2003-2004
GRADUATE CATALOG

Administration of Justice
Business Administration
Health Services Administration
Holistic Counseling
Humanities
International Relations

Salve Regina University
100 Ochre Point Avenue
Newport, Rhode Island 02840-4192 USA
800-637-0002 • Fax: 401-341-2931
www.salve.edu
A Catholic Coeducational University of Arts and Science

2003 – 2004
Graduate Catalog

Visit our website at www.salve.edu or e-mail our Admissions Office at graduate_studies@salve.edu

100 Ochre Point Avenue
Newport, Rhode Island 02840-4192

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# Academic Calendar

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<td>Saturday</td>
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<tr>
<td>December 16</td>
<td>Tuesday</td>
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** Labor Day - No Classes **
Freshman and New Students Arrive
All Resident Students Arrive
Fall Classes Begin
Last Day To Change Semester Registration
Convocation
Last Day to Withdraw from a 7 Week course Without Penalty
Fifth Week Evaluation Period
** Columbus Day - No Classes **
Last Day to Withdraw from a Semester Course Without Penalty
** Registration for Spring Semester **
Veterans' Day – All Classes Meet
** Thanksgiving Break - No Classes **
Resident Students Return
Semester Classes Resume
Last Day Of Semester Classes
Undergraduate Reading Days
Final Exams
Last Day to Submit File for Degree Forms to the Registrar for May 2004 Commencement
Christmas Break Begins
** Registration for Spring Semester **
Veterans' Day – All Classes Meet
** Thanksgiving Break - No Classes **
Resident Students Return
Semester Classes Resume
Last Day Of Semester Classes
Undergraduate Reading Days
Final Exams
Last Day to Submit File for Degree Forms to the Registrar for May 2004 Commencement
Christmas Break Begins

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<td>January 19</td>
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<td>January 20</td>
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<td>January 28</td>
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<td>February 13</td>
<td>Friday</td>
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<tr>
<td>February 16</td>
<td>Monday</td>
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** 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, 2004 – 2005 academic year
Last Day to Withdraw from a 7 Week course Without Penalty
** President’s Day – No Classes **

Graduate Studies
# Academic Calendar

### February
- **17 Tuesday**
- February 17 – 20 **Tuesday - Friday**
- March 6 – 14 **Saturday - Sunday**
- March 14 **Sunday**
- March 15 **Monday**
- March 19 **Friday**
- March 29 – April 2 **Monday - Friday**
- April 8 – 12 **Thursday - Monday**
- April 12 **Monday**
- April 13 **Tuesday**
- April 14 **Wednesday**
- April 30 **Friday**
- May 1 & 2 **Saturday & Sunday**
- May 3 – 7 **Monday - Friday**
- May 10 **Monday**
- May 15 **Saturday**
- May 16 **Sunday**

### 2004 - Summer Sessions
- May 24 **Monday**
- May 31 **Monday**
- June 28 **Monday**
- June 29 **Tuesday**
- July 5 **Monday**
- August 2 **Monday**

### 2004 - Fall Semester
- September 6 **Monday**
- September 7 **Tuesday**
- September 8 **Wednesday**
- September 16 **Thursday**
- September 22 **Wednesday**
- October 1 **Friday**
- October 4 - 8 **Monday - Friday**

**All Monday Classes Meet – No Tuesday Classes**

- Fifth Week Evaluation Period
- **Spring Break**
- Resident Students Return
- Spring Classes Resume
- Last Day to Withdraw from a Semester Course Without Penalty
- **Registration For Fall 2004**

**Easter Break**

- Resident Students Return
- Semester Classes Resume
- **All Monday Classes Meet – No Wednesday Classes**
- Last Day Of Semester Classes
- Undergraduate Reading Days
- Final Exams
- **Final Grades for All Students**
- Due in the Registrar's Office
- Baccalaureate Mass
- University Commencement

**Labor Day – No Classes**

- Freshman and New Students Arrive
- All Resident Students Arrive
- Fall Classes Begin
- Last Day To Change Semester Registration
- Convocation
- Last Day to Withdraw from a 7 Week course Without Penalty
- Fifth Week Evaluation Period

### 2004-2005

- **Graduate Studies**
# Academic Calendar

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<thead>
<tr>
<th>Date</th>
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<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 11</td>
<td>Monday</td>
<td><strong>Columbus Day - No Classes</strong></td>
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<tr>
<td>October 29</td>
<td>Friday</td>
<td>Last Day to Withdraw from a Semester Course Without Penalty</td>
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<tr>
<td>November 11</td>
<td>Thursday</td>
<td>Veterans' Day – All Classes Meet</td>
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<td>Resident Students Return</td>
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<td>November 29</td>
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<td>December 10</td>
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<td>December 11 &amp; 12</td>
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</tr>
<tr>
<td>December 18</td>
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<tr>
<td>December 21</td>
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<td>Final Grades for All Students Due in the Registrar's Office</td>
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<td><strong>2005 – Spring Semester</strong></td>
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<td><strong>Martin Luther King Day – No Classes</strong></td>
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<tr>
<td>January 17</td>
<td>Monday</td>
<td>Resident Students Arrive</td>
</tr>
<tr>
<td>January 17</td>
<td>Monday</td>
<td>Spring Classes Begin</td>
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<tr>
<td>January 18</td>
<td>Tuesday</td>
<td>Last Day To Change Semester Registration</td>
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<tr>
<td>January 26</td>
<td>Wednesday</td>
<td>Recommended last date to mail Financial Aid Forms to satisfy March 1st priority filing deadline, 2005 – 2006 academic year</td>
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<tr>
<td>February 1</td>
<td>Tuesday</td>
<td>Last Day to Withdraw from a 7 Week course Without Penalty</td>
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<tr>
<td>February 11</td>
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<td>Fifth Week Evaluation Period</td>
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<td>February 14 – 18</td>
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<td>All Monday Classes Meet - No Tuesday Classes</td>
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<td>February 22</td>
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<td>March 19 – 28</td>
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<td>Resident Students Return</td>
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<tr>
<td>March 28</td>
<td>Monday</td>
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<tr>
<td>March 29</td>
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<td>All Monday Classes Meet -</td>
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<tr>
<td>March 30</td>
<td>Wednesday</td>
<td>Graduate Studies</td>
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</tbody>
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### Academic Calendar

| April 4 – 8       | Monday - Friday          |
| April 29        | Friday                   |
| April 30 & May 1 | Saturday & Sunday        |
| May 2 – 6       | Monday - Friday          |
| May 9           | Monday                   |
| May 14          | Saturday                 |
| May 15          | Sunday                   |

**No Wednesday Classes**

**Registration For Fall 2005**

Last Day Of Semester Classes

Undergraduate Reading Days

Final Exams

**Final Grades for All Students**

Due in Registrar's Office

Baccalaureate Mass

**University Commencement**

#### 2005 - Summer Sessions

| May 23          | Monday                      |
| May 30          | Monday                      |
| June 27         | Monday                      |
| June 28         | Tuesday                     |
| July 4          | Monday                      |
| August 1        | Monday                      |

Summer Session I – Classes Begin

**Memorial Day – No Classes**

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 bachelors and masters degrees, the Certificate of Advanced Graduate Study, and a doctoral degree in the Humanities.

Today’s University serves approximately 2,300 men and women from 34 states and 17 foreign countries. Alumni number over 14,000. Its 65-acre ocean front campus in Newport’s Ochre Point historic district includes 39 new and adapted buildings.
Mission of the University
As an 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
Tel: 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
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
- International Relations

Master of Business Administration (MBA)

Master of Science (MS)
- Administration of Justice
- Health Services Administration
- Management

On-line (eSalve) Programs
- Master of Business Administration (MBA)
- Management (MS)
- International Relations

Graduate Certificates
- Administration of Justice
- Business Studies: Individualized Concentration
- Expressive Arts
- Health Care Administration
- Human Development
- Humanities
- Human Resource Management
- Information Systems Science
- International Relations
- Management
- Mental Health: Concentration in Holistic Counseling
- Organizational Development
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)

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. Following this meeting, the Dean of Graduate Studies provides a written summary to students.

Program Directors establish an advising schedule for matriculated students that continues throughout the program.

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.

4 Graduate Studies
Ph.D. Program

Who May Apply
Inquiries from individuals with a masters degree and high motivation are encouraged to apply.

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 five years old
6. A 15-page paper completed for a masters degree course
7. Current resume
8. Interview with the Program Director

Dual-Degree Masters Program
The dual-degree masters program in Administration of Justice/Management may be arranged in consultation with the Program Director. The dual-degree program offers a common set of core courses, making it possible to earn two degrees with 60 credits.

Second Master's Degree
Students who complete courses in research and in ethics (such as HUM500 and MGT540) in a masters degree at Salve Regina and return for a second masters program, need not repeat the same courses. In such cases, the graduation requirement for the second degree is 30 credits, a total of 66 for the two programs. However, if either of the two courses is repeated in the second masters program, the requirement increases accordingly.
Graduate Certificates

Graduate Certificates are awarded in:
Administration of Justice
Business Studies: Individualized Concentration
Expressive Arts
Health Care Administration
Human Development
Humanities
Human Resource Management
Information Systems Science
International Relations
Management
Mental Health: Concentration in Holistic Counseling
Organizational Development

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

Students who complete a graduate certificate program who wish to continue on to a masters degree, must complete the application process for the masters programs.

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. Degree equivalencies must be determined by an organization authorized to make such determinations.

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). If undergraduate and graduate work were done in institutions outside of the U.S., documentation of degree equivalencies must be submitted by an agency authorized to do so.
4. Letters of recommendation preferably from faculty who have taught the applicant (two letters for masters degree applicants; three letters for doctoral degree applicants).
5. Test scores no more than five years old from one of the following:
   - Miller Analogies Test (MAT)
   - Graduate Record Examination (GRE)
   - General Management Aptitude Test (GMAT)
6. One of the following proofs of English proficiency:
   - English as a Foreign Language (TOEFL) examination
   - International English Language Testing System (IELTS)
   - 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.

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 they have been 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.

**Academic Calendar**

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

**Attendance**

For on-campus courses, 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 are required to apply for readmission. Readmission forms may be obtained from the Graduate Studies office.

**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. Students who are automatically withdrawn must apply for readmission, should they wish to resume their studies.

**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
Transfer of Credit
Students may transfer up to 40% of the credits required of a particular graduate program if the following conditions apply: courses are appropriate for that particular graduate program; students received a grade of B or better in each course requested for transfer; credits transferred were not applied toward a previous degree; credits were obtained from a regionally accredited institution, and credits were earned within eight years of request to transfer.

Transfer credits must be authorized by the Dean of Graduate Studies after recommendation by the Program Director.

Students who have completed courses approved by the American Council of Education (ACE) at non-degree granting military or professional schools may request additional transfer credits up to a total of 18.

Students with a CPCU designation may transfer 12 credits into either management program in the masters degree program.

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

Confidentiality of Student Information
Procedures for the release and disclosure of student records maintained by the University are in accordance with the Family Educational Rights and Privacy Act of 1974, as amended (FERPA). 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 in a student's file as possible should be disclosed to the student upon request. University officials may have access to student information when access is necessary for legitimate educational interests such as appropriate advising relating to the student's academic or campus life. Third parties have access to personally identifiable student records or information only with the student's written consent or as otherwise provided by FERPA. Parents and guardians are considered third parties who need a written release signed by the student to gain access to student records (Parental Release form). Detailed guidelines for release and disclosure of information are available from the Registrar's Office. These guidelines comply with FERPA and the Students' Right to Know/Campus Security Act of 1990. A detailed description of student rights under FERPA is contained in the Student Handbook.

Required graduate and undergraduate student theses and other papers authored by students may be made available by the University for the research purposes of third parties with the students' permission.
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.

A cumulative grade-point average of B- (2.70) is required to qualify for a degree. Students whose cumulative grade point average falls below 2.70 in any given semester 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>4.00</td>
</tr>
<tr>
<td>A-</td>
<td></td>
<td>3.70</td>
</tr>
<tr>
<td>B+</td>
<td>Good</td>
<td>3.30</td>
</tr>
<tr>
<td>B</td>
<td></td>
<td>3.00</td>
</tr>
<tr>
<td>B-</td>
<td>Minimally competent</td>
<td>2.70</td>
</tr>
<tr>
<td>C</td>
<td>Failure</td>
<td>2.00</td>
</tr>
<tr>
<td>F</td>
<td></td>
<td>0.00</td>
</tr>
<tr>
<td>P</td>
<td>Pass</td>
<td>0.00</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. Students may not withdraw after the last class meeting. 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 quality point value of a course grade by the credit value of each course, add all values together divide by the total number of quality credits earned at Salve Regina University. Note: F, 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 form 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.

Non-credit 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 registration from credit to audit or audit to credit after the end of the first week of class.

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

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

Refunds
Tuition refunds for withdrawal are calculated according to the date a request is signed by the instructor or Dean of Graduate Studies.

<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 (1-888-442-4551) 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 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 Graduate Admissions Office is located in McAuley Hall.

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 Center for International Relations and Public Policy) on Ruggles Avenue; South Hall and the Boathouse on Leroy Avenue, and Miley Hall on Webster Street.

The Library
Salve Regina’s McKillop Library was opened in 1991 and provides seating for over 450 people. The Library contains over 125,000 printed volumes and maintains subscriptions to over 100 online databases that include links to several thousand full-text journals. Forty public workstations are connected to the Internet and provide access to online research information. Remote access to most of these resources is available to students and faculty twenty-four hours per day via an Internet connection.

The Bibliographic Research Room, a small classroom on the main floor of the library, is equipped with workstations, printers, and an instructor’s workstation for group hands-on library instruction classes.

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 nine 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 four million items jointly held by member libraries. As a member
of Rhode Island Interrelated Library Network (RHILINET), a multitype 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 interlibrary loan system, an international database of the holdings of 17,000 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 laboratories 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.

**University Auxiliary Services**

**Bookstore**

The University Bookstore located in Miley Hall carries academic and general interest books, as well as a full line of school supplies. It provides health-related items, Salve-imprinted clothing and gifts, greeting cards, room accessories, and snacks and beverages. The store accepts MasterCard, Visa, Discover, American Express and personal checks. Charges may be made on the Salve Universal card.

**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.

**The Design Services and Copy Center Departments**

Both of these departments are located on the garden level of the McKillop Library. The Design Services department provides faculty, staff, and students with Mac desktop publishing. Photocopying, duplicating, and binding services are available in the Copy Center.
Safety and Security Department
The Department strives to preserve the safety, security and well being of the University community through 24-hour coverage. The security staff is trained in first aid and CPR and receive regular in-service training. Staff work to prevent crime, provide high-visibility security patrols, and respond quickly and effectively to the University community needs. Crimes involving violence, major property loss, or felony charges are reported immediately to the appropriate outside agency.

The Department maintains strong working relationships with other University offices as well as with local police and fire departments. Through training materials and presentations, the Department highlights the importance of education as the key element in crime prevention. The Department strives to increase awareness of campus safety, and encourages all to report suspicious activity on campus.

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 Tobin Hall. A decal for on-campus parking is issued and a service fee is charged.

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 time of initial enrollment 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 coursework 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.
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 Administration of 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 bachelors and masters degrees. Students with a grade point average of at least 3.00 may apply to the Five-Year Program by the middle of the junior year. The application process must be completed by March 14 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.

Graduate Certificate in Administration of Justice

This certificate program is designed for individuals who are not matriculated in the M.S. program in Administration of Justice, but wish to pursue advanced study in administration of justice tailored to personal academic goals or professional needs. Fifteen credit hours are required for the certificate, with the curriculum subject to approval by the graduate program director. Students meet with the program director to plan a curriculum of five courses, four to be chosen from the theory and process categories and a fifth course to include choice from the interdisciplinary electives.

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
- ADJ519 Race, Social Class 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
- ADJ521 Management Issues in Law Enforcement
- ADJ561 White Collar Crime
- ADJ575 Comparative Justice Systems
- ADJ576 High Technology Crime
- ADJ577 Police Civil Liability and Discipline
- INR552 Terrorism and Transnational Crime

**Research and Special Topics**

*One required course (3 credits):*
- ADJ500 Research Methods

*Three electives (or 9 credits) from any of the four categories including Interdisciplinary:*
- ADJ500 Research Methods
- ADJ581 Special Topics and/or Seminar
- ADJ590 Thesis (6 credits)
- ADJ591 Independent Study/Research

*Interdisciplinary Electives:*
- INR512 Justice and Order in International Relations
- INR531 Just and Unjust Wars
- INR542 Dispute and Conflict Resolution
- INR562 International Organizations and Law
- MGT501 Management and Organizational Theory
MGT509: Human Resources Management
MGT555: Organizational Development
MGT559: Legal Issues in the Workplace
MGT560: Labor Relations
MGT567: Creative Problem Solving in Organizations
HLC573: Human Relations Laboratory I: Dynamics of Human Behavior

Concentrations

International Administration of 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):
ADJ575: Comparative Justice Systems

Choose three electives (9 credits):
INR512: Justice and Order in International Relations
INR531: Just and Unjust Wars
INR542: Dispute and Conflict Resolution
INR552: Terrorism and Transnational Crime
INR562: International Organizations and Law

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.

Choose three electives (9 credits):
MGT501: Management and Organizational Theory
MGT509: Human Resources Management
MGT555: Organizational Development
MGT559: Legal Issues in the Workplace
MGT560: Labor Relations
MGT567: Creative Problem Solving in Organizations
Dual-Degree Masters Program

Administration of Justice and Management

Students interested in pursuing a masters degree in Administration of Justice and a second degree in 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 3.70.

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.

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 Methods

Students explore various research techniques and 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 and their inherent threats to internal and external validity, sampling techniques, data collection methods, and ethical considerations.

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

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

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.
ADJI520: 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.

ADJI521: 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.

ADJI523: 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.

ADJI561: White-Collar Crime  
White-Collar crime is described as those acts, which are characterized by deceit, concealment, or violation of trust and which are not dependent upon the application or threat of physical force or violence. These acts are committed by individuals and organizations to obtain money or services; or to secure personal or business advantage. This course examines the various aspects of white-collar crime such as embezzlements, mail and wire fraud, money laundering, and computer crimes. Guest lecturers from both federal and local law enforcement may be invited to speak on particular white-collar crimes.

ADJI575: Comparative Justice Systems  
US law enforcement has, in many respects, become internationalized with the prevalence of world crime. This course presents a comparative analysis of criminal justice systems in several states, with a specific focus on police, courts, and corrections. Students examine different state processes and institutions of criminal justice and try to understand reasons for their variation.

ADJI576: High Technology Crime  
This course studies the response of law enforcement and information systems scientists to the use of computers and related technologies for criminal purposes. While no prior computer knowledge is required, students will use computers as a part of this class. Major policy issues surrounding this area will also be discussed.

ADJI577: 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.

ADJI581: Special Topics and/or Seminars  
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, Contemporary Issues in Undercover Operations, and Problem Oriented Policing.
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.

INR512: Justice and Order in International Relations
Examines in theoretical and practical terms the relationship of justice and order at different levels of human interaction, such as that between people as members of different state organizations and as part of the world community. Its objective is to find a balance not only in the way political order relates to justice, but also in the way that people can balance their state citizenship with world citizenship, i.e., national identity and human identity.

INR 531: Just and Unjust Wars
Examines the concept of the just war theory from the point of view of different religions regarding the declaration and conduct of conventional war. It also examines the ethical implications of contemplating nuclear, biological or chemical warfare.

INR542: Dispute and Conflict Resolution
Examines sources of conflict at different levels of human interaction and explores negotiation, mediation, and arbitration strategies to managing crises and resolving disputes between groups and individuals.

INR552: Terrorism and Transnational Crime
Examines the sources, activities and legal implications of international terrorism and globalized crime. It analyzes strategies and processes of responding and combating criminal networks and activities across borders and evaluates the impact such strategies and processes have on human and civil rights.

INR562: International Organizations and Law
Examines the role international organizations and law play in promoting, maintaining, and enforcing the principles of the international community of states. Is the international community a reality or are international institutions convenient instruments of the interests and policies of the participant states? Are there any obligations that the citizens of the participant states have towards the institutions of the international community? If any, what are these obligations and how should they be carried out?
**MGT501: Management and Organizational Theory**
Students will explore classic management and organizational theories as they apply to contemporary business organizations. Integration of the individual into the organization, an examination of the human factor in organizational dynamics and the processes of team building and evaluating organizational and managerial effectiveness will be considered.

**MGT509: Human Resources Management**
This course will assist students in understanding the effective use of human resources to achieve organizational goals within the constraints imposed by ethical considerations and legal obligations. The processes used to determine human resource requirements, recruitment, selection, development, utilization and accommodation of human resources in contemporary organizations will be explored.

**MGT555: Organizational Development**
This course provides an overview of the field of organizational behavior with a focus on organizational culture, group behavior, interpersonal influence and organizational design, change and innovation. This course is centered on effective change management within organizations. Students will have the opportunity to improve skills in areas such as process consultation, managing change, team building and measuring organizational effectiveness.

**MGT559: Legal Issues in the Workplace**
This course provides an overview of laws and regulations that must be considered in human resource decision making. Topics include the Fair Labor Standards Act, Equal Employment Opportunity and Affirmative Action, sexual harassment, family leave, the Americans with Disabilities Act, substance abuse and enforcement of a drug-free workplace and various aspects of employer/employee relations. Prerequisite: MGT509 Human Resources Management or permission of instructor.

**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 Human Resources Management or permission of instructor.

**MGT567: Creative Problem Solving in Organizations**
This course provides students with both the theoretical and practical applications of creatively solving problems in a wide range of organizational settings. Students will work collaboratively and cooperatively to learn the connections between innovation, creativity, visualization, memory, thinking, overcoming mental barriers, problem definition, idea generation, ideal evaluation, solution implementation and improved communication.
About the Program
The Master of Business Administration program is designed to prepare graduates to successfully lead and manage organizations in a constantly changing environment. In both the for-profit and not-for-profit environments, today's executive is faced with a myriad of concerns ranging from ethical and human rights issues to globalization and environmental protection. The Salve Regina University Master of Business Administration curriculum provides the technical knowledge and skills to appreciate and address these and other critical contemporary issues. The program is directed toward developing leaders with a focus on ethics, organizational behavior, finance, economics, accounting and strategic management. Social purpose and workplace humanization are underlying program values aligned with the University's mission. This degree program is accredited by the International Assembly of Collegiate Business Education (IACBE).

On-campus, On-line or On-site
The MBA degree may be earned by taking courses at our beautiful Newport, RI campus, on-line through our eSalve Graduate Extension Studies option, or by participating in specially designed programs on-site at your workplace. Many students accelerate completion of their degree by taking a combination of on-campus and on-line courses simultaneously. If you are interested in sponsoring an on-site degree program at your place of employment, please contact the Graduate Program Director for additional information.

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 masters degree at Salve Regina University in a Dual-Degree program by completing an additional eight courses (24 credits) in another degree.
program when approved by the Graduate Program Director and the Graduate Dean. Contact the Graduate Program Director for additional information.

**Prerequisite Courses**

Students in the MBA degree program are required to demonstrate successful completion of the following undergraduate courses:

- Accounting I & II (6 credits)
- Economic Principles (Micro and Macro Economics) (6 credits)
- Quantitative Analysis and Calculus or Statistics (6 credits)

Prerequisite course equivalencies may be demonstrated by one or more of the following methods:

1. Official undergraduate transcript from an accredited institution demonstrating successful completion of the prerequisite courses
2. CLEP exam results demonstrating proficiency in the prerequisite courses
3. Completion of Salve Regina University prerequisite courses (Please note: these courses do NOT count toward the MBA degree)
   - Accounting I & II (PRE561)
   - Economic Principles (PRE518)
   - Quantitative Analysis (PRE510)
4. Completion of an approved online course of study demonstrating successful completion of the prerequisites. Contact the Graduate Program Director for additional information and pre-approval of on-line courses.

**Five-Year Program**

Salve Regina University offers an accelerated program of study that leads to both a Bachelor's and a masters degree within 5 years. This program is designed for the University's highly-motivated, academically talented and qualified undergraduate students. Current undergraduate students interested in the Five-Year Program must have an undergraduate cumulative GPA of 3.30 and must complete the application process by March 15 of the junior year.

Undergraduate students considered for the Five-Year Program are conditionally accepted into the MBA program and must take four graduate courses their senior year. Of these four courses, 6 credits are applied to the undergraduate degree. Final MBA program acceptance is contingent upon successful completion of the undergraduate degree and the four graduate courses in the senior year. The total number of credits required to complete the Five Year Program with both the bachelors and masters degrees are 152 credits, 24 of which are graduate credits taken in the fifth year. All Five-Year Program students are required to complete MGT590 Internship as part of their degree requirements.

**Master of Business Administration Curriculum**

Students must successfully complete twelve (12) courses for a total of 36 credits to earn the MBA degree. All MBA students must complete the core curriculum (9 courses/27 credits). Students may choose to earn a general MBA by choosing three electives (3 courses/9 credits) from among any of the electives listed below. Students who choose to focus their studies by completing a concentration must select three electives (3 courses/9 credits) from among those listed under the specific concentration of interest.
MBA Core Curriculum (9 courses/27 credits)

- MGT501 Management & Organizational Theory (3 credits)
- MGT503 Business Law (3 credits)
- MGT510 Operations Management (3 credits)
- MGT518 Managerial Economics (3 credits)
- MGT538 Global Business (3 credits)
- MGT540 Global Ethics (Cross listed with INR & ISS) (3 credits)
- MGT561 Financial Management (3 credits)
- MGT562 Managerial Accounting (3 credits)
- MGT575 Strategic Management & Business Policy (3 credits)
  (capstone course)

Areas of Concentration

General MBA
Students wishing to obtain a general MBA may choose any three (3) electives including 500 or 600 level courses from Business Studies (MGT), Information Systems Science (ISS), International Relations (INR), Administration of Justice (ADJ), Holistic Counseling (HLC) or Health Services Administration (HSA). Prerequisites as indicated in the course descriptions are required unless specifically waived by the instructor.

MBA with Departmental Concentration
Students wishing to complete an MBA with a concentration may choose three (3) electives from any one area of study including Business Studies (MGT), Information Systems Science (ISS), International Relations (INR), Administration of Justice (ADJ), Holistic Counseling (HLC) or Health Services Administration (HSA). Prerequisites as indicated in the course descriptions are required unless specifically waived by the instructor. Areas of concentration require approval of the Business Studies Graduate Program Director. Not all elective courses are available online. Contact the Extension Studies Office for this information: sruexten@salve.edu.

MBA with an Individualized Concentration
Students may propose an individualized course of study aimed at meeting personal career and academic goals. Working with the Graduate Program Director, students may design a unique program of study by selecting and justifying three (3) related courses from among those graduate courses offered at Salve Regina University. Examples of individualized areas of concentration may include Global Ethical Issues, Entrepreneurial Studies and Holistic Management. The title of your individualized concentration will appear on your transcript. Unique programs of concentration require permission of both the Graduate Program Director and the Dean of Graduate Studies. Not all elective courses are available online. Contact the Extension Studies Office for this information: sruexten@salve.edu.

Management Electives (Choose 3 courses for the concentration in Management)

- MGT500 Research Methods (3 credits)
- MGT509 Human Resources Management (3 credits)
- MGT530 Marketing Management (3 credits)
- MGT534 Global Quality Management: ISO9000 (3 credits)
- MGT536 Global Environmental Management: ISO14000 (3 credits)
- MGT555 Organizational Development (3 credits)
MGT560 Labor Relations (3 credits)
MGT565 Portfolio Theory & Securities Analysis (3 credits)
MGT567 Creative Problem-Solving (3 credits)
MGT581 Special Topics (3 credits)
MGT590 Internship (Required for all Five-Year Program students) (3 credits)

Information Systems Science Electives (Choose 3 courses for the concentration in ISS)
ISS501 Structured Systems Analysis (3 credits)
ISS502 Advanced Application Programming (3 credits)
ISS510 Database Management Systems (3 credits)
ISS532 Operating Systems & Business Data Communications (3 credits)
ISS534 Knowledge Based & Decision Support Systems (3 credits)
ISS581 Special Topics (3 credits)

MBA/Concentration in International Business (Choose 3 courses for the concentration). At least one course must include study abroad to complete this concentration.
MGT509 Human Resources Management (3 credits)
MGT534 Global Quality Management: ISO9000 (3 credits)
MGT536 Global Environmental Management: ISO14000 (3 credits)
MGT560 Labor Relations (3 credits)
MGT581 Special Topics (3 credits)
(Required for Concentration in International Business)
MGT590 Internship (3 credits)

*Please consult the following sections in this catalog for potential elective courses in other departments: Administration of Justice (ADJ), Health Services Administration (HSA), Holistic Counseling (HCL), International Relations (INR).

Graduate Certificate Programs
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 that we all continue to both sharpen existing skills and expand into new areas. Certificate programs offer opportunities for those who desire improvement without formal pursuit of a masters degree.

Curriculum
Certificate programs are available in: Management, Human Resources Management, Human Development, Organizational Development, Information Systems Science and Individualized Concentration. Prerequisites as indicated in the course descriptions are required unless specifically waived by the instructor.

Graduate Certificate in Management (5 courses/15 credits)
MGT501 Management & Organizational Theory (3 credits)
MGT503 Business Law (3 credits)
MGT509 Human Resources Management (3 credits)
MGT530 Marketing Management (3 credits)
MGT534 Global Quality Management: ISO9000 (3 credits)
MGT536 Global Environmental Management: ISO14000 (3 credits)
MGT538 Global Business (3 credits)
MGT540 Global Ethics (Cross listed with INR & ISS) (3 credits)
MGT555 Organizational Development (3 credits)
MGT567 Creative Problem-Solving (3 credits)
MGT581 Special Topics (3 credits)
ISS501 Structured Systems Analysis (3 credits)

Graduate Certificate in Human Resources Management
(5 courses/15 credits)
MGT501 Management & Organizational Theory (3 credits)
MGT509 Human Resources Management (3 credits)
MGT534 Global Quality Management: ISO9000 (3 credits)
MGT540 Global Ethics (3 credits)
MGT555 Organizational Development (3 credits)
MGT560 Labor Relations (3 credits)
MGT567 Creative Problem-Solving (3 credits)
MGT581 Special Topics (3 credits)

Graduate Certificate in Human Development
(5 courses/15 credits)
HDV519 Developmental Psychology – Infancy to Adolescence (3 credits)
HDV539 Developmental Psychology – Adulthood to Aging I (3 credits)
HDV540 Developmental Psychology – Adulthood to Aging II (3 credits)
HDV541 Psychology of Personality (3 credits)
HLC509 Toward Synthesis: Approaches through Mind-Emotions (3 credits)
HLC532 Psychology of Group Process (3 credits)
HLC586 Consulting with Systems (3 credits)
MGT501 Management & Organizational Theory (3 credits)
MGT540 Global Ethics (3 credits)

Graduate Certificate in Organizational Development
(5 courses/15 credits)
HLC532 Psychology of Group Process (3 credits)
HLC586 Consulting in Systems (3 credits)
ISS501 Structured Systems Analysis (3 credits)
MGT501 Management & Organizational Theory (3 credits)
MGT555 Organizational Development (3 credits)
MGT567 Creative Problem Solving (3 credits)
MGT581 Special Topics (3 credits)
Graduate Certificate in Information Systems Science
(5 courses/15 credits)

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<th>Credits</th>
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<tr>
<td>ISS501</td>
<td>Structured Systems Analysis</td>
<td>(3 credits)</td>
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<tr>
<td>ISS502</td>
<td>Advanced Application Programming</td>
<td>(3 credits)</td>
</tr>
<tr>
<td>ISS510</td>
<td>Database Management Systems</td>
<td>(3 credits)</td>
</tr>
<tr>
<td>ISS532</td>
<td>Operating Systems &amp; Business Data Communications</td>
<td>(3 credits)</td>
</tr>
<tr>
<td>ISS534</td>
<td>Knowledge Based &amp; Decision Support Systems</td>
<td>(3 credits)</td>
</tr>
<tr>
<td>ISS581</td>
<td>Special Topics</td>
<td>(3 credits)</td>
</tr>
</tbody>
</table>

Graduate Certificate in Business Studies: Individualized Concentration
(5 courses/15 credits)

Students may propose a Graduate Certificate in Business Studies with an individualized course of study aimed at meeting personal career and academic goals. Working with the Graduate Program Director, students may design a unique program of study by selecting five (5) related courses from among those graduate Business Studies courses offered at Salve Regina University. Unique programs of study require permission of both the Graduate Program Director and the Dean of Graduate Studies.

Course Descriptions

MGT500: Research Methods
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.

MGT501: Management and Organizational Theory
Students will explore classic management and organizational theories as they apply to contemporary business organizations. Integration of the individual into the organization, an examination of the human factor in organizational dynamics and the processes of team building and evaluating organizational and managerial effectiveness will be considered.

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

MGT509: Human Resources Management
This course will assist students in understanding the effective use of human resources to achieve organizational goals within the constraints imposed by ethical considerations and legal obligations. The processes used to determine human resource requirements, recruitment, selection, development, utilization and accommodation of human resources in contemporary organizations will be explored.
**MGT510: Operations Management**
This course introduces tools and techniques necessary to assure effective and efficient operations in both service and manufacturing settings. Managerial decision making, forecasting, queuing and inventory control are enhanced by use of techniques such as total quality management (TQM), statistical process control (SPC), supply-chain management, and quantitative evaluation of capacity, location, layout and resource planning. **Prerequisite:** PRE510 Quantitative Analysis, Calculus and/or Statistics or equivalent or permission of instructor.

**MGT518: Managerial Economics**
This course provides a survey of micro- and macro-economic theory with an emphasis on material vital to managerial decision-making. Students will explore the economic behavior of business organizations with a focus on price theory, production theory and economic analysis. The determination of national income, monetary and fiscal policy and international trade are addressed. **Prerequisite:** PRE518 Microeconomics and Macroeconomics or equivalent or permission of instructor.

**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. Case studies will be utilized to enhance critical thinking and analytical decision-making.

**MGT534: Global Quality Management: ISO9001**
The proliferation of ISO9001 Quality Management System certificates worldwide is evidence of the growing trend among organizations to require adherence to international standards of quality. The ISO9001 standards assure that throughout the world, organizations speak the same language of quality in meeting customer requirements in both service and manufacturing industries. This course will provide an overview of the field of quality management with a focus on implementation and maintenance of an ISO9001 Quality Management System. Students will learn practical application of the ISO9001 requirements by applying the requirements to an organization of the student's choice.

**MGT536: Global Environmental Management: ISO14001**
Major corporations throughout the world are requiring suppliers to meet the proactive ISO14001 Environmental Management System standards. This course will focus on the environmental regulations to which businesses must adhere while exploring the role of a voluntary standard with a goal of pollution prevention and continual improvement in meeting environmental objectives. Students will learn practical application of the ISO14001 standard by building an ISO14001 compliant environmental management system to an organization of the student's choice.

**MGT538: Global Business**
This course presents the backgrounds, patterns and practical operations of global, multinational businesses. Topics include transnational corporations, global trade, global financial flows and international human resources management. The interactions between business policies and the host country's sociopolitical and economic environment are investigated. Use of case studies and business simulation models provide practical application of theories to enhance learning.
MGT540: Global Ethics: Perspectives in Business & International Relations
With the explosion of worldwide communications, the globalization of the economy, and the increase of international conflicts, this course takes a global perspective on major ethical issues impacting our daily lives as members of a world community. From business to world politics, students will examine enduring ethical concepts. Case studies will be used to explore contemporary applications to such issues as armed conflict, overpopulation, global degradation, and education/illiteracy. This course will encourage students to seek solutions to improve the world in which we live.

MGT555: Organizational Development
This course provides an overview of the field of organizational behavior with a focus on organizational culture, group behavior, interpersonal influence and organizational design, change and innovation. This course is centered on effective change management within organizations. Students will have the opportunity to improve skills in areas such as process consultation, managing change, team building and measuring organizational effectiveness.

MGT558: Current Topics in Human Resource Management
This course focuses on current topics relevant for human resource managers in contemporary business organizations. The primary objective of the course is to provide students with current information critical for both human resource planning and effective management. Current issues may include areas such as compensation management, employee benefit program management, effective and efficient training and development. Prerequisite: MGT509 Human Resources Management or permission of instructor.

MGT559: Legal Issues in the Workplace
This course provides an overview of laws and regulations that must be considered in human resource decision making. Topics include the Fair Labor Standards Act, Equal Employment Opportunity and Affirmative Action, sexual harassment, family leave, the Americans with Disabilities Act, substance abuse and enforcement of a drug-free workplace and various aspects of employer/employee relations. Prerequisite: MGT509 Human Resources Management or permission of instructor.

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 Human Resources Management or permission of instructor.

MGT561: Financial Management
Students become acquainted with the tools and instruments that allow financial managers to successfully manage current operations and predict long-term needs. Emphasis is placed on current industry practices with investigations of the investment, financing, and evaluation decisions necessary for organizations to meet their fiduciary responsibilities. The course is designed to show the application of finance theory to current management issues.
MGT562: Managerial Accounting
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. Prerequisite: PRE561 Accounting I & II or equivalent or permission of instructor.

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
This course provides students with both the theoretical and practical applications of creatively solving problems in a wide range of organizational settings. Students will work collaboratively and cooperatively to learn the connections between innovation, creativity, visualization, memory, thinking, overcoming mental barriers, problem definition, idea generation, ideal evaluation, solution implementation and improved communication.

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. This capstone course should be taken as one of the last 2 courses in the degree program. Permission of the Graduate Program Director is required for course registration.

MGT581: Special Topics
Theoretical, procedural and study abroad opportunities of interest to business studies are offered periodically. Details of these courses, when offered, will be announced on the Salve Regina University web site and in printed schedule booklets.

MGT590: Internship
Individually supervised project in an organization of the student's choice. The purpose of the internship experience is to meet clearly specified goals and objectives in an environment that will allow the student to test selected business administration skills by completing a pre-defined project as contractually agreed upon by the student, the internship agency (employer) and the Graduate Program Director. Note: This is a required course for students in the Five-Year MBA Program.

INFORMATION SYSTEMS SCIENCE

ISS501: Structured Systems Analysis
This course examines the structured systems development life cycle and rapid prototyping alternatives that may be applied to applications development process. 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. Additional topics include: event-driven design, object-oriented methodologies, conversion of legacy systems to a distributed environment, and application maintenance. Appropriate case tools, project management and development software will be used to support these activities.

**ISS502: Advanced Application Programming**
The purpose of this 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, HTML, and JavaScript and VBScript programming 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: 3 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 database management system. Emphasis is placed on the relational database model and the SQL standard. Students will be expected to create a database using a popular PC-based database management system. Hands-on laboratory projects will help reinforce concepts learned in class. Each student will build a solid understanding of how relational databases are used in supporting software applications. This course will cover the basics of relational database design, creation, and manipulation. Prerequisite: ISS501 Structured Systems Analysis or permission of the instructor.

**ISS532: Operating Systems and Business Data Communications**
Successful managers, project leaders, and senior analysts, need to be aware of current and future trends in Operating Systems (OS), computer networks, and distributed data processing. We will begin the course by reviewing the brief history and development of operating systems and move into telecommunications and networking issues. Students will research and investigate legacy operating systems and estimate current operating systems usage. The balance of the course will consist of exploring contemporary design issues and future trends. Topics will include but not be limited to: Windows, UNIX, the fundamentals of data communications, Local Area Networks (LANs), Intranets, client server communications, network security, and network administration.

**ISS534: Knowledge Based and Decision Support Systems**
This course introduces the role of information and knowledge-based management systems in 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 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. Prerequisite: ISS501 Structured Systems Analysis.
ISS581: Special Topics
Current critical topics of interest within the field of Information Systems Science will be offered periodically. Details of these courses, when offered, will be announced on the Salve Regina University web site and in printed schedule books.

HOLISTIC COUNSELING

HLC509: Toward Synthesis: On the Level of Mind/Emotions
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. The 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.

HLC532: The Psychology of Group Process
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.

HLC586: Consulting with Systems
Working with any client requires skill and artistry. The client in this course is a complex system, such as a large organization. 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.

HUMAN DEVELOPMENT

HDV519: Developmental Psychology—Infancy through Adolescence
The course will trace the ontogenesis of major developmental processes such as intelligence, motivation, language, personality, and social abilities, with selected reference to relevant theory and research through stages from infancy to adolescence.

HDV539: Developmental Psychology—Adulthood to Aging I
An examination of adult behavior in the context of the person's attempts to lead an independent and autonomous existence in society. An analysis of the roles of cultural norms and values as well as an individual's developmental history in the shaping of adult behavior, with some attention given to the common emotional and social problems confronted by adults in their relations to family, employers, and the larger society.

HDV540: Developmental Psychology—Adulthood to Aging II
A study of the normal process of aging in terms of social, psychological, biological, and cultural factors, including problems of accommodation and adjustment of the aged.

HDV541: Psychology of Personality
An investigation of personality theories within the philosophical context of psychoanalysis, behaviorism, and existentialism. The development of healthy personalities will be studied in detail.
MASTER OF SCIENCE
IN MANAGEMENT (MS)

ON CAMPUS
ON-LINE (eSALVE)

Myra Ellen Edelstein, Ed.D.
Director

About the Program
The Master of Science program is designed to prepare graduates for successful leadership positions in a variety of organizations. In both the for-profit and not-for-profit environments, today's executive is faced with a myriad of concerns ranging from ethical and human rights issues to globalization and environmental protection. The Salve Regina University Master of Science in Management curriculum provides the technical knowledge and skills to appreciate and address these and other critical contemporary issues. The program is directed toward developing leaders with a focus on ethics, organizational behavior, human resource management, marketing management and legal issues in business. Social purpose and workplace humanization are underlying program values aligned with the University's mission. This degree program is accredited by the International Assembly of Collegiate Business Education (IACBE).

On-campus, On-line or On-site
The Master of Science in Management may be earned by taking courses at our beautiful Newport, R.I. campus, on-line through our eSalve Graduate Extensions Studies option, or by participating in specially designed programs on-site at your workplace. Many students accelerate completion of their degree by taking a combination of on-campus and on-line courses simultaneously. If you are interested in sponsoring an on-site degree program at your place of employment, please contact the Graduate Program Director for additional information.

Program Requirements
Following completion of an approved program of twelve courses (36 credits) and all degree requirements, the Master of Science in Management degree is conferred. Students may also work toward a second masters degree at Salve Regina University in a Dual-Degree program by completing an additional eight courses (24 credits) in another degree program when approved by the Graduate Program Director and the Graduate Dean. Contact the Graduate Program Director for additional information.
Prerequisite Courses
There are no prerequisite courses necessary to earn the Master of Science in Management degree.

Five-Year Program
Salve Regina University offers an accelerated program of study that leads to both a bachelors and a masters degree within five years. This program is designed for the University's highly-motivated, academically talented and qualified undergraduate students. Current undergraduate students interested in the Five-Year Program must have an undergraduate cumulative GPA of 3.30 and must complete the application process by March 15 of the junior year.

Undergraduate students considered for the Five-Year Program are conditionally accepted into the MS program and must take four graduate courses their senior year. Of these four courses, 6 credits are applied to the undergraduate degree. Final MS program acceptance is contingent upon successful completion of the undergraduate degree and the four graduate courses in the senior year. The total number of credits required to complete the Five-Year Program with both the bachelors and masters degrees is 152 credits, 24 of which are graduate credits taken in the fifth year. All Five-Year Students are required to complete MGT590 Internship as part of their degree requirements.

Master of Science in Management Curriculum
Students must successfully complete twelve (12) courses for a total of 36 credits to earn the MS degree. All MS students must complete the core curriculum (9 courses/27 credits) plus an additional 3 electives (9 credits).

Master of Science in Management Core Curriculum (9 courses/27 credits)

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<th>Course Name</th>
<th>Credits</th>
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<tr>
<td>MGT500</td>
<td>Research Methods</td>
<td>(3 credits)</td>
</tr>
<tr>
<td>MGT501</td>
<td>Management &amp; Organizational Theory</td>
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</tr>
<tr>
<td>MGT503</td>
<td>Business Law</td>
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<td>MGT509</td>
<td>Human Resources Management</td>
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<tr>
<td>MGT518</td>
<td>Managerial Economics</td>
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<tr>
<td>MGT530</td>
<td>Marketing Management</td>
<td>(3 credits)</td>
</tr>
<tr>
<td>MGT538</td>
<td>Global Business</td>
<td>(3 credits)</td>
</tr>
<tr>
<td>MGT540</td>
<td>Global Ethics (Cross listed with INR &amp; ISS)</td>
<td>(3 credits)</td>
</tr>
<tr>
<td>MGT575</td>
<td>Strategic Management &amp; Business Policy (capstone course)</td>
<td>(3 credits)</td>
</tr>
</tbody>
</table>

Areas of Concentration

General Master of Science in Management
Students wishing to obtain a general Master of Science in Management may choose any three (3) electives including 500 or 600 level courses from Business Studies (MGT), Information Systems Science (ISS), International Relations (INR), Administration of Justice (ADJ) or Holistic Counseling (HLC). Prerequisites as indicated in the course descriptions are required unless specifically waived by the instructor.
Master of Science in Management with a Departmental Concentration
Students wishing to complete a Master of Science in Management with a concentration may choose three (3) electives from any one area of study including Business Studies (MGT), Information Systems Science (ISS), International Relations (INR), Administration of Justice (ADJ), Health Services Administration (HSA) or Holistic Counseling (HLC). Prerequisites as indicated in the course descriptions are required unless specifically waived by the instructor. The concentration will appear on your graduate transcript. Departmental concentrations require approval of the Graduate Program Director. Not all elective courses are available online. Contact the Extension Studies Office for this information: sruexten@salve.edu.

Master of Science in Management with an Individualized Concentration
Students may propose an individualized course of study aimed at meeting personal career and academic goals. Working with the Graduate Program Director, students may design a unique program of concentration by selecting three (3) related courses from among those graduate courses offered at Salve Regina University. Examples of individualized areas of concentration may include Global Ethical Issues, Entrepreneurial Studies and Holistic Management. Individualized concentrations require permission of both the Graduate Program Director and the Dean of Graduate Studies. Not all elective courses are available online. Contact the Extension Studies Office for this information: sruexten@salve.edu.

Management Electives

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<tr>
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</tr>
<tr>
<td>MGT510</td>
<td>Operations Management</td>
<td>(3 credits)</td>
</tr>
<tr>
<td>MGT518</td>
<td>Managerial Economics</td>
<td>(3 credits)</td>
</tr>
<tr>
<td>MGT530</td>
<td>Marketing Management</td>
<td>(3 credits)</td>
</tr>
<tr>
<td>MGT534</td>
<td>Global Quality Management: ISO9000</td>
<td>(3 credits)</td>
</tr>
<tr>
<td>MGT536</td>
<td>Global Environmental Management: ISO14000</td>
<td>(3 credits)</td>
</tr>
<tr>
<td>MGT555</td>
<td>Organizational Development</td>
<td>(3 credits)</td>
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<tr>
<td>MGT560</td>
<td>Labor Relations</td>
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<tr>
<td>MGT561</td>
<td>Financial Management</td>
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<tr>
<td>MGT562</td>
<td>Managerial Accounting</td>
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<tr>
<td>MGT565</td>
<td>Portfolio Theory &amp; Securities Analysis</td>
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<tr>
<td>MGT567</td>
<td>Creative Problem-Solving</td>
<td>(3 credits)</td>
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<tr>
<td>MGT581</td>
<td>Special Topics and/or Seminar Abroad</td>
<td>(3 credits)</td>
</tr>
<tr>
<td>MGT590</td>
<td>Internship</td>
<td>(3 credits)</td>
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</tbody>
</table>

(Required for all students in the Five-Year Program)

Information Systems Science Electives

(Choose 3 courses for the concentration)

<table>
<thead>
<tr>
<th>Course</th>
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<tbody>
<tr>
<td>ISS501</td>
<td>Structured Systems Analysis</td>
<td>(3 credits)</td>
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<tr>
<td>ISS502</td>
<td>Advanced Application Programming</td>
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<tr>
<td>ISS510</td>
<td>Database Management Systems</td>
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</tr>
<tr>
<td>ISS532</td>
<td>Operating Systems &amp; Business Data Communications</td>
<td>(3 credits)</td>
</tr>
<tr>
<td>ISS534</td>
<td>Knowledge Based &amp; Decision Support Systems</td>
<td>(3 credits)</td>
</tr>
<tr>
<td>ISS581</td>
<td>Special Topics</td>
<td>(3 credits)</td>
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</table>

*Please consult the following sections in this catalog for potential elective courses in other departments: Administration of Justice (ADJ), Health Services Administration (HSA), Holistic Counseling (HCL), International Relations (INR).
**Graduate Certificate Programs**

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 that we all continue to both sharpen existing skills and expand into new areas. Certificate programs offer opportunities for those who desire improvement without formal pursuit of a masters degree.

**Curriculum**

Certificate programs are available in: Management, Human Resources Management, Human Development, Organizational Development, Information Systems Science and Individualized Concentration. Prerequisites as indicated in the course descriptions are required unless specifically waived by the instructor.

**Graduate Certificate in Management (5 courses/15 credits)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tr>
<td>MGT501</td>
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<td>Business Law</td>
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<tr>
<td>MGT509</td>
<td>Human Resources Management</td>
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</tr>
<tr>
<td>MGT530</td>
<td>Marketing Management</td>
<td>3</td>
</tr>
<tr>
<td>MGT534</td>
<td>Global Quality Management: ISO9000</td>
<td>3</td>
</tr>
<tr>
<td>MGT536</td>
<td>Global Environmental Management: ISO14000</td>
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<tr>
<td>MGT538</td>
<td>Global Business</td>
<td>3</td>
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<tr>
<td>MGT540</td>
<td>Global Ethics (Cross listed with INR &amp; ISS)</td>
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<td>MGT555</td>
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<td>MGT581</td>
<td>Special Topics</td>
<td>3</td>
</tr>
<tr>
<td>ISS501</td>
<td>Structured Systems Analysis</td>
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**Graduate Certificate in Human Resources Management (5 courses/15 credits)**

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<tr>
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<td>Human Resources Management</td>
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<tr>
<td>MGT540</td>
<td>Global Ethics</td>
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<td>MGT555</td>
<td>Organizational Development</td>
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<td>MGT560</td>
<td>Labor Relations</td>
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<td>MGT567</td>
<td>Creative Problem-Solving</td>
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<tr>
<td>MGT581</td>
<td>Special Topics</td>
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**Graduate Certificate in Human Development (5 courses/15 credits)**

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<tr>
<td>HDV519</td>
<td>Developmental Psychology – Infancy to Adolescence</td>
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<tr>
<td>HDV539</td>
<td>Developmental Psychology – Adulthood to Aging I</td>
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<td>HDV540</td>
<td>Developmental Psychology – Adulthood to Aging II</td>
<td>3</td>
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<tr>
<td>HDV541</td>
<td>Psychology of Personality</td>
<td>3</td>
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<tr>
<td>HLC509</td>
<td>Toward Synthesis: Approaches through Mind-Emotions</td>
<td>3</td>
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<tr>
<td>HLC532</td>
<td>Psychology of Group Process</td>
<td>3</td>
</tr>
<tr>
<td>HLC586</td>
<td>Consulting with Systems</td>
<td>3</td>
</tr>
<tr>
<td>MGT501</td>
<td>Management &amp; Organizational Theory</td>
<td>3</td>
</tr>
<tr>
<td>MGT540</td>
<td>Global Ethics</td>
<td>3</td>
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</tbody>
</table>
Graduate Certificate in Organizational Development
(5 courses/15 credits)
- HLC532 Psychology of Group Process (3 credits)
- HLC586 Consulting in Systems (3 credits)
- ISS501 Structured Systems Analysis (3 credits)
- MGT501 Management & Organizational Theory (3 credits)
- MGT555 Organizational Development (3 credits)
- MGT567 Creative Problem Solving (3 credits)
- MGT581 Special Topics (3 credits)

Graduate Certificate in Information Systems Science
(5 courses/15 credits)
- ISS501 Structured Systems Analysis (3 credits)
- ISS502 Advanced Application Programming (3 credits)
- ISS510 Database Management Systems (3 credits)
- ISS532 Operating Systems & Business Data Communications (3 credits)
- ISS534 Knowledge Based & Decision Support Systems (3 credits)
- ISS581 Special Topics (3 credits)

Graduate Certificate in Business Studies: Individualized Concentration
(5 courses/15 credits)
Students may propose a Graduate Certificate in Business Studies with an individualized course of study aimed at meeting personal career and academic goals. Working with the Graduate Program Director, students may design a unique program of study by selecting five (5) related courses from among those graduate Business Studies courses offered at Salve Regina University. Unique programs of study require permission of both the Graduate Program Director and the Dean of Graduate Studies.

Course Descriptions

MGT500: Research Methods
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.

MGT501: Management and Organizational Theory
Students will explore classic management and organizational theories as they apply to contemporary business organizations. Integration of the individual into the organization, an examination of the human factor in organizational dynamics and the processes of team building and evaluating organizational and managerial effectiveness will be considered.

MGT503: Business Law
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.

Master of Science in Management 43
MGT509: Human Resources Management
This course will assist students in understanding the effective use of human resources to achieve organizational goals within the constraints imposed by ethical considerations and legal obligations. The processes used to determine human resource requirements, recruitment, selection, development, utilization and accommodation of human resources in contemporary organizations will be explored.

MGT510: Operations Management
This course introduces tools and techniques necessary to assure effective and efficient operations in both service and manufacturing settings. Managerial decision making, forecasting, queuing and inventory control are enhanced by use of techniques such as total quality management (TQM), statistical process control (SPC), supply-chain management, and quantitative evaluation of capacity, location, layout and resource planning. Prerequisite: PRE510 Quantitative Analysis, Calculus and/or Statistics or equivalent or permission of instructor.

MGT518: Managerial Economics
This course provides a survey of micro- and macro-economic theory with an emphasis on material vital to managerial decision-making. Students will explore the economic behavior of business organizations with a focus on price theory, production theory and economic analysis. The determination of national income, monetary and fiscal policy and international trade are addressed. Prerequisite: PRE51B Microeconomics and Macroeconomics or equivalent or permission of instructor.

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. Case studies will be utilized to enhance critical thinking and analytical decision-making.

MGT534: Global Quality Management: ISO9001
The proliferation of ISO9001 Quality Management System certificates worldwide is evidence of the growing trend among organizations to require adherence to international standards of quality. The ISO9001 standards assure that throughout the world organizations speak the same language of quality in meeting customer requirements in both service and manufacturing industries. This course will provide an overview of the field of quality management with a focus on implementation and maintenance of an ISO9001 Quality Management System. Students will learn practical application of the ISO9001 requirements by applying the requirements to an organization of the student's choice.

MGT536: Global Environmental Management: ISO14001
Major corporations throughout the world are requiring suppliers to meet the proactive ISO14001 Environmental Management System standards. This course will focus on the environmental regulations to which businesses must adhere while exploring the role of a voluntary standard with a goal of pollution prevention and continual improvement in meeting environmental objectives. Students will learn practical application of the ISO14001 standard by building an ISO14001 compliant environmental management system to an organization of the student's choice.
MGT538: Global Business
This course presents the backgrounds, patterns and practical operations of global, multinational businesses. Topics include transnational corporations, global trade, global financial flows and international human resources management. The interactions between business policies and the host country's sociopolitical and economic environment are investigated. Use of case studies and business simulation models provide practical application of theories to enhance learning.

MGT540: Global Ethics: Perspectives in Business & International Relations
With the explosion of worldwide communications, the globalization of the economy, and the increase of international conflicts, this course takes a global perspective on major ethical issues impacting our daily lives as members of a world community. From business to world politics, students will examine enduring ethical concepts. Case studies will be used to explore contemporary applications to such issues as armed conflict, overpopulation, global degradation, and education/literacy. This course will encourage students to seek solutions to improve the world in which we live.

MGT555: Organizational Development
This course provides an overview of the field of organizational behavior with a focus on organizational culture, group behavior, interpersonal influence and organizational design, change and innovation. This course is centered on effective change management within organizations. Students will have the opportunity to improve skills in areas such as process consultation, managing change, team building and measuring organizational effectiveness.

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 Human Resources Management or permission of instructor.

MGT561: Financial Management
Students become acquainted with the tools and instruments that allow financial managers to successfully manage current operations and predict long-term needs. Emphasis is placed on current industry practices with investigations of the investment, financing, and evaluation decisions necessary for organizations to meet their fiduciary responsibilities. The course is designed to show the application of finance theory to current management issues.

MGT562: Managerial Accounting
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. Prerequisite: PRE561 Accounting I & II or equivalent or permission of instructor.
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
This course provides students with both the theoretical and practical applications of creatively solving problems in a wide range of organizational settings. Students will work collaboratively and cooperatively to learn the connections between innovation, creativity, visualization, memory, thinking, overcoming mental barriers, problem definition, idea generation, ideal evaluation, solution implementation and improved communication.

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. This capstone course should be taken as one of the last 2 courses in the degree program. Permission of the Graduate Program Director is required for course registration.

MGT581: Special Topics
Theoretical, procedural and study abroad opportunities of interest to business studies are offered periodically. Details of these courses, when offered, will be announced on the Salve Regina University web site and in printed schedule booklets.

MGT590: Internship
Individually supervised project in an organization of the student's choice. The purpose of the internship experience is to meet clearly specified goals and objectives in an environment that will allow the student to test selected business administration skills by completing a pre-defined project as contractually agreed upon by the student, the internship agency (employer) and the Graduate Program Director. Note: This is a required course for students in the Five-Year MBA Program.

INFORMATION SYSTEMS SCIENCE

ISS501: Structured Systems Analysis
This course examines the structured systems development life cycle and rapid prototyping alternatives that may be applied to applications development process. 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. Additional topics include: event-driven design, object-oriented methodologies, conversion of legacy systems to a distributed environment, and application maintenance. Appropriate case tools, project management and development software will be used to support these activities.
**ISS502: Advanced Application Programming**
The purpose of this 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, HTML, and JavaScript and VBScript programming 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: 3 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 database management system. Emphasis is placed on the relational database model and the SQL standard. Students will be expected to create a database using a popular PC-based database management system. Hands-on laboratory projects will help reinforce concepts learned in class. Each student will build a solid understanding of how relational databases are used in supporting software applications. This course will cover the basics of relational database design, creation, and manipulation. **Prerequisite: ISS501 Structured Systems Analysis or permission of the instructor.**

**ISS532: Operating Systems and Business Data Communications**
Successful managers, project leaders, and senior analysts, need to be aware of current and future trends in Operating Systems (OS), computer networks, and distributed data processing. We will begin the course by reviewing the brief history and development of operating systems and move into telecommunications and networking issues. Students will research and investigate legacy operating systems and estimate current operating systems usage. The balance of the course will consist of exploring contemporary design issues and future trends. Topics will include but not be limited to: Windows, UNIX, the fundamentals of data communications, Local Area Networks (LANs), Intranets, client server communications, network security, and network administration.

**ISS534: Knowledge Based and Decision Support Systems**
This course introduces the role of information and knowledge-based management systems in 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 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. **Prerequisite: ISS501 Structured Systems Analysis.**

**ISS581: Special Topics**
Current critical topics of interest within the field of Information Systems Science will be offered periodically. Details of these courses, when offered, will be announced on the Salve Regina University web site and in printed schedule books.
HOLISTIC COUNSELING

HLC509: Toward Synthesis: On the Level of Mind/Emotions
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. The 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 physical existence, creativity, and sense of meaning and purpose.

HLC532: The Psychology of Group Process
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.

HLC586: Consulting with Systems
Working with any client requires skill and artistry. The client in this course is a complex system, such as a large organization. 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.

HUMAN DEVELOPMENT

HDV519: Developmental Psychology – Infancy through Adolescence
The course will trace the ontogenesis of major developmental processes such as intelligence, motivation, language, personality, and social abilities, with selected reference to relevant theory and research through stages from infancy to adolescence.

HDV539: Developmental Psychology—Adulthood to Aging I
An examination of adult behavior in the context of the person's attempts to lead an independent and autonomous existence in society. An analysis of the roles of cultural norms and values as well as an individual's developmental history in the shaping of adult behavior, with some attention given to the common emotional and social problems confronted by adults in their relations to family, employers, and the larger society.

HDV540: Developmental Psychology—Adulthood to Aging II
A study of the normal process of aging in terms of social, psychological, biological, and cultural factors, including problems of accommodation and adjustment of the aged.

HDV541: Psychology of Personality
An investigation of personality theories within the philosophical context of psychoanalysis, behaviorism, and existentialism. The development of healthy personalities will be studied in detail.
HEALTH SERVICES ADMINISTRATION

ON CAMPUS
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 better meet 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 substituted by an elective course if the Program Director determines that a student already possesses sufficient administrative experience.

**Curriculum**

**Research Requirement**

- HSA500: Research Methods

**Required Courses**

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

**Electives**

- HSA540: Health Care and the Older Citizen
- HSA581: Special Topics in Health Services Administration
- HSA591: Independent Study/Research
- HLC532: Psychology of Group Processes
- HLC573: Human Relations Lab
- MGT501: Organization Theory and Behavior
- MGT555: Organization Behavior & Development
- MGT560: Labor Relations
- MGT561: Financial Management
- MGT567: Creative Problem-Solving
Course Descriptions

HSA500: Research Methods
Students explore various research techniques and 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 graduate studies.*

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

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

HSA509: Human Resources Management
This course will assist students in understanding the effective use of human resources to achieve organizational goals within the constraints imposed by ethical considerations and legal obligations. The processes used to determine human resource requirements, recruitment, selection, development, utilization and accommodation of human resources in contemporary organizations will be explored.

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, physician assisted death, organ donation, resource allocation, and issues related to health care reimbursement and administration, such as cost containment and quality assurance. Other topics include informed consent, confidentiality, autonomy, professional codes, the Human Genome Project and cloning. 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, HIPAA regulations, 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 relative to the health needs of the community is also addressed.

HSA547: Application of Health Care Management Theory
This capstone 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. This 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 substitute an elective course in lieu of the internship with approval of Program Director. Prerequisite: Advisor approval before Registration.

Electives

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

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

HLC532: Psychology of Group Processes
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.

HLC573: Human Relations Laboratory I: 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. The laboratory course is limited to ten participants, and early registration is suggested.

MGT501: Management and Organizational Theory
Students will explore classic management and organizational theories as they apply to contemporary business organizations. Integration of the individual into the organization, an examination of the human factor in organizational dynamics and the processes of team building and evaluating organizational and managerial effectiveness will be considered.

MGT555: Organizational Development
This course provides an overview of the field of organizational behavior with a focus on organizational culture, group behavior, interpersonal influence and organizational design, change and innovation. This course is centered on effective change management within organizations. Students will have the opportunity to improve skills in areas such as process consultation, managing change, team building and measuring organizational effectiveness.

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. Prerequisite: MGT509 Human Resources Management or permission of instructor.

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 evaluation decisions necessary for organizations to meet their fiduciary responsibilities. The course is designed to show application of financial theory to current management issues.

MGT567: Creative Problem-Solving
This course provides students with both the theoretical and practical applications of creatively solving problems in a wide range of organizational settings. Students will work collaboratively
and cooperatively to learn the connections between innovation, creativity, visualization, memory, thinking, overcoming mental barriers, problem definition, idea generation, ideal evaluation, solution implementation and improved communication.

GRADUATE CERTIFICATE PROGRAM IN HEALTH CARE ADMINISTRATION

About the Program

The graduate certificate in Health Care Administration is a four-course (12 credit) program designed to meet the educational and career needs of individuals who are currently working in health care or a related area and have either a bachelor or master's degree.

Program Requirements

Students must have obtained a bachelor or master's degree and currently be employed in the field of health care or related area.

Upon successful completion of the four designated courses, students will be awarded a Graduate Certificate in Health Care Administration.

Should a student desire to continue in the master's program, they must complete the application process, and if accepted, the courses already completed will be applied to the Health Services Administration program.

Admission Requirements:

- Completed application for the graduate certificate program
- Official transcript
- Two letters of recommendation
- Students may enroll in one course while application is in process.

Required courses: (4)

- HSA 501: Introduction to Health Services
- HSA 505: Health Care Marketing
- HSA 519: Health Care Finance
- HSA 543: Public Health Administration

Should a student be able to demonstrate expertise in one area, that student may substitute another course from the HSA required listing of courses with approval of the Program Director.

All course descriptions for the Graduate Certificate in Health Care Administration are found in this section of the catalog.
HOLISTIC COUNSELING
ON CAMPUS
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 with the natural world that supports it. Holistic counselors are aware that many of 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 light of this, the successful applicant will demonstrate a personal philosophy and character that reflect the ideals of the Holistic Counseling Program.

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 for individuals, groups, and institutions in times of change and crisis.
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: (all courses are three credits unless otherwise specified)

- HLC504: Introduction to the Foundations 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
- HLC533: 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.

Masters candidates who are considering applying for the Certificate in Advanced Graduate Study in Mental Health: Holistic Orientation should consult with their advisor beforehand to ensure that the electives they choose are acceptable to the Rhode Island State Licensing Board.

- HLC575: Healing (2 credits)
- HLC579: Grief Counseling (2 credits)
- HLC580: Massage Therapy (2 credits)
- HLC582: The Uses of Expressive Art in Therapy
- HLC583: Marketing Holistic Counseling
- HLC584: Movement Therapy (1 credit)
- HLC585: Crisis Intervention (2 credits)
Special Topics are offered throughout the year, depending on the availability of guest instructors. Subjects include:

- Basic Therapeutic Touch
- Jungian Psychology: Archetype and Personal Myth
- Feng Shui: Creating a Healing Environment (2 credits)
- Interventions for Global Change

**Course Descriptions**

**HLC500: Research Methods**
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.

**HLC504: Introduction to the Foundations of Counseling Theory from a Holistic Perspective**
An historical 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 (elaborated and expanded upon in subsequent courses) are presented in overview. Taught from an historical 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.*

**HLC507: Toward Synthesis: The Body/Mind Connection**
The starting point of this course is 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. The 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 with 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.

HLC509: Toward Synthesis: On the Level of Mind/Emotions
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. The 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 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 role-plays, 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. They learn how to identify transference and counter-transference, 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.

**HLC532: The Psychology of Group Process**

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.*

**HLC570: Internship and Seminar I**

Student interns practice in settings approved by the Internship Coordinator. 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 professional liability insurance coverage.

**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.*
HLC608/609 Advanced Internship Seminars
Advanced Internship Seminar is a two-hour per week seminar over two semesters conducted in conjunction with the 1,000 hour advanced internship for students pursuing the Certificate of Advanced Graduate Studies in Mental Health with a Holistic Concentration. Students work in a variety of clinical settings off campus to gain experience with a range of mental/emotional problems. There they conduct one-to-one therapy with on-site supervision as well as work with groups and families as the situation permits. The seminars focus on overseeing the students’ work at their placements, to help them deal with relational and countertransference issues, and to provide support as they seek to integrate their personal and professional growth.

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 CAGS.

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 explores the use of movement in personal and professional growth as students learn to expand their capacities for self-expression. Students discover how therapeutic movement unblocks feelings and unconscious processes, facilitates healing in therapy, and leads to a fuller life.

HLC585: Crisis Intervention
A crisis is a turning point that provides opportunities for change and growth. Students explore a therapeutic approach to crisis intervention by assisting others through crisis, and facilitating growth. 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 or refer to other human services professionals.
HLC586: Consulting with Systems
Working with any client requires skill and artistry. The client in this course is a complex system, such as a large organization. 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 historical and current approaches in children's counseling. Students explore developmental methods and a variety of media for expression, exploration and therapeutic process. The class includes role-play 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 learn 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.
Special Topics
HLC581 SPECIAL TOPICS are offered throughout the year, depending on the availability of guest instructors. Subjects include:

**Jungian Psychology: Archetype 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.

**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.

**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. A final project is to design an intervention for 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)**
**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 through an Advanced Internship Seminar and an additional one-thousand hour internship. The additional six credits may be obtained via elective courses specifically approved by the licensing board.

Following graduation, 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. (9 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 (12 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: On the Level of 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. (12 credits)

Consistent with the program philosophy, this section considers the broad concept of human growth and development as a universal theme in 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
(3 credits)

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

HLC500: Research Methods
HLC553: Evaluation

Area V - Counseling Practica
(6 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
(12 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 VIII - Electives
(6 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 with 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.

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 63-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.

HLC604: Self-Discovery through the Expressive Arts

This course is designed to provide students with an in-depth experiential opportunity using various expressive arts modalities. To be effective in integrating the use of art in any educational or therapeutic setting, it is important to explore one’s own personal development. The emphasis in this course is on individual work using personal process, in-class discussions, outside assignments and selected projects. Students will explore their own images and metaphors in a variety of art-making exercises. The focus will be on self-expression of inner imagery and the connection it plays in changing attitude, emotional state, and somatic awareness.
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.

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.

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 604, 610, 611, 613 and 618 for a total of 15 graduate credits. (See course descriptions under Expressive Arts CAGS.)
The Expressive Arts Institute

Healing with the Expressive Arts
3-WEEKEND INTENSIVE TRAINING PROGRAM

This non-credit program offers six Continuing Education Units (CEU), and a certificate of completion. A masters degree is not required for acceptance; however, only those students who intend to use this training in a professional capacity will be considered.

The Expressive Arts Institute, sponsored by the graduate program in holistic counseling, specifically designed this non-credit professional development program to provide psychotherapists, holistic counselors, school counselors, medical caregivers, bodyworkers, and educators with basic intermodal training in the expressive arts. This training can be used to facilitate physical, emotional, or spiritual healing – in groups or with individuals.

The program focuses on using an intermodal approach to the expressive arts, specifically concentrating on an in-depth integration of the visual arts with dance/movement. Attention is also given to integrating other complementary modalities such as sound/music and writing.

For upcoming weekend dates and more information go to: http://www.salve.edu/programs_GRAD/grad_dept_holistic/grad_inst_eai/index.html or call: 401-341-2157.
HUMANITIES
ON CAMPUS
ON-LINE (eSALVE)

Master of Arts
Lance Carluccio, Ph.D.
Director

About the Program

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

Program Requirements

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

Curriculum

The curriculum is divided into three parts:

Humanities Core

Six courses (18 credits)

- HUM 500: Research Methods
- 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)

HUM 572, 581 or 590 may be substituted with the Program Director’s permission.

- ADJ515: Contemporary Literature in the Administration of Justice
- HLC 504: Holistic Perspectives
- HUM 510: A History of Technology
- INR512: Justice and Order in International Relations
- INR516: Identity, Harmony, and Conflict
- MGT509: Management of Human Resources
- MGT555: Organizational Development

Electives

Two courses (6 credits)

To be approved by the Program Director based on student objectives. Not all electives are available on-line, but course substitutions may be made with the approval of the Program Director.

Course Descriptions

HUM500: Research Methods

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: Global Ethics: Perspectives in Business & International Relations

With the explosion of worldwide communications, the globalization of the economy, and the increase of international conflicts, this course takes a global perspective on major ethical issues impacting our daily lives as members of a world community. From business to world politics, students will examine enduring ethical concepts. Case studies will be used to explore contemporary applications to such issues as armed conflict, overpopulation, global degradation, and education/literacy. This course will encourage students to seek solutions to improve the world in which we live.

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

In this study of such major authors as Plato, Racine, Shakespeare, Goethe, Flaubert and Tolstoy, students continue to read and discuss classic works of major significance. Emphasis is placed on the critical analysis of the works with a view toward understanding and appreciating them not just in their own time period and culture, but also in an attempt to discover how they both reflect and illuminate contemporary experience.
HUM 505: World Civilizations I
This course focuses on the distinctive cultural achievements that characterize the seminal Western civilizations. Students examine growth and decline of national aspirations and how the humanities shape cultural identity.

HUM 506: World Civilizations II
This course proposes that through the humanities, students can effectively learn to appreciate the ancient cultures of the Eastern world. The arts, wisdom, and ways of life in historic civilizations are the theme of a cross-cultural survey from the Middle East to Asia.

HUM 510: 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.

HUM 572: Data Analysis
Building on the knowledge base gained in Research Methods, students develop facility in the analysis and presentation of data (both qualitative and quantitative) using computer-based statistical software (including SPSS). Experience will also be provided in conducting a secondary analysis of data from a national longitudinal study. Students will develop skills in methods of coding data, building a database, and using appropriate methods to analyze both quantitative and qualitative data. Statistical concepts to be covered include the most widely used descriptive and inferential statistics (including parametric and nonparametric statistics). Emphasis will be placed on generating analyses and accurately interpreting and reporting findings.
Prerequisite: A graduate level course in Research Methods or permission of the instructor

HUM 581: Special Topics
Students explore topics of special interest to the humanities.

HUM 590: M.A. Thesis (optional)
Students may choose to write a master’s thesis under the direction of a faculty member with special competence in the subject. Based on Turabian (latest edition), the 6-credit thesis should contain sophisticated and clear exposition on an original scholarly theme. Approval must be obtained from the program director.

ADJ 515: 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.

HLC 504: Introduction to the Foundation of Counseling Theory from a Holistic Perspective
An historical 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 (elaborated and expanded upon in subsequent courses) are presented in overview. Taught from an historical perspective, it places the emergence of psychology and counseling as distinct disciplines in the overall context of the development of west-
ern 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 affected 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.

**INR512: Justice and Order in International Relations**
Examines in theoretical and practical terms the relationship of justice and order at different levels of human interaction, such as that between people as members of different state organizations and as part of the world community. Its objective is to find a balance not only in the way political order relates to justice, but also in the way that people can balance their state citizenship with world citizenship, i.e., national identity and human identity.

**INR516: Identity, Harmony, and Conflict**
Examines the role that social and religious identity plays in the interaction of people within an established political order as well as between different political orders. For example, is religious and social identity a factor for harmonious relations between people, or is it a source of conflict between individuals and groups?

**MGT509: Human Resources Management**
This course will assist students in understanding the effective use of human resources to achieve organizational goals within the constraints imposed by ethical considerations and legal obligations. The processes used to determine human resource requirements, recruitment, selection, development, utilization and accommodation of human resources in contemporary organizations will be explored.

**MGT555: Organizational Development**
This course provides an overview of the field of organizational behavior with a focus on organizational culture, group behavior, interpersonal influence and organizational design, change and innovation. This course is centered on effective change management within organizations. Students will have the opportunity to improve skills in areas such as process consultation, managing change, team building and measuring organizational effectiveness.
HUMANITIES
ON CAMPUS
Doctoral Program
Lance Carluccio, Ph.D.
Director

About the Program

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

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

During the dissertation phase, students enroll in Dissertation Research, HUM 681-698, each fall and spring until all degree requirements are completed. Dissertation Research Proposals are reviewed and approved by the faculty mentor, two readers, the Program Director, the Dean of Graduate Studies 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 proficiency through examinations
• Required: Five courses (15 credits)
  HUM500: Research Methods 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
• Ongoing 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 HUM 572, 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 Timeframe
Doctoral students are expected to complete their dissertation at Salve Regina within seven years of passing the comprehensive examination. For rare and compelling reasons, a request for a one-year extension may be presented in writing to the Program Director.
COURSE DESCRIPTIONS

Prerequisite Courses

HUM500: Research Methods
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
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. This team-taught course lays the foundation of later courses taken in the core. Students are introduced to the fields of literature, religion, art, and philosophy. 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 provides opportunities for students to investigate technology in historical context as the organization and institutionalization of knowledge for practical purposes. Students examine the effects of technology on the traditional human wisdom that has served as a stabilizing force throughout history.

HUM610: The Religious Component of Culture
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
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
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
Guided by the key principles of traditional Western ethics—human dignity, justice, freedom, goodness, the common good, and truth-telling—this course considers how modern technology affects the human experience. Selected moral questions arising from the use of science-based and capital-driven technology are examined, e.g., the search for a more comprehensive ethic than the cost-benefit calculations of popular utilitarianism.

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

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

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

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

Elective Courses

HUM 572: Data Analysis
Building on the knowledge base gained in Research Methods, students develop facility in the analysis and presentation of data (both qualitative and quantitative) using computer-based statistical software (including SPSS). Experience will also be provided in conducting a secondary analysis of data from a national longitudinal study. Students will develop skills in methods of coding data, building a database, and using appropriate methods to analyze both quantitative and qualitative data. Statistical concepts to be covered include the most widely used descriptive and inferential statistics (including parametric and nonparametric statistics). Emphasis will be placed on generating analyses and accurately interpreting and reporting findings.

Prerequisite: A graduate level course in Research Methods or permission of the instructor.

Other courses selected in consultation with the Program Director. Concentration courses should support the dissertation topic.
About the Program

The curriculum and content of the International Relations Program is a reflection of the University's mission regarding justice, and the increasing need to envision international political behavior in the framework of justice. In its own capacity and within the University's mission, the International Relations Program promotes international and world harmony through the inculcation of the concept of justice in the analysis of international and world politics.

The program prepares graduates to be constructively critical of their immediate and broader political environment, be that in their place of work (government, education, the private sector, the media, or non-governmental organizations) or simply as citizens of both their country and the world.

The program's objective is to reinforce the vision of its graduates to view fellow human beings not only as representatives of national and social compartments, but also as overlapping circles in a world community. In practical terms, this translates into global solidarity and the elimination of injustice everywhere. Graduates are able to produce creative and pragmatic solutions to problems and dilemmas confronting our world.

The program accomplishes its objective by exposing the candidates in a systematic and comprehensive way to the realities of the political environment through a core of courses covering political thought, international relations, and comparative politics. Through rigorous analysis, these core courses familiarize the MA candidates with the various layers of the political landscape and provide them with the skill to become critical thinkers of that landscape. A series of topical and regional electives present them with the opportunity to practice and sharpen critical skills on a variety of topical and timely issues.
MA Degree Requirements

Twelve courses or 36 credit hours must be competed for the MA in International Relations. Half of these courses (18 credits) must be from the core courses: INR 500, INR 511, INR 512, INR 513, INR 516, and INR 521 (ideally in that sequence). With the director's approval, up to three courses can be taken from Administration of Justice (ADJ), Business Studies (MGT), Health Services Administration (HSA), Holistic Counseling (HLC), Humanities (HUM) or Information Systems Science (ISS). If a candidate enters the program with advanced research training, the or he may petition the program director to replace INR500 with one of the electives. For specific requirements related to the on-line extension program, see the Graduate Extension Study section of this catalog.

Five-Year BA/MA Program

Qualified undergraduate majors in the Department of Politics, the Department of Anthropology and Sociology, or the Economics Department (3.0 grade point average and above) may apply for admission into the International Relations Program at the end of their fifth semester of undergraduate study. Upon acceptance, enrollment begins in the senior year. Candidates may take up to 12 credit hours of graduate work in the senior year (6 of which may be applied towards their BA degree). They complete the remaining 24 credit hours in their fifth year of study.

Graduate Certificate in International Relations

The certificate in International Relations is designed for individuals who are not matriculated in the MA program in International Relations but wish to discover how their education and professional interests relate or are affected by major events taking place around them and in the world beyond. Fifteen credit hours are required for the certificate, at least nine of which must be taken from the core curriculum, not including INR500.

CURRICULUM

Core Courses

- INR500: Research Methods
- INR511: Philosophical Foundations of Politics
- INR512: Justice and Order in International Relations
- INR513: Comparative Political Development
- INR516: Identity, Harmony, and Conflict
- INR521: Global Ethics

Elective Courses

- INR522: Integration and Globalization Politics
- INR531: Just and Unjust Wars
- INR534: Environmental Justice
- INR542: Dispute and Conflict Resolution
- INR552: Terrorism and Transnational Crime
INR562: International Organizations and Law
INR571: International Human Rights
INR573: Comparative Public Administration
INR581: Special Topics
INR590: Thesis
INR591: Independent Study/Research
INR592: Topical and Regional Issues in International Relations
INR593: Topical and Regional Issues in Comparative Politics
INR596: Internship

Course Descriptions

INR500: Research Methods
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.

INR511: Philosophical Foundations of Politics
Examines and evaluates the intellectual contributions to the foundations of political order and justice of the main political thinkers since Socrates. The course analyzes and evaluates the key questions and answers regarding human nature and its direct relation to the construction and maintenance of political systems. Its purpose is to lay the groundwork for the study of comparative and international politics.

INR512: Justice and Order in International Relations
Examines in theoretical and practical terms the relationship of justice and order at different levels of human interaction, such as that between people as members of different state organizations and as part of the world community. Its objective is to find a balance not only in the way political order relates to justice, but also in the way that people can balance their state citizenship with world citizenship, i.e., national identity and human identity.

INR513: Comparative Political Development
Analyzes and compares different roads to establishing political order, taking into consideration the specific circumstances prevailing in different parts of the world. In the context of the concept of justice, the course relates the establishment and maintenance of political order to economic development, and by extension, the way economic development relates to the maintenance of political order.

INR516: Identity, Harmony, and Conflict
Examines the role that social and religious identity plays in the interaction of people within an established political order as well as between different political orders. For example, is religious and social identity a factor for harmonious relations between people or is it a source of conflict between individuals and groups?
INR521: Global Ethics
Examines the specific rights and duties of individuals and groups in relation to specific issues and policies in the international and world arena. Can there be ethical standards for policy and behavior applicable to all people in different functions and social duties or does ethical behavior depend upon the circumstances and social position an individual finds herself/himself in? What is the record and what are the ramifications of ethical and unethical contact in international and world affairs? What should the record be in the future?

INR522: Integration and Globalization Politics
Examines the ways by which the international system is being transformed and the effects such a transformation has on established political and social orders as well as on the lives and identities of people.

INR 531: Just and Unjust Wars
Examines the concept of the just war theory from the point of view of different religions in regards to the declaration and conduct of conventional war. It also examines the ethical implications of contemplating nuclear, biological or chemical warfare.

INR 534: Environmental Justice
Examines the practice of natural resources utilization and its impact on environmental and human integrity. Is there a balance between derived benefits of resource utilization and the cost associated with it? Are the benefits and costs distributed equally between regions and states and between all users in a region or state? Does the use of resources by some entail only costs for others? Overall, is there a balance between considerations of economic order and environmental justice?

INR542: Dispute and Conflict Resolution
Examines sources of conflict at different levels of human interaction and explores negotiation, mediation, and arbitration strategies to managing crises and resolving disputes between groups and individuals.

INR552: Terrorism and Transnational Crime
Examines the sources, activities and legal implications of international terrorism and globalized crime. It analyzes strategies and processes of responding and combating criminal networks and activities across borders and evaluates the impact such strategies and processes have on human and civil rights.

INR562: International Organizations and Law
Examines the role International Organizations and Law play in promoting, maintaining, and enforcing the principles of the international community of states. Is the international community a reality or are international institutions convenient instruments of the interests and policies of the participant states? Are there any obligations that the citizens of the participant states have towards the institutions of the international community? If any, what are these obligations and how should they be carried out?
INR571: International Human Rights
Examines the conceptual evolution of human rights and evaluates existing systems and instruments for the protection and promotion of human rights in the world. It also explores the fundamental relation between state and cultural sovereignty and the application of rights worldwide.

INR573: Comparative Public Policy
Examines the way public policies are implemented in different national, economic, and cultural settings. How do state institutions, social organizations, bureaucratic politics, and cultural characteristics influence public policy in different parts of the world?

INR581: Special Topics
Theoretical and practical topics offered on an irregular basis depending on student interests and instructor availability.

INR590: Thesis
It is the responsibility of the graduate candidate to initiate the process of submitting a thesis prospectus to the academic advisor for approval and guidance.

INR591: Independent Study/Research
Credits will also be awarded for fieldwork or original and in-depth research on a specific issue or region of the candidate's interest and professional focus. Up to six credit hours can be awarded for independent study. Research projects can be arranged under the direction and supervision of the academic advisor. The quality of the research project should be a publication-ready document.

INR592: Topical and Regional Issues in International Relations
Examines timely topical and regional issues in international affairs. Specific titles and course contents vary depending on events highlighting the major political issues and debates from time to time.

INR593: Topical and Regional Issues in Comparative Politics
Examines timely topical and regional issues in comparative politics. Specific titles and course contents vary depending on events highlighting the major political issues and debates from time to time.

INR598: Internship
Three credits can be awarded for arranged internship work of the candidate's choice with the permission of the academic advisor. Upon completion of the internship, the candidate will submit a paper illustrating the academic benefits of the experience.
Salve Regina University’s office of 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. Salve Regina University has been providing masters programs by extension for the past 20 years. Salve offers an MBA, MA International Relations, MS Management, plus several professional certificates completely online. The program of study completed online is the same as that completed by on-campus students.

Program Requirements

Students must apply to a masters degree program by completing the application process described in the Admission's section of this catalog with approval and appropriate documentation. Students may take up to two courses before the acceptance and matriculation process is completed. Graduate degree students may take either online or on-campus courses for degree credit.

Online Courses

All courses are accessed through the World Wide Web. Once students register for a course, they are notified of their username and password. Online courses are offered in two formats: online self-paced and online interactive.

Online self-paced courses are usually available at the time of registration (registration for courses at anytime). The student has 6 months to complete each course. The course assignments are given as modules. At the end of each module, students send their completed assignments via email to the GES office: sruexten@salve.edu

Online interactive courses have specific start and end dates. In these courses, students interact with other students and have the ability to participate in discussions with faculty. Communication is asynchronous; there is no requirement for members of the class to be on-line at the same time. This interactive environment enriches course content, provides opportunity for discussion, and encourages the exchange of ideas.
Computer Requirements
For recommended browsers, visit our website at http://www.salve.edu/programs_eSalve/eSalve_techrequires.html

Residency Requirement
Students completing their degree exclusively through on line study must complete an on-campus residency requirement. The residency requirement can be satisfied by either taking a graduate class on campus, or by attending the Graduate Extension Studies Summer Conference on Global Ethics. The conference enables students to interact with faculty and other students, fulfill the residency requirement, identify with the University community and experience the beauty of Salve Regina's campus.

Graduate Extension Study Summer Conference on Global Ethics is an important component of all graduate programs at Salve Regina University. The four-day conference demonstrates Salve's commitment to encouraging students to work for a world that is harmonious, just, and merciful. The purpose of the summer conference is to establish the value of ethical thought and how it should be applied when faced with these issues. How do we apply the theories of ethics to global issues, and is there value to taking the "right, just, fair" approach to problem solving and decision making? Conference attendees will hear distinguish guests discuss how they have dealt with these ethical issues in order to accomplish their organizational goals. The attendees will participate in a format of seminars and panel discussions on various ethical topics.

COURSE POLICIES AND PROCEDURES FOR ONLINE COURSES

The following policies and procedures are intended to address online courses. These particular topics are amended to be applicable to this type of course offering.
For complete information on Academic Policies and Procedures see: http://salve.edu/programs_eSalve/eSalve.academpol.html

Library Use
In order to access the databases in the Salve Regina University Library (McKillop Library), you may use the link on the home page of your WebCT course. Some of the databases and resources can be accessed without the use of a password. If a password is required, you should contact the Graduate Extension Study office, and they will arrange for you to get the ID number to access the library services.

Registration
Students may register for an online self-paced course at anytime. Online interactive courses have specified registration periods. This schedule is available from the Graduate Extension Studies Office. You may contact the GES Office to receive your registration materials, or you may register online at http://www/salve.edu/programs_eSalve/index.cfm

Textbooks are available online from the bookstore: http://www.salve.booktr.com. When ordering textbooks for online interactive courses the section is 95. When ordering textbooks for online self-paced courses, the section is 90.
All courses have a specified start date and end date. Students unable to complete the work within the scheduled time should carefully read the guidelines for the incomplete process and the course withdrawal process, which follows.

**Incompletes**
Students who have not completed all course work and believe they have valid academic reasons may submit a written request for an Incomplete to the course instructor. The instructor will determine the date the work must be completed on the "Incomplete" form. If the work is not completed by the stated date, the grade becomes an F.

**Course Withdrawal**
Students who plan to drop a course must notify the Extension Office and the instructor via email, phone, or fax. If the request is approved, the student's transcript will show a "W". A valid reason is required to drop a course.

**Refunds for Online Courses**
Students who request permission to withdraw are entitled to a partial refund of tuition fees as follows:

1. Refund for semester long course:
   - 100% before class begins
   - 90% before start of the second week of the semester
   - 80% before start of the third week of the semester
   - 70% before start of the fourth week of the semester
   - 60% before start of the fifth week of the semester
   - 50% before start of the sixth week of the semester
   - 0% after the start of the sixth week of the semester

2. Refund for 8 week long course:
   - 80% before the 10th calendar day from start of course
   - 60% before the 16th calendar day from start of course

3. Refund for 6 months self-paced course:
   - 80% within one month of the date course access was given
   - 60% within two months of the date course access was given
   - 0% anytime after two months

**Communication with the Extension Study Office**
The Extension Study Office is open Monday through Friday from 8:00 A.M. to 5:00 P.M.; Summer Hours (July 1 to mid-August) are 8:00 A.M. to 4:00 P.M. Monday through Thursday and 8:00 A.M. to 1:00 P.M. on Fridays. The office observes all national holidays, Good Friday and VJ Day (state holiday in August). The office is closed during the week between Christmas and New Year’s Day.
Phone: 1-800-637-0002
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Full-Time Faculty

2003-2005

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C.A.G.S., Rhode Island College
Ph.D., University of Connecticut
Professor of Education

George P. Antone
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M.A., Rutgers University
Ph.D., Vanderbilt University
Visiting/Professor of History

M. Theresa Antone, RSM
B.A., Salve Regina University
M.A., Villanova University
M.Ed., Harvard University
Ed.D., Harvard University
Professor of Management/Mathematics
President

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Assistant Professor/Administration of Justice

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M.B.A., Claremont Graduate University
M.A., Claremont Graduate University
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M.A., Manhattan College
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M.S., Salve Regina University
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Professor/Music

Thomas Day  
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M.A., Columbia University  
Ph.D., Columbia University  
Professor/Music

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M.S., Pratt Institute  
Instructor/Art

Michael DiMaio  
B.A., The Johns Hopkins University  
M.A., University of Missouri  
M.S., University of Rhode Island  
Ph.D., University of Rhode Island  
Professor/Philosophy

Ascanio DiPippo  
B.S., University of Rhode Island  
M.S., University of Rhode Island  
Ph.D., University of Rhode Island  
Professor/Chemistry

Myra E. Edelstein  
B.S., University of Massachusetts/Amherst  
M.S., University of Massachusetts/Amherst  
Ed.D., University of Massachusetts/Amherst  
Assistant Professor/Business Studies

Bert S. Emerson  
B.F.A., Swain School of Design  
M.A.T., Rhode Island School of Design  
Assistant Professor, Artist in Residence

Rosamond Ethier, RGM  
B.S., Catholic Teachers College  
M.A.T., Rhode Island College  
D.A., Lehigh University  
Professor/Politics

Lois M. Eveleth  
B.A., Salve Regina University  
M.A., Loyola University  
M.A., Providence College  
Ph.D., Walden University  
Professor/Philosophy

Marabeth Y. Farrell  
B.A., University of New Hampshire  
M.S., Eastern Michigan University  
Professional Lecturer/Biology

Lisa F. Fernandez  
B.S., University of Vermont  
B.S., Wheelock College  
Professional Lecturer/Education

Thomas P. Flanagan  
B.S., Boston University  
M.Ed., Boston University  
M.S., Salve Regina University  
Associate Professor/Business Studies  
Vice President for Administrative Services  
and Community Relations

Arthur Frankel  
B.S., State University of New York at New Paltz  
M.A., State University of New York at New Paltz  
Ph.D., Dartmouth College  
Professor/Psychology

Eula W. Fresch  
B.A., Georgetown College  
M.R.E., Southern Baptist Theological Seminary  
M.S., Central Connecticut State University  
Ed.D., Temple University  
Assistant Professor/Education

Full-time Faculty
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<tr>
<td>James Garman</td>
<td>B.A., Yale University</td>
<td>M.A., University of Massachusetts at Amherst</td>
<td>Assistant Professor/Cultural and Historic Preservation</td>
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<tr>
<td>Terrence J. Gavan</td>
<td>B.B.A., Northeastern University</td>
<td>M.S.B.A., University of Massachusetts at Amherst</td>
<td>Associate Professor/Business Studies</td>
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<tr>
<td>Symeon A. Giannakos</td>
<td>B.A., Plymouth State</td>
<td>M.A., University of Virginia</td>
<td>Associate Professor/International Relations</td>
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<tr>
<td>Carol E. Gibbons</td>
<td>B.A., Merrimack College</td>
<td>M.A., University of Rhode Island</td>
<td>Instructor/Mathematical Sciences</td>
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<tr>
<td>Sean P. Grace</td>
<td>B.S., University of Maryland</td>
<td>M.S., University of Rhode Island</td>
<td>Instructor/Biology</td>
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<tr>
<td>Alice Teach Graham</td>
<td>B.S., Florida State University</td>
<td>M.Ed., University of North Florida</td>
<td>Professor/Education</td>
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<tr>
<td>Elisabeth O. Gray</td>
<td>B.A., George Washington University</td>
<td>M.A., Catholic University of America</td>
<td>Professional Lecturer/Education</td>
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<tr>
<td>John J. Greeley</td>
<td>B.A., Catholic University of America</td>
<td>M.A., Manhattan College</td>
<td>Professor/Religious Studies</td>
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<tr>
<td>Mary Louise Greeley</td>
<td>B.S., University of Massachusetts Dartmouth</td>
<td>M.S., Rhode Island College</td>
<td>Professor/Biology</td>
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<tr>
<td>Madeleine Gregoire, DHS</td>
<td>B.A., Diocesan Sisters’ College</td>
<td>M.A., Catholic University of America</td>
<td>Associate Professor/Mathematics</td>
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<tr>
<td>Donna Harrington-Lukszer</td>
<td>B.A., Merrimack College</td>
<td>M.A., University of Illinois</td>
<td>Assistant Professor/English</td>
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<tr>
<td>Patricia A. Hawridge</td>
<td>B.A., Rhode Island College</td>
<td>M.F.A., George Washington University</td>
<td>Instructor/Theatre</td>
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<tr>
<td>Jayme Hennessy</td>
<td>B.Mus., Barrington College</td>
<td>M.A., Providence College</td>
<td>Instructor/Religious Studies</td>
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<tr>
<td>William James Hersh</td>
<td>B.A., DePauw University</td>
<td>M.A., DePauw University</td>
<td>Professor of Philosophy</td>
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<tr>
<td>Robin Hoffmann</td>
<td>B.A., New York University</td>
<td>J.D., Rutgers University</td>
<td>Professor/Administration of Justice</td>
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<tr>
<td>Maureen Hynes, OSF</td>
<td>B.S., Mount Avernia College</td>
<td>B.A., Salve Regina University</td>
<td>Assistant Professor/Health Services Administration</td>
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<tr>
<td>Sandor Kadar</td>
<td>B.S., Attila Josef University (Hungary)</td>
<td>Ph.D., Brandeis University</td>
<td>Assistant Professor/Chemistry</td>
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<tr>
<td>Judith A. Keenan</td>
<td>B.S., Edinboro University</td>
<td>M.A., Lesley College</td>
<td>Professional Lecturer/Information Systems Science</td>
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Christopher M. Kiernan
B.A., Assumption College
M.A., Assumption College
Ph.D., Boston College
Professor/History, Education, American Studies

Daniel Knight
B.A., Saint Mary’s University
M.A., Catholic University of America
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M.A., Catholic University of America
Ph.D., Harvard University
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M.E., North Carolina State University
Ph.D., The University of Connecticut
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M.A., Purdue University
Diplôme, Université de Nice
Ph.D., University of Minnesota
Professor/Modern Languages

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M.A., Wesleyan University
M.A.L.S., Wesleyan University
Ph.D., University of Rhode Island
Associate Professor/English

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M.A., Rhode Island College
M.S.W., Rhode Island College
C.A.S., University of Pennsylvania
Ph.D., University of Pennsylvania
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M.A., Duquesne University
Ph.D., Duquesne University
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M.B.A., University of New Haven
Sc.D., University of New Haven
J.D., Quinnipiac University
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Vice President for Academic Affairs/Dean of Faculty

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M.A., Holy Ghost Missionary College
M.A.T., Boston College
Ph.D., Boston College
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M.A., University of Rhode Island
Ph.D., University of Rhode Island
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Ph.D., University of Wisconsin
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M.S., Salve Regina University
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M.A., University of Kentucky
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Ph.D., University of Maryland
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M.A., Olivet Nazarene University
M. Phil., Drew University
Ph.D., Drew University
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M.S.W., Boston University
Ph.D., Boston College
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M.A., University of Kansas
Ph.D., University of Kansas
Assistant Professor/Modern Languages

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M.S., University of Rhode Island
Ph.D., University of Rhode Island
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M.A., University of Rhode Island
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Ph.D., University of Connecticut
Professor/Nursing

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M.A., Assumption College
S.T.L., Gregorian University, Rome, Italy
Ed.D., University of Massachusetts at Amherst
Professor/Holistic Counseling

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M.A., University of Illinois
Ph.D., University of Maryland
Associate Professor/English

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M.A., Salve Regina University
M.S., Salve Regina University
Ph.D., program, Touro University International
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Ed.D., Johnson and Wales University
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M.A., Stanford University
Ph.D., University of Massachusetts at Amherst
Professor/Politics/International Relations

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Ph.D., The Pennsylvania State University
Professor/Chemistry

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B.A., University of Montana
Ph.D., Boston University
Assistant Professor/Biology

Gerald J. Perrino
B.A., Rhode Island College
M.F.A., Syracuse University
Assistant Professor/Art

92 Full-time Faculty
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<td>Vincent Petrarca</td>
<td>B.S., University of Rhode Island</td>
<td>M.A., Ball State University</td>
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<td></td>
<td>Professional Lecturer/Administration of Justice</td>
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<tr>
<td>John F. Quinn</td>
<td>A.B., Georgetown University</td>
<td>M.A., University of Notre Dame</td>
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<td></td>
<td>Ph.D., University of Notre Dame</td>
<td>Associate Professor/History</td>
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<tr>
<td>Sheila O. Quinn</td>
<td>B.A., Providence College</td>
<td>M.Ed., Temple University</td>
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<td>M.A., University of Rhode Island</td>
<td>Ph.D., University of Rhode Island</td>
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<td>Assistant Professor/Psychology</td>
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<tr>
<td>Juliette L. Relihan</td>
<td>B.S., Fordham University</td>
<td>M.S., Hunter College</td>
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<td></td>
<td>Ph.D., Fordham University</td>
<td>Associate Professor/Education</td>
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<tr>
<td>John J. Rok</td>
<td>B.A., Our Lady of Providence Seminary</td>
<td>A.B., Catholic University of Louvain</td>
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<tr>
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<td>S.T.B., Catholic University of Louvain</td>
<td>M.E., Providence College</td>
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<td>C.A.G.S., Salve Regina University</td>
<td>Assistant Professor/Religious Studies</td>
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<tr>
<td>Kathryn Flood Rok</td>
<td>B.S., University of Cincinnati</td>
<td>M.Ed., Xavier University</td>
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<tr>
<td>Ernest E. Rothman</td>
<td>B.S., Brooklyn College, CUNY</td>
<td>Sc.M., Brown University</td>
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<td></td>
<td>Ph.D., Brown University</td>
<td>Associate Professor/Mathematic Sciences</td>
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<tr>
<td>Donald St. Jean</td>
<td>B.Mus., University of Rhode Island</td>
<td>M.Mus., New England Conservatory of Music</td>
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<tr>
<td></td>
<td>Professional Musician in Residence</td>
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<tr>
<td>Alison M. Shakarian</td>
<td>B.S., Salve Regina University</td>
<td>Ph.D., Medical College of Virginia</td>
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<td>Barbara L. Shamblin</td>
<td>B.A., Goddard College</td>
<td>M.F.A., Rhode Island School of Design</td>
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<td>M.A.T., Rhode Island School of Design</td>
<td>Associate Professor/Art</td>
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<tr>
<td>Linda A. Silvestri</td>
<td>B.S.N., American International College</td>
<td>M.S.N., Anna Maria College</td>
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<td>Instructor/Nursing</td>
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<td>M.B.A., George Washington University</td>
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<td>Margaret duMaIs Svogun</td>
<td>B.A., Georgetown University</td>
<td>M.A., National University of Ireland, Dublin</td>
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<td>Ph.D., University of Dublin, Trinity College</td>
<td>Professional Professor/English</td>
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<tr>
<td>Thomas Svogun</td>
<td>B.A., Boston College</td>
<td>J.D., Cornell University</td>
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<td>Associate Professor/Administration of Justice</td>
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<td>Bethany Hawes Sykes</td>
<td>B.S., Salve Regina University</td>
<td>M.S., University of Rhode Island</td>
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<tr>
<td></td>
<td>Ed.D., University of Massachusetts</td>
<td>at Lowell</td>
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<tr>
<td>Barbara A. Sylvia</td>
<td>A.B., Salve Regina University</td>
<td>M.A., Salve Regina University</td>
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<td>M.S., Salve Regina University</td>
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<td>Ph.D., University of Pennsylvania</td>
<td>Professor/Social Work</td>
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<tr>
<td>Michael E. Thombs</td>
<td>B.S., Assumption College</td>
<td>M.A., Assumption College</td>
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<tr>
<td></td>
<td>M.S., Worcester State College</td>
<td>Ed.D., Nova Southeastern University</td>
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<tr>
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<td>Associate Professor/Information Systems Science</td>
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<tr>
<td>Susanne M. Tiemeier</td>
<td>B.F.A., Rhode Island College</td>
<td>M.F.A., University of Connecticut</td>
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<tr>
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<td>Professional Lecturer/Art</td>
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</table>
Victor Lux Tonn  
B.L., National Taiwan University  
B.A., National Taiwan University  
M.A., Brooklyn College, CUNY  
M.S., University of Rhode Island  
Ph.D., Utah State University  
Ph.D., University of Rhode Island  
Professor/Economics and Finance

Stephen L. Trainor  
B.A., Holy Cross  
Ph.D., University of Notre Dame  
Dean of Undergraduate Studies

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B.A., American International College  
M.S., Springfield College  
C.A.G.S., Springfield College  
Ph.D., University of New Hampshire  
Professor/Psychology

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M.A., Boston College  
Ed.D., Boston University  
Professor/Sociology

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M.S., Johnson and Wales University  
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M.A., Providence College  
D.Min. in progress, Andover-Newton  
Professional Lecturer/Religious Studies

James Yamall  
B.A., Stonewall College  
M.A., University of Chicago  
Ph.D., University of Chicago  
Assistant Professor/Art

Jorn Zeuge  
cand. rer. nat., University of Hamburg  
Dipl.-Mat, University of Hamburg  
Dr. rer. nat. University of Hamburg  
Associate Professor/Mathematical Sciences

PROFESSIONAL LIBRARIANS

Christine Bagley  
B.A., State University of New York at Oswego  
M.L.S., Syracuse University  
Curriculum Resources Librarian

Joan Bartram  
B.S., University of Rhode Island  
M.L.S., University of Rhode Island  
M.A., Salve Regina University  
Collections Development Librarian

Kathleen Boyd  
B.A., Emmanuel College  
M.L.S., Simmons College  
M.Ed., Boston College  
Director of Library Services

Gerald Foley  
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M.L.S., University of Rhode Island  
Head of Circulation

Ann Kowalski  
A.B., Spaulding University  
M.A., University of Notre Dame  
M.L.S., University of Rhode Island  
Technical Services Librarian

John K. Lewis  
B.A., University of Massachusetts Dartmouth  
J.D., Suffolk University  
M.L.I.S., University of Rhode Island  
Head of Reference Services

Shaille O'Brien, RSM  
B.Ed., Catholic Teachers College  
M.A., Lesley College  
M.S.L.S., Catholic University of America  
University Archivist

Cathy Rowe  
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M.L.I.S., University of Rhode Island  
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Olga Verbeek  
B.Sc., University of Guelph  
M.S., University of Rhode Island  
M.L.I.S., University of Rhode Island  
Information Systems Librarian
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### Members of the Board of Trustees

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<tr>
<th>Name</th>
<th>Title/Position</th>
<th>Location</th>
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<td>Regional Community of St. Louis</td>
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<td>East Greenwich, RI</td>
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<tr>
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<td>Middletown, RI</td>
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<tr>
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<tr>
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<td></td>
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<tr>
<td>J. Timothy O’Reilly</td>
<td>President and CEO</td>
<td>Newport Harbor Corporation, Newport Harbor Corporation</td>
</tr>
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<td>Nueila Pell [Mrs. Clarborne]</td>
<td></td>
<td>Newport, RI</td>
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<tr>
<td>Peter W. Rector*</td>
<td>Business Executive (Retired)</td>
<td>Newport, RI</td>
</tr>
<tr>
<td>Donald D. Reefe</td>
<td>Business Executive (Retired)</td>
<td>Farmington, CT</td>
</tr>
<tr>
<td>Janet L. Robinson, '72, '98 (Hon.)</td>
<td>President and General Manager</td>
<td>The New York Times</td>
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</tbody>
</table>
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Chairman emeritus  
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Fall River, MA  

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The Catholic University of America  
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Donald Staff  
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Chemstaff, Inc.  

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Kenneth R. Walker, Sr.  
Johnson & Wales University  
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David W. Wallace, '99 (Hon.)  
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** Denotes members-of-the-Corporation  

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Dean of Undergraduate Studies  

James H. Terry, Ph.D.  
Registrar  

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The following buildings are student residence:

16. Breakers Apartments
17. Warn Sherman House
18. Mercy Hall
19. Residence
20. Rodgers Recreation Center
21. Tobin Hall
22. Mary Hall
23. Senate Hall
24. President's House
25. Cardinall House
26. Mason Hall
27. Wesscore Hall
28. Wallace Hall
29. Narragansett Hall
30. Narragansett P

The following buildings have classrooms and/or faculty offices:

31. Narragansett II
32. Casaday Hall
33. Moore Center
34. The Hedges
35. Founders Center
36. Young Building
37. Seabrooke
38. Campus Ministry
39. Grounds Building
40. 162 Webster Street
41. 134 Webster Street
42. Gorham House

*The following buildings are student residence

**The following buildings have classrooms and/or faculty offices