

UNIVERSITY of DUBUQUE

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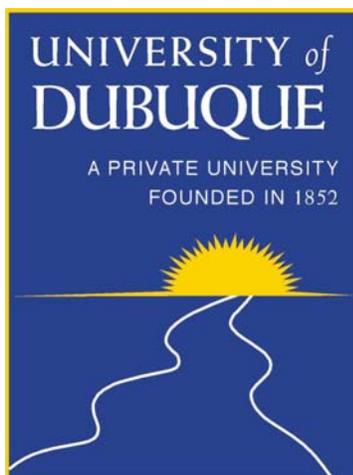
563-589-3300

www.dbq.edu

Education is a continuing and changing process. To keep pace with this process the University of Dubuque reserves the right to make changes in courses and regulations published in this catalog without obligation or prior notice.

The University of Dubuque does not discriminate on the basis of race, color, national origin, gender, sexual orientation, handicap/disability, or age. Persons having inquires

may contact the Director of Human Resources, University of Dubuque, Smith Hall, 2000 University Avenue, Dubuque, IA 52001-5099.



The University of Dubuque Graduate Catalog 2004-2005

MISSION

The University of Dubuque is a small, private University affiliated with the Presbyterian Church (U.S.A.) offering undergraduate, graduate, and theological seminary programs. The University is comprised of individuals from the region, the nation, and the world.

As a community, the University practices its Christian faith by educating students and pursuing excellence in scholarship.

Therefore, the University of Dubuque is committed to:

- *The Presbyterian tradition;*
- *Excellence in academic inquiry and professional preparation;*
- *Relationships which encourage intellectual, spiritual, and moral development;*
- *Community where diversity is appreciated and Christian love is practiced;*
- *Stewardship of all God's human and natural resources;*
- *Zeal for life-long learning and service.*

VISION

The University of Dubuque by the year 2008 will be—

- **Acknowledged** as one of the best small, private Christian colleges and universities;
- **Renowned** for serving the best interests of students at all stages of their lives and at different levels of professional and personal development;
- **Unified** as a community where Christian commitment, intellectual integrity, and academic excellence are the basis for learning;
- **Invigorated** by its bold integration of both liberal arts and theological education with the acquisition of professional credentials required to compete and contribute in the global arena;
- **Focused** on the development of skills for critical and creative inquiry and communication enhanced by technology;
- **Distinguished** as a dynamic and vibrant cultural center where a diversity of ideas and experiences are embraced and nurtured;
- **Energized** by a dedicated, diverse, and demonstrably competent faculty and staff, well-respected in the community and in their respective fields;

- **Characterized** by financial health and fiscal prudence, with a physical environment and facilities conducive to the University's educational mission;
- **Respected** as an educational institution whose graduates make their mark through their stewardship of human and natural resources and in service to their community.

THE UNIVERSITY OF DUBUQUE

The University of Dubuque is a coeducational liberal arts college and a theological seminary in Dubuque, Iowa. Dubuque stands on the banks and bluffs of the Mississippi River where the borders of Wisconsin, Illinois, and Iowa converge. Founded in 1852 by Adrian Van Vliet as a school for prospective pastors, the University has been known as a place of educational opportunity. The University's students come from 30 states and 20 foreign countries.

Accreditation

The University of Dubuque is accredited by the North Central Association of Colleges and Schools Commission on Institutions of Higher Education (30 North La Salle Street, Suite 2400, Chicago, Illinois, 60602-2504) and the State of Iowa Department of Education. The Commission on Institutions of Higher Education authorizes the University of Dubuque to offer graduate programs at the master's level in business, communication, and education.

Affiliation

The University holds institutional membership with the Association of Independent Liberal Arts Colleges for Teacher Education, the Iowa Association of Colleges for Teacher Education, and the Association of Collegiate Business Schools and Programs (ACBSP).

THE UNIVERSITY OF DUBUQUE GRADUATE PROGRAMS

The University of Dubuque's academic strengths match several prominent needs for graduate study both in the region and globally. Over the years, the University has developed high-quality master's programs that feature an applied orientation designed to prepare leaders for advancement in their fields. The University of Dubuque currently offers three such degree programs:

Master of Arts in Communication (MAC)

Master of Business Administration (MBA)

Master of Arts in Education (MAEd) – Under development

Descriptions of the MAC and MBA programs appear in their respective sections of this catalog.

Shared coursework applied to more than one degree program. Students who have completed 36 credit hours of coursework for the MBA degree may apply up to 9 credit hours of MBA coursework from that program in pursuit of a MAC degree with a concentration in Strategic and Corporate Communication. Similarly, students who have completed 30 credit hours of coursework in the MAC Strategic and Corporate Communication concentration may apply up to 9 credit hours of MAC coursework in fulfillment of the MBA degree. The relevant Program Director will determine course eligibility.

ACADEMIC POLICIES AND PROCEDURES

Graduate Council

The Graduate Council (1) oversees the quality and content of the graduate programs, (2) monitors the satisfactory academic progress of graduate students, and (3) sanctions the successful program completion of degree candidates and forwards the candidate list to the Registrar for final assessment. The Graduate Council consists of the Director of each graduate program and is chaired by the Graduate Dean.

Requirements for Admission and Application Procedures

Please refer to the specific program noted in the Graduate Programs section for the requirements for admission and the application procedures.

Academic Advising

Students must assume responsibility for planning their own programs and meeting academic requirements. The University cannot guarantee that every course will be offered each semester. The Graduate Program Director of each of the graduate programs serves as the graduate advisor and will assist students in designing a program and scheduling classes to meet the requirements of the University and the objectives of the students.

Students are required to familiarize themselves with curriculum requirements, course sequences, and the normal load limit in order to plan a satisfactory program. The University does not assume responsibility for curricular difficulties arising from a student's lack of familiarity with requirements for professional licensure.

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

Classification of Student

A full-time load is defined as being any combination of 9 credit hours or more a semester. Half-time load is defined as 4.5 credit hours a semester.

Unclassified Student

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

Residency Requirement

Students are required to complete a minimum of 24 credit hours at the University of Dubuque. Individual program requirements may vary: students should consult with the relevant Program Director.

Satisfactory Academic Progress

Students must maintain at least a 3.0 grade point average and earn at least the required minimum credit hours per semester to remain in “good standing.” The college reserves the right at any time to suspend any student who is not making satisfactory academic progress toward a degree.

Student’s Right to Petition

In any disagreement over the interpretation of academic regulations or the existence of extenuating circumstances that might justify special consideration, the student may file a completed petition in the office of the Graduate Program Coordinator. The Graduate Council will review and act on the petition.

Course Numbers

Courses numbered 500 and above are graduate program courses and carry graduate credit.

Class Registration

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

Prior to registering for a course, students must meet all prerequisites for the given course. A student who registers for a course without meeting the prerequisites may be requested to withdraw from the course by the instructor. Should the student be requested to withdraw from the course, the student must immediately and properly complete the course withdrawal process. Exceptions to the prerequisite requirement must be obtained from the Program Director.

Final Semester Registration

Students must maintain full- or part-time status at the University of Dubuque during the semester the graduate degree is conferred. Students who require more than one semester to complete their end-of-program requirement (thesis/project/practicum) must re-enroll for a minimum of one credit hour during the semester in which they expect to finish their program of study. A student who has been approved for the tentative degree completion list for a particular semester and does not complete the requirements by the published deadlines (two weeks prior to the end of the semester), but who does complete all the requirements by the last day of that semester, will receive his or her degree the following semester without further registration. Students who do not finish their program in that semester must re-enroll for a minimum of one credit of coursework in the semester when they do expect to finish.

Registration *In Absentia* and Additional Semesters for Thesis work

A graduate student working on a thesis or project course may need to register for additional semesters to complete the course. If a student wishes to work on the thesis or project without faculty support, the student may register *in absentia*. This registration indicates that the student is continuing work toward his or her degree but does not require faculty involvement in directing

the program of study in that semester. Periods of *in absentia* registration may count toward completion of the University program requirements for residence by graduate students.

A graduate student desiring continued faculty involvement in the development of his or her thesis or project beyond the original semester must register for variable credit based on the amount of support required for each additional semester. The student must have a Project/Thesis Learning Contract signed by the course faculty member for this *in progress* additional credit work.

Add/Drop

Students may add or drop a course during the Add/Drop period (first 10 days of class for a full-semester class) without academic or financial penalty. Students may add a class after the Add/Drop period with the instructor's permission. For 8-week courses the Add/Drop period is through the 2nd class meeting. Contact the Student Accounts Office for any financial implications related to adding or dropping a course.

Independent Research

With special arrangement, independent research courses may be negotiated in the area of the student's major. A Learning Contract is required of all independent research courses. Learning Contracts must be approved by the course faculty member and the Graduate Program Director and must be submitted at the time of registration. Learning Contracts are available in the Graduate Program Office. Independent research courses are offered at the discretion of the instructor.

Tutorial

Under extenuating circumstances and with approval from the Graduate Program Director, a student may take a course offered by the University as a tutorial. The student should confer with the professor for specific guidelines required for a course taken tutorially. A Learning Contract is required of all tutorial courses. Learning Contracts must be approved by the course faculty member and Graduate Program Director.

Transfer Credit

The University of Dubuque will accept courses earned at a domestic regionally accredited college or university or an international graduate degree-granting institution. For courses to be accepted as transfer credit, the student must have earned a grade of B- or higher and the cumulative grade point average for all credit hours transferred from any one institution must be 3.0 or higher on a scale of 4.0. Courses transferred to the University of Dubuque will be recorded on the student's transcript with the grade of CR (Credit) for the course.

The maximum numbers of transfer credit hours are

- Master of Arts in Communication 9
- Master of Business Administration 12

Academic Transcripts

Upon written request, students may obtain official copies of their permanent academic record from the Office of the Registrar. In compliance with the Family Educational Rights and Privacy Act of 1974, transcripts cannot be released when requested by telephone. A request for official

transcripts must be in writing and requires the student's signature. A request may be completed by fax. The cost for an official transcript is \$5 for each requested copy. Students may obtain unofficial copies of their permanent record for the usual copying charge. This request also must be in writing and requires the student's signature.

ACADEMIC PROGRESS AND GRADING POLICIES

Attendance and Course Participation

The University of Dubuque is a learning community, and as members of this community students are expected to

- attend all class sessions and other required activities;
- meet all deadlines;
- prepare adequately for each class session using appropriate study strategies;
- have and use all textbooks and required materials;
- do their own work;
- listen actively and carefully in class, including following all directions;
- participate in class activities and discussions;
- write and speak effectively and appropriately.

Faculty members establish specific attendance policies for each course they teach. Students will be informed of the policies by the course faculty member at the beginning of the term. Each student is responsible for making up all work missed. Students who fail regularly to attend classes as required by the course faculty member may be withdrawn by the faculty member (see Faculty Administrative Withdrawal from Course).

Grade Point Average (GPA)

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

The UD GPA will be used in determining academic standing and eligibility for graduation and athletic participation. The UD GPA will include only those credits earned at UD.

Grades

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

A	4.00	Superior	C	2.00	AU	Audit
A-	3.67		C-	1.67	CR	Credit
B+	3.33		D+	1.33	I	Incomplete
B	3.00		D	1.00	IP	In Progress
B-	2.67		D-	0.67	P	Pass

C+	2.33	F	0.00	Failing	W	Withdrawal
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Terminology

Audit

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

Credit

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

Incomplete Grade

A grade of "I" (Incomplete) may be assigned in a course when a student, because of circumstances beyond his or her control, is unable to complete the required work by the end of a grading period. An "I" will not be assigned unless the faculty member and the student complete and sign a Request for Incomplete Grade contract. This Request will state the reason for the requested Incomplete, outline the work to be successfully completed, and may designate the period for work completion. Prior to the end of a grading period, the course faculty member will submit to the Registrar the completed and signed request to assign an "I." Once the work has been completed, the faculty member will assign the final grade and send the grade to the Registrar. No graduate student will be permitted to have 6 credit hours or more of "I" grades at any one time, and any expense incurred with an "I" is the responsibility of the student. Completion of work is not to exceed 6 weeks beyond the grading period. An "I" left unchanged beyond the 6 week period may result in an "F" grade for the course. Any extensions beyond the 6 weeks must be discussed with and agreed to by the course faculty member.

In Progress

A temporary grade of IP (In Progress) is used to indicate work in progress for a course or project approved to extend for more than one term or grading period (e.g. master thesis, independent research project, and others). The course faculty member will submit a grade by the end of the approved extension. The IP grade is not computed in the student's grade point average.

Withdrawal from Course

Students may withdraw without penalty from a course until the tenth class day after the midpoint of the term. The regulations for MBA and MAC are: 1) through the tenth day of classes, the course will be deleted from the student's record; 2) after the tenth day of classes and through the tenth class day after midpoint of the term, a grade of W will be recorded. Withdrawing after that date will result in an F grade. Withdrawal from courses that do not meet for the entire semester must be accomplished by the fifth week after class starts. Contact the Student Accounts Office for any financial implications related to withdrawing from a course.

Pass

Students who satisfactorily complete a graduate course designated as Pass/Fail will receive the grade P for the course.

Faculty Administrative Withdrawal from Course

Students who fail regularly to attend classes as required by the course faculty member may be withdrawn by the faculty member. To withdraw a student, the faculty member will send a Notice of Withdrawal to the student and the Registrar. The student has seven calendar days to appeal the notice at a meeting with the faculty member. If the notice is not canceled by the faculty member within those seven days, the student will be withdrawn by the Registrar as of the date the faculty member initiated the withdrawal process. The Registrar will notify the student, the student's advisor, and the faculty member of the withdrawal.

Change of Grade

After a grade has been recorded by the Registrar, a change of grade is allowed if there was faculty error in determining or recording the grade. To change a grade, the faculty member must complete a Change of Grade request form indicating the cause of the error and must submit that form to the Graduate Program Director. If the request is approved by the Graduate Program Director, the grade change will be submitted to the Registrar.

Repeat of Course

A student must repeat any course for which a final grade of D or F is earned. A student who has earned a grade of C minus or better in a course may elect to repeat the course. A student may not use a repeated course to meet the minimum credit hour completion requirements when a C minus or better has been previously earned. Once a course is repeated, the grade, the credit hours, and the grade point results from the repeated course will be used to recalculate the student's total credits earned and cumulative GPA. The grade earned for the repeated course will stand as the official grade for the course and the previous grade earned in the course will be removed from the student's total credits earned and cumulative GPA. Individual courses may be repeated only once, and during academic enrollment in the University of Dubuque graduate program no more than four courses may be repeated.

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

PROGRAM WITHDRAWAL, SUSPENSION, READMISSION

Administrative Withdrawal

A student may be administratively withdrawn from the University should it be determined he or she has not taken courses for one calendar year from the date of last enrollment.

Withdrawal from Program

Graduate students, whether full-time or part-time, who plan to withdraw from their academic program either by transferring to another institution or discontinuing the program of study must complete a Withdrawal form available from the Graduate Program Office. Students who

withdraw or students who have been administratively withdrawn are required to reapply for admission (see Readmission).

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

Suspension and Dismissal

A student with a cumulative GPA below 3.0 may be placed on academic probation or may be suspended at the close of the semester. If the student remains on academic probation at the conclusion of the following semester, they are subject to suspension.

A student suspended from the University has the right to appeal to the Graduate Council. The information provided by the student and University for an appeal is the basis for the Council's decision. Students who are readmitted after suspension and fail to meet the graduate program's requirements may be suspended once again. A second suspension will result in dismissal from the University and may not be appealed.

Academic probation, progress probation, suspension, and dismissal will be officially recorded on the student's academic transcript.

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

Readmission

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

DEGREE APPLICATION AND GRADUATION REQUIREMENTS

Academic Requirement Completion

A student has eight (8) years from the date of matriculation to complete all the academic requirements for his or her graduate program.

Change in Degree Requirements

Should catalog requirements for a degree change at any time within eight (8) years subsequent to a student's matriculation, the student shall have the option of continuing either under the graduate catalog used at the time of the student's matriculation to the graduate program or under the new requirements of the current graduate catalog. Only successfully completed coursework taken for the completion of all degree requirements within eight (8) years from the date of matriculation will be counted toward graduation total credits earned and cumulative GPA requirements.

Application for Degree

A student intending to graduate from the University must apply for the degree before registering for the last semester. The deadline for submitting graduation applications for May graduation is December 1; for August graduation, June 1; and for December graduation, October 1. Typically, the commencement ceremony is held in May.

Commencement Ceremony Participation

A student may participate in the May graduation ceremony provided that, by the date of the ceremony, the student has a UD GPA of 3.0 or higher and has earned within 6 credit hours of the total credit hours required for graduation. The student must also have a graduation application on file in the Graduate Program Coordinator's Office (see Application for Degree). The diploma and transcript will be dated May, August, or December, depending on when all degree requirements are completed.

Duplicate Diploma

A duplicate diploma may be issued upon the student's written request to the Registrar. This request must indicate the reason for a duplicate diploma and be signed by the student. With the written request for a duplicate diploma, the student is also required to send the \$30.00 fee (one-half the current fee for graduation). The duplicate diploma will show the date of the original diploma and be marked duplicate. The duplicate diploma will have the signatures of the current University officials and will be the current format and size.

FINANCIAL PLANNING

Tuition

Tuition for the 2004-2005 academic year is \$435 per credit hour.

Special Fees:

- Application fee of \$25.00
- Audit fee of one-half per credit hour of the standard tuition fee
- Graduation fee of \$60.00 includes the cap and gown rental
- No fee for first official transcript
- Subsequent official transcripts are \$5.00 each

Financial Aid Application

An application for financial aid must be submitted each year. The Free Application for Federal Student Aid (FAFSA) is the form required by the University of Dubuque for determining a

student's eligibility for financial assistance. The form is available from the Office of Student Financial Planning or electronically at www.fafsa.ed.gov.

Stafford Student Loan

The Stafford Student Loan Program enables students to borrow directly from a bank, credit union, or any other participating lender willing to make educational loans. Students may apply for a loan if they are enrolled or have been accepted for enrollment in a degree program at least half-time. A guarantee fee and federal origination fee are deducted at the time the loan is made by the lender. Further information and application forms may be secured from the Office of Student Financial Planning.

Students who are U.S. citizens and eligible non-citizens are eligible to apply for Federal Stafford Loans if they are enrolled at least half-time. If at any point in the program less than half-time enrollment occurs, the student may go into repayment.

Financial Aid Probation

Students must remain in good standing (not on academic probation at the beginning of the semester) to be eligible to receive or to continue receiving financial aid. If a student falls below the required financial aid standards for maintaining satisfactory academic progress, the student will be placed on financial aid probation for the following semester. If, during that time, the appropriate number of credits and minimum cumulative GPA are not achieved, all financial aid will be terminated. For a complete Satisfactory Academic Progress policy, see the Office of Student Financial Planning.

Payment of Account

Payments must be made on the due date of billing. Diplomas, transcripts, and grades will not be issued to students until their financial obligations are settled with the Student Accounts Office. Those who desire to pay tuition, room, board, and fees on an installment basis should contact the Student Accounts Office for payment plan information.

Refund Policy

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

GRADUATE ASSISTANTSHIPS

A limited number of Graduate Assistantships may be available each year. Each graduate department shall determine the specific duties and responsibilities of graduate assistants. The Directors of the graduate programs, in consultation with the Graduate Dean, will decide on all graduate assistant appointments. Graduate assistants must maintain a minimum grade-point average of 3.25 to continue as graduate assistants. Specific graduate assistant policies may be found in the Policies and Procedures for Graduate Assistants and the Graduate Assistant Mentor Guide available in the Graduate Program Coordinator's Office. Applications may be requested or picked up from the Graduate Program Coordinator.

STUDENT LIFE

Living in Community

The University of Dubuque provides a wide variety of services and programs designed to enhance the student's intellectual, social, career and personal development. Every aspect of Student Life programming and service has grown out of our mission.

Student Life Mission Statement

The University of Dubuque is affiliated with the Presbyterian Church (USA). Because of our historic ties to the church and the Judeo-Christian faith, relationships here are different from those in the world around us or those at public institutions. We encourage faith development and growth because we believe God sustains us as individuals and as an institution. We believe we are called upon to create a learning and living environment in which students and employees can grow in grace. This responsibility includes an expectation that individuals will behave with integrity. This integrity manifests itself in policies, rules, and regulations that call for self-respect, respect for others, respect for property, both personal and private, and respect for the resources of the University. Everyone who works, lives, and studies here is expected to contribute to a community that accepts and upholds these basic principles.

Student Conduct

University of Dubuque students are guided by the Community Values and Behavioral Expectations that support the University Mission Statement. All policies, rules, and regulations are built upon the principles stated in that Mission Statement. One of these values is self-respect which manifests itself in rules regarding use of drugs such as alcohol and tobacco, sexual relations, and language. A second value is respect for others which regulates relationships between students and faculty or staff, and between organizations or student groups with opposing viewpoints. A third value is respect for property and University resources, such as the on-campus housing, facilities such as the sports center, and academic resources such as those in the Myers Library. Students are expected to treat the property and resources of the University as an asset in which they have a vested interest.

When disputes arise between individuals, every effort is made to mediate disagreements before the Judicial Process is imposed. Regulations governing activities and student conduct in general are published in the University of Dubuque Student Handbook. This handbook serves as the official college statement on such matters. The University expects that each student has read the Student Handbook and understands the rights and responsibilities it gives them.

Academic Support Center (ASC)

The Academic Support Center provides opportunities for all students to grow academically. Free supplemental materials, enrichment programs, and individualized service are provided for all University of Dubuque students, including undergraduates, Seminary students, international students, and graduate students. Peer tutor, self-paced materials for individualized study, computer-assisted instruction, and faculty-developed supplemental modules are available in study skills, English, mathematics, psychology, reading, business, science, computer literacy,

biology, and many other disciplines. The goals of the ASC are to assist students with their success in college and to provide special service whenever necessary at any level to ensure that success. If a student is having special difficulties with an assignment or in a class, the student may discuss these difficulties with the faculty member involved. The ASC is available for assistance throughout the academic year.

Individual Support

Students can meet with the staff within Academic Support Services to discuss and work on any area of academic challenge. These meetings are arranged by appointment and may occur as frequently as the student feels the need for academic support and assistance.

The University also offers student counseling services through trained Student Life personnel or with a professional counselor at the student's request.

Disability Services

The University prohibits unlawful discrimination against qualified students with disabilities and encourages their full participation with the University community. All faculty, staff, and administrators will actively support qualified students with disabilities in all of the University's educational programs, services and activities. The University will consider each individual's need(s) in determining any assistance it may provide to a qualified student upon official admission to the University.

It is the responsibility of the qualified student with a disability to voluntarily and confidentially disclose information regarding the nature and extent of the disability to the Director of Academic Support and individual faculty members when requesting an accommodation. The University will assist the qualified student in identifying potential accommodations based upon the student's needs, preferences, and available resources. For further information regarding Disability Services, contact the Academic Support Center at (563) 589-3218. The complete policy regarding disabilities is stated in the Student Handbook.

Workshops

Periodically, workshops will be provided covering such topics as test taking, reading, and note taking, as well as time management and general study skills. Workshops are presented as campus-wide events or upon request to specific groups.

Sports Facilities

The Stoltz Sports Center and the McCormick Gymnasium are the homes for indoor intercollegiate and intramural competition. The Sports Center also houses the newly renovated Dr. Charles C. Myers Fitness Center, available to the entire campus community. The Hans A. Chlapaty Sports Complex, located on the south side of campus, accommodates football on the Chalmers Field, track on the Doug Miller Track, and tennis on the Farber Tennis Courts. The complex also includes newly refurbished baseball and softball fields, as well as a new soccer park.

Campus Ministry

The spiritual and religious needs of students are addressed by the Edwin B. Lindsay Chaplain. Students participate in the design and leadership of a wide range of activities from weekly chapel services and Bible studies to fellowship activities and discipleship training sessions for those seeking to strengthen their relationship with God and with each other. The Campus Ministry Office sponsors a wide range of activities and experiences to heighten campus awareness on the social and religious issues facing society. All activities are ecumenical and open to anyone who wishes to participate.

Career Services

Students and alumni from all departments of the University have access to Career Services. Career Services offers a collection of resources that includes professional help with identifying and clarifying student interests, abilities and values; using co-curricular and work experiences to explore career options and build a repertoire of marketable skills; learning how to make life/work decisions; and eventually in developing job search strategies for personally satisfying employment.

In addition, Career Services provides a wide range of library materials and other resources for self and career exploration, such as the DISCOVER Program which provides comprehensive career planning, up-to-date databases of occupations, majors, schools and training institutions, financial aid/scholarships, and military options. Other services include: information on current job openings direct from employers, subscriptions to key "insider" professional job hunt newsletters, and state-of-the-art samples of job hunt materials. The annual Career Extravaganza is an event for students interested in full-time, part-time, and internship opportunities enabling future preparation. Career Services helps students prepare individualized resumes, cover letters, and portfolios designed to give students an edge in the job market whether they are looking for summer work or that first "big" job after graduation.

Through the University of Dubuque web homepage, alumni in all fields can access the broad sweep of services throughout their working lifetimes. Career Services at the University of Dubuque is committed to help current students, prospective students, and the University of Dubuque alumni develop, evaluate and initiate an effective career plan through self-assessment, and exploration of occupational and educational opportunities.

Counseling Service

The University has a variety of counseling options available and seeks to provide opportunities for personal growth and assist students who have specific emotional, social, academic, spiritual, vocational, or personal concerns. Members of the Student Life staff are trained for a variety of counseling needs, and a professional counselor is available upon request. Short-term counseling is confidential and provided at no cost to students. Students must carry their own insurance to cover long-term counseling needs. The University also conducts numerous workshops and forums on wellness and mental health during the year.

Health Services

Health service to UD students is provided by Finley Business Health located two blocks from campus. Finley Hospital provides students with access to comprehensive medical services.

Finley Business Health is open Monday through Friday, 7:00 a.m. to 6:00 p.m. Students should call 589-2419 for an appointment.

If a student requires care outside of those hours, they are offered the services of Finley Convenient Care, which is available from 6:00 p.m. to 11:00 p.m. on weekdays and 10:00 a.m. to 10:00 p.m. on weekends and holidays. Emergency care is provided by the Finley Emergency/Trauma Department 24 hours a day, every day.

Visits to Finley Business Health, which include an assessment by a registered nurse or physician, are covered by the University of Dubuque. Tests, such as lab or x-ray, are not covered by the University and will be filed with your insurance or billed directly to you. Insurance information is required for filing with your health insurance provider.

All entering students living in campus housing and carrying six credit hours or more must complete and turn in student emergency/insurance information and provide a physician certified record of immunizations. This is a requirement for registration, and forms are supplied by the University.

Handicap Accessibility

The University of Dubuque provides facilities that are accessible to handicapped persons. The institution will take such means as are necessary to ensure that no qualified handicapped person is denied the benefits of, excluded from participation in, or otherwise subjected to discrimination because facilities are physically inaccessible to or unusable by handicapped persons. Because scheduling classes and arranging housing in accessible facilities may require reasonable advanced planning, handicapped students accepted for admission should identify themselves no later than three months prior to the start of the semester of beginning classes and indicate what accommodations they need.

Intramural and Wellness Programs

The University offers a comprehensive intramural program which allows students, faculty and staff to compete regularly in organized recreational sports. Intramural program offerings include basketball, flag football, indoor soccer, racquetball, softball, tennis, volleyball, and other programs based on student interest.

Through the University Wellness program, a variety of wellness opportunities are offered throughout the year. The Wellness Program provides activities and services that foster the development of the mind, body, and spirit for the University of Dubuque community, including fitness programs, outdoor recreation opportunities and educational wellness sessions.

Multicultural Services

Multicultural Services fosters a welcoming environment for international and American ethnic minority students by setting up programs of support and representation that will serve them throughout their academic careers. The office staff provides information and counsel regarding United States immigration guidelines, issues relating to social and cultural adjustments, and international study programs. Multicultural Services develops cultural and educational programs of interest to all students.

On-Campus Housing

Focus Houses - The University owns a number of houses immediately adjacent to the campus that are used for student housing. Living in a University house provides students the benefits of living on campus while enjoying some of the characteristics of living off-campus. Houses can accommodate from three to five students depending on the size.

Each student is responsible for his or her room including damages, disorder and carelessness. The University of Dubuque does not carry insurance for students' personal property and is not responsible for loss, damage, or theft of such property. Students are encouraged to make sure that personal property is covered by a renter's or homeowner's insurance policy.

Safety & Security

University Safety and Security personnel are on duty 24 hours a day. The staff of safety and security officers assists with the safety and security of students, faculty, and staff, as well as University property. Parking registration and enforcement of parking regulations are also their responsibilities.

Should there be a problem or emergency, students and parents can contact Safety and Security personnel at (563) 589-3135.

GRADUATE PROGRAMS

MASTER OF ARTS IN COMMUNICATION (MAC)

MISSION STATEMENT & PHILOSOPHY

The globalization of business, education and industry requires excellence in communication understanding and in the communication competencies of writing, speaking and control of mediated contexts and messages. The University of Dubuque Master of Arts in Communication (MAC) program enhances these professional competencies. The MAC program trains graduates for leadership roles in one of the selected communication concentrations or for advanced academic study in organizational communication.

The MAC program incorporates the art and science of effective communication, providing a multi-disciplinary approach to learning and teaching. Leaders learn how to recognize, embrace, and pursue communication opportunities. Courses are designed to maximize student participation in learning. Grades are often determined through the production of hands-on demonstration projects.

LEARNING OBJECTIVES

Upon completion of the MAC degree program at the University of Dubuque, the graduate will be able to:

- Demonstrate effectiveness in professional communication practices in writing, speaking and use of mediated communication in business settings (COM 625, COM 630 and COM 652)
- Demonstrate capability to describe, analyze, and explain key concepts in organizational communication theory and practice as well as be able to 1) appraise communicative dysfunction in organizations and 2) propose appropriate problem-solving (COM 610, COM 654).
- Appraise a variety of organizational cultures with a clear conception of intercultural communication and corporate culture distinctions and respond with skills, competencies, and points of view needed by professionals in business and communication fields (COM 622).
- Demonstrate mastery of a specific area of knowledge and/or practice within the field of organizational communication and/or business communication through engagement in a supervised academic thesis (COM 660/690) or a supervised project (COM 689).

Students in the Leadership and Management Communication track will be able to:

- Demonstrate proficiency in development of leadership and management skills relevant to specific communicative tasks necessary to create effective communication for a client base such as the development of a public relations strategy, a marketing strategy, a training and seminar strategy, and other related business communication

strategies within organizational settings (COM 635, COM 640, COM 672 and various Topics Courses in COM 667).

- Demonstrate skills and knowledge acquired through internship projects and/or independent research projects conducted under the supervision of graduate program faculty (COM 685-6-7 and COM 691-2).

Students in the Information Technologies Communication track will be able to:

- Demonstrate proficiency in development of leadership and management skills relevant to specific communicative tasks necessary to oversee management of innovative information technologies (IT) for global business enterprises as well as further knowledge of communicative design as applied to web projects, develop skills in using HTML editing software packages and secondary software solutions, skills in expressing ideas visually, and proficiency in other related business communication strategies within organizational settings (COM 645, COM 681, and various Topics Courses in COM 667).
- Demonstrate skills and knowledge acquired through internship projects and/or independent research projects conducted under the supervision of graduate program faculty (COM 685-6-7 and COM 691-2).

Students in the Strategic and Corporate Communication track will be able to:

- Integrate specific learning from the MBA program outside the existing overlapped coursework in a specified area of knowledge relevant to the MBA program and MAC program.
- Demonstrate skills and knowledge acquired through internship projects and/or independent research projects conducted under the supervision of graduate program faculty (COM 685-6-7 and COM 691-2).

ADMISSION REQUIREMENTS

- Bachelor's degree from a domestic, regionally accredited or recognized international institution of higher education (official transcript required).
- Undergraduate cumulative grade point average of at least 2.50 (on a 4.0 system).
- A satisfactory score on the Graduate Record Exam (GRE) is required of students seeking admission to the MAC program. Students are permitted to enroll in graduate coursework conditioned on completion of the GRE by the end of their first semester.
- A formal application and three reference letters attesting to the applicant's ability to successfully complete a graduate degree.
- A personal statement of interest in and objectives for this degree.
- Students must demonstrate basic writing competence.
- Approval of MAC Admission Committee.

REQUIREMENTS FOR DEGREE

The Master of Arts in Communication degree requires the successful completion of either 30 credit hours of coursework with thesis or 36 credit hours of coursework with exams. Courses may be taken in any sequence, except:

- COM 660 (Research and Writing) must be taken the semester before a student begins the final thesis in the 30-credit program.

- COM 690 (Thesis) is the final course enrollment for a 30 credit program. This course may be repeated at 1 credit per semester until the thesis is complete. Exams are not required for the thesis program.
- COM 689 (Professional Skills Practicum) is the final course enrollment for the 36 credit program. Exams must be successfully passed as part of the requirement of this course.
- Exams: Students taking the non-thesis, 36 credit program option must complete comprehensive exams. These exams are written essays on selected questions covering coursework in the student's program of study. These exams must be completed and approved by MAC faculty for a student to have fulfilled the requirements of this program

The Thesis (COM 690) requires completion of an extended research study conducted under the care and approval of the MAC Thesis Committee. The student may select a thesis topic of academic interest or a topic relevant to current or anticipated employment. Completion information is available in the University of Dubuque Master of Arts in Communication Thesis Guide provided in COM 660.

The Professional Skills Practicum (COM 689) requires a student project to be completed in the semester the course is taken. The student should select a project relevant to current or anticipated employment to be conducted as part of the Professional Skills Practicum coursework.

APPLICATION PROCEDURE

The Graduate Program Office processes applications on a year-round basis. Applicants may apply for matriculation into any of the three semesters (fall, winter, summer). To receive application materials you may contact the Graduate Program Coordinator at (563) 589-3300, email MAC@dbq.edu, access the Graduate Program website at www@dbq.edu or write to:

University of Dubuque
Graduate Program Office
2000 University Avenue
Dubuque, Iowa 52001

MAC CONCENTRATION CHOICES

- Leadership and Management Communication
- Strategic and Corporate Communication
- Information Technologies Communication

CORE COURSES FOR ALL CONCENTRATIONS

Core coursework includes 16 credit hours

- COM 610 Organizational Communication (3)
- COM 625 Computer Mediated Document Design (3)
- COM 630 Effective Professional Communication (3)
- COM 652 Writing for the Professional (3)
- COM 660 Research and Writing in Communication Studies (1)

- COM 689 Professional Skills Practicum (3) *or*
- COM 690 Thesis (3)

CONCENTRATION CURRICULA

Leadership and Management Communication Concentration

The Master of Arts in Communication with a concentration in Leadership and Management is designed to prepare those interested in developing an understanding of communication leadership practices and mediated business technologies and their interactions.

It offers interdisciplinary study, emphasizing excellence in professional and interpersonal communication techniques leaders need. The concentration allows students to expand this base program to focus on issues related to mediated project management and management communication. The program is relevant for leaders and executives, public relations directors, human resource managers, marketing directors, strategic planners, service industry managers and directors of training services.

Pursuit of this concentration requires approval of the MAC Admission Committee.

The Leadership and Management Communication Concentration course of study includes 14 credit hours chosen from among the following:

- COM 622 Global Communication (3)
- COM 635 Marketing the Project (3)
- COM 640 Public Relations (3)
- COM 654 Problem Solving (Credit Variable)
- COM 672 Training and Seminar Methods (3)
- COM 667 Seminar Topics (Credit Variable)

Strategic and Corporate Communication Concentration

The Master of Arts in Communication with a concentration in Strategic and Corporate Communication is designed to professionally prepare those interested in mastering communication leadership practices in conjunction with strategic and corporate communication management.

It uses interdisciplinary study to develop expertise in professional and interpersonal communication practices required for executive positions. Students may expand the base program of study to focus on processes of innovation and communication management. The program is relevant for managers and executives, public relations directors, corporate communication specialists and trainers, strategic planners, service industry managers and directors of training services.

Pursuit of this concentration requires approval of the Business chairperson and the MAC Admission Committee. Undergraduate business coursework or significant life experience in corporate communication is necessary for admittance.

The Strategic and Corporate Communication Concentration course of study includes 14 credit hours to be selected in consultation with the Director of the MBA Program.

Communication courses cross-listed with the MBA

- COM 622 Global Communication (3)
- COM 654 Problem Solving (Credit Variable)

Recommended MBA course:

- BUS 690 Business Strategy (4)

Information Technologies Communication Concentration

The Master of Arts in Communication with a concentration in Information Technologies is designed to professionally prepare students interested in the dynamic interface between communication leadership practices and mediated business and educational technologies software and business technologies Web-enabled E-commerce.

It uses interdisciplinary study to develop excellence in professional and interpersonal communication practices required for innovative design and administration of knowledge-based information systems in organizations. Students may expand the base of study to focus on how information and technologies shape and reshape the way people, organizations and co-operative international agencies achieve goals through mediated communication. The program is relevant for managers, corporate communication specialists and trainers, Internet providers, intranet supervisors and telecommunications planners and managers.

Pursuit of this concentration requires approval of the MAC Admission Committee.

The Information Technologies Communication Concentration course of study includes 14 credit hours. Seminar Topics is repeated with different subject matter as offered during a student's course of study.

- COM 622 Global Communication (3)
- COM 645 Web Development for Organizations (3)
- COM 667 Seminar Topics (Credit Variable)
- COM 681 Information Technology for Management (3)

PRE-ADMISSION COURSEWORK

Students may take up to 6 credit hours of coursework in one semester prior to formal admission to the program. However, students taking coursework must file for admission to the program. The admission process need not be completed prior to beginning class work, but must be completed prior to the close of the semester. The Program Director must approve courses taken prior to full admission. Permission to take coursework does not imply admission to the program.

COURSE CHALLENGE

Students may challenge coursework based on life experience and portfolio demonstration. If it is determined by the faculty member in the coursework area and the Director of the program that the level of competence is at or beyond that of the course, the requirement of that course may be waived for the student. However, the waiver concerning the class is not a waiver for coursework

credit. The student will still need to fulfill the 30 credit program requirement by means of other coursework in the program.

COURSE SCHEDULE AND LOAD

A full-time load is not required. Working professionals normally take a half-time load (4.5 – 6 credit hours) per semester over a two-year period (5 semesters). Full-time students can complete coursework in one year (3 semesters), with an additional semester given to writing the thesis/project. Courses are generally offered in the evening.

COURSE DESCRIPTIONS

COM 610 Organizational Communication (3)

This course offers a study of organization systems and the discourse culture within organizations, including consideration of relevance of communication to leadership and management operations, networks, and organizational climates and cultures. The course includes research into selected aspects of organizational communication.

COM 622 Global Communication (3)

The relevance of intercultural communication, corporate culture communication, knowledge management principles and their significance with regard to issues of globalization and tribalization of peoples are examined from a communication perspective in this course. (Cross-listed with BUS 622)

COM 625 Computer Mediated Document Design (3)

This course examines ways in which information technologies impact communication in a variety of settings for a variety of purposes. Coursework focuses on learning and applying principles of document design for use in mediated contexts such as Microsoft Publisher and Microsoft FrontPage. With an emphasis on audience, purpose, and context, students learn to use visual communication theory in planning, designing, and revising effective print and online documents.

COM 630 Effective Professional Communication (3)

Developing oral and verbal presentational speaking skills for a variety of professional settings is the focus of this course. Students examine various contemporary models of effective speaking and speaking purposes. Students learn to adapt their styles for facilitating meetings and making presentations for a variety of contexts.

COM 635 Marketing the Project (3)

This course offers a study of integrating the disciplines of marketing and project management in order to maximize the efforts and performance of a product or service. The course includes research into selected aspects of marketing and project management utilizing organizational and information technology skills along with leadership and knowledge management.

COM 640 Public Relations (3)

Public Relations defines an organized communication process in which the interests of an organization are represented with messages transmitted via a variety of channels, to targeted

audiences, with the purpose to influence their beliefs, attitudes, or actions. This course examines the history of public relations, the role of public relations practitioners, and the public relations campaign.

COM 645 Web Development for Organizations (3)

This course reviews digital information technologies for the project manager and designer of web-built environments. Students explore issues in relation to text, image and animation through a series of weekly projects. The primary course objective is to reinforce principles of visual communication while creating a substantial website. Also considered are techniques to enhance security, privacy, and reliability, and ways of incorporating sophisticated graphical interfaces to web projects. Pre-requisite COM 625.

COM 652 Writing for the Professional (3)

Focus on the application of profitable written communication strategies and concepts, the course emphasizes organizational techniques, presentational formatting and creative idea and language design for any professional area.

COM 654 Problem Solving (Credit Variable)

Focuses on and underscores the key strategies and tactics for managing conflicts and crises in a global business environment. Crisis management skills are developed and applied to problem solving in a global content. Crisis management templates are developed and utilized in conjunction with web resources. Trauma and post-incident management, disaster response, and business recovery, as well as components of an innovative learning organization are covered. (Cross-listed with BUS 652)

COM 660 Research and Writing in Communication Studies (1)

A one credit course taken near the end of program. Students learn to document work in an appropriate academic form and develop the scholarly and practical references relevant to the Thesis/Project/Professional Skills Practicum. In consultation with the thesis advisor, students identify the scope and design of their final project by the end of this course.

COM 667 Seminar Topics (Credit Variable)

Participant chooses topic courses from the varied selection offered. Examples of topic courses include Technical Writing, Fund-raising for the Non-profit, Interpersonal Communication for Business Settings, Writing Grant Proposals, etc.

COM 672 Training and Seminar Methods (3)

Presentational skills for a variety of training settings such as seminars, workshops, and informational sessions are the focus of this course. Practical information and application in program planning, presenting, and audience management are stressed as well as learning theory.

COM 681 Information Technology for Management (3)

Through case study analysis students examine issues related to the adoption, integration, and management of innovative information technologies (IT) for global business enterprises. Attention is given to the managerial processes necessary to select, implement, and operate computer and communication based systems that effectively support enterprise objectives.

Topics covered include network computing, internet and e-business, enterprise applications, business processing re-engineering (BPR), business continuity, and global IT economics/resource management. Students develop an enterprise course project.

COM 685-6-7 Graduate Internship Project (Credit Variable)

Internship arranged with MAC Program Director.

COM 689 Professional Skills Practicum (3)

For students in the non-thesis degree program (36 credits). Students complete the degree program in a course requiring the development of an entrepreneurial project reinforcing core concepts from the curriculum and applying that knowledge and skill under faculty guidance within an approved framework. All work must have an application component.

COM 690 Thesis (3)

For students in the thesis degree program (30 credits). Students complete the degree program with individualized learning by developing and researching a thesis reinforcing core concepts from the curriculum and applying that knowledge and skill under faculty guidance within an approved framework. Course may be repeated at variable credit until thesis is defended

COM 691-2 Independent Research (Credit Variable)

Independent Research arranged with MAC Program Director.

MASTER OF BUSINESS ADMINISTRATION

MISSION STATEMENT & PHILOSOPHY

The MBA program's mission is to extend an individual's undergraduate educational background by building a set of practical, applied, integrated learning experiences that develop attitudes, ethical behavior, and a portfolio of tools required to effectively function in today's global business environment.

The MBA program's learning experiences focus on central themes of global communication and knowledge management, financial analysis and control systems, human capital management, strategic business management and modeling, and conclude with each student exploring a topic of interest in greater detail through an applied business practicum.

The MBA program emphasizes real-life skills and practices delivered under the guidance of experienced business practitioners. Theory is used as a means to frame application rather than as an end in itself. The program blends theory with professional development and preparation, focusing on topical relevance, curricular appropriateness, and immediate professional application, while maintaining content integrity. Our goal is to provide educational experiences that serve our students for a lifetime and transforms them into "ready-to-go" professionals and lifelong learners in all business disciplines.

The MBA program serves as a global outreach to demonstrate the uniqueness and vitality of the University's mission. While we seek to serve various populations, our ethos will be driven by a commitment to model in life and professional practice our Christian values.

LEARNING OBJECTIVES

The MBA program's learning experiences focus on central themes of global communication, financial analysis and control systems, human capital and knowledge management and strategic business management, and concludes with each student exploring a topic of interest through an applied business practicum.

Upon completion of the MBA program the graduate will be able to:

- Apply the principles of ethics in conducting the enterprise's business
- Utilize the fundamentals of effective communication and the language of business in performing the enterprise's activities
- Employ accepted management practices in the acquisition and deployment of the enterprise's human, intellectual, and material capital resources
- Use accepted methodologies and practices in the development and execution of business strategies, and the solution of business problems
- Apply sound financial practices in the overall management of the enterprise
- Have an appreciation of the workings of the enterprise's individual functional units and their interactions

The Master of Business Administration is a 36 credit-hour program that represents a cutting-edge orientation in business education. Courses are thematically integrated among professional business disciplines. The program is identical in content in all domestic and international locations and students enrolling in the program in Asia may transfer to the Dubuque campus and vice versa. The program uses theory as a means to frame professional application rather than theory as an end in itself. Our mission is to provide professional education that serves our students for a lifetime and transforms them into "ready-to-go" professionals and lifelong learners in all business disciplines.

ADMISSION REQUIREMENTS

- A formal application and two letters of reference attesting to the applicant's ability to successfully complete a graduate degree.
- Official transcripts showing all undergraduate and graduate education.
- English language proficiency is required for all international students enrolled in an on-campus program. Applicants who have not studied or worked in institutions where English is spoken should take the TOEFL (Test of English as a Foreign Language). A minimum score of 550 on the paper-based test is needed to handle the language level used in the program. In addition, all international students are required to pass an English proficiency exam administered on campus. Students receiving an unsatisfactory grade will be required to register for ESL instruction.
- Submission of Graduate Management Admission Test (GMAT) results for students entering the domestic program.
- Academic background: It is important for applicants to be familiar with the basics in each of the major topics of the curriculum. Areas in which basic knowledge is required include accounting, economics and finance. Mastery of these subjects is demonstrated in college courses or advanced diploma papers. Work experience alone is not an adequate introduction to these areas. If an applicant lacks any of this background, he or she will be required to obtain the knowledge by taking a four-week PreMBA course.

- A personal statement of interest in and objectives for this degree.

APPLICATION PROCEDURE

The Graduate Program Office processes applications on a year-round basis. Applicants may apply for matriculation into any of the three semesters (fall, winter, summer). To receive application materials you may contact the Graduate Program Coordinator at (563) 589-3300, email MBA@dbq.edu, access the Graduate Program website at www.dbq.edu or write to:

University of Dubuque
Graduate Program Office
2000 University Avenue
Dubuque, Iowa 52001

PRE-ADMISSION COURSEWORK

Students may take one semester of coursework prior to formal admission to the program. However, students taking coursework must file for admission to the program. The admission process need not be completed prior to beginning classes, but must be completed prior to the completion of the first semester. The Program Director must approve courses taken prior to full admission. Permission to take coursework does not imply admission to the program.

COURSE SCHEDULE AND LOAD

Domestic Students

Classes are offered evenings, in convenient patterns that make it possible for even the part-time student to complete the degree in two years. Full-time students are able to complete degree requirements in twelve months of study.

International Students Attending Courses Domestically

University and U.S. government policies for international students taking coursework domestically vary from year to year. For information concerning policies and practices contact the Program Director.

COURSE DESCRIPTIONS

BUS 616 Organizational Structures (3)

Focuses on organizational designs and the integration of strategy, structure, and processes necessary for an organization's survival. Complexity of design ranges from individual business units to multiple interdependent operating units, and ultimately, large multidivisional and multinational organizations.

BUS 617 Human Capital Management (3)

Concentrates on relating human capital to business objectives. Focuses on acquiring, developing, managing and rewarding human capital in an organization to achieve optimal productivity and enhance knowledge by creating and using talent. The role of values and culture in an organization is also examined.

BUS 622 Global Communication (3)

Focuses on topics of intercultural communication, corporate culture, and effects of globalization issues on the business environment. Spotlights how communication technologies are employed to gain market advantage and how organizations apply knowledge management systems to compete effectively.

BUS 623 Knowledge Management (3)

Examines topics of corporate culture, knowledge transfer and management principles, and how effective knowledge management can dramatically increase a firm's performance.

BUS 624 Global Organizations (4)

Emphasizes and develops the basic proficiencies of global marketing, production operation, and management information systems to enhance business growth. Analysis of fundamental strategies for use in formulating knowledgeable decisions in a global environment.

BUS 650 Controllership (3)

Examines methods of performance measurement and financial control systems for implementing strategy.

BUS 651 Treasury (3)

Outlines financial techniques by applying theories, concepts, and quantitative methods of corporate finance to business operations.

BUS 652 Problem Solving (4)

Focuses on and underscores the key strategies and tactics for managing conflicts and crises in a global business environment. Crisis management skills are developed and applied to problem solving in a global content. Crisis management templates are developed and utilized in conjunction with web resources. Trauma and post-incident management, disaster response, and business recovery, as well as components of an innovative learning organization are covered.

BUS 655 Business Modeling (4)

Outlines and emphasizes the formal integration of all disciplines into a business environment and the strategy needed to implement this integration. Key topics include the nature of competitive advantage and the development and implementation of strategy.

BUS 685-6-7 Graduate Internship Project (Credit Variable)

Internship arranged with MBA Director.

BUS 690 Business Strategy (4)

Focuses on the analysis and integration of internal and external factors associated with developing and implementing strategic direction. Business ethics, strategy planning methodologies, and the spectrum of competition are explored.

BUS 691-2 Independent Research (Credit Variable)

Independent Research arranged with MBA Director.

BUS 693 Professional Skills Practicum (Credit Variable)

Incorporates the core concepts of the business curriculum into a final capstone project. Knowledge and skills acquired during the program are applied under faculty guidance within an approved framework. Students are encouraged to individualize their culminating experiences by developing and researching a global or experiential project. All projects require an application component.

GRADUATE FACULTY

- Richard Birkenbeuel, *Director of Domestic and International MBA Programs*. MS, BS, Illinois State University.
- Samuel Deaver, *Assistant Professor of Business*. MBA, University of Dubuque; BS, Peru State College.
- Sara Ellert-Beck, *Business Practitioner*. MSA, Central Michigan University; BS, U.S. Air Force Academy.
- David Figuli, *Visiting Professor*. JD, Cleveland-Marshall College of Law, Cleveland State University.
- Peter Fricano, *Business Practitioner*. MBA, Keller Graduate School of Management; BS, Western Illinois University.
- Alan Garfield, *Associate Professor of Computer Graphics-Interactive Media and Department Chair*. MA, State University of New York-Binghamton; BA, University of Iowa.
- Dennis George, *Assistant Professor of Business*. MBA, University of Dubuque; BA, Loras College.
- Laura Grandgenett, *Chief Technology Officer*. MEd, Azusa Pacific University; BS, Marymount College.
- John Hatch, *Assistant Professor of Communication*. PhD, Regent University; MA, Colorado State University; BA, Western State College of Colorado.
- Ronald Heath, *Senior Vice President for Advancement*. MA, Central Michigan University; BA Ed, Alderson Broaddus College.
- James Heckmann, *Business Practitioner*. JD, MFA, University of Iowa; BA, Claremont McKenna College.
- Christine Heetland, *Business Practitioner*. MBA, University of Arizona; BS, Iowa State University.
- Peter Hsu, *Visiting Professor*. EdD Candidate, University of British Columbia; MA, George Washington University; BS, University of the State of New York; BA, Bob Jones University.
- Peg Hudson, *Business Practitioner*. MA, University of Dubuque; BA, Clarke College.

- Janet Jamieson, *Assistant Professor of Business*. MS, Bentley College; CPA, State of Ohio; BA, Asbury College.
- James Jarrard, *Assistant Professor of Business*. MBA, University of Iowa; BA, Loras College.
- David Kapler, *Business Practitioner*. JD, Rutgers University; MA, Marquette University; BA, Loras College.
- Mary Anne Knefel, *University Librarian*. MBA, University of Dubuque; MLS, University of Illinois; BA, Knox College.
- Beverly Kolz, *Business Practitioner*. MBA, University of Iowa; BA, Ohio Dominican College.
- Maria Lauck, *Assistant Professor of Business and Department Chair*. MS, Clarke College; BS, Florida International University; BA, Clarke College.
- Todd Link, *Business Practitioner*. MA, University of Dubuque; BA, Loras College.
- Alan R. Lisk, *Associate Professor of Business and Director of Summer Education Programs*. PhD, Temple University; MS, Illinois Benedictine College; BS, University of Dubuque.
- Eric Munshower, *Associate Professor of Business*. PhD, Purdue University; BS, Saint John's University.
- Jean Neuman, *Assistant Professor of Computer Graphics and Interactive Media*. MFA, Memphis College of Art; BA, University of Wisconsin–Whitewater.
- Lawrence Newbree, *Dean of Student Life*. ABD, Nova Southeastern University; MS, Indiana University; BS, Canisius College.
- Robert Reid, *Director of MAC Program and Associate Professor of Communication and Department Chair*. PhD, MA University of Washington; MDiv, Fuller Theological Seminary; BA, California State University-Fullerton.
- Cori Schuller, *Business Practitioner*. MS, BS, Iowa State University.
- Kimberly Schwartz, *Business Practitioner*. MA, University of Dubuque; BA, Wartburg College.
- Kathryn Sims, *Business Practitioner*. MA, University of Wisconsin-Stevens Point; BA, DePauw University.
- Rodney L. Smith, *Professor of English*. PhD, MA, University of Wisconsin-Milwaukee; BS, University of Wisconsin-Oshkosh.

- John Spraggins, *Vice President for Institutional Research and Planning*. PhD, Vanderbilt University; MA, University of Illinois; BA, Quachita Baptist University.
- John Stewart, *Vice President for Academic Affairs and Professor of Communication*. PhD, University of Southern California; MA, Northwestern University; BA, Pacific Lutheran University; AA, Centralia College.
- Henry Suverkrup, *Business Practitioner*. MA, Northern Arizona University; BS, University of Dubuque.
- Beverly VanDerZyl, *Business Practitioner*. MA, University of Dubuque; BS, Iowa State University.
- Tammy Walsh, *Dean of Student Life*. EdD, Nova Southeastern University; MS, Shippensburg University; BA, Mansfield University.

UNIVERSITY OF DUBUQUE CALENDAR

FALL 2004

August 23	Monday	Classes begin
August 27	Friday	Last day to register
		Last day to add or drop 8-week Session I class
September 3	Friday	Last day to add or drop full-semester class
September 6	Monday	Labor Day—No Classes
September 7	Tuesday	Students permitted to withdraw from class with “W” grade recorded
September 24	Friday	Last day to withdraw from 8-week Session I class with a “W” grade recorded
October 1	Friday	Graduation applications for December graduates due in Registrar’s Office
October 15	Friday	Mid-term Tri-College Free Day End of 8-week Session I classes
October 18	Monday	8-week Session II classes begin
October 22	Friday	Last day to drop 8-week Session II class
October 29	Friday	Last day to withdraw from full-semester class with a “W” grade recorded
November 19	Friday	Last day to withdraw from 8-week Session II class with a “W” grade recorded
Nov 24—28	Wed—Sun	Thanksgiving recess
November 29	Monday	Classes resume
December 1	Wednesday	Graduation applications for May graduates due in Registrar’s Office
December 3	Friday	Last day of classes
December 6—9	Mon—Thursday	Final examinations
December 9	Thursday	End of 8-week Session II classes

UNIVERSITY OF DUBUQUE CALENDAR

SPRING 2005

January 17	Monday	Martin Luther King Day – No day or evening classes.
January 18	Tuesday	Classes begin
January 24	Monday	Last day to register Last day to add or drop 8-week Session I class
January 31	Monday	Last day to add or drop full semester class
February 1	Tuesday	Students permitted to withdraw from full semester class with "W" grade recorded
February 22	Tuesday	Last day to withdraw from 8-week Session I class with a "W" grade recorded
Feb 28 – Mar. 4	Mon.- Fri.	Winter Break
March 18	Friday	Mid-Term 8-week Session I classes end
March 21	Monday	8-week Session II classes begin
March 24-28	Thurs.– Mon.	Easter Break
March 28	Monday	Evening classes resume
March 29	Tuesday	Day classes resume
March 30	Wednesday	Last day to add or drop 8-week Session II class
March 31	Thursday	Last day to withdraw from full semester class with "W" grade recorded
April 29	Friday	Last day to withdraw from 8-week Session II class with a "W" grade recorded
May 6	Friday	Last day of classes
May 9-12	Mon. – Thurs.	Final examinations
May 12	Thursday	8-week Session II classes end
May 14	Saturday	Commencement