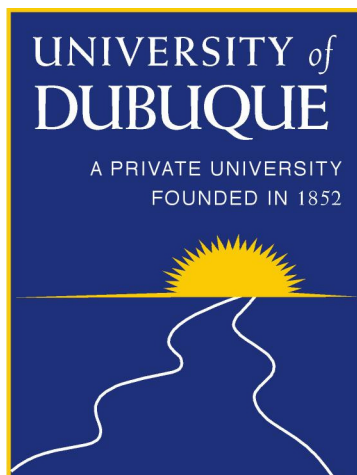


UNIVERSITY of DUBUQUE

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Dubuque, IA 52001-5099
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 to this catalog from time to time without obligation or prior notice and, unless specified otherwise, such changes shall be effective when made. The content of this catalog is provided for the information of current and prospective students and students are required to be familiar with the content hereof.

The University of Dubuque does not unlawfully 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 2011-2012

OUR 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.*

OUR VISION

The University of Dubuque by the year 2015 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.

The accreditations, approvals and certifications of the University are based upon the University's status at the time of the printing of this catalog. Accreditations, approvals and certifications are subject to review and modification from time to time.

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 in pursuit of a 30 credit hour MAC degree; 12 credit hours of MBA coursework in pursuit of a 36 credit hour MAC degree. Students who have completed 30 or 36 credit hours of coursework for the MAC degree may apply up to 12 credit hours of MAC coursework in pursuit of the MBA degree. The relevant Program Director will determine course eligibility. Satisfactory academic progress, as clarified in the next section of policies and procedures, will be independently rather than cumulatively determined within each program.

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.

Graduate advisors are provided to assist the students in planning their academic program. They are not authorized to change established policy of the University. Any advice which is at variance with established policy must be confirmed by the Academic Dean.

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 or more credit hours a semester. Half-time load is defined as 4.5 or more 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 to remain in “good standing.” The University 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 hour of coursework in the semester when they do expect to finish.

Additional Semesters Registration

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 class day through the tenth class day 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. 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 Graduate Program Director.

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 the 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).

The maximum numbers of transfer credit hours are

- Master of Arts in Communication (30 credit program) 9
- Master of Arts in Communication (36 credit program) 12
- 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, which includes 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 credit 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

Terminology

Audit

Students wishing to enroll in a course without earning graduate credit may register as an audit. 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). 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.

Pass

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

Withdrawal from Course

Students may withdraw from a course without penalty after the tenth (class) day through the tenth (class) day after the midpoint of the term, and 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.

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

In order for course credits to count toward the degree, 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 University 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.

Probation, 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, he or she is 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 the 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 a graduate program at another institution is ineligible for admission to the University of Dubuque for one calendar year from date of suspension or dismissal. If admitted to UD, 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 at the University of Dubuque who has withdrawn or been administratively withdrawn from the University and wishes to resume his or her academic studies must contact the Graduate Program 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 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 of Dubuque 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, February 1; and for December graduation, June 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 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 pay a \$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.

Confidentiality of Student Records

The University of Dubuque follows the general policy of not releasing personal student information to outside agencies without the expressed written consent of the student. The University will make periodic evaluations of the information placed in student records to assure that only information related to the specific purpose of the educational program be collected and maintained. A student's record shall be construed as containing the academic record, the health record (not including counseling files), the placement files (unless a waiver of right to see references has been signed), along with any record of official University response to disciplinary or academic problems.

FINANCIAL PLANNING**Tuition**

Tuition for the 2011-2012 academic year is \$590 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 cap and gown rental and diploma)
- No fee for first official transcript
- Subsequent official transcripts are \$5.00 each

The tuition, fees and other charges described above are good faith projections for the academic year. They are, however, subject to change from one academic term to the next as deemed necessary by the University in order to meet its financial commitments and to fulfill its role and mission. There may be other fees and charges which are attendant upon a student's matriculation at the University. These fees or charges may be determined by contacting the University offices which administer the programs or activities in which the student intends to enroll or engage.

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 under the Federal Direct Student Loan program, funded by the federal government. 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 federal origination fee is deducted at the time the loan is disbursed. Further information 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 warning 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.

Institutional 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.

Students who withdraw on or before the 60% point of the enrollment period and are receiving federal, state and/or institutional financial aid, are subject to a pro rata refund determined by the number of calendar days in the payment period or period of enrollment divided into the number of calendar days completed as of the day the student withdrew.

The Withdrawal Date:

- Is the date the student began the official withdrawal process; or
- The date that the student otherwise provided official notification to the University of Dubuque of the intent to withdraw; or
- If the student did not begin the withdrawal process or otherwise notify the University of Dubuque of the intent to withdraw, the midpoint of the payment period for which assistance was disbursed or a later date documented by the University of Dubuque.

Special Rule: If the University of Dubuque determines that a student did not begin the withdrawal process or otherwise notify the institution of the intent to withdraw due to illness, accident, grievous personal loss, or other such circumstances beyond the student's control, the University of Dubuque may determine the appropriate withdrawal date.

Contact the Financial Aid Office for complete details on refund policy.

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. Applications may be requested or picked up from the Graduate Program Coordinator.

STUDENT LIFE AT UD

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.

On-Campus Housing

The University offers individual and family accommodations in the following facilities: 1 and 2 bedroom apartments; 3 and 4 bedroom townhouses. These units are unfurnished and available to graduate students based on available space. For more information, contact the Director of Residence Life.

The University of Dubuque does not carry insurance for students' personal property and is not responsible for loss, damage, or theft of personal property. Students are encouraged to provide coverage for their personal belongings through renter's insurance or a homeowner's insurance policy.

For more information on Student Life at UD, contact the Student Life Office.

ACADEMIC SERVICES

Charles C. Myers Library

The Charles C. Myers Library is an integral part of student learning at the University of Dubuque with the up-to-date resources students need to succeed and a library staff dedicated to teaching them how to find and evaluate all types of resources they will use throughout their college career. The beautiful building functions as a center for learning on campus and encourages group and individual study while providing the newest databases, resources, and technology. The Myers Library is also a social center, with Sylvia's Common Ground Coffee Shop, located on the first floor, a popular destination for conversation and fellowship. Finally, through exhibits and cultural events, the library celebrates our Christian heritage and our respect for diverse cultures.

The book collection consists of over 188,000 print volumes and thousands of digital books. Students have access to 55,000 digital periodicals, 304 periodicals in paper, and 4,500 films and can search over 90 databases in all academic disciplines.

The Myers Library hours are as follows during the regular academic year:

- Monday through Thursday: 7:00 a.m. – midnight
- Friday: 7:00 a.m. – 9:00 p.m.
- Saturday: 8:30 a.m. – 9:00 p.m.
- Sunday: 10:00 a.m. – midnight
- Break, holiday, and summer hours are posted on the Library's webpage.

Academic Success Center

The Academic Success Center (ASC) at the University of Dubuque is located on the second floor in the Charles C. Myers Library. The goal of the ASC is to empower students and connect them with the resources necessary to achieve both academic and personal goals. All services are free to University of Dubuque students. The ASC is equipped with computers, an assortment of software, textbooks, reference books, TextAloud, TV-VCR, books in alternative formats and audio book players. You can reach the Academic Success Center at (563) 589-3262 (or extension 3262 if on campus). You may also contact the Academic Success Center Director, Jennifer Erickson, at (563) 589-3570 or jgericks@dbq.edu.

Tutoring Services

The ASC provides both professional and peer tutoring services for students from 9:00 a.m. to 9:00 p.m., Monday through Thursday, and 9:00 a.m. to 5:00 p.m. on Fridays. All tutoring services are free to University of Dubuque students. Students can drop in to the center to receive assistance, but if requesting assistance in a specific subject area it is best to call the center to arrange for a tutoring session.

Writing Center

The Writing Center has writing tutors who can help students explore ideas for paper topics, improve writing skills, review grammar, and gain confidence in their proofreading ability. Students meet with a tutor one-on-one to discuss writing and assignments. Students can drop in to receive assistance from peer tutors, or make an appointment with a professional tutor. All services are free to University of Dubuque students. Writing Center tutors are available during

regular Academic Success Center hours. For more information or to schedule an appointment, contact the Writing Center at (563) 589-3262.

Disability Services

The University of Dubuque provides accommodations to students with documented disabilities when requested by the student. The accommodations provided to students are specific to each individual and are based on the recommendations provided within the disability documentation. Students requesting accommodations are required to provide a copy of their current disability documentation to Jennifer Erickson. For more information, contact the Director of the Academic Success Center, Jennifer Erickson, at (563) 589-3570, JGericks@dbq.edu or Megan Ruiz, Disability Services Coordinator, at (563) 589-3757, MRuiz@dbq.edu.

ATHLETICS

Sports Facilities

The Chlapaty Recreation and Wellness Center is the home for indoor intramural competition, weight training, and fitness activities. This handicap-accessible, 87,000 square foot facility includes a 200-meter indoor track, 4 multi-use courts, a 2-level fitness center, a lighted football field and seating, outdoor track, and support spaces. Other outdoor facilities include the Farber Tennis Courts, Oyen Soccer Field, Baseball and Softball fields. The McCormick Gymnasium and Stoltz Sports Center host basketball and volleyball competitions, wrestling, and UD's Human Performance Laboratory.

Intramural and Wellness Programs

The University of Dubuque 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.

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 resources for self and career exploration. 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, that first "big" job after graduation, or career advancement.

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 SERVICES

The Office of Counseling Services provides a network and opportunities for personal growth and assistance to students in a comfortable, confidential setting. Short-term confidential counseling, appropriate referrals and life coaching are available at no cost to students with specific emotional, social, academic or personal concerns. Students must carry their own insurance to cover long-term counseling needs.

Counseling services are offered through a team of counselors with a solid background in personal counseling. The counseling services staff is located within the Career and Life Services Office on the second floor of Peters Commons. To see a counselor, students may walk-in during regular business hours or call (563) 589-3132 to schedule an appointment.

HEALTH SERVICES

Finley Occupational Health, a service of The Finley Hospital, Iowa Health System, provides UD students with access to the services that The Finley Hospital has to offer. UD Health Service is available to all students who are currently enrolled in classes. Undergraduate, graduate, and Seminary students are able to seek medical attention with UD Health Service no matter what insurance plan they are enrolled in. The services also include being seen at Finley Convenient Care after hours and on weekends. Visits to Finley Occupational Health are provided free by

UD. Tests, such as labs, x-rays, and visits to the Emergency Room are the responsibility of the student. All charges will be filed with the student's insurance plan. Appointments must be scheduled by the UD Medical Coordinator. To schedule an appointment with Finley Occupational Health call the Medical Coordinator at **(563) 589-3244**. The Medical Coordinator can assist the student with other medical appointments (if requested and within the constraints of the student's personal medical insurance plan) such as dental, women's health concerns, specialty clinics, etc. The Medical Coordinator is also able to help answer general insurance questions. It is imperative that students always have their insurance card and student ID with them for medical appointments and emergency room visits. For more information, visit the UD website at <http://www.dbq.edu/medicalservices>.

MULTICULTURAL/INTERNATIONAL SERVICES

Multicultural/International 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/International Services develops cultural and educational programs of interest to all students.

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) 589-3333.

GRADUATE PROGRAMS

MASTER OF ARTS IN COMMUNICATION (MAC)

MISSION STATEMENT AND PHILOSOPHY

This program prepares its graduates to generate communication solutions to global business challenges. It is anchored in a 21st century understanding of the practical theory of organizational communication applied to management concerns for public, interpersonal, global, and mediated communication. The University of Dubuque MAC program trains graduates for leadership roles in one of the selected communication concentrations of advanced academic study in organizational communication. Leaders learn how to recognize, embrace, and pursue communication opportunities. Assessment is often through case study and hands-on production of appropriate management communication documents, materials, or oral presentations. The capstone experiences consist either of writing a thesis or of a research and writing practicum that generates a communication solution to a regional or global business challenge relevant to the student's track of study.

ADMISSION REQUIREMENTS

- Bachelor's degree from a regionally accredited or domestically recognized international institution of higher education (official transcript required).
- Undergraduate cumulative grade point average of at least 2.75 (on a 4.0 scale).
- A formal application and three reference letters attesting to the applicant's ability to successfully complete a graduate degree.
- A personal statement of objectives for pursuit of this degree.
- Demonstrate writing competence.
- Approval of MAC Admission Committee.

MAC CONCENTRATION CHOICES

- *Leadership and Management Communication*
- *Mediated Technologies Management*
- *Global Public Relations Management*

PROGRAM LEARNING OBJECTIVES

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

- Demonstrate effectiveness in written, spoken and mediated communication practices (COM 605 and COM 625).
- Demonstrate capability to describe, analyze, and explain key concepts in organizational communication practice (COM 610).
- Appraise organizational cultures with a clear conception of intercultural communication and corporate culture distinctions and respond with professional skills and analytic insight (COM 622).

- Employ organizational communication principles developed in core coursework to advance knowledge in key areas of disciplinary practice (emphasized in selected concentration coursework: COM 617, COM 630, COM 640, COM 645, COM 654, COM 655, COM 657-8-9, COM 663, COM 672, COM 675 and COM 681).
- Demonstrate mastery of a specific area of knowledge and practice of organizational communication and/or business communication (COM 660) through engagement in a supervised academic thesis (COM 690) or a supervised project (COM 689).

CORE COURSES FOR ALL MAC CONCENTRATIONS

Core coursework for all concentrations includes:

- COM 605 Managerial Communication (3)
- COM 610 Organizational Communication (3)
- COM 622 Global Communication (3)
- COM 625 Mediated Document Design (3)
- COM 660 Capstone Research Seminar (3)
- COM 689 or 690 Capstone Practicum (3) or Capstone Thesis (3)

CONCENTRATIONS

Leadership and Management Communication

The Master of Arts in Communication with a concentration in Leadership and Management Communication is designed to develop an understanding of communication leadership practices and mediated business technologies and their interactions. This concentration offers interdisciplinary study, emphasizing excellence in professional and interpersonal communication. The program is relevant for leaders and executives, human resource managers, strategic planners, service industry managers and directors of training services.

In addition to core coursework the Leadership and Management Communication concentration includes courses selected from the following to complete a 30 credit thesis program or a 36 credit practicum program of study:

- COM 617 Human Capital Management (3)
- COM 630 Effective Professional Communication (3)
- COM 640 Public Relations (3)
- COM 654 Problem Solving (3)
- COM 657-8-9 Seminar Topics (Credit Variable)
- COM 672 Training and Seminar Methods (3)
- COM 675 Marketing Communication (3)

Students may take coursework relevant to the Mediated Technologies Management concentration with permission of the Graduate Program Director. No curriculum modification form is required.

Students in the general Leadership and Management concentration will be able to:

- Demonstrate initial proficiency in core leadership/management coursework (COM 605, COM 610, COM 622, and COM 625).

- Emphasize and reinforce concentration-specific skills relevant to communicative tasks such as leading an organization through a change process, developing appropriate assimilation and socialization processes for an organization, managing human capital organizational concerns, developing a public relations strategy or marketing strategy, etc. (COM 617, COM 630, COM 640, COM 654, COM 672, COM 675, and Seminar Topics courses COM 657-8-9).
- Demonstrate mastery of acquired skills and knowledge through an independent supervised research project (COM 660, and COM 689 or COM 690).

Mediated Technologies Management

The Master of Arts in Communication with a concentration in Mediated Technologies Management prepares students to manage the interface between communication leadership practices and mediated business and educational technologies software and business technology web-enabled e-commerce.

This concentration uses interdisciplinary study to develop excellence in professional and interpersonal communication practices of knowledge-based information systems in organizations. Students may expand the base of study to focus on how information and technologies shape 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 telecommunication planners and managers.

In addition to the core coursework, the Mediated Technologies Management concentration includes courses selected from the following to complete a 30 credit thesis program or a 36 credit practicum program of study:

- COM 645 Web Development for Organizations (3)
- COM 657-8-9 Seminar Topics (Credit Variable)
- COM 681 Technology Management (3)

Seminar Topics are repeated with different subject matter as offered during a student's course of study. Remaining management coursework is selected as electives from the general Leadership and Management Communication program track.

Students may take coursework relevant to the Leadership and Management Communication concentration with permission of the Graduate Program Director. No curriculum modification form is required.

Students in the Mediated Technologies Management concentration will be able to:

- Demonstrate initial proficiency in core leadership/management coursework (COM 605, COM 610, COM 622, and COM 625).
- Demonstrate concentration specific skills in the ability to express ideas visually, use HTML editing software packages and secondary software solutions, and exercise control of web project design issues and other related business communication strategies in organizational settings (COM 645, and COM 681).

- Demonstrate management skills acquired in selected leadership and management coursework (COM 617, COM 630, COM 640, COM 654, COM 657-8-9, COM 672, or COM 675).
- Demonstrate mastery of acquired skills and knowledge through an independent supervised research project (COM 660, and COM 689 or COM 690).

Global Public Relations Management

The Master of Arts in Communication with a concentration in Global Public Relations Management is designed to professionally prepare students to research, plan, execute, oversee, and evaluate public relations campaigns and crisis communication. This preparation enables students to serve as the management interface between their public relations clientele and targeted publics in the global marketplace. This is a non-thesis, 36 credit degree program with a capstone course in which the student produces a final practicum project.

The program is relevant for managers and executives, crisis management directors and crisis management staff, public relations directors, public relations managers and staff, individuals employed at all levels of public relations and the integrative communication planning of an organization.

In addition to core coursework, students who pursue this track typically complete the following coursework:

- COM 612 Managerial Economics and Finance (3)
- COM 640 Public Relations (3)
- COM 654 Problem Solving (3)
- COM 655 Public Relations Strategy and Theory (3)
- COM 663 Global Public Relations Management (3)
- COM 675 Marketing Communication (3)
- Comprehensive Exams (0)

This concentration may be pursued only as a non-thesis program.

Students in the Global Public Relations Management concentration will be able to:

- Demonstrate initial proficiency in core leadership/management coursework (COM 605, COM 610, COM 612, COM 622, and COM 625).
- Emphasize concentration-specific skills relevant to specific management tasks involved in public relations (COM 640).
- Reinforce public relations management skills in problem solving and crisis management (COM 654) as well as skills in the control of specific public relations tools (COM 655) and marketing techniques (COM 675).
- Demonstrate mastery of concentration-specific skills relevant to managing integrated communication departments or public relations divisions within organizations (COM 663).
- Demonstrate mastery of acquired skills and knowledge through independent supervised research project (COM 660, and COM 689).

REQUIREMENTS FOR DEGREE

Apart from pre-requisite requirements, courses may be taken in any sequence, except:

- COM 660 (Capstone Research Seminar) must not be taken until a student has at least 18 credits of coursework in the program.
- COM 690 (Capstone Thesis) is the final course enrollment for a 30 credit program. Exams are not required for the thesis program.
- COM 689 (Capstone 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.

The Capstone Thesis (COM 690) is an extended research study conducted under the supervision of a MAC Thesis Committee. The student may select a relevant thesis topic of academic interest or a topic applicable 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. Students must initially register for 3 credits of COM 690 coursework and must be registered for at least one credit per semester of this coursework until the thesis is successfully defended.

The Capstone 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 Capstone Practicum course. Students pursuing this option must complete comprehensive exams.

Depending on the student's final program design they must take either:

- COM 689 Capstone Practicum (3) *or*
- COM 690 Capstone Thesis (3)

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 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

PRE-ADMISSION COURSEWORK

Students may take up to 6 credit hours of coursework prior to formal admission to the program. The admission process need not be completed prior to beginning class work, but must be completed prior to the beginning of the second 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 responsible for the course 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. A waiver is not accompanied by credit. The student must still fulfill the 30 or 36 credit program requirements.

COURSE SCHEDULE AND LOAD

A full-time load is 9 credit hours. Working domestic students typically take a half-time load (4.5-7 credit hours) per semester over a two-year period (5-6 semesters). Domestic courses are generally offered in the evening, Monday through Thursday. The structure of course load and schedule for international students will be negotiated with on-site leadership.

COURSE DESCRIPTIONS

COM 605 Managerial Communication (3)

Provides a basic overview of managerial communication processes in organizations. Course topics include: verbal and nonverbal communication, dyadic and organizational communication, communication of roles and relationships, small-group communication, conflict resolution communication, managing negotiation, meetings and teams, and conducting interviews.

COM 610 Organizational Communication (3)

Reviews current disciplinary understandings of organizational, interpersonal, cultural, and mediated communication in order to empower students with discipline specific analytic framework for problem solving. Develops the students' abilities to identify a framework for understanding the issues and concerns of organizational communication and the disciplinary literature supporting its study. Students must take this course early in their program.

COM 612 Managerial Economics and Finance (3)

Focuses on economic and financial principles required to operate a business. Principles are applied to analyzing quantitative graphs and various financial statements.

COM 617 Human Capital Management (3)

Concentrates on the development and execution of an integrated, systematic organizational approach to human capital management that will enable various parts of the organization to work together as an effective whole. Emphasizes the need of effectively working groups to ensure organizational resources are well managed and wisely used.

COM 622 Global Communication (3)

Examines constitutive elements and comparative dimensions of both national and organizational cultures, and presents strategies for negotiating cultural differences and managing culture change in a globalized business environment. These topics are examined from a communication perspective.

COM 625 Mediated Document Design (3)

Examines how information technologies affect communication in a variety of settings and for different purposes. This course focuses on learning and applying principles of document design for use in mediated contexts. With an emphasis on audience, purpose, and context, students learn to use visual communication theory in planning, designing, and revising effective print and on-line documents for domestic and international recipients.

COM 630 Effective Professional Communication (3)

Develops both graduate-level understanding and professional-level competencies in presentational speaking (rhetoric) and group facilitation (organizational theory and practice). Students apply contemporary models of effective presentations and adapt organizational theory to facilitation practice.

COM 640 Public Relations (3)

Examines the history of the profession, characteristics, skills, and ethics required of a public relations practitioner, and necessary communication methods to engage in the two-way dialogue between an organization and its targeted publics. Students develop a baseline knowledge of public relations strategies and techniques.

COM 645 Web Development for Organizations (3)

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 and consider techniques to enhance security, privacy, reliability, and ways of incorporating sophisticated graphical interfaces to web projects. Course objective is to reinforce principles of visual communication while creating a substantial website. Pre-requisite COM 625.

COM 654 Problem Solving (3)

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.

COM 655 Public Relations Strategy and Theory (3)

Enables public relations practitioners to employ strategy and theory to plan and produce specific public relations tools and techniques, including conflict negotiation tools, in order to open a communication dialogue between an organization and its targeted groups. Students develop a public relations campaign for internal or external targeted audiences for a selected client organization. Pre-requisite COM 640.

COM 657/658/659 Seminar Topics (Credit Variable)

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

COM 660 Capstone Research Seminar (3)

Students learn to document work in an appropriate academic form, conceptualize and develop practical and scholarly references relevant to their capstone project. In consultation with their capstone advisor, students develop an annotated bibliography and design an appropriate research methodology for their final project. (Near end of program.)

COM 663 Global Public Relations Management (3)

Examines current cultural and geopolitical issues through case study analysis. Public relations practitioners learn management theory and strategy for an international organization or client. Students will review a selected organization's/client's communication methods and techniques, generating a report that focuses on assessing and consulting with their organization/client as to the best method of managing their communication issue. Pre-requisites COM 610, COM 640, COM 654 and COM 655.

COM 672 Training and Seminar Methods (3)

Focuses on presentational skills for a variety of training settings such as seminars, workshops, and informational sessions. Adult learning theory and practical presentation theory are combined with specific attention to program planning, presentational strategies, and audience management.

COM 675 Marketing Communication (3)

This course studies advertising, marketing, and public relations as the integrative communication that an organization employs to maximize its outreach and performance with regard to a product or service. Students will research selected aspects of these disciplines and their strategic intersection with current forms of mediated technology. Students will also generate a marketing/integrative communication campaign strategy for their selected client. Pre-requisite COM 640.

COM 681 Technology Management (3)

Examines the issues related to the analysis, implementation, integration, and management of technologies in today's digitally driven business environment. Examples and activities are drawn from multiple disciplines of how technology, including Information Technology (IT), has transformed and is continuing to transform business enterprises, large and small, domestic and global. Attention is given to the managerial processes required to successfully support the enterprise's goals and strategies.

Pre-requisite COM 605.

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

Internship arranged with MAC Program Director.

COM 689 Capstone Practicum (3)

Students complete the degree program by producing a practicum paper that draws on theoretical literature and research presented in coursework to propose recommendations for an entrepreneurial or professional project. The project must reinforce core competencies developed from curricular study and apply this knowledge to the project design under faculty guidance and within an approved framework. All work must have an application component. Pre-requisite or concurrent with COM 660.

COM 690 Capstone Thesis (3)

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. For students in the thesis degree program. This 3 credit course may be repeated at variable credit until the thesis is defended.

COM 691-2 Independent Study (Credit Variable)

A supervised course tailored to specific student career interests. Together with the professor, a student develops a syllabus that permits exploration of an advanced or specialized topic of study. This course may be substituted for a non-core program course at the discretion of the program supervisor.

MASTER OF BUSINESS ADMINISTRATION (MBA)

MISSION STATEMENT AND PHILOSOPHY

The mission of the Master of Business Administration program is to extend an individual's undergraduate educational background by offering a set of practical, applied, integrated learning experiences that develops attitudes, ethical behavior, and a portfolio of tools required to effectively function at a management level in today's global business environment.

The MBA is a 36 credit hour program that represents a cutting-edge orientation in business education. The 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 transform 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.

ADMISSION REQUIREMENTS

- Bachelor's degree, in any discipline, from a regionally accredited or domestically recognized international institution of higher education (official transcript required).
- A formal application and two letters of recommendation attesting to the applicant's ability to successfully complete a graduate degree.
- English language proficiency is required for all international students enrolled in an on-campus program. 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.
- A personal statement of interest in and objectives for this degree.

PROGRAM LEARNING OBJECTIVES

The MBA program's learning experiences focus on central themes of global communication, financial management, human capital and knowledge management, strategic, tactical and operational 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:

- Employ principles of ethics and sustainability in conducting the enterprise's business, recognize individual differences, and utilize collaboration skills to work effectively in functionally and culturally diverse teams. (MBA Goal 1)

- Communicate effectively through writing, speaking, listening and electronic media by using the language of business coupled with interpersonal and communication skills to lead organizational groups in a physical or virtual presence. (MBA Goal 2)
- Critically evaluate, analyze, and interpret information concerning human, intellectual technological and material resources to solve problems and make business decisions occurring in both structured and non-structured environments. Students will define the problem, create alternative approaches, and implement the solution. (MBA Goal 4)
- Exhibit a rigorous understanding of core business operations reflecting an integration of functional perspectives (MBA Goal 3)
- Foster innovation in organizations, respond effectively to new circumstances, and through their actions enable organizations to realize the potential of new technologies in products and processes. (MBA Goal 3)
- Acquire and utilize knowledge of behavioral, policy, and strategic issues to improve the effectiveness of the organization. (MBA Goal 1)

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, spring, summer). To receive application materials you may contact the Graduate Program Coordinator at (563) 589-3300 or 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 CHALLENGE

Students may challenge coursework based on life experience and portfolio demonstration. If it is determined by the faculty member responsible for the course 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. A waiver is not accompanied by credit. The student must still fulfill the 36 credit program requirement.

COURSE SCHEDULE AND LOAD

Domestic Students

Classes are offered evenings, in convenient patterns that make it possible for the typical part-time student to complete the degree in two and one-half years.

International Students Attending Courses Domestically

All international students studying at UD in F-1 visa status must be enrolled full time. This is defined as 9 credit hours per semester for graduate students. The exceptions to this are summer sessions, which are not considered part of the normal academic year, and the final semester before graduation. Students in their final semester are considered to be engaged in a full course of study even if they need fewer classes to complete the program. NOTE: Being “fully enrolled in all courses currently available” in the student’s chosen major does not constitute full-time.

COURSE DESCRIPTIONS

BUS 602 Managerial Economics and Finance (3)

Focuses on the economic and financial principles required to operate a business. Principles are applied to analyzing quantitative graphs and various financial statements.

BUS 616 Organizational Behavior (3)

Focuses on the management of organizations from the perspective of structure, process and behavior. Complexity of organizations range from individual business units to multiple interdependent operating units, and ultimately, large multidivisional and multinational organizations.

BUS 617 Human Capital Management (3)

Concentrates on the development and execution of an integrated, systematic organizational approach to human capital management that will enable various parts of the organization to work together as an effective whole. Emphasizes the need of effectively working groups to ensure organizational resources are well managed and wisely used.

BUS 622 Global Communication (3)

Examines constitutive elements and comparative dimensions of both national and organizational cultures, and presents strategies for negotiating cultural differences and managing culture change in a globalized business environment. These topics are examined from a communication perspective.

BUS 624 Global Marketing (3)

Emphasizes and develops the basic proficiencies of global marketing 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 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 (3)

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 (3)

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 681 Technology Management (3)

Examines the issues related to the analysis, implementation, integration, and management of technologies in today's digitally driven business environment. Examples and activities are drawn from multiple disciplines of how technology, including Information Technology (IT), have transformed and is continuing to transform business enterprises, large and small, domestic and global. Attention is given to the managerial processes required to successfully support the enterprise's goals and strategies.

BUS 690 Business Strategy (3)

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 (3)

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 (MBA & MAC)

- Richard Birkenbeuel, *Director of Domestic and International MBA Programs and Associate Professor of Business*. MS, BS, Illinois State University.
- David Birkett, *Adjunct Business Faculty*. MBA, BA, Xavier University.
- Ricardo Cunningham, *Assistant Professor of Business*. MBA, Indiana Wesleyan University; BA, Anderson University.
- Samuel Deaver, *Assistant Professor of Business*. MBA, University of Dubuque; BS, Peru State College.
- Marcel Didier, *Adjunct Business Faculty*. MBA, University of Dubuque; BA, University of Detroit.
- Sara Ellert-Beck, *Adjunct Business Faculty*. MSA, Central Michigan University; BS, U.S. Air Force Academy.
- Kristie Fens, *Adjunct Business Faculty*. MBA, University of Dubuque; MA, Loras College; BA, University of Dubuque.
- Peter Fricano, *Adjunct Business Faculty*. MBA, Keller Graduate School of Management; BS, Western Illinois University.
- Alan Garfield, *Adjunct Communication Faculty*. PhD, MA, State University of New York at Binghamton; BA, University of Iowa.
- Jean Holdener, *Assistant Professor of Computer Graphics/Interactive Media and Adjunct Communication Faculty*. MFA, Memphis College of Art; BA, University of Wisconsin–Whitewater.
- Janet Jamieson, *Associate Professor of Business and Director of Summer School*. MS, Bentley College; CPA, State of Ohio; BA, Asbury College.
- Alan Jirkovsky, *Adjunct Business Faculty*. MBA, BS, University of Illinois.
- David Kapler, *Adjunct Business Faculty*. JD, Rutgers University; MA, Marquette University; BA, Loras College.
- Ian Keith, *Adjunct Business Faculty*. PhD, MS, University of Minnesota; BSc, Aberdeen University.
- Michael Kelly, *Adjunct Business Faculty*. MBA, University of Dubuque; BA, Tulane University.

- Mary Anne Knefel, *University Librarian and Adjunct Communication Faculty*. MBA, University of Dubuque; MLS, University of Illinois; BA, Knox College.
- Duane Larson, *Adjunct Communication Faculty*. PhD, Graduate Theological Union; MDiv, Luther Theological Seminary; BA, Pacific Lutheran University.
- Jana Livesay, *Adjunct Business Faculty*. MBA, University of Dubuque; BS, Abilene Christian University.
- Sue Ann Marino, *Adjunct Business/Communication Faculty*. MA, DePaul University; BA, University of Iowa.
- Craig Marty, *Associate Professor of Business*. MBA, University of Wisconsin-Eau Claire; BS, University of Wisconsin-Madison.
- Eric Munshower, *Associate Professor of Business*. PhD, Purdue University; BS, Saint John's University.
- Francis (Chip) Murray, *Adjunct Communication Faculty*. MA, University of Dubuque; BA, Loras College.
- Andrea Parrett, *Assistant Professor of Business*. MBA, University of Dubuque; CPA, State of Iowa; BA, Loras College.
- Robert Reid, *Director of MAC Program and Associate Professor and Head of Communication Department*. PhD, MA University of Washington; MDiv, Fuller Theological Seminary; BA, California State University-Fullerton.
- Kelli Schubert, *Adjunct Business/Communication Faculty*. MBA, University of Dubuque; BA, Loras College.
- Kimberly Schwartz, *Assistant Professor of Communication*. MA, University of Dubuque; BA, Wartburg College.
- James Sullivan, *Adjunct Business/Communication Faculty*. MA, University of Dubuque; BA, Loras College.
- Henry Suverkrup, *Adjunct Business Faculty*. MA, Northern Arizona University; BS, University of Dubuque.
- Sara Tubbs, *Adjunct Business Faculty*. MBA, University of Dubuque; BA, Wartburg College.
- Beverly VanDerZyl, *Adjunct Business Faculty*. MA, University of Dubuque; BS, Iowa State University.

UNIVERSITY OF DUBUQUE CALENDAR

FALL 2011

August 29	Monday	Classes begin
September 5	Monday	Labor Day - No classes
September 12	Monday	Last day to drop a full-term course
September 20	Tuesday	Opening Convocation
October 3-9	Monday-Sunday	Homecoming Week
October 28	Friday	Last day to withdraw from a full-term course with a grade of "W" recorded
November 19-27	Saturday-Sunday	Thanksgiving recess
November 28	Monday	Classes resume
December 1	Wednesday	Graduation applications for May graduates due in Graduate Program Office
December 13	Tuesday	Last day of classes
December 14-16	Wednesday-Friday	Final examinations

SPRING 2012

January 23	Monday	Classes begin
February 3	Friday	Last day to drop a full-term course
February 20	Monday	President's Day – No classes
March 10-18	Saturday-Sunday	Spring break
March 19	Monday	Classes resume
March 30	Friday	Last day to withdraw from a full-term course with a grade of "W" recorded
April 6-8	Friday-Sunday	Easter break
April 9	Monday	Classes resume
April 19	Thursday	Honors Convocation
May 4	Friday	Last day of classes
May 7-9	Monday-Wednesday	Final examinations
May 12	Saturday	Commencement

The calendar represents the University's best judgment and projection of the course of conduct of the University during the periods addressed therein. It is subject to change due to forces beyond the University's control or as deemed necessary by the University in order to fulfill its educational objectives.