a thesis under the direction of a faculty member with special competence in the thesis subject matter. Prerequisite: Approval by the student's advisor.

INR591-599: Independent Study/Research. This research course is a directed study of independently selected topics in International Relations. Proposals for topics are approved by the faculty member who will supervise the independent study and the Program Director.
GRADUATE EXTENSION STUDY

Arthur Frankel, Ph.D., Director

ABOUT THE PROGRAM

Salve Regina's programs in Graduate Extension Study provide an alternative to traditional classroom learning by acknowledging needs of students whose personal and professional circumstances make regular, on-campus study difficult. Graduate Extension Study enables learners to establish their own times and places for study by using faculty-prepared guides for structured, step-by-step graduate-level courses and degree programs. Students engage in one-on-one relationships with faculty who guide and monitor learning through written exchanges, telephone, e-mail, and the Internet.

PROGRAM REQUIREMENTS

Applicants must have a baccalaureate degree from an accredited institution along with motivation and ability to complete graduate work. They apply to a master's degree program by completing the application process described in the Admissions section of this catalog. Students may take up to two courses at once and may register at any time. On-campus Master's Degree candidates may take Graduate Extension Study courses for degree credit following written approval from the Program Director.

SCHEDULES

Courses begin approximately ten days after initial materials are mailed to students and must be completed within six months. Those not finishing a course in the allotted time should read about Incomplete and Withdrawal processes at the beginning of the catalog. Those not completing courses receive a grade of F.

Master's degrees earned through Graduate Extension Study must be conferred within five years of completing the first degree course.

RESIDENCY REQUIREMENT

Master's degree candidates who take seven or more Salve Regina courses must complete an on-campus residency requirement either by enrolling in an on-campus course or attending the Graduate Extension Study Institute.

GRADUATE EXTENSION STUDY INSTITUTE

The Graduate Extension Study Institute or Summer Institute is a four-day, on-campus experience which is usually held the first weekend in June. Students are encouraged to register in April for up to two courses (6 credits) that will be offered at the Summer Institute. Students must complete at least the first assignment for each course prior to coming to campus in June and will then have until October to complete the remaining requirements for each course. The Institute enables student to interact with faculty and other students, fulfill residency requirements identify with the University and experience the beauty of Salve Regina's campus.

HUMAN DEVELOPMENT

Master of Arts

ABOUT THE PROGRAM

The Master of Arts program in Human Development focuses on spiritual, emotional, and intellectual self-fulfillment. Students consider the Renaissance Person: a combination of scholar, artist, merchant—someone knowledgeable about mathematics, engineering, poetry and music—someone sensitive yet pragmatic and eager to explore multiple facets of human potential. By examining the Renaissance model and integrating an increasing body of theoretical formulations and research findings, students discover new ways to think, to learn, and to promote self-development both for themselves and others.

PROGRAM REQUIREMENTS

Students work with the program director to identify educational objectives, to design a flexible study plan, and to evaluate progress. They complete four developmental psychology courses and select, with advisement, eight electives to complete the twelve course (36 credits) program. Eligible students can transfer earned military or insurance certification credits to reduce the course requirements for the Master's degree.

The Human Development Core

Four required courses (12 credits)

HDV519: Developmental Psychology—Infancy through Adolescence
HDV539: Developmental Psychology—Adulthood to Aging I
HDV540: Developmental Psychology—
Adulthood to Aging II
HDV541: Psychology of Personality

ELECTIVES:
Four of the following courses (12 credits)
HUM500: Research Seminar
HUM501: Ethical Perspectives on Global Issues
HUM503: Great Writers I
HLC509: Toward Synthesis: Concept—
Approaches through Mind-Emotions
HLC586: Consulting with Systems

Four additional courses determined in consultation with
the program director.

INTERNATIONAL RELATIONS
Regional Studies Concentration
Master of Arts Degree

ABOUT THE PROGRAM
Dynamic global changes continue to affect everyone in the
world community of nations. Prospects for peace, for eco-


nomic well-being, and for fulfillment of certain political,
social, and cultural aspirations influence the relations among
states and continue to challenge the emerging new world
order. The program, planned for those who seek a broader
and deeper understanding of the contemporary world, helps
prepare students for an increasingly interdependent twenty-


first century. In this context, the International Relations pro-
gram focuses on life as it is and as it might be in light of the
enduring values of the world's great civilizations.

The program's primary focus is to seek new ways to achieve


global harmony and justice. Courses address individual
needs and prepare students for enhanced careers in govern-
ment, international organizations, business, finance, teach-
ing, research or for further study.

PROGRAM REQUIREMENTS

Upon successful completion of all degree requirements and
an approved program of twelve courses (36 credits), students
qualify for the Master of Arts degree in International
Relations. Eight courses in the Regional Studies concentra-
tion are offered only through Graduate Extension Study. Master's degree students may register for an INR course at
any time with prior written approval from their advisor.

* HUM500: Research Seminar
  HUM501: Ethical Perspectives on Global Issues

* INR502: Foundations of International Relations
  INR504: International Law
  INR518: Russia and Eastern European Politics
  INR524: Africa's Global Perspectives
  INR528: China, Japan, and the Pacific Rim
  INR535: Central Asia and India: Foreign Policy Concerns
  INR550: United States and North America Politics
  INR561: Contemporary Problems in Central and South America
  INR568: Contemporary International Issues
  INR586: The Middle East
  MGT538: Global Business
  * Offered during the Graduate Extension Study Institute.

MANAGEMENT
Master of Science Degree

ABOUT THE PROGRAM
Salve Regina's Master of Science Program in Management is
available only through Graduate Extension Study. It offers a
solid theoretical and practical management foundation and
integrates information systems into the management role.

PROGRAM REQUIREMENTS

Students who successfully complete degree requirements and
an approved twelve course program (36 credits) qualify for the
Master of Science degree in Management. Concentrations are
available in Correctional Administration, Insurance and
Management.

CURRICULUM
Management Core
Eight required courses (24 credits):

* HUM500: Research Methods
  (not required for Insurance concentration)
  MGT501: Organizational Theory and Behavior
  MGT503: Law and Business Organizations
* MGT509: Management of Human Resources
* MGT518: Principles of Economics
  MGT530: Marketing Management (not required for
  Correctional Administration concentration)
  MGT540: Ethics for Managers: Theory and Practice
  MGT575: Strategic Management and Business Policy
  * Offered during the Graduate Extension Study Institute.
CONCENTRATIONS
Correctional Administration
Required Courses: Five courses (15 credits)
ADJ523: Literature of Incarceration
COR501: Correctional Administration I
COR511: Correctional Administration II
HDV541: Psychology of Personality
HLC586: Consulting with Systems

Insurance
Required Courses: Five courses (15 credits)
Students may transfer up to twelve credits from:
CPCU 1 & 2, CPCU 3 & 4, CPCU 5 & 10, CPCU 8, ARM 54, 55, 56, or AIC 36.
Five courses to be selected from the Management concentration.

Management
Required Courses: Four of the following courses (12 credits)
MGT510: Operations Research
MGT526: Financial Accounting
MGT538: Global Business
MGT560: Labor Relations
MGT561: Financial Management
ISS501: System Analysis and Design
ISS532: Business Data Communications
ISS534: Knowledge-Based Systems

MASTER OF BUSINESS ADMINISTRATION DEGREE

ABOUT THE PROGRAM
The Master of Business Administration program is designed to prepare graduates for professional careers in organizations that operate in a rapidly-changing environment. Acknowledging marketplace globalization, increased emphasis on environmental matters, and concern for the ethical issues confronting today's business person, this curriculum provides the technical knowledge and skills to appreciate and address these contemporary issues. The program is directed toward developing managers and focuses on finance, economics, accounting, ethics, organizational behavior, and strategic management. Social purpose and workplace humanization are underlying program values aligned with the University's mission.

Program Requirements
Following completion of an approved program of twelve courses (36 credits) and all degree requirements, the Master of Business Administration degree is conferred.

UNDERGRADUATE PREREQUISITE COURSES
Salve Regina University offers specifically-designed prerequisite (PRE) courses for MBA candidates through Graduate Extension Study. These may not be applied to the Salve Regina degree. Prerequisites may also be taken as undergraduate courses at Salve Regina or at another institution of higher education. The Program Director certifies acceptability of all such courses and may permit students to begin graduate-level work before their completion:

Accounting I and II (6 credits or PRE561)
Economic Principles (6 credits or PRE518)
Quantitative Analysis or Calculus (6 credits or PRE510)

MBA/Management
Required Management Core: Nine courses (27 credits)
HUM500: Research Seminar
MGT501: Organizational Theory & Behavior
MGT503: Law & Business Organizations
MGT509: Management of Human Resources
MGT510: Operations Research
MGT518: Principles of Economics or
MGT530: Marketing Management
MGT540: Ethics for Managers
MGT561: Financial Management
MGT575: Strategic Management and Business Policy

Electives: Three courses (9 credits)
Select from Management Course offerings
MGT526: Financial Accounting
MGT538: Global Business
MGT560: Labor Relations
ISS501: System Analysis and Design
ISS532: Business Data Communications
ISS534: Knowledge-Based Systems

PLEASE NOTE: students in the military transferring 18 earned credits must complete the following courses: MGT 501, 510, 540, 561, 575 and 518 or 530.

Students transferring 12 CPCU credits must complete the following courses: MGT 501, 503, 509, 510, 540, 561, 575 and 518 or 530.
CERTIFICATE PROGRAMS IN MANAGEMENT

The certificate programs in Management are designed to respond to the growing need for professional growth and development in an atmosphere of rapid change. Global competition and the evolutionary dynamics of a market economy require the modern worker to both sharpen existing skills and expand into new areas. Certificate programs offer opportunities for those who desire improvement without formal pursuit of a master's degree.

ADMISSION REQUIREMENTS FOR THE CERTIFICATE PROGRAMS IN MANAGEMENT

To qualify for the certificate programs applicants must submit the following information to the admissions office:
1. Completed application accompanied by an application fee. (Call 1-800-637-0002 for a certificate application)
2. An official transcript from all degree-granting institutions.
3. One letter of recommendation.

Students may enroll for one course upon submission of the application form.

The application process must be completed before registering for a second course.

Upon receipt of the above materials, and following a satisfactory evaluation, students will be accepted into the certificate program.

A student who wishes to enter the graduate program leading to the Master of Business Administration, Master of Science or Master of Arts degrees in Management will be required to complete the process for admission to a master's degree program.

GRADUATE CERTIFICATE IN MANAGEMENT

REQUIREMENTS

Students must have obtained a bachelor's degree from an accredited institution of higher learning. The student is awarded the certificate of graduate studies after successful completion of fifteen (15) hours of graduate credit.

REQUIRED COURSES (SELECT FIVE)

MGT501: Organizational Theory & Behavior
MGT503: Law & Business Organizations
MGT509: Management of Human Resources
MGT530: Marketing Management
MGT538: Global Business
MGT540: Ethics for Managers

CERTIFICATE IN MANAGEMENT/CORRECTIONAL ADMINISTRATION

REQUIREMENTS

Students must submit a transcript of undergraduate work. The student is awarded the certificate after successful completion of twelve (12) hours of credit.

REQUIRED COURSES

MGT509: Management of Human Resources
COR501: Correctional Administration I
COR511: Correctional Administration II
(Select one)
HDV541: Psychology of Personality
ADJ523: Literature of Incarceration

FELLOW IN RISK MANAGEMENT (FRM) COURSES

The FRM is a newly created advanced designation specifically for risk managers and others who want to further their education and improve their risk management skills. To receive the FRM, a total of 30 credit hours must be completed. Nine transfer credits will be accepted for students with ARM or CRM designations.

The remaining 21 credits hours (7 courses) are comprised of four required and three elective courses.

Students wishing to obtain a Master's degree must apply to the program and complete two additional courses for a total of nine courses.
REQUIRED COURSES

ARM or CRM
Managerial Accounting—see MGT526
Business Law—see MGT503
Managerial Finance—see MGT561
Management of Information Systems Science—see ISS501 and ISS532

ELECTIVES:
(Select Two)
Business Ethics—see MGT540
Human Resources—see MGT509
Marketing—see MGT530
Economics—see MGT518
Alternative Dispute Resolution—see MGT560
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2. MCAULEY HALL – Academic Center/Faculty Offices
3. ANGELUS HALL – Faculty Offices
4. MARIAN HALL – Education Faculty Offices
5. BOATHOUSE
6. GATEHOUSE – Faculty Offices
7. O’HARE ACADEMIC CENTER
8. WAKEHURST STUDENT CENTER
9. MCKILLOP LIBRARY
10. MUNROE CENTER – Information Systems Center
11. MOORE HALL – Residence Hall
12. HUNT AND REEFE HALLS – Residence Hall
13. OCHRE LODGE – Residence Hall
14. BREAKERS APARTMENTS – Student Residence
15. THE HEDGES – Residence Hall
16. FOUNDERS HALL – Residence Hall
17. WALLACE HALL – Student Residence
18. CAREY MANSION – Residence Hall
   CECILIA HALL – Music Dept./Rehearsal Hall
19. SEA VIEW HALL – Residence Hall
20. FAIRLAWN APARTMENTS – Residence Hall
21. YOUNG BUILDING – Pell Center/Residence Hall
22. BRAMBLE COTTAGE
23. WATTS SHERMAN HOUSE – Residence Hall
24. CARNLOUGH COTTAGE – Residence Hall
25. WETMORE – Athletics Offices/Maintenance
26. MERCY HALL – Art & Theatre Center
27. SOUTH HALL
28. NORTH HALL – Health Services
29. TOBIN HALL – Career Development
30. MILEY HALL – Residence Hall/Cafeteria/Security
31. NARRAGANSETT HALL – Residence Hall
32. NARRAGANSETT I – Residence Hall
33. NARRAGANSETT II – Residence Hall
34. CONLEY HALL – Residence Hall
35. LAWRENCE – Construction
36. RODGERS RECREATION CENTER
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