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## Academic Calendar
### 2001-2002

### 2001 – Fall Semester

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<tbody>
<tr>
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<td>Monday</td>
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<tr>
<td>September 3</td>
<td>Monday</td>
<td>Freshman and New Students Arrive</td>
</tr>
<tr>
<td>September 4</td>
<td>Tuesday</td>
<td>All Resident Students Arrive</td>
</tr>
<tr>
<td>September 5</td>
<td>Wednesday</td>
<td>Fall Classes Begin</td>
</tr>
<tr>
<td>September 13</td>
<td>Thursday</td>
<td>Last Day To Change Semester Registration</td>
</tr>
<tr>
<td>September 28</td>
<td>Friday</td>
<td>Last Day to Withdraw from a 7 Week course Without Penalty</td>
</tr>
<tr>
<td>October 1 - 5</td>
<td>Monday – Friday</td>
<td>Fifth Week Evaluation Period</td>
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<tr>
<td>October 8</td>
<td>Monday</td>
<td>Columbus Day—No Classes</td>
</tr>
<tr>
<td>October 9</td>
<td>Tuesday</td>
<td>All Monday Classes Meet—No Tuesday Classes</td>
</tr>
<tr>
<td>October 26</td>
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<td>Monday – Friday</td>
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<td>Thankgiving Break - No Classes</td>
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<tr>
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<tr>
<td>January 22</td>
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<tr>
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<td>Martin Luther King Day—No Classes</td>
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<td>March 9 - 17</td>
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### 2002 – Spring Semester

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<td>Spring Semester Classes Begin</td>
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<tr>
<td>March 22</td>
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<td>All Monday Classes Meet—No Wednesday Classes</td>
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### 2002 - Fall Semester

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<td>All Resident Students Arrive</td>
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<td>October 15</td>
<td>Tuesday</td>
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<td>Nov. 27 - Dec. 1</td>
<td>Wednesday - Sunday</td>
<td>Veterans' Day Celebrated—No Classes</td>
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<td>December 1</td>
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<td>Thanksgiving Break—No Classes</td>
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<td>Resident Students Return</td>
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<tr>
<td>December 6</td>
<td>Friday</td>
<td>Semester Classes Resume</td>
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<tr>
<td>December 9 - 13</td>
<td>Saturday &amp; Sunday</td>
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<td>December 13</td>
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### 2002 - 2003

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<td>May 6 - 10</td>
<td>Monday</td>
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<tr>
<td>May 13</td>
<td>Monday</td>
<td>Final Grades Due for Graduation Candidates</td>
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<tr>
<td>May 15</td>
<td>Wednesday</td>
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<tr>
<td>May 18</td>
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<tr>
<td>May 28</td>
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<td>Summer Session I - Classes Begin</td>
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<tr>
<td>July 1</td>
<td>Monday</td>
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<tr>
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<td>Independence Day — No classes</td>
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<tr>
<td>August 5</td>
<td>Monday</td>
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<td>Finals</td>
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### Fall 2002

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<tr>
<td>April 8 - 12</td>
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<td>May 3</td>
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<tr>
<td>May 4 &amp; 5</td>
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<tr>
<td>May 6 - 10</td>
<td>Monday</td>
<td>Final Exams</td>
</tr>
<tr>
<td>May 13</td>
<td>Monday</td>
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</tr>
<tr>
<td>May 15</td>
<td>Wednesday</td>
<td>Final Grades Due for All Other Students</td>
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<tr>
<td>May 18</td>
<td>Saturday</td>
<td>Baccalaureate Mass</td>
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<tr>
<td>May 19</td>
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### May 2002

<table>
<thead>
<tr>
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<tbody>
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### Summer 2002

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<tbody>
<tr>
<td>May 28</td>
<td>Tuesday</td>
<td>Summer Session I - Classes Begin</td>
</tr>
<tr>
<td>July 1</td>
<td>Monday</td>
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<tr>
<td>July 2</td>
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</tr>
<tr>
<td>August 5</td>
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### 2003 – Spring Semester

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<td>Saturday</td>
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<td>May 18</td>
<td>Sunday</td>
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</table>

### Martin Luther King Day—No Classes
- Resident Students Arrive
- Spring Semester Classes Begin
- Last Day To Change Semester Registration
- Recommended last date to mail Financial Aid Forms to satisfy March 1st priority filing deadline, 2003 - 2004 academic year
- Last Day to Withdraw from a 7 Week course Without Penalty

### President’s Day—No Classes

### All Monday Classes Meet—No Tuesday Classes
- Fifth Week Evaluation Period

### Spring Break
- Fifth Week Evaluation Period

### All Monday Classes Meet—No Wednesday Classes
- Registration For Fall 2003
- Easter Break

### Final Grades Due for Graduation Candidates
- Final Exams

### Final Grades Due for All Other Students
- Baccalaureate Mass

### University Commencement

### 2003 – Summer Sessions

<table>
<thead>
<tr>
<th>Date</th>
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<tr>
<td>June 30</td>
<td>Monday</td>
</tr>
<tr>
<td>July 1</td>
<td>Tuesday</td>
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<tr>
<td>July 4</td>
<td>Friday</td>
</tr>
<tr>
<td>August 4</td>
<td>Monday</td>
</tr>
</tbody>
</table>

### Summer Session I – Classes Begin
- Summer Session I – Classes End

### Summer Session II – Classes Begin
- Independence Day – No classes
- Summer Session II – Classes End
Introduction

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 the students to promote their intellectual and moral development. Though its guidance and support the University encourages students to use their intelligence, ingenuity, and motivation 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 masters 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
New England Association of Schools and Colleges (NEASC)
National League for Nursing (NLN)
Elementary, Secondary, and Special Education programs are interstate-approved in approximately 36 states.
Council on Social Work Education.
National Association of Schools of Art and Design.

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)
Association of Mercy Colleges
Council on Social Work Education.
National Collegiate Athletic Association (NCAA)
(Division III and regional subdivisions)
International Assembly for Collegiate Business Education (IACBE)

Program Accessibility

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

Graduate Programs

Master of Arts (MA)
Holistic Counseling
Humanities
Human Resource Management
International Relations

Master of Business Administration (MBA)

Master of Science (MS)
Administration of Justice
Biomedical Technology and Management
Health Services Administration

Dual Degree Programs
Administration of Justice/International Relations
Administration of Justice/Management
International Relations/Management

Doctorate (Ph.D.)
Humanities
Admissions

Masters Programs

Who May Apply
Men and women with bachelors degrees from accredited institutions of higher learning, considered to have the ability to pursue graduate study and who show a desire for personal 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 masters program, students must schedule a Matriculation Meeting with the Program Director. The purpose of the meeting is to establish a tentative educational plan and to evaluate graduate credits from other institutions for applicability to the proposed course of study. Students in Masters degree programs will not be permitted 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 masters degree.

Program Directors establish an advising schedule for matriculated students that continues throughout the program. Following this meeting, the Dean of Graduate Studies provides 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.
**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.

**Ph.D. Program**

**Who May Apply**
Inquiries from individuals with a masters 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 compose an on-site writing sample.

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 masters 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 masters degree course
7. Current resume
8. Interview with the Program Director
9. Nonrefundable commitment deposit (due upon acceptance)

**Dual-Degree Masters Programs**
Dual-degree Masters 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 Certificate of Advanced Graduate Studies (CAGS) is offered in Holistic Counseling and Humanities and is based upon a prior masters 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 alternative 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 communication, telephone conversation, email, and Internet. Students who want to apply Graduate Extension courses to a graduate degree must have the Program Director's approval. Courses are listed in the Graduate Extension Study section of this catalog.

International Students

Salve Regina welcomes students from other countries to participate in its graduate programs. Individuals must have a bachelors degree earned from an accredited U.S. institution or an equivalent degree that represents a minimum of 16 years of primary, secondary, and college-level education from an institution abroad.
U.S. Immigration laws require international students with student visas to engage in full-time study each semester (at least three courses or nine credits) and to make satisfactory progress toward a degree. *Note: Some graduate programs are not designed for full-time study.*

**How To Apply**

International students must submit the following materials to the Graduate Admissions Office, Salve Regina University, Newport, RI 02840 at least six months prior to the proposed start of study:

1. Completed Graduate Program Application
2. Nonrefundable application fee
3. Official transcripts of all completed undergraduate and graduate work. (A certified English translation must accompany all non-English transcripts).
4. Letters of recommendation preferably from faculty who have taught the applicant (two letters from masters degree applicants; three letters for doctoral degree applicants).
5. Test scores no more than 5 years old from one of the following:
   - Miller Analogies Test (MAT)
   - Graduate Record Examination (GRE)
   - General Management Aptitude Test (GMAT)
   - Law School Admission Test (LSAT)
6. One of the following proofs of English proficiency:
   - English as a Foreign Language (TOEFL) examination with a score of 550 or above.
   - International English Language Testing System (IELTS) Band Score of 6.5 or above.
   - Evidence that undergraduate instruction and course work have been done in English.
7. The Foreign Student Certification of Finances form. International students must verify that they have sufficient funds to study and live while at Salve Regina University.
8. Non-refundable commitment deposit. *Due upon acceptance and before an I-20 form can be issued.*

**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 are 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

Academic Load
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.

Time Limitations
Masters 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 are also 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 or C.A.G.S. 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 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 to be responsible for course content. Faculty members establish attendance policies for their courses.

Cancellations
Classes canceled due to inclement weather or other emergencies will be announced through the University's 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. Students returning to classes after an absence of two or more consecutive semesters without an approved leave will be required to pay a matriculation maintenance fee and 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.

**Graduation Requirements**

To qualify for graduation, candidates must be fully matriculated into their respective graduate programs and complete all requirements with a minimum grade point average of 2.70.

**Graduation Procedures**

Candidates intending to graduate must submit a completed File for Degree Form in the Office of the Registrar prior to Commencement. All program requirements must be complete before conferral of the degree and participation in commencement ceremonies. Where applicable the following documents must also be on file prior to graduation:

- Official transcripts validating any transfer credit to be applied toward the degree
- Evidence of an Exit Interview with the Director of Financial Aid

**Transcripts**

Transcripts are released following a 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. Network materials are to be used exclusively 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 is to be practiced for efficient use of the University’s computers. (Email and chat sessions can be worthwhile when used appropriately; however, the excessive use of computer time and storage is subject to restriction.) Email may not be used for harassment, nuisance, or intrusive correspondence.

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 or vulnerabilities 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>Minimally competent</td>
<td>2.7</td>
</tr>
<tr>
<td>C</td>
<td>Failure</td>
<td>2.0</td>
</tr>
<tr>
<td>F</td>
<td></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 P/F 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**

Student fulfills all course requirements other than taking exams. 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 divide by the total number of course credits earned 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.

Incomplete
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
Matriculated students in good academic standing may audit courses to
receive an AU (no credit) on their transcript. They must complete all course
requirements except exams. Unless stated otherwise, tuition for audited
courses is the same as courses taken for credit. Students may not change reg-
istration 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. A current listing
of tuition and fees is in the front of this catalog. 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 over-
due 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>90%</td>
<td>before start of the second week of the semester</td>
</tr>
<tr>
<td>80%</td>
<td>before start of the third week of the semester</td>
</tr>
<tr>
<td>70%</td>
<td>before start of the fourth week of the semester</td>
</tr>
<tr>
<td>60%</td>
<td>before start of the fifth week of the semester</td>
</tr>
<tr>
<td>50%</td>
<td>before start of the sixth week of the semester</td>
</tr>
<tr>
<td>0%</td>
<td>after the start of the sixth week of the semester</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 brochures found in the Financial Aid office.

Veterans Administration Educational Benefits
Salve Regina University is approved for veterans benefits. Interested persons should contact their local V.A. office or phone 1-888-GI-BILL (1-888-42-4551) for assistance.

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 these offices are open from 8:00 a.m. to 5:00 p.m. Monday through Friday.

Classrooms, laboratory facilities, and faculty offices are concentrated in eleven buildings: O'Hare Academic Center, Angelus, Marian, McAuley Halls, McKillop Library, and Wakehurst 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 and the Dean of Graduate Studies offices are located on the third floor of McAuley Hall. The Registrar's Office and the Centralized Student Services Office are located on the second floor of McAuley Hall. The Offices of the Vice President for Academic Affairs and the Dean of Undergraduate Studies are on the second floor of McAuley Hall.

The Library
Salve Regina's McKillop Library, opened in 1991, seats more than 450 people. The library contains over 125,000 printed volumes and maintains subscriptions to over twenty on-line databases that include links to several thousand full-text journals. Forty public workstations in the building are connected to the Internet and provide access to a wealth of online research information.

The University's extensive Internet research resources, including many full-text databases, provide strong support for graduate student research. Remote access to these resources is available to students anywhere with a connection to the Internet. Workshops taught by librarians explore the Internet as a research tool, and there are skill development classes for those who require training at various levels.

The Library is a member of the Consortium of Rhode Island Academic and Research Libraries (CRIARL), a group of academic libraries that shares resources through interlibrary loan. In 1999, the library joined the HELIN system (Higher Education Library Information Network), a library consortium of eight academic institutions in Rhode Island that shares a common Innovative Interfaces library system. Through HELIN, students and faculty may initiate direct online requests to borrow over two million items jointly held by member libraries. As a member of the Rhode Island Interrelated Library Network (RHILINET), a multiple statewide library consortium for interlibrary cooperation and services, the Library enjoys daily delivery service, to satisfy patrons' requests for materials held by other libraries within the state. Other materials not held by HELIN or CRIARL member libraries are available through the OCLC loan system, an international database of the holdings of 9,000 libraries.

The Library is also a partial United States Government Documents Depository Library, and makes its resources available to the Newport community at large.

University Computer Laboratories (UCL)
The University has four computer labs and multi-media services located on the garden level of the McKillop Library. The area houses over 100 workstations in three PC and one Apple lab, with Internet access and printing capabilities on every machine. The labs are open seven days and 92 hours per week throughout the semester. Professional staff and student lab monitors are available during all UCL operating hours. Labs are used for formal teaching, supporting curricula and individual learning assignments. Utmost attention is paid to making the labs and their resources available for student needs. Current hardware and software configurations allow students the advantage of technology that will be useful in their studies and the future job market.
The Design Services, Publications and Copy Center Departments
These three departments are located on the garden level of the Library. The Design Services designs publications for the campus community using Macintosh desktop publishing technology. Xerox copying, duplicating, and binding services are available in the Copy Center.

Mail Processing Center
Mail Processing Center is located on the garden level of the Library next to the Copy Center. Stamps may be purchased and packages weighed at the Copy Center.

North Hall
Health Services is housed in North Hall on Webster Street. Career Development is located in Tobin Hall on Webster Street.

South Hall
Faculty offices for Holistic Counseling are in South Hall.

Wakehurst
Wakehurst is next to the McKillop Library. The Director of Student Activities, an ATM, the Campus Radio Station, Mail boxes for resident students, and the Global Cafe, are located in the Student Center.

Auxiliary Services

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

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 from 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 registered 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. IDs 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. IDs 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. If lost or stolen, cards should be reported immediately to the Director of Safety and Security. A $10 replacement fee will be charged.

**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.

Photo: Alexandra Zwolski '04
Administration of Justice

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

About the Program

Educators and working professionals have designed 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.

While recognizing Lord Coke's observation that the body of law is reason, Salve Regina asserts 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."

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

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 masters degrees. Students with a grade point average of at least 3.0 may apply to the Five-Year Program by the end 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 masters 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: Race, 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:
ADJ500: Research Seminar
ADJ581: Special Topics and/or Seminar
ADJ590: Thesis (6 credits)
ADJ591: 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 the administration of justice. 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):
ADJ574: International Crime
INR571: International Human Rights
ADJ575: 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 Masters Programs

Administration of Justice and International Relations
Administration of Justice and Management

Students interested in pursuing a masters 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 masters 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 assistance to the APA in its various activities. The American Police Association founded by Patrick V. Murphy 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 and their inherent 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 psychological research and its contribution to understanding legal issues and processes, with particular emphasis on 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: Race, Social Class and the Justice System.
Students examine the racial, 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 ADJ500. It is strongly recommended for students who anticipate writing a masters 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. International methods available to combat such crimes will be examined.
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 nations, 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.

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 effect 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.

ADJ581: Special Topics and/or Seminar.
Theoretical and procedural topics of interest to justice studies are offered on an irregular basis. Recent topics have included: The Philosophy of Police, Psychological Profiling in the Justice System, Advanced Community Policing, Literature of Justice and Injustice.

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: 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: Dynamics of Human Behavior.
This laboratory experience, limited to a small group of twelve, provides the opportunity to explore one’s style of interacting with others. Through practice in this group, students learn how to use basic interpersonal skills such as primary accurate empathy, immediacy and appropriate self-disclosure – the foundations of effective counseling. It is recommended that students take this course early in their program. Because of class-size limitations, early registration is suggested.
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

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 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 peace-keeping 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 is examined.

Photo: Brice Norton '02
Biomedical Technology and Management

Master of Science
Mary Louise Greeley, Ph.D., MT(ASCP), Director

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 Cytotechnology, Medical Technology and/or Biomedical Sciences.

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 able to be affiliated with, Salve Regina University. The internship year 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 examinations 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 masters degree. 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 program 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):
MGT501: Organizational Theory and Behavior
MGT509: Management of Human Resources
MGT540: Ethics for Managers: Theory and Practice
and two other graduate-level management courses chosen from the Management Core

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

Management
Five required courses (15 credits):
MGT501: Organizational Theory and Behavior
MGT509: Management of Human Resources
MGT540: Ethics for Managers: Theory and Practice
and two other graduate-level management courses chosen from the Management Core

Course Descriptions
Cytotechnology Core 32 credits

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 cancers, 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.

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 cytological 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 cervical dysplasia; carcinoma-in-situ, and invasive malignant tumors of the female genital tract.

CYT580: Applied Cytology II (Non-Gynecological Cytology)
Practical experience is provided 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  32 credits

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, who must accurately identify these 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.

MET581: 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 561.

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 is also 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 the 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.

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.  
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.

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 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
Myra Edelstein, Ed.D., Director

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 business leaders 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. The curriculum is developed in consonance with recommendations of an advisory academic board, a group of National industry professionals, academic colleagues, and accomplished alumni. The program is accredited by the International Assembly for Collegiate Business Education (IACBE).

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 518)
- Quantitative Analysis or Calculus (6 credits or PRE 510)

Five-Year Program

The University offers an accelerated program of study that leads both to a bachelor's and a masters degrees. This program is designed for the University's highly-motivated and qualified undergraduates. Candidates apply to the Five-Year Program by the end of 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 masters 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 taken in the senior year.

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: Business Studies 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)*:

- MGT507: Management of E-Business/E-Commerce
- MGT530: Marketing Management
- MGT538: Global Business
- MGT555: Advanced Management and Organizational Theory
- MGT559: Legal Issues in the Workplace
- MGT560: Labor Relations
- MGT567: Creative Problem Solving in Organizations
- MGT591: Independent Research/Study
- ISS501: Systems Analysis Design
- ISS510: Data Base Management Systems
- ISS534: Knowledge-Based Systems

MBA/Accounting

Required Courses:

*Twelve courses (36 credits)*:

- MGT510: Operations Research
- MGT538: Global Business
- MGT540: Ethics for Managers
- MGT555: Advanced Management and Organizational Theory
### MBA/Information Systems Science

#### Required Management Core:
*Nine courses (27 credits):*

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<th>Course</th>
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<tr>
<td>MGT500</td>
<td>Business Studies Research Seminar</td>
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<td>MGT501</td>
<td>Organizational Theory and Behavior</td>
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<td>MGT503</td>
<td>Law and Business Organizations</td>
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<td>MGT518</td>
<td>Principles of Economics</td>
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<td>MGT538</td>
<td>Global Business</td>
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<td>MGT540</td>
<td>Ethics for Managers</td>
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<td>MGT561</td>
<td>Financial Management</td>
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<td>MGT575</td>
<td>Strategic Management and Business Policy</td>
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<td>ISS501</td>
<td>System Analysis and Design</td>
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#### Electives:
*Select three courses (9 credits):*

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<tr>
<td>ISS501</td>
<td>System Analysis and Design</td>
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<td>ISS502</td>
<td>Application Programming</td>
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<td>ISS510</td>
<td>Database Management Systems</td>
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<td>ISS532</td>
<td>Business Data Communications</td>
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<td>ISS534</td>
<td>Knowledge-based Systems</td>
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<tr>
<td>ISS581</td>
<td>Special Topics: Doing Business on the Internet</td>
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### MBA/Finance

#### Required Management Core:
*Ten courses (30 credits):*

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<tr>
<td>MGT500</td>
<td>Business Studies Research Seminar</td>
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<td>MGT503</td>
<td>Law and Business Organizations</td>
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<td>MGT510</td>
<td>Operations Research</td>
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<td>MGT518</td>
<td>Principles of Economics</td>
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<td>MGT538</td>
<td>Global Business</td>
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<td>MGT540</td>
<td>Ethics for Managers</td>
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<td>MGT561</td>
<td>Financial Management</td>
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<tr>
<td>MGT565</td>
<td>Portfolio Theory and Security Analysis</td>
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<tr>
<td>MGT575</td>
<td>Strategic Management and Business Policy</td>
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Electives:
Select two courses (6 credits):

- MGT507: Management of E-Business/E-Commerce
- ACC530: Advanced Accounting Topics
- ACC550: Accounting Theory and Practice
- ISS501: System Analysis and Design
- ISS534: Knowledge-based Systems
- MGT591: Independent Research/Study

Course Descriptions

MGT500: Business Studies 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 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 & 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.

All business organizations must understand and harness, the emerging power of the Internet if they expect to compete effectively in the coming years. Using a multifunctional approach, this course will provide a greater understanding of the continuously evolving activities involved in e-Business, including e-Commerce marketing, web site development, e-Business tools, business to business transactions, and non-retail activities. The course will involve hands-on mini-projects, readings and discussions on current development.
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: PRE510 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 analytic 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.

MGT555: Advanced Management and Organizational Theory
This course is designed to help the student examine the deeper structure of behavior in organizations and to apply the knowledge to designing, planning, directing, and controlling organizations. Students examine new concepts in motivation, advanced communications and management information systems, dynamics of decision making, technology and structure design, and organizational development.
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 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

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. Private and non profit 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.
MGT581: Special Topics and/or Seminar:
Theoretical and procedural topics of interest to business studies are offered periodically.

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

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

ACC540: Auditing.
This course provides a study of the duties and responsibilities of an auditor. Topics include standards, ethics, legal liability, planning, risk, evidence, internal controls, substantive problems throughout the course.

ACC550: Accounting Theory and 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.
This course studies how information systems infiltrate business, particularly accounting. The course will consist of two parts; (A) Theory; content includes I.S. and audit risks and control. The general ledger and financial cycles. (B) Practice; Student will learn to install Accounting for a business. This can be a simulation or as a service learning component for a real business. The accounting systems will be PC based solutions e.g. Peachtree, Accobooks, and QuickBooks. After installing a selected system the student would train the client and then trouble shoot.

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

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: ISS102 or familiarity with business computer systems.
The purpose of the course is to build solid programming concepts and methods. The student will begin building applications using the most modern software development tools available. There will be a shift of focus from structured top-down programming toward modern event-driven and object oriented programming (OOP) paradigms. The goal of the course is to prepare each student for further work in OOP environments that may include client/server and object oriented database models. A second goal of the course is to examine the infrastructure of the Internet as it relates to the needs of commerce. The capabilities and limitations of the HTTP protocol, the HTML and JAVA languages, and other recent developments will be reviewed with particular emphasis on reliability and security needed to support business transactions. Hands on exercises will be featured. **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 and the SQL standard. **Prerequisite:** ISS501 or permission of the instructor.

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.

ISS534: Knowledge-based and Decision Support Systems.
This course introduces the role of information and knowledge management in high-level decision making 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:** ISS501.

We will examine the infrastructure of the Internet as it relates to the needs of commerce. Emphasis is given to: B2B, C2B, and Middle-Tier application servers. We will examine the capabilities and limitations of the major web-based development platforms including: Flash, VB-script, Active Server pages (ASP), Cold Fusion, XLM, and JavaScript. The course will help students develop; a comprehensive view of the internet that includes: integrity, security, and electronic commerce. Hands-on exercises will be featured. **Prerequisite:** ISS502 or permission of the instructor.
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 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 masters 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 within five years of completion of the certificate requirements.

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
- MGT507: Management of E-Business/E-Commerce
- MGT510: Operations Research
- MGT538: Global Business
- MGT561: Financial Management
- MGT565: Portfolio Theory and Securities Analysis
- ACC530: Advanced Accounting Topics
- ACC550: Accounting Theory and Practice
- ACC560: Accounting Information Systems

Human Resource Management
*Five courses (15 credits):*
- MGT501: Organizational Theory and Behavior
- MGT509: Management of Human Resources
- MGT540: Ethics for Managers
- MGT555: Advanced Management and Organizational Theory
- 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
MGT555: Advanced Management and Organizational Theory

Photo: Meg McKissock '01
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
HSAS00: Research Seminar

Required Courses
HSAS01: Introduction to Health Services
HSAS05: Health Care Marketing
HSAS09: Management of Human Resources
HSAS19: Health Care Finance
HSAS25: Ethics for Health Professionals
HSAS28: Health Policy
HSAS33: Health Law
HSAS42: Nursing Administration
HSAS43: Public Health Administration
HSAS47: Application of Health Care Management Theory
HSAS90: Internship and Seminar in Health Services Administration

Electives
HSAS36: Social Gerontology
HSAS39: Quality of Life for the Elderly
HSAS40: Health Care and the Older Citizen
HSAS46: The Aging Process
HSAS581: Special Topics in Health Services Administration
HSAS591: 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

Course Descriptions

HSAS00: 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 course must be taken in the first year graduate studies.

HSAS01: 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.
This 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, managed care, and quality assurance. Other topics include informed consent, confidentiality, paternalism, autonomy, professional codes and The Human Genome Project. 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 diseases prevention and health promotion. The responsibility of the health care professional related to the health needs of the community is also 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 experience 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 variety 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.

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 biological changes that are part of the normal aging process. The characteristics of the aging process will be identified from a wellness perspective.

HSA581: Special Topics in Health Services Administration.
Special topics courses with health services content are offered on a periodic basis.

HSA591: Independent Study/Research.
This research course is a directed study of independently-selected topics in Health Services Administration. Topic proposals are approved by the supervising faculty member or the 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 profession 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. The emerging “New Paradigm in Business” and the increasing utilization and importance of teams in the workplace will be investigated.

MGT560: Labor Relations.
Students study collective bargaining as an ongoing 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 the tools and instruments of financial managers who provide financial programs for current operations and long-term needs. Emphasis is placed on current industry 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 the topic of creativity in various organizational settings. Private and non-profit 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 qualities of creativity, strategies for its development, and ways to incorporate creative problem solving into professional responsibilities.

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 non-matriculated 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. Students must complete the following four courses plus one elective course, approved by the Program Director.

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

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

Master of Arts
Peter Mullen, 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 wholeness—an essential expression of personal health. The holistic counselor understands that personal health also depends upon individual experiences of connectedness with the human community and the natural world that supports it. Holistic counselors are aware that today's mental, physical, and social illnesses stem from a lack of integration—disintegration—resulting in persons dissociated from themselves, the community, and the environment.

The program's primary goal is to develop well-trained masters level counselors, capable of working effectively with individuals and groups in ways that reflect the Program's philosophy. Holistic Counseling studies facilitate student mastery of theoretical material related to the holistic perspective, as well as the counseling process as a practical art.

Since research over the past thirty-five years has consistently shown that counseling effectiveness depends primarily on counselors' personal and interpersonal skills (rather than on a specific theoretical orientation) an important goal is to foster personal development.

In recognition of one interconnected creation, courses address approaches through the body, the cognitive-emotional, and the spirit. Emphasis is on wellness, with symptoms seen as calls to self-realization. This Program is designed for counselor-guides who function as agents of healing to individuals, groups, and institutions in times of change and crisis. The Masters Degree in Holistic Counseling is suitable for all who want to work with people.

Program Requirements

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

For their MasterWork, students consult with faculty advisors to develop a major piece that provides a distinct contribution to the field, and demonstrates how students “think differently” about an issue, institution, or process.
Curriculum

Required courses:

- HLC504: Introduction to the Foundation of Counseling Theory from a Holistic Perspective
- HLC507: Toward Synthesis: The Body/Mind Connection
- HLC508: Developmental Issues in Counseling
- HLC509: Toward Synthesis: On the level of Mind/Emotions
- HLC511: Toward Synthesis: Psychological Health, the Search for Meaning, and the Wisdom Traditions
- HLC513: Systems Theory and Family Therapy
- HLC515: Assessment and Treatment of Planning
- HLC530: Practicum in Counseling: Part I
- HLC531: Practicum in Counseling: Part II
- HLC532: The Psychology of Group Process
- HLC553: Evaluation
- HLC570: Internship and Seminar I
- HLC571: Internship and Seminar II
- HLC573: Human Relations Laboratory: Dynamics of Human Behavior
- HLC576: Cross-Cultural Counseling (1 credit)

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.

- HLC575: Healing
- HLC579: Grief Counseling
- HLC580: Massage Therapy
- HLC582: The Uses of Expressive Art in Therapy
- HLC583: Marketing Holistic Counseling
- HLC584: Movement Therapy
- HLC585: Crisis Intervention
- HLC586: Consulting in Systems
- HLC587: Counseling Women
- HLC588: Working with Young People
- HLC589: Practicum in Group Therapy

Special Topics are offered throughout the year, depending on the availability of guest instructors. Subjects include:

- Body and Personal Myth
- A Closer Look at Bioenergetic Analysis
- Introduction to Traditional Chinese Medicine
- Feng Shui: Creating a Healing Environment
Course Descriptions

HLC504: Introduction to the Foundation of Counseling Theory from a Holistic Perspective.
An historic overview of philosophic and scientific foundations, this is the introductory course to the Holistic Counseling Masters Program. In order to grasp the essential unity and vision of the Program, the fundamental concepts (later elaborated and expanded upon in subsequent courses) are presented in overview. Taught from an historic perspective, it places the emergence of psychology and counseling as distinct disciplines in the overall context of the development of western science and its underlying philosophy. It examines how attitudes, beliefs and epistemological assumptions of scientific researchers have influenced the practices of psychotherapy and counseling. This course traces how recent changes in science's epistemological assumptions have effected a shift in how both researchers and practitioners approach their work, and considers the implications of this shift in thinking as we begin a new century. *This introductory course is to be taken in the first year.*

The starting point of this course in the influence of the body on mental states, and vice versa. This course reviews the latest research findings in neurology and the emerging field of psychoneuroimmunology. These biological sciences may provide the objective correlates for the subjective experience of self, which is central to understanding the human psyche. This course traces modern western thinking's historic split of mind from body, beginning with Descartes and later reinforced by the Enlightenment conception of the body as a machine driven either by a *ghost-in-the-machine* or by neurological reflexes. It reviews the rejoining of the body into the realm of psychotherapy through biofeedback, guided imagery, relaxation techniques and other somatic disciplines.

HLC508: Developmental Issues in Counseling.
Students study developmental psychology especially as it relates to making therapeutic interventions. Stages of development—physical, mental, emotional, spiritual—are outlined. In learning how to make counseling interventions from a developmental perspective, students explore gender and cultural influences on development, the effect of a person's developmental stage on the counseling process, and the critical distinction between pathology and developmental crisis. To understand better their clients and themselves, students are encouraged to explore their own growth process and critical developmental moments, through journal-keeping and classroom dialogue.

This course begins with an explanation of the theoretical underpinnings of current principal psychotherapeutic approaches. It surveys the theories of Freud, Jung and Adler, extending to behaviorism, person-centered therapy, existential therapy, transactional analysis, rational emotive, Gestalt, reality and cognitive-behavioral therapies. This course explores the psychology of imagination and creativity, and challenges students to deepen their awareness of their own cognitive-emotional lives as related to their own physical existence, creativity, and sense of meaning and purpose.
HLC511: Toward Synthesis: Psychological Health, the Search for Meaning, and the Wisdom Traditions.
Victor Frankel first emphasized the central importance of meaningfulness when he said, "man can bear any what if he can understand why." This course explores research that indicates there is a direct correlation between both physical and mental health, and one's sense of personal meaning as well as connectedness to a larger purpose—commonly called spiritual meaning.
In order to understand various cultural backgrounds, students survey several of the main wisdom traditions of the world, discovering commonalities and differences, and ways to respectfully support and follow clients in their own quest for meaning and purpose in life.

HLC513: Systems Theory and Family Therapy.
This course traces the history of systems theory as it evolved in several disciplines, then was applied to the treatment of couples and families. The recent evolution of family therapy is considered, as it moved from simple cybernetics to cybernetics of cybernetics and the influence of postmodernist thinking.
Through videos and roleplays, the course introduces students to the practice of couple and family therapy, including how to diagnose and treat various family problems from a systems perspective.

HLC515: Assessment and Treatment Planning.
Students are familiarized with the assessment process—how to interview and use assessment tools in conjunction with the DSM-IV to arrive at a diagnosis and treatment plan. Comparisons are made of standard assessment techniques and process-oriented interviewing. Questions concerning when to make appropriate referrals to ancillary treatment modalities or for medical evaluations are also considered. This course weighs both the potential benefits and risks of assigning diagnostic labels to people.

HLC530: Practicum in Counseling I.
Practicum I provides students with the opportunity to practice basic counseling skills. Using triads of counselor, client and observer, students role play under supervision, discovering how to assist clients in defining an issue, clarifying goals, and mobilizing energy and resources to achieve them. Students practice evaluating progress, and assessing client's level of resistance/degree of commitment toward resolving a problem. Students learn how to identify transference and countertransference, as they are manifested in the session itself. Basic ethical problems (competence, confidentiality, duty to warn, dual relationships ...) are also considered. Practicum is taken the year or summer before Internship.

HLC531: Practicum in Counseling II.
Practicum II continues to provide supervision while students refine their counseling skills. Students are videotaped while using a three-stage developmental counseling model: Stage 1) presence, respect and accurate empathic listening; Stage 2) client-dynamic self-understanding, modeled by the effective counselor; and, Stage 3) the action stage where counselor and client collaborate in achieving the client's process goals. Students work on articulating their personal synthesis of counseling, in addition to having their first counseling experiences outside of the classroom. Additional ethical issues are considered.
Students explore the various dimensions of group process, along with their own ability to function in groups in the light of their personal history in groups. Leadership strengths are studied. The use of art and movement for facilitating group process is investigated.

HLC553: Evaluation.
This course is designed to familiarize students with ways to evaluate theories, hypotheses and methodologies pertinent to understanding human behavior and development. Emphasis is placed on developing critical thinking skills, and applying them to specific areas of student research interests. This course may be substituted with HUM500: Research Seminar. Should be taken in beginning of program.

HLC570: Internship and Seminar I.
Student Interns practice in settings approved by the Coordinator of Internships. There they demonstrate cumulative holistic understanding and abilities to guide others. The two-semester supervised experience totals 150 hours per semester, and is complemented by a weekly two-hour on-campus seminar. Students are required to obtain personal insurance coverage (available at student rates through the American Counseling association).

HLC571: Internship and Seminar II.
Continuation of HLC570.

HLC573: Human Relations Laboratory: Dynamics of Human Behavior.
This laboratory experience, limited to a small group of twelve, provides the opportunity to explore one's style of interacting with others. Through practice in this group, students learn how to use basic interpersonal skills such as primary accurate empathy, immediacy and appropriate self-disclosure – the foundations of effective counseling. It is recommended that students take this course early in their program. Because of class-size limitations, early registration is suggested.

HLC576: 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. This one-credit course, required for the basic Masters Degree in Holistic Counseling, may be substituted by the three-credit HLC601: Cross Cultural Issues in Counseling.
Electives

HLC575: Healing.
This theoretical and practical course emphasizes personal health, assessment, the tradition of healing, and the capacity of every person to encourage and guide the healing process.

HLC579 Grief Counseling.
In this course, students identify and explore their own resolved or unresolved issues around loss and grief, with a focus on forgiveness and compassion of self and others.

HLC580: Massage Therapy.
Students look at research pertaining to the human need for contact and touch, gain understanding of massage skills, and examine their own touch comfort levels. Healthy attitudes for personal living and respectful therapeutic contact are formed. This course does not produce massage therapists; rather, it develops an academic base for massage as a means to maintain health.

HLC582: The Uses of Expressive Art in Therapy.
Based upon the use of guided imagery and right-brain imaging, this therapeutic modality helps clients access past experiences not stored in the verbal left-brain memory. This course presents an understanding of principles and applications of expressive art therapy, and examines how to use it in a clinical setting. Prerequisite for Expressive Arts.

HLC583: Marketing Holistic Counseling.
Students address the question, “What can I do with this degree?” They look at concrete details of establishing themselves in public practice, doing business, and cultivating 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 experiential course discusses the use of movement in personal and professional growth as students learn to expand their capacities for self-expression. Students explore therapeutic movement that unblocks feelings and unconscious processes, facilitating healing in therapy, and leading to a fuller life.

HLC585: Crisis Intervention.
A crisis is a turning point that provides opportunities for change and growth. Students explore a therapeutic approach to crisis intervention by assisting others through crisis, and facilitating growth. Chaos theory and various developmental and situational emergencies are examined as they relate to understanding crises. Students learn and practice accurate evaluation, assessment, treatment, and how to communicate with more traditional mental health personnel.
HLC586: Consulting in Systems.
Working with any client requires skill and artistry. The client in this course is a complex system, such as a large organization. This 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. Students practice intervention skills, and apply learning to actual systems.

HLC587: Counseling Women.
Students examine research on women's issues in therapeutic situations. This 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 historic 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 roleplay and hands-on experience. When children are available, an instructor-supervised playgroup facilitates interactive and communication skills, self-assessment and peer support.

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

HLC600: Career Counseling.
This course challenges the popular conception that what one does to earn money must remain separate from one's personal goals and values. It proposes that one's career can be, instead, the implementation of one's self-chosen values. Students are first encouraged to examine their own presuppositions about life and career goals. They are then taught a methodology that allows them to assess their true lifestyle and work values. Finally, they are shown how to integrate life and career. Methods for teaching this to others are presented and practiced. This is a required course for the CAGS in Mental Health.

HLC601: Cross Cultural Issues in Counseling.
This course explores a rich variety of ethnic and gender-based cultures and subcultures. Consonant with the overall orientation of the Program, students are challenged to explore both the diversity among cultures, and common elements that unite all peoples. Assumptions of the dominant culture about healthy functioning individuals and families are examined in the light of the great cultural variety found throughout the world. This course invites students to examine their own cultural lenses through which they see others, especially when they are working in a therapeutic environment. This is a required course for the CAGS in Mental Health.
Holistic Counseling

Special Topics
HLC581 SPECIAL TOPICS are offered throughout the year, depending on the availability of guest instructors. Subjects include:

Body and Personal Myth.
Explores the relationship between archetypal images, the body, and personal myth. Students are acquainted with Jungian theory, Authentic Movement and Mindell’s Dreambody Work. There is further understanding of how images reside in different parts of the body, causing holding patterns and symptoms.

A Closer Look at Bioenergetic Analysis.
Explores the world of Bioenergetics through experiential and didactic learning, covering the development of Bioenergetics, the energy concept of charge and discharge, the pleasure principle and self-expression. Through this course, one learns the language of one’s body, connecting body with mind and spirit, resulting in deeper freedom and confidence.

Introduction to Traditional Chinese Medicine.
A survey course of Chinese Medicine, in particular acupuncture history and how it is practiced today. Western research and science pertaining to acupuncture is reviewed and discussed. Concepts include yin/yang, chi, the meridian system, pathophysiology, diagnostic and practical instruction. Basic acupressure is taught.

Feng Shui: Creating a Healing Environment.
Feng Shui (the Chinese art of deliberate layout and design of a space) aids in enhancing personal and professional effectiveness while creating a space that supports optimal healing and transformation. Students will become familiar with Feng Shui’s basic principles and philosophy, the Bagua template, and space assessment. The goal of this course is to create environments that nurture, heal, empower and support, while honoring boundaries and maintaining balance.

Basic Therapeutic Touch.
Therapeutic Touch is a complementary healing modality/technique based on several ancient practices. There is renewed interest in non-invasive, safe therapies that facilitate the healing process. Physical contact is not required in the process of Therapeutic Touch, and can be learned by anyone who has the desire. Therapeutic Touch can be utilized for personal healing, or for the healing of others in any clinical setting.

Interventions for Global Change.
Participants learn an intervention process for a systems approach to global challenges. Emphasis is on the development of human rights, global ethics, values, and systems that secure greater ecological integrity, peace, economic and social wellbeing. Reconciliation concepts and experience are cultivated for facilitation skill-building. A final project is to design an intervention into a protracted intra-state conflict without the use of armed force, using the resources of the Global Peace Force, multinational business, and the Global Compact.
Certificate of Advanced Graduate Study (CAGS) in the Expressive Arts Therapies

A 15-credit addendum in Expressive Arts Therapies can be added to the 48-credit Master of Arts Degree in Holistic Counseling, resulting in a 60-credit “Master of Arts Degree in Holistic Counseling, with a Concentration in the Expressive Arts Therapies.” This CAGS provides students with an opportunity to specialize in the intermodal uses of the expressive arts in psychotherapy.

Initial focus is on the integration of visual art therapy with dance/movement therapy. Additionally, there is an overview of complementary expressive arts modalities, such as sound/music and writing. Consideration is given to all modalities, and how they can be used in a therapeutic situation. Emphasis is given to the historical development of the therapeutic expressive arts, the theoretical applications of each modality, and the scientific basis that supports the integration of the expressive arts into the clinical practice of psychotherapy. The program also offers students an opportunity for hands-on personal work, and supervised practicum experience.

As the program develops and expands, elective courses will be added, offering in-depth experience in sound/music therapy, writing therapy, and psychodrama.

HLC610: An Intermodal Approach to the Expressive Arts Therapies. In this course, students have an opportunity to do hands-on experiential work in the expressive arts as applied to psychotherapy, focusing on the integration of visual art therapy with dance/movement therapy. Students are introduced to the uses of sound/music therapy and therapeutic writing as complementary expressive arts approaches.

HLC611: Group Application of the Expressive Arts Therapies. Students learn how to design and implement group programs in the expressive arts therapies that can be used with a variety of populations. Students 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.

HLC612: Application of the Expressive Arts in Healthcare. This course explores the relationship between emotional stress and physiological response. Based on research in mind-body medicine and psychoneuroimmunology, students learn how to help clients heal the body by healing the mind. A variety of theories and methods are 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 are introduced to the applications of an expressive arts program that can be utilize 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.
HLC613: Introduction to Therapeutic Writing.
This specialized expressive arts course introduces students to the applications of writing as it is used in psychotherapy and medical caregiving. Along with lectures and discussions on the theoretical applications of this modality, students also have an opportunity to do hands-on experiential work and supervised in-class practica.

HCL618: Practicum in the Intermodal Applications of the Expressive Arts in Therapy.
This practicum course provides 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 are also required to undertake a specific number of outside practicum hours with one or more volunteer clients. Class discussions 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.

Certificate of Advanced Graduate Study (CAGS) Mental Health: Concentration in Holistic Counseling

The Rhode Island Board of Mental Health Counselors and Marriage and Family Therapists has approved the 60-credit CAGS in Mental Health: Concentration in Holistic Counseling as meeting academic requirements for licensure as a mental health counselor. These requirements are modeled on a national standard for mental health counseling licensure—making one eligible for licensure in many states.

This CAGS requires an additional 12 credits beyond the 48-credit Masters Degree in Holistic Counseling. Six of these credits are in an expanded internship (internship hours are increased to one thousand). The additional six credits may be obtained via elective courses specifically approved by the licensing board.

Following graduation with the CAGS, a person must complete two years (2000 hours) of relevant counseling experience in the workplace, and receive 100 hours of clinical supervision by an approved supervisor, before being eligible to sit for the State licensing exam.

Required Courses

Area I—Theoretical Foundation of Counseling Theory: Toward Synthesis Nine credits

The purpose of this area's required courses is to present an overview of the basic concepts of the counseling program, focusing on integrating concepts relevant to counseling from several areas of research and practice. Each uses a different starting point to connect to the common core of what it means to be a fully functioning human being. Disorders are defined in terms of health
rather than health being defined as the absence of disease. The focus is on connection and synthesis.

**HLC504:** Introduction to the Foundations of Counseling Theory from a Holistic Perspective  
**HLC507:** Toward Synthesis: The Body/Mind Connection  
**HLC511:** Toward Synthesis: Psychological Health and the Search for Meaning

**Area II—Assessment and Treatment in Mental Health Counseling**  
*Twelve credits*

This section is concerned with the application of counseling theory to practice, beginning with a review of the most current counseling modalities, assessment, and treatment planning, finally focusing on specific treatment modalities and populations. All four required courses in this section focus on diversity as well as common elements. In keeping with the integrative vision of the program, they are designed to dovetail so that although each focuses on a specific area they might be considered sections of the same course.

**HLC509:** Toward Synthesis: Concept-Approaches Mind/Emotions  
**HLC513:** Systems Theory and Family Therapy  
**HLC515:** Assessment and Treatment Planning  
**HLC532:** The Psychology of Group Process

**Area III—Human Growth and Development, and Social and Cultural Foundations**  
*Twelve credits*

Consistent with the program philosophy, this section considers the broad concept of human growth and development as a universal theme and dialogue with the dimensions of cultural, ethnic, gender, and personality differences that contribute to our individual uniqueness. The courses in this section are also designed to encourage students to examine their own assumptions about illness and health, as well as racial, cultural, and gender-based stereotypes.

**HLC508:** Developmental Issues in Counseling  
**HLC573:** Human Relations Laboratory: Dynamics of Human Behavior  
**HLC600:** Career Counseling  
**HLC601:** Cross Cultural Issues in Counseling

**Area IV—Evaluation**  
*Three credits*

Because a counseling degree with a holistic concentration requires the reviewing of studies across many disciplines, the ability to read research intelligently and examine it critically is crucially important. Students are strongly recommended to take this course early in their program of studies.

**HLC500:** Research Seminar  
**HLC553:** Evaluation
Area V—Counseling Practica

Six credits

Practical elements are included in most courses as part of the philosophy that emphasizes personal involvement and learning by doing. This segment of the program places particular emphasis on acquiring one-to-one counseling skill. Beginning in the classroom with role-plays and close supervision, students embark upon counseling in real-life situations, in preparation for the culmination of their training. Practicum courses also give extensive consideration to ethical and legal issues related to the counseling profession.

HLC530: Practicum in Counseling I
HLC531: Practicum in Counseling II

Area VI—Internship

Twelve credits

Internship is the culmination of the counselor training program toward which all previous course work has been directed. Two phases comprise the Internship experience. Phase I consists of HLC 570 and 571, combining a 10-hour weekly field placement with a weekly Seminar. Phase II, during the final year, consists of an extended thousand-hour field placement during which students receive extensive supervised counseling experience in a variety of clinical settings. During Phase II, they also attend weekly two-hour Seminars (HLC 608 and 609), to review their work and explore transference, countertransference and ethical issues as they arise.

HLC570: Internship and Seminar I
HLC571: Internship and Seminar II
HLC608: Advanced Internship Seminar I
HLC609: Advanced Internship Seminar II

Area VII—Electives

Six credits

Required courses comprise 54 of the 60 credits required for this Certificate of Advanced Graduate Study. A candidate may choose from the following courses to complete the program. Additional courses that meet program requirements may be offered.

HLC579: Grief Counseling
HLC582: The Uses of Expressive Art in Therapy
HLC584: Movement Therapy
HLC585: Crisis Intervention
HLC586: Consulting in Systems
HLC587: Counseling Women
HLC588: Working with Young People
HLC589: Practicum in Group Therapy

Required courses are offered at least once per academic year. Most electives are offered annually, some every other year.
Incoming Holistic Counseling students who plan to pursue this CAGS are advised to matriculate into the HLC Masters Program in the customary manner.

Application for the Mental Health CAGS will be submitted at the time of an interview with the Program Director, during the first month of a candidate's final masters semester.

**Graduate Certificate Program**

**The Expressive Arts as a Healing Modality**

A Graduate Credit Certificate in The Expressive Arts Therapies is being offered through the Graduate Program in Holistic Counseling. This program is specifically designed for 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 focuses on using an intermodal approach to the expressive arts, which concentrates 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 HLC 610, 611, 612, 613 and 618 for a total of 15 graduate credits. *(See course descriptions under Expressive Arts CAGS)*

**A 60-Hour Intensive Training Program in Healing with the Expressive Arts**

The Expressive Arts Institute, sponsored by the Graduate Program in Holistic Counseling, offers a professional development non-credit program that is 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 masters 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
Theresa I. Madonna, Sc.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) 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 581) 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 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.
HUM506: 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.

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.

HUM572: 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 masters thesis or doctoral dissertation which is likely to require quantitative and/or qualitative analysis.
HUM581: Special Topics.
Students explore topics of special interest to the humanities.

HUM590: M.A. Thesis. (optional)
Students may choose to write a masters 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.

HUM591: 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
Theresa I. Madonna, Sc.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 on 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 program phase, students complete prerequisites, demonstrate proficiencies in computer usage 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, HUM681-698, 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 masters 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

• Comprehensive Examination: Upon passing the exam, students become eligible for the Certificate of Advanced Graduate Studies in the Humanities (CAGS) and move into the dissertation phase

Dissertation Phase
• Enrollment in Dissertation Research and Writing, HUM681-698, each fall and spring until Ph.D. conferred
• Acceptance of fully-developed dissertation proposal
• On-going review of dissertation
• Public oral defense of dissertation
• Committee recommendation that the Ph.D. be conferred

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 HUM572, Research Seminar II, as part of this concentration.

Core Courses
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.
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: Research, Writing, and Oral Defense
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 Time frame
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 prerequisite 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 advances in technology based on human ingenuity, observation, and experimentation.
Practical examples are taken from fields such as agriculture, communication, education, manufacturing, medicine, and business.

**HUM600: Ph.D. Orientation. (Formerly HUM590/598)**
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**
The 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.**
This course examines the philosophy of technology produced in the twentieth century, beginning with Heidegger's critique in the Twenties and continuing up to the constructivist debates of the present day. Particular attention is paid to philosophical approaches to information technologies.

**HUM610: The Religious Component of Culture. (Formerly HUM601)**
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 HUM602)**
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 HUM603)**
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.
This course critically examines pivotal theories in Western ethics, as well as
the possible moral dimensions inherent in various types of human relationships. Students reflect on the intersection of technology and ethics in areas ranging from international relations to medical practice, from business activity to human reproduction.

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 illumine 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 supports the student through the process of researching, writing, revising, and defending the dissertation.

Photo: Nicole Murphy '04
Human Resource Management

Master of Arts
Myra Edelstein, Ed.D., Director

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. The curriculum is developed in consonance with recommendations of an advisory academic board, a group of national industry professionals, academic colleagues, and accomplished alumni. The program is accredited by the International Assembly for Collegiate Business Education (IACBE).

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 masters degree. Interested students who have a grade point average of at least 3.0 apply to the Five-Year Program by the end of 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 masters degree in the fifth-year, students take eight (3 credit) courses for a total of 152 credits.
Curriculum

The program consists of nine (9) required Management courses and three elective courses:

Management

Nine required courses (27 credits):

- MGT500: Business Studies Research Seminar
- MGT501: Organizational Theory and Behavior
- MGT509: Management of Human Resources
- MGT540: Ethics for Managers: Theory and Practice
- MGT546: Worker's Compensation
- MGT558: Current Topics in Human Resource Management
- MGT559: Legal Issues in the Workplace
- MGT560: Labor Relations
- MGT567: Creative Problem-Solving in Organizations

Three electives (9 credits):

- ISS501: System Analysis and Design
- ISS510: Database Management Systems
- ISS534: Knowledge-Based Systems
- MGT518: Principles of Economics
- MGT530: Marketing Management
- MGT538: Global Business
- MGT555: Advanced Management and Organizational Theory
- MGT561: Financial Management
- MGT591: Independent Study/Research

Course Descriptions

MGT500: Business Studies 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 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.

MGT546: Worker's Compensation
Topics include overview of compensation plans and programs, categories of direct and indirect compensation, linking compensation to business strategy, sexual harassment, equal employment, disabilities, medical leaves, termination of employees, cultural diversity, workplace violence, privacy issues, back to work issues.
MGT555: Advanced Management and Organizational Theory
This course is designed to help the student examine the deeper structure of behavior in organizations and to apply the knowledge to designing, planning, directing, and controlling organizations. Students examine new concepts in motivation, advanced communications and management information systems, dynamics of decision making, technology and structure design, and organizational development.

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. Private and non profit 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.
MGT581: 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 masters degree.

Requirements
Students must have obtained a bachelors 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 within five years of completion of the certificate requirements.

Certificate in Human Resource Management
Select five of the following:

- MGT501: Organizational Theory & Behavior
- MGT509: Management of Human Resources
- MGT540: Ethics for Managers
- MGT555: Advanced Management and Organizational Theory
- MGT558: Current Topics in Human Resource Management
- MGT559: Legal Issues in the Workplace
- MGT560: Labor Relations
- MGT567: Creative Problem-Solving in Organizations
International Relations

Master of Arts
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
INR575: 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
(Offered 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
INR581: 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 INR/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 bachelors and master degree. 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 end 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 and Master degree is 152 credits, 24 of which are taken in the fifth year. Final acceptance is conditioned 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 Program

International Relations and Administration of Justice
International Relations and Management

Students interested in pursuing a master 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. Concepts addressed in the course include preparation of a literature review, qualitative and quantitative approaches, triangulation methods, research designs and their inherent threats in 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.

INR501: 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 eco-
nomic 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 perspec-
tives 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 has, in many respects, 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 insti-
tutions 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 ter-
orists 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

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 commer-
cial 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.

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, Tadzhikistan, 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.

HUM506: 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

INR581: 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: 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

About the Program

Salve Regina's program in Graduate Extension Study provides 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 masters 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 Masters 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.

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

Residency Requirement

Masters 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 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 students 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 a 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 credit) program. Eligible students can transfer earned military or insurance certification credits to reduce the course requirements for the Master 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
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 and Insurance.

Curriculum
Management Core
Eight required courses (24 credits):

* MGT500: Business Studies Research Seminar
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 from the Management concentration.

Management

Required Courses:

Four of the following courses (12 credits):

- MGT510: Operations Research
- MGT526: Financial Accounting
- MGT538: Global Business
- MGT555: Advanced Management and Organizational Theory
- MGT560: Labor Relations
- MGT561: Financial Management
- ISS501: System Analysis and Design
- ISS510: Database Management Systems
- 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. The Program is accredited by the International Assembly for Collegiate Business Education (IACBE).

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):*

- **MGT500:** Business Studies 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:

- **MGT507:** Management E-Business/E-Commerce
- **MGT526:** Financial Accounting
- **MGT538:** Global Business
- **MGT555:** Advanced Management and Organizational Theory
- **MGT560:** Labor Relations
- **MGT567:** Creative Problem Solving in Organizations
- **ISS501:** System Analysis and Design
- **ISS510:** Database Management Systems
- **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 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, students will be accepted into the certificate program.

A student who wishes to enter the graduate program leading to the Master of Business Administration, or Master of Science degree in Management or a Master of Arts degree in International Relations or Human Development will be required to complete the process for admission to the University.

Graduate Certificate in Management
Requirements
Students must have obtained a bachelors 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
- MGT555: Advanced Management and Organizational Theory

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 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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<td>M.Mus., University of Rhode Island</td>
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<td>Music</td>
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<td><strong>Paul Aubuchon</strong></td>
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<td>B.A., Roger Williams College</td>
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<td>M.Ac., Southwest Acupuncture College</td>
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<td>CPiH, Certificate in Public Health, Harvard University</td>
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<td>Ph.D., California Graduate Institute</td>
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<td>Holistic Counseling</td>
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<td><strong>Kate Austin</strong></td>
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<tr>
<td>B.A., Pitzer College</td>
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<td>M.Ed., Lesley college</td>
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<td>Holistic Counseling</td>
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<td>B.S., Southern Arkansas University</td>
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<td>M.S., University of Rhode Island</td>
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<td>Ed.D., Boston University</td>
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<td>Education</td>
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<td>M.Mus., University of Illinois</td>
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<td>D.M.A., Catholic University of America</td>
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<td>Music</td>
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<tr>
<td><strong>Steven Coaty</strong></td>
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<td>B.S., University of Wisconsin</td>
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<td>J.D., Marquette University</td>
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<td>Business Administration/Management</td>
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<td><strong>Anne M. Couto</strong></td>
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<td><strong>Prudence Croke, RSM</strong></td>
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<td>D.D.S., Case Western Reserve University</td>
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<td><strong>Francis J. Flanagan</strong></td>
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<td><strong>Barbara A. Ganim</strong></td>
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<td><strong>Robert V. Girasole</strong></td>
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