

The **POWER** *of* **NIAGARA**

GRADUATE STUDIES 2016-2017



NIAGARA 
UNIVERSITY

Check it out at niagara.edu/graduate

PRESIDENT'S MESSAGE



Welcome to Niagara University. We are delighted that you have chosen to join, or rejoin, our community to further your education at this exciting time in the university's history.

Since its founding in 1856, Niagara University has equipped students with the tools to succeed in a global marketplace through the delivery of high-quality, accredited academic programs in a personalized, cutting-edge learning environment.

Forging reality from vision, "The Power of Niagara University" is evident in our track record of preparing graduates who are highly sought after, advance rapidly in their careers, and make a marked impact on their professions and within their communities.

As a graduate student at Niagara, you'll be immersed in outstanding academic programs that emphasize one-on-one learning with accomplished faculty. Our professors are masterful teachers who adeptly combine research and theory with hands-on, practical application. This approach is a major reason why NU's graduate degrees are well-respected on both sides of the international border — and worldwide.

Today, more and more graduate students are coming to NU from around the world, which speaks to our esteemed reputation and adds to the cultural richness, international perspective and diversity of your academic experience.

You'll also have peace of mind knowing that our programs have continuously met or exceeded the highest standards of prestigious national and international accrediting agencies. Our College of Business Administration is one of less than 5 percent of the world's business schools to hold accreditation from the Association to Advance Collegiate Schools of Business (AACSB) International. Our College of Education is accredited by the Council for the Accreditation of Educator Preparation (CAEP), formerly NCATE, and our Ontario programs are recognized by the Ontario Ministry of Training, Colleges and Universities.

Our College of Hospitality and Tourism Management maintains accreditation from the Accreditation Commission for Programs in Hospitality Administration, while our criminal justice program enjoys strong enrollment thanks to its reputation for relevance and quality.

Rest assured, you will grow as a professional and as a person while at Niagara, for that is our mission as a Catholic and Vincentian university. We — Niagara's faculty, staff and administrators — are here to prepare you to excel in your career and to be a change-leader in your chosen field.

Thank you once again for choosing Niagara University. Welcome to our community.

Sincerely,

James J. Maher, C.M.
President

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The NU Seal

Niagara University was founded in 1856 by the Congregation of the Mission (Vincentian Fathers and Brothers). The official seal of the university presents in symbol its history and purpose. The first title of Niagara University, Our Lady of Angels, is signified in the lower half of the coat of arms by the crown, the wings and the crescent moon inscribed in a diamond. The upper half of the coat of arms depicts wavy vertical lines symbolizing the grandeur and power of Niagara Falls. At the top of the shield, on a wreath in purple and white (the university colors), is a golden eagle, indicating the location of the university atop Monteaagle Ridge, overlooking the Niagara gorge. The eagle bears a purple diamond displaying a silver heart, symbol of Vincent de Paul. The motto at the base of the shield, “Ut Omnes Te Cognoscant” (Jn 17, 3) expresses the purpose of a Niagara University education: “That All May Know You.”

Niagara University, N.Y. 14109
Telephone: 716.285.1212

Foundation

Congregation of the Mission (Vincentian Community) — 1856

Charter

New York State Legislature

Chapter 190 of the Laws of 1863 - April 20, 1863

Chapter 92 of the Laws of 1883 - March 12, 1883

Chapter 232 of the Laws of 1884 - May 3, 1884

University Status

University of the State of New York - Aug. 7, 1883

Graduate Accreditations

Accredited by the Middle States Commission on Higher Education

3624 Market Street, 2nd Floor West, Philadelphia, PA 19104

The National Council for Accreditation of Teacher Education (NCATE)

New York State Education Department

AACSB International

Memberships

American Association of Colleges for Teacher Education

Association of Catholic Colleges & Universities

Commission on Independent Colleges & Universities

Middle Atlantic Association of Colleges of Business Administration

Western New York Library Resources Council

All degrees awarded by the university are authorized by the regents and registered with the New York State Education Department. Enrollment in other than registered or otherwise approved programs may jeopardize a student’s eligibility for certain student aid awards.

This catalog is published for the faculty and the present and prospective students of the graduate divisions of Arts and Sciences, Business Administration, Education and Hospitality and Tourism Management of Niagara University. The university reserves the right to make revisions on any or all specifications contained herein and to apply such revisions to current and new students alike. The provisions in this catalog are to be considered directive in character and not as an irrevocable contract between the student and graduate division.

While this catalog was prepared on the basis of the best information available at the time, all information, including statements of fees, course offerings and admission and graduation requirements, is subject to change without notice or obligation.

For additional information, contact:

Office of Graduate Admissions

Gacioch Family Alumni and Admissions Center

One Welcome Circle, P.O. Box 2011, Niagara University, N.Y. 14109

716.286.8327 • 1.800.462.2111

www.niagara.edu/graduate • Email: graduate@niagara.edu

Academic Calendar

Fall 2016

Thursday, Aug. 27

Advisement and late registration for new students from 12:30 to 3 p.m.

Tuesday, Sept. 6

Classes begin

Monday, Oct. 10

Columbus Day holiday

Tuesday, Oct. 11

Classes resume

Friday, Oct. 21

Midterm ends

Friday, Nov. 11

Last day for course withdrawal without permission

Tuesday, Nov. 22

Thanksgiving recess begins after the last class

Monday, Nov. 28

Classes resume

Tuesday, Dec. 13

Last day of classes

Wednesday, Dec. 14

Reading day

Thursday, Dec. 15

Examination week begins

Tuesday, Dec. 20

Fall semester ends

Spring 2017

Friday, Jan. 13

Advisement and late registration for new students from 1 to 4 p.m.

Tuesday, Jan. 17

Classes begin

Friday, March 3

Mid-term ends

Saturday, March 4

Spring break begins after the last class

Monday, March 13

Classes resume

Friday, March 24

Last day for course withdrawal without permission

Wednesday, April 12

Classes resume

Tuesday, April 18

Classes resume

Tuesday, May 2

Reading day

Wednesday, May 3

Examination week begins

Monday, May 8

Spring semester ends

Thursday, May 11

Graduate graduation

Saturday, May 13

Undergraduate graduation

2017 Summer Sessions

Holidays: May 29 and July 4, 2017

Session I: Monday, May 22 – Saturday, June 17, 2017

Session II: Monday, June 19 – Saturday, July 15, 2017

Session III: Monday, July 17 – Saturday, Aug. 12, 2017

The academic calendar for fall 2016 and spring 2017

is available online at

www.niagara.edu/academic-calendars/

Students whose religious affiliation demands that they recognize certain days of religious observance may be absent from class, reschedule an exam or register without penalty. These days are not university holidays. Students who expect to be absent from class on these days should inform their professors in advance.

The board of trustees and administration reserve the right to change this calendar as may be deemed necessary.



General Information

The University and its Mission

Niagara University offers graduate degrees that advance careers, inspire quality research, prepare for further study and transform individuals, organizations and communities.

Enabling Goals

As a university, Niagara prepares its students for positions of responsibility in the professions and in the broader society. Through teaching, research and service in programs of study at the baccalaureate and graduate levels, Niagara seeks to develop within its students a passion for learning.

The university's commitment to the Catholic faith provides perspective in the search for truth and meaning. Catholic doctrine and its moral code inspire respect for the God-given dignity of every person and all faith traditions. Students experience the vision and reality of a gospel-based, value-centered education.

As a Vincentian university, Niagara draws inspiration from St. Vincent de Paul, who organized his contemporaries to respond compassionately to people's basic needs. Continuing this tradition, Niagara seeks to inspire its students to serve all members of society, especially the poor and oppressed, in local communities and in the larger world.

Overall, through its curricular and extra-curricular programs, Niagara University seeks to develop the whole person, mind, body, heart and soul, for the benefit of one's personal and professional life.

Affirmative Action Policy

Consistent with our Catholic mission, it is the policy of Niagara University that there shall be no discrimination against any individual in educational or employment opportunities because of sex, sexual orientation, race, color, creed, national origin, age, marital status, Vietnam Era or disabled veteran status, disability, predisposing genetic characteristic, or other categories protected by law. Also, there shall be no discrimination based on age, although the university shall abide by state and federal laws, regulations, and guidelines with regard to retirement plans and bona fide occupational qualifications. Furthermore,



the university maintains an affirmative action program in order to promote equal employment opportunities and to ensure nondiscrimination in all educational programs and activities. All programs that implement this policy are reviewed on an annual basis. For purposes of this affirmative action policy, the term "employment opportunities" applies to all regular full- and part-time positions. Temporary student positions (i.e., those temporary positions awarded to students because of their status as students on a school-year basis or less) are not considered "employment opportunities" for purposes of this policy.

Niagara University accepts the important distinction between affirmative action and equal opportunity. Equal opportunity assumes that the concept of merit, which is based solely upon a person's ability to perform, will govern all personnel and educational decisions.

Niagara University is committed to attain equal opportunity via affirmative action which requires specific efforts to recruit, admit, employ, and promote members of groups previously excluded such as women, African-Americans, Hispanics, Asians and Pacific Islanders, Native Americans, disabled individuals, and disabled veterans or veterans of the Vietnam era.

The responsibility of overseeing the university's compliance with affirmative action requirements has been delegated by the president of the university to the director of human resources who will act as the affirmative action officer. Every member of the university

community, however, is charged with the responsibility for its realization.

Fields of Graduate Study

Niagara University has four graduate divisions: Arts and Sciences, Business Administration, Education and Hospitality and Tourism Management. The Graduate Division of Arts and Sciences offers a program leading to a M.S. in criminal justice administration and a M.A. in interdisciplinary studies. The Graduate Division of Business Administration offers programs leading to a general management M.B.A.; a M.B.A. degree with concentrations in accounting, finance, strategic marketing, strategic management, international business, healthcare administration, financial planning, strategic wealth management or human resource management; a M.B.A. in professional accountancy (students may design a program that includes several concentrations); a M.B.A./M.S. in school district business leader; and a M.S. in Finance.

Offered through Niagara University's AACSB-accredited College of Business Administration, the MHA degree provides students with the skills and knowledge necessary to work as administrators in a variety of healthcare settings. The curriculum contains three modules: the business core, the analytics core and the population health core. The program also has a strong experiential component meant to enhance the skills and knowledge of

healthcare professionals. In addition to a practicum, students also complete 24 hours of service with a community health organization, reflecting Niagara University's Vincentian mission and providing the student with valuable experience in population health management.

The Graduate Division of Education offers programs in teaching, educational leadership, clinical counseling professions and human services. Teaching programs lead to an M.S. in education degree or advanced certificate for certification in early childhood and childhood education, middle and adolescence education, literacy instruction, special education, early childhood special education, and Teaching English to Speakers of other Languages (TESOL), and foundations of Math, Science and Technology. M.S. in education and advanced certificates in educational leadership lead to certification as a school building, school district, school business leader, and teacher leadership. Clinical counseling and human service programs include Clinical Mental Health Counseling (M.S. and Advanced Bridge Certificates), School Psychology (M.S. and Professional Diploma), School Counseling (M.S. Ed and Advanced Certificate) and Specialist in Developmental Disabilities (M.A.). The College of Education also offers a Ph.D. in Leadership and Policy.

The College of Hospitality and Tourism Management offers a program leading to a Master of Science in Sport Management.

Study Abroad

Students in graduate programs have the opportunity to take study-abroad trips to learn program-relevant content at the study site. Travel usually includes a class-sized grouping of students with accompanying professors, and substantial opportunity to explore the history and culture of the study site while learning the course content. This can be a powerful and enriching learning experience and is an option in most graduate programs at NU, especially if considered at the start of the degree study.

Certifications

The M.S.Ed. programs in early childhood/ childhood and middle childhood/ adolescence leads to initial/professional certification to

teach in New York state. The M.S.Ed. programs in TESOL, literacy instruction, early childhood/special education or special education leads to initial and professional certification to teach in New York state. The M.S.Ed. in foundations of teaching (math, science, technology) leads to professional certification in specific subject areas.

The M.S.Ed. in educational leadership leads to initial and professional certification as a school district leader (SDL) and/or a school building leader (SBL); the M.S.Ed. in school counseling leads to provisional certification as a school counselor.

The advanced certificate programs lead to initial and/or professional New York state certification as a school district leader (SDL), a school building leader (SBL), a school business leader (SBL); permanent certification as a school counselor provided all other New York state certification requirements are met.

The certificate of advanced study in special education leads to New York state initial/professional certification teaching students with disabilities, 1-6 or 7-12.

The M.S. and CAS in school psychology leads to New York state provisional certification as a school psychologist and qualifies students to apply for national certification.

The M.S. and CAS in clinical mental health counseling is licensure designated.

Accreditation

All graduate programs at Niagara University are accredited by the Middle States Commission on Higher Education, 3624 Market St., 2nd Floor West, Philadelphia, PA 19104. These programs are registered by the Board of Regents of the University of the State of New York to confer the degrees listed under the degree program section. In addition, the MBA program has been accredited by AACSB International — The Association to Advance Collegiate Schools of Business. All of the master's-level programs offered by the Graduate Division of Education, with the exception of clinical mental health, are accredited by The National Council for Accreditation of Teacher Education (NCATE). The Graduate Division of Education has Ministerial Consent to offer the post-baccalaureate (B.P.S.) and graduate education program (Educational Leadership) at selected sites in the province of Ontario,

Canada, from the Ontario Ministry of Training, Colleges and Universities.

Academic Regulations

General Regulations

- (1) The university reserves the right to modify its regulations in accordance with accepted academic standards and requirements.
- (2) Students are expected to acquaint themselves with the university's overall academic policies and with the policies relevant to the specific academic discipline.

Admission

- (1) The graduate division is open to all students regardless of race, color, creed, national origin, sexual orientation, age or handicap who hold a baccalaureate degree from an accredited institution. Specific admission requirements appear under each graduate division.
- (2) All documents pertaining to admission to the graduate division should be submitted via www.niagara.edu/graduate.
- (3) Applicants for nonmatriculated status are required to submit a completed application for nonmatriculated status and all undergraduate and graduate transcripts. An application fee of \$30 (U.S. funds), payable to Niagara University, must accompany the application.
- (4) English Language Proficiency: Nonnative English speakers seeking admission to Niagara University must verify their proficiency in English by

NU Admission Requirement	
TOEFL Paper	550
TOEFL iBT	79-80
IELTS	6.0
CETS	450

taking the Test of English as a Foreign Language (TOEFL). A TOEFL score of 550+ (paper exam) is required for admission. Students may take the TOEFL PBT until it is discontinued in their area and submit the scores for two years after the test date. Niagara University will also accept TOEFL internet-based, the International English Language Testing System (IELTS) or the College English Test. Students meeting the admission

requirements will also need to provide a writing sample and a conversation evaluation before classes begin. ENG 193/194 are required unless students satisfy the criteria of the written and spoken evaluation.

- (5) Niagara University will offer Conditional Admission to applicants who meet our academic coursework requirements, but need additional English language training. Applicants may apply for Conditional Admission and if granted, must enroll in an accredited language training program approved by Niagara University, i.e. Embassy English. Students who successfully complete the program at the advanced level, C1 or above meet the equivalency of our language proficiency requirement. Conditional Admission may not be used for I-20 issuance.
- (6) All credentials submitted for admission become and remain the property of the university.
- (7) See specific program for additional admissions requirements.
- (8) Challenge exams are not permitted at the graduate level.
- (9) Misrepresentations on application forms may result in expulsion or degree revocation.

Immunization Requirements

New York State Public Health Laws 2165 and 2167 require students attending colleges and universities in New York taking six or more credit hours and born on or after Jan. 1, 1957, to demonstrate immunity to measles, mumps and rubella and to be educated about the risk of meningococcal disease.

- (1) **Measles, Mumps and Rubella:**
First Dose — no sooner than four days prior to the first birthday.
Second Dose — administered more than 30 days after the first dose and after the age of 15 months.
As an alternative, the student may present laboratory proof of immunity. The student must submit a dated, legible copy of the lab report that is signed by a physician, nurse practitioner or physician assistant to the office of health services for review and approval.
- (2) **Meningitis:** A record of meningococcal meningitis immunization within the past 10 years, **OR** acknowledgment of meningococcal disease risks and a

signed refusal of immunization by the student. Additional information is available at www.niagara.edu/attendance/requirements/

An informational letter explaining all medical requirements is provided to all graduate students by the department with which they have registered or is available at www.niagara.edu/healthcenter. Students must submit required forms directly online at www.niagara.edu/healthcenter and access the link: Required Student Health Forms, then Graduate Forms.

Deadline for submission of all immunization requirements is 30 days before the first day of classes. As per New York state law and university policy, students who fail to submit required documents by the first day of classes will be withdrawn from classes, removed from campus housing and prohibited from campus until their records have been processed. This may have implications for financial aid.

Medical Insurance

As per US Federal Law, medical insurance is required for attendance. Students without coverage may choose to purchase a plan available to NU students. Find out more information about obtaining coverage by contacting Health Services directly at 716.286.8390 or visiting the clinic in the Butler Building. Or go to their website: www.niagara.edu/health-insurance/. In addition, insurance providers may be found directly online at: www.gallagherstudent.com/students/student-home.php?idField=1290 or <https://nystateofhealth.ny.gov/individual>. The cost of medical insurance and knowledge of the coverage of a specific insurance plan are the sole responsibilities of the student. Students are required to have insurance before attending class.

International Student Medical Insurance

University attendance policy mandates that all international students must purchase the school sponsored U.S.-based health insurance plan. However, students may request a waiver if they carry a U.S.-based health insurance plan, have OHIP (Ontario Health Insurance Plan) insurance coverage, or an "unlimited" international plan (meeting all U.S. criteria for health insurance) with a U.S. based claims processing center. Students who have an "unlimited" international plan with a non-U.S. based claims processing center may also request a waiver, but are encouraged to review all information about the costs of such plans.

Please review the International Insurance Fact Sheet found at: www.niagara.edu/assets/healthservices/International-Health-Insurance-Fact-Sheet-2014.pdf.

Students who have **OHIP** health insurance and would like to request a waiver must submit a copy of their OHIP card and a signed Form 1 Insurance waiver to health services for approval. **No other Canadian health insurance plans will be granted a waiver.** Deadline to submit such a waiver is 30 days prior to the first day of classes.

For all other non-U.S. based international plans, in addition to unlimited coverage, the student's insurance must provide at least \$5,000 in both repatriation and medical evacuation expenses. No international student shall be permitted to check into the residence halls until all of the specified information is part of the student's permanent record. If the insurance policy lapses, the student will be subject to suspension from NU until health coverage is renewed.

To purchase the school sponsored Fairmont Specialty plan:

Click the Arthur J. Gallagher & Co. (plan administrators).

Create an account.

Click on "Student Direct Pay Enroll" after you create an account.

Choose the coverage option That includes the time period you will be a student at Niagara and process your payment.

It will take 24 hours for your payment to process. (ID Cards are usually available 5-7 business days after your eligibility is confirmed).

You will need to supply the following documents directly to Health Services:

A photocopy of your insurance card, front and back

A completed Form 1 — Insurance Waiver

Ontario, Canada, students must provide the following to Health Services:

A copy of your OHIP card, front and back

A completed Form 1 — Insurance Waiver

Students not purchasing the school sponsored insurance plan must provide the following to Health Services:

Certification from your insurance company that they offer unlimited coverage as well as at least \$5,000 in both repatriation and medical evacuation expenses.

A copy of your insurance card, front and back
A completed Form 1 — Insurance Waiver

International Students

Niagara University's reach has grown far beyond our once bi-national presence. We had a long-standing history in serving students from Canada, now we serve students from over 38 different countries. 'World-ready' students go beyond the ridge to ignite a positive change in the lives of those around the world. Our international strategy has made a contribution to the university in its mission, learning environment, academic reputation and international partnerships for scholarship, teaching and service. International strategies at Niagara have led to increased leadership among faculty from diverse linguistic and cultural backgrounds, as well as international faculty. Internationalization profoundly enriches the learning environment through cultural exchanges that significantly contribute to student success and a world-ready graduate.

International/Canadian Student Visa Requirements

International Students can work with Niagara University to obtain the documents required to study in the United States. Each student should complete an application for the Certificate of Eligibility Form I-20 (I-20) and submit it to the Records and Financial Service Office at Niagara University well in advance of their expected start date. After a student has been accepted to Niagara University and has submitted an I-20 application with appropriate documentation, Niagara University will provide the student with the I-20 to present to the U.S. Consulate when applying for a student visa. Canadian citizens may present the Form I-20 at the bridge for processing and should not go to a U.S. Consulate.

Citizens of the United States, Canada, Mexico, and Bermuda are required to present a valid passport, passport card, NEXUS, or enhanced driver's license to enter the United States by land and sea. These same citizens are required to have a valid passport to enter the United States by air.

Canadian nationals who commute from Canada may attend on a part-time or full-time basis, while all other international students must attend on a full-time basis to maintain their F1 student visa status.

Canadian students attending part time are not eligible for the same full-time F1 visa benefits.

All international students with an I-20, including Canadians, must report to the records office within the first week of **EACH** semester to complete the international student check-in; failure to do so could jeopardize the student's visa status.

More information about student visas is available at www.niagara.edu/international or by contacting the Records and Financial Service Office at 716.286.8728.

International Student Orientation

The International Student Orientation allows international students to become better acquainted with Niagara University, the office of International Relations (OIR) as well as other international students. During orientation, students will receive information about living and studying here, as well as valuable information about maintaining their non-immigrant legal status.

As a graduate student at Niagara University, you should also attend the graduate orientation, a separate program to introduce and welcome new graduate students to the university. Orientation connects students with each other and provides information regarding a range of programs and services offered to students.

Transfer Credit

Graduate transfer work is evaluated on a program-by program basis with specific requirements and limitations per individual program. Please verify the particular transfer policy of your program with the appropriate program director.

Semester Credit Hour Policy and Compliance

Purpose

To define the University's policy on the assignment of semester credit hours and the method by which the University's compliance with credit hour assignment is assured.

Policy

All units of credit awarded will conform to the federal and state guidelines (see appendix). These guidelines require a minimum of 2250 instructional minutes (37.5 seat-hours) per 3 hour class with an additional 4500 minutes (75 hours) of work outside of class. This meets the requirement of 2250 minutes per credit hour.

Further information is in the guidance section below. These guidelines are also in compliance with policies set forth by the Middle States Commission on Higher Education generally follows a semester system with fall and spring semesters consisting of a minimum of 15 weeks, which includes one week for exams. Alternate terms are typically less than 15 weeks but adhere to the policy in terms of meeting time and the amount of work required.

The faculty, Department Chairs, and College Deans are responsible for developing, maintaining and evaluating the curriculum within an academic program. Assignment of credit hours for courses are determined within the program based on faculty expertise and course learning objectives. Existing courses will be evaluated for adherence to the federal credit hour regulation. New courses will, upon review and approval at the program level, be reviewed by the Academic Senate Curriculum Committee and recommended for approval or denial.

The Curriculum Committee is charged with following the policy on credit hours in their review and approval of all courses and curricula and for determining that the expected student learning for the course meets the credit hour standard. Approved courses are sent to the Registrar's Office for inclusion in the University Catalog. The Registrar's Office reviews the class schedules prior to the start of each semester to ensure that all classes are scheduled for the minimum number of minutes or otherwise notes when course schedules do not match assigned credit hours. Any discrepancies are brought to the attention of the appropriate department for correction or explanation.

Guidance for Credit Hours

The following provides general guidance on the how the credit hour translates to the particular instruction method. Please note that the credit-hour definition does not specify exact amounts of classroom time versus out-of-class student work — the information below serves as general guidance only.

Lecture and Seminar: Courses with multiple students which meet to engage in various forms of group instruction under the direct supervision of a faculty member. In-class plus out-of-class total 2250 minutes per credit hour, with 1/3 of that total being in-class instructional time (1:2 ratio).

Laboratory: Courses with a focus on experiential learning under the direct supervision of a faculty member wherein the student performs substantive work in a laboratory setting. The minimum in-class instructional time per credit is typically twice that of a lecture (2:1 ratio).

Clinicals: Courses with a focus on experiential learning under the direct supervision of a faculty member wherein the student performs substantive work in a clinical setting. The minimum contact time per credit is three times that of a lecture (3:1 ratio), depending upon the amount of outside work assigned. Individual Study: Courses of study designed in instances where enrollment has fallen below established standards but under conditions where a student or students require that course be offered in order to progress academically (such as the need for a particular course in order to graduate). The faculty member will work with the student(s) to arrange meeting times which may or may not match the normal course schedule. These courses must match the total amount of work using the examples listed above (2250 total minutes per credit hour). The faculty member is required to keep records of the meeting times and student work assigned so that contact hours can be calculated.

Independent Study: Courses of study in which a faculty member regularly interacts and directs student outcomes with periodic contact. Minimum credit hours are determined based on faculty instructional contact minutes and student outside work time. These courses must match the total amount of work using the examples listed above (2250 total minutes per credit hour). The faculty member is required to keep records of the meeting times and student work assigned so that contact hours can be calculated.

Internship/Practicum/Field Experience: Courses of study where a faculty member regularly directs student outcomes with periodic contact, but the learning environment is off-campus at an approved site. This should involve a site supervisor/preceptor and directed learning outside of a lecture setting. Contact time and outside work requirements must be established and documented and must match the total amount of work using the examples listed

above (2250 total minutes per credit hour). The faculty member or program director responsible for the experience is required to keep records of amount of supervised work and the amount of outside work assigned so that contact hours can be calculated.

Online Courses and Hybrid Courses: See established Niagara University Policy for these courses that are in keeping with the policy articulated here.

Classification of Students

- (1) Matriculated students are those who have received from the dean written acceptance into a program leading to a master's degree and/or advanced certificate program.
- (2) Nonmatriculated students are those who are not requesting admission into any program, or who are awaiting a decision concerning their admission. Once admitted to nonmatriculated status by the dean, they may register for courses for which they are qualified. No more than six credit hours earned as a nonmatriculant student may be applied to any program.
- (3) Auditor is a term applied to matriculated or nonmatriculated students when they register for a particular course but not for credit. When students are auditors in a particular course, they are expected to attend classes, but are not responsible for assignments or examinations.
- (4) Special students are undergraduate students completing their baccalaureate degree program who plan to matriculate into a graduate program.

Classification of Courses

In some divisions, courses numbered 501-599 are open to advanced and qualified undergraduates and to graduates. A qualified undergraduate student may register in one of these courses only with the written permission of the appropriate dean. Courses numbered 600-999 are open only to graduate students and those seniors who are in a five-year graduate program.

Grading System

Beginning summer 2012, courses for graduate credit will be graded as follows:

A+	Distinguished	4.00 quality pts.
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A	Superior	4.00 quality pts.
A-		3.67 quality pts.
B+	Very Good	3.33 quality pts.
B	Good	3.00 quality pts.

Quality of work required of all degree candidates

B-		2.67 quality pts.
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Somewhat below the quality of work required of degree candidates

C+		2.33 quality pts.
C		2.00 quality pts.
C-		1.67 quality pts.
F	Failure	0.0 quality pts.
S	Satisfactory	(ungraded)
U	Unsatisfactory	
N	No credit	(auditing)
I	Incomplete	
W	Withdrawal	

Students must maintain an overall grade point average of 3.0 in graduate studies to advance. A student will be subject to review if less than satisfactory grades occur. The grade of Incomplete (I) indicates there is still a possibility of credit, after further work. It is used when the instructor is not prepared to give a definite mark for the term in view either of student illness or some justifiable delay in the completion of certain work. It is not used when failure to meet course requirements is due to delinquency on the part of the student.

An incomplete must be removed within 30 days after the beginning of the next regular semester or be replaced by an F grade.

The grade W (withdrawal) is assigned when a student withdraws from a course after the drop/add period.

Courses for which a student received I, W, N, S or U are not computed in the QPA.

Graduate students may repeat up to 2 (two) courses previously taken at Niagara University. Under this policy, the student is limited to receiving credit for up to 2 (two) repeated courses in the calculation of his/her cumulative GPA. The grade received for the retake attempt of the course — will be calculated in the student's cumulative GPA regardless of whether the grade is better or worse than the original grade earned. For full description of this policy, please go to MyNU. MBA students must repeat any course for which they receive a grade of F. M.S. criminal justice students must repeat any required course for which they receive a grade of F.

An overall average of B is required for graduation. It is the student's responsibility to ascertain that all requirements are fulfilled in a degree program.

Internships

An internship opportunity enables students to gain professional experience while they study. Internships for can be paid or unpaid, but must be approved for academic credit. Internships increase career choices for students, and help employers to train and hire better qualified personnel.

Students are encouraged to consider internship opportunities early in their academic planning. Those unsure of their career goals are particularly encouraged to pursue an internship. For more information about internship opportunities contact the Office of Career Services, Bailo Hall, or call 716.286.8530.

Attendance

Regular class attendance is expected. Policies with respect to class attendance, class participation and course requirements will be set by the professor of each class. Judgment of failure to meet minimum standards, with the consequence of failure in the course, will be the prerogative of the individual professor. Failure to attend classes on a regular basis could jeopardize international/Canadian student's visa status in the United States.

Graduation

It is the student's responsibility to submit all required forms and information to the office of the dean at the beginning of the semester in which the degree is expected to be received. If, for some reason, the student fails to graduate at that time, the data must be reactivated by the student for subsequent graduation.

Registration

- (1) All students must register each term in which courses are taken.
- (2) Registration takes place at the time noted in the graduate course schedule. All returning students must edit their profile prior to every registration session. Log in to your myNU located on the home page, www.niagara.edu.

(3) Certain graduate courses are open to qualified undergraduates for undergraduate credit, provided the undergraduates have the approval of their dean. Generally, this applies to seniors only, and requires the written permission of the dean.

(4) After students have registered for research direction for a thesis or a capstone project, they should promptly consult with the departmental chairperson concerning the assignment of a director for the thesis or project. Once the director has been assigned, the student should take the initiative in arranging for regular conferences.

(5) Students who wish to add or drop courses after registration may do so during the drop/add period at the beginning of the semester. No charge is incurred when the student drops a course before the first class meets. Dropping one class and adding another class results in no charge during the drop/add period. A student should contact the Student Records and Financial Services Office or relevant graduate division office for drop/add dates.

New Graduate Student Orientation

Just prior to the start of the fall semester, a special program is held to introduce and welcome new graduate students to the university. Orientation connects students with each other and provides information regarding programs and services offered to students.

Time Limit

All requirements for graduate degrees must be completed within five years. Extensions or exceptions to the rule require permission from the dean.

An extension of program may be approved by the dean based on a written request. The time granted for the extension does not count toward determining the time spent in the program.

File Reactivation and Readmission Procedures

The files of graduate students who do not register for any courses in one to four consecutive semesters (summer sessions are

not included) are deactivated. In order for the graduate student to register in a current semester, it is necessary for the student's file to be reactivated.

If the graduate student has failed to register for five or more consecutive semesters (summer sessions are not included), the student must file for re-admission into his/her degree program.

Below are the procedures for graduate students to reactivate their file or request readmission into their degree program.

Reactivation of Student File Procedure

To return his/her file to active status, the student must file a Graduate Reactivation and Readmission Form in order to continue to register for courses in his/her degree program. On the reactivation form, the student should check the box labeled "file reactivation."

Readmission Procedure

On the Graduate Reactivation and Readmission Form, the student should check the box labeled "readmission."

Where to Obtain the Form

The Graduate Reactivation and Readmission Form is available in the dean's office of the college in which the student's graduate program is located or from his/her graduate program advisor.

How to Process the Form

The completed Graduate Reactivation and Readmission Form should be returned to the main office of the college in which the student's graduate program is located or to his/her graduate program advisor for processing.

Transcripts of Records

Transcripts of academic records are available in the records office. Transcripts bearing the seal of the university are ordinarily forwarded from the records office directly to the authorized agencies. However, if you need an official transcript, you can receive it in a sealed envelope. Unofficial transcripts are available online through Web Advisor.

Only written requests can be accepted. Transcripts will not be furnished to students who have not settled all accounts.

Student Rights Under FERPA

The Family Educational Rights and Privacy Act affords students certain rights with respect to their education records. They are:

- (1) The right to inspect and review your education records within 45 days from the day the university receives a request for access.

If you would like to review your records you must submit to the registrar, dean, head of the academic department, or other appropriate official, a written request that identifies the record(s) you wish to inspect. The university official will make arrangements for access and notify you of the time and place where your records may be inspected. If the records are not maintained by the university official to whom the request was submitted, that official will advise you of the correct official to whom the request should be addressed.

- (2) The right to request the amendment of your education records that you believe are inaccurate or misleading.

You may ask the university to amend a record that you believe is inaccurate or misleading. You must write the university official responsible for the record, clearly identify the part of the record that you want changed, and specify why it is inaccurate or misleading.

If the university decides not to amend the record as you requested, you will be notified of the decision and advised of your right to a hearing regarding the request for amendment. Additional information regarding the hearing procedures will be provided to you when notified of the right to a hearing.

- (3) The right to consent to disclosures of personally identifiable information contained in your education records, except to the extent that FERPA authorizes disclosure without consent.

“Directory Information” is limited to: student’s name, student’s ID number, address, telephone listing, electronic mail address, date and place of birth, photographs, major field of study, participation in officially recognized activities and sports, weight and height of members of athletic teams, dates of

attendance, grade level, enrollment status (e.g., full time or part time; undergraduate or graduate), degrees, honors and awards received, and the most recent previous education agency or institution attended.

“Directory Information” may be released without the student’s consent. Currently enrolled students may withhold disclosure of “Directory Information.” To withhold disclosure, written notification must be received annually in the records office prior to Oct. 1. Forms requesting the withholding of “Directory Information” are available in the records office. Niagara University assumes that failure on the part of any student to specifically request the withholding of categories of “Directory Information” indicates individual approval.

One exception which permits disclosure without consent is disclosure to school officials with legitimate educational interests. A school official is a person employed by the university in an administrative, supervisory, academic or research, or support staff position (including law enforcement unit personnel and health staff); a person or company with whom the university has contracted (such as an attorney, auditor, collection agent or clearinghouse); a person serving on the board of trustees; or a student serving on an official committee, such as a disciplinary or grievance committee, or assisting another school official in performing his or her tasks.

A school official has a legitimate educational interest if the official needs to review an education record in order to fulfill his or her professional responsibility.

A second exception which permits disclosure without consent is to officials of another school in which the student seeks or intends to enroll, or where the student is already enrolled so long as the disclosure is for the purpose related to the student’s enrollment or transfer.

- (4) The right to file a complaint with the U.S. Department of Education concerning alleged failures by the university to comply with the requirements of FERPA. The name and address of the office that administers FERPA are:
Family Policy Compliance Office
U.S. Department of Education
600 Independence Avenue, SW
Washington, DC 20202-4605

Student Code of Conduct

Studying at Niagara University is a privilege best safeguarded by each student’s contributed use of good judgment and consideration for the rights and property of others. The Student Code of Conduct and procedures is aimed to support the educational mission and Vincentian values of the university and to encourage the mutual respect for all community members and their surroundings.

Behavior that violates university standards of conduct (for a complete list of



Photo courtesy of Tim Wilkes Photography

student conduct policies please visit www.niagara.edu/student-code-of-conduct will be subject to educative action through the appropriate student conduct process. Graduate Students will be expected to abide by the Student Code of Conduct, university rules and procedures, and all federal, state and local laws.

Sexual Misconduct Policy

For purposes of this section, “sexual assault,” “dating violence,” “domestic violence,” and “stalking” are as defined by federal regulations, and are collectively referred to as “Sexual Misconduct.” Harassment and other forms of gender discrimination that do not fall under this definition of Sexual Misconduct are addressed by the university’s harassment policy, which may be found at policies.niagara.edu.

If you have questions regarding this policy, or if you have witnessed or been the victim of a sexual assault on campus or in association with university program or activity, you may call Chris Sheffield, Title IX Coordinator, for immediate assistance at 716.286.8425 or the Office of the Dean of Students at 716.286.8405. If it is after business hours and you need immediate assistance, please call Campus Safety at 716.286.8111 and/or contact a member of the residence life staff and say “I need to report Sexual Misconduct (sexual assault/domestic violence/dating violence/stalking).” This will put you in touch with a trained responder. The university will use all reasonable efforts to keep your report as private as you request.

If you are a student and experience sexual assault, dating violence, domestic violence, stalking, either on campus, in association with our programs, when studying abroad, or while you are a student, you may make a private complaint to a member of the Residence Life staff, the Dean of Students, the Title IX Coordinator, Campus Safety, Human Resources, or the General Counsel’s Office. **THIS INCLUDES THE OPTION — BUT NOT THE REQUIREMENT — TO REPORT THE MATTER TO LAW ENFORCEMENT, AND THE OPTION TO WITHDRAW YOUR COMPLAINT AT ANY TIME, AND FOR ACTION**

UNDER THIS POLICY TO CEASE (unless there is a risk of danger to the campus). Please know that students may be entitled to interim protections, including but not limited to: re-arranged living arrangements and class times to limit interactions with a reported abuser; for a full recitation of student rights, please see www.niagara.edu/sexual_assault_bill_of_rights.

Sexual Harassment

Sexual harassment is a form of gender discrimination, and is not allowed at Niagara University. Sexual harassment consists of behavior, based on gender, that excludes or makes someone so uncomfortable that they no longer have equal access their education.

Sexual harassment could be in the form of bullying, jokes, intimidation and exclusion made on the basis of gender, or it can consist of “quid pro quo” bargaining of dates and sexual favors for grades.

If you are the target of or witness to sexual harassment on campus or in connection with Niagara University programs, report it to the dean of students, the title IX officer, or the director of human resources. The university’s full policy on sexual harassment may be found on MyNU under “Policy” or at <http://mynu.niagara.edu/mynu2/policy/documents/HARASSMENT.pdf>.

Substance Abuse

Niagara University shares public concern about irresponsible drinking and the socially unacceptable behavior that may result from alcohol abuse. While social gatherings can enhance the quality of life at Niagara, we recognize and respond to the challenge of responsible alcoholic consumption. The university’s policy pertains to all members of the campus community and visitors.

Policy violations subject students to formal judicial action and the imposition of sanctions, to include fines and mandated referrals for related counseling.

The possession, sale, use or distribution of any type of controlled substance, illicit or “bootleg drug” and/or drug paraphernalia is considered a serious violation of the

university’s student code of conduct. The prohibition against controlled substances does not apply to those medications prescribed for the user by a physician when used according to directions.

Niagara students are expected to abide by all federal, state, local, and foreign laws. Noncompliance with these and institutional policies regarding controlled substances can jeopardize a student’s continuing attendance at the university. Alleged violations of the university’s drug policy will result in judicial action and can include sanctions up to and including expulsion from the university.

All student policies can be found at policies.niagara.edu.

Degree Programs

Program Title or School	NY State Degree	Area of Concentration	Hegis No.	Certification
College of Arts & Sciences	M.S.	Criminal Justice Administration	2105	
	M.A.	Interdisciplinary Studies	4999	
College of Business Administration	MBA	Professional Accountancy	0502	CPA
	MBA	Business Administration	0506	
	MBA	School Business Leadership	0828	
	M.S.	Finance	0504	
College of Education	MHA	Healthcare Administration	1202.00	
	M.A.	Specialist in Developmental Disabilities	2101	
	M.A.Ed.	Foundations of Teaching	0801	Professional
	M.A.T.	International Teaching and Learning	0801	
	M.S.Ed.	Foundations of Teaching: Math, Science, Technology	0801	Professional
	M.S.Ed.	Special Education, 1-6 or 7-12	0808	Initial/Professional
	M.S.Ed.	Literacy Instruction, B-6 or 5-12	0830	Initial/Professional
	M.S.Ed.	School Counselor	0826.01	Prv/Permanent
	M.S.Ed.	Educational Leadership: School District/Building Leader	0827	Initial/Professional
	M.S.Ed.	School Business Leadership	0828	Professional
	M.S.Ed.	Educational Leadership	0828	
	M.S.Ed.	Early Childhood and Childhood, B-6	0802	Initial/Professional
	M.S.Ed.	Early Childhood/Special Education	0802	Initial/Professional
	M.S.Ed.	Biology, 5-12	0401.01	Initial/Professional
	M.S.Ed.	Business Education, 5-12	0838	Initial/Professional
	M.S.Ed.	Chemistry, 5-12	1905.01	Initial/Professional
	M.S.Ed.	English, 5-12	1501.01	Initial/Professional
	M.S.Ed.	French, 5-12	1102.01	Initial/Professional
	M.S.Ed.	Spanish, 5-12	1105.01	Initial/Professional
	M.S.Ed.	Teaching English to Speakers of Other Languages	1508	Initial/Professional
	M.S.Ed.	Mathematics, 5-12	1701.01	Initial/Professional
	M.S.Ed.	Social Studies, 5-12	2201.01	Initial/Professional
	M.S.	Clinical Mental Health Counseling	2104.10	License Eligible
M.S.	School Psychology	0826.02	Prv/Permanent	
Ph.D.	Leadership and Policy	2102.00		
College of Hospitality & Tourism Management	M.S.	Sport Management	0599.00	
Advanced Certificate Programs		School Psychology	0826.02	Prv/Permanent
		School Counselor	0826.01	Permanent
		School District Leader	0899.54	Professional
		Educational Leadership: School Building	0828	Initial/Professional
		Educational Leadership: School District	0827	Professional
		School Business Leadership	0827	Professional
		Clinical Mental Health Counseling	2104.10	
		Special Education, 1-6	0808	Initial/Professional
		Special Education, 7-12	0808	Initial/Professional
		Teacher Leadership	0828	
		Foundations of Teaching: Math Science, Technology	0801	Professional
		Teaching English to Speakers of Other Languages	1508	Initial/Professional

Tuition and Fees

Tuition and fees are subject to change for the academic year. Current rates may be obtained from the appropriate director or the Office of Student Accounts. Student fees can be paid in the Records and Financial Services Office.

Fees 2016-2017

Application Fee.....	\$30
Challenge Examination Fee.....	\$130

Tuition Per Credit Hour

MBA.....	\$870
MBA Online.....	\$870
M.S. Finance.....	\$870
M.S. of Healthcare Administration..	\$870
Criminal Justice Administration.....	\$735
Interdisciplinary Studies.....	\$735
Masters Of Science in Nursing.....	\$850
Sport Management.....	\$735
Education: Elementary and Secondary.....	\$680
Education: Advanced.....	\$705
Education: Online.....	\$565
Clinical Mental Health Counseling....	\$735
Ph.D.....	\$885
Reutlingen.....	\$16,000
M.A.T International Teaching and Learning.....	\$15,000

Comprehensive Fee:

Education Cohort Programs.....	\$180
One-time fee includes registration, parking, and comprehensive exam	

Application Fee.....	\$30
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NYSTCE Fee (paid to examiners, not NU).....	TBA
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Certification Fees

Fees for the New York State Teacher Certification exams may be added to the cost of tuition to cover test costs.

Auditing Tuition	\$100
<i>(per semester hour – nonrefundable)</i>	

Graduate Student Fees (Optional)

Theatre.....	\$25
(per semester — may attend each performance one time)	

Health Services.....	\$100
(see graduate handbook for coverage)	

Kiernan Center.....	\$100
(per semester)	

Athletics.....	\$55
(only basketball and hockey games)	

Student Government/Programming (per semester).....	\$130
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Transcript	Waived
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Parking Fees

Full year.....	\$50
One semester.....	\$35
Summer only.....	\$30
Each additional family vehicle.....	\$10
Lost decal.....	60 percent of original cost for replacement

Late Registration Fee

(Nonrefundable)

A late registration fee is imposed on all students who register after Oct. 1 for the fall semester and Feb. 15 for the spring semester. The fee is \$50 per course up to a maximum of \$200 per semester.

Refund of Tuition

A student officially withdraws from the university when he/she writes a letter or sends an email from their Niagara email account to his/her dean stating his/her intention to withdraw. The following are refund policies for complete or partial (course revision) withdrawal from the university.

Complete Withdrawal

The refund will be based on the number of weeks remaining in the semester at the date of withdrawal. No refund will be granted after 60 percent of the enrollment period has passed (nine weeks). A \$100 administrative fee as provided by law will reduce the calculated refund. If a student registers for a class, does not attend or drop the course, an automatic administration fee will be charged up to \$500, if the student subsequently requests to have the course backdated. The percent refunded shall be applied to tuition, semester fees, room and board.

Refunds of room and board will be determined by the effective date of withdrawal from university housing. Because the housing contract is signed for an academic year, a \$200 termination fee is charged to students who break the contract. Niagara University reserves the right to further prorate the room charge if another student occupies the vacated space.

The student officially withdraws from a semester-long class:

Calendar week of Refund

The week classes begin.....	100%
First full week of classes.....	95%
Second full week of classes.....	90%
Third full week of classes.....	80%
Fourth full week of classes.....	75%
Fifth full week of classes.....	70%
Sixth full week of classes.....	60%
Seventh full week of classes.....	60%
Eighth full week of classes.....	50%
Ninth full week of classes.....	40%
After ninth week of classes.....	0%

If a student withdraws from a four- to six-week class:

Number of Classes Refund

First class.....	100%
Second class.....	40%
Third class.....	0%

Course Revision

If a student should decide to withdraw from a course after the drop/add period and add another course, he/she will be refunded for the course dropped according to the following schedule and will be charged the full hourly tuition rate for the course added.

Course Revision Refund

During drop/add period.....	100%
First week after drop/add period.....	90%
Second week after drop/add period..	80%
Third week after drop/add period....	60%
Fourth week after drop/add period..	40%
Fifth week after drop/add period.....	20%
Sixth week after drop/add period.....	0%

Federal Programs (Title IV)

Regulations require each educational institution to have a written policy for the refund and repayment of federal aid received by students who officially withdraw during a term for which payment has been received.

These policies are effective only if a student completely terminates enrollment or stops attending classes before completing more than 60 percent of the enrollment period. Federal aid is earned in a prorated manner on a per diem basis based on the academic calendar up to the 60 percent point in the semester. Federal aid and all



other aid is viewed as 100 percent earned after that point in time. A copy of the worksheet used for this calculation can be requested from the Financial Aid Office. After the dollar amount to be refunded to the federal programs has been determined, the refund is applied to the accounts in the following sequence: Unsubsidized Federal Direct Stafford Student Loan, Federal Perkins Loan, Federal Grad PLUS Loan, and Federal Teach Grant. An official withdrawal is required, a student's failure to complete the appropriate forms as outlined in the chapter on general academic information may result in a smaller refund.

The official withdrawal date is determined using the following criteria:

- Date student began Niagara's withdrawal process or date student otherwise provided official notice
 - Date related to circumstance beyond student's control
 - Student's last attendance at a documented, academically related activity
- Examples of academically related activities:
- Attending class
 - Taking an exam
 - Completing a tutorial
 - Turning in an assignment

Federal Program Repayment Policy

The amount of Title IV aid that a student must repay is determined via the Federal Formula for Return of Title IV funds as specified in Section 484B of the Higher Education Act. This law also specifies the order of the return of the Title IV funds to the programs from which they were awarded, which is listed above. A repayment may be required when cash has been

disbursed to a student from financial aid funds in excess of the amount of aid a student earned during the term. The amount of Title IV aid is earned by multiplying the total Title IV aid (excluding Federal Work Study) for which the student qualified by the percentage of time during the term that the student was enrolled. If less aid was paid than earned, the student may receive a late disbursement for the difference. If more aid was disbursed than was earned, the amount of Title IV aid that must be returned is determined by subtracting the amount earned from the amount actually disbursed.

The responsibility for returning unearned aid is allocated between the university and the student according to the portion of disbursed aid that could have been used to cover university charges and the portion that could have been disbursed directly to the student once university charges were covered. Niagara University will distribute the unearned portion of the disbursed aid that could have been used to cover university charges and the portion that could have been disbursed directly to the student — once university charges were covered. Niagara University will distribute the unearned aid back to the Title IV programs as specified by law. The student will be billed for the amount the student owes to the Title IV programs and any amount due to the university resulting from the return of Title IV funds used to cover university charges.

Committee on Refunds

An appeal for refund of tuition, room and board may be made to the Committee on Refunds provided that continued attendance and/or residence by the student is made impossible by reasons of serious illness (supported by a doctor's certificate) or by changes in conditions of the student's employment (supported by the employer's certificate) or other emergencies which, in the opinion of the committee, are clearly beyond the control of the student.

An application for refund may be filed in person or by mail in the records office and must be made in writing on the form provided for that purpose. If the student is prevented by illness or distance from obtaining the regular form of such application, he/she should address

a letter to the records office indicating the courses to be dropped and carefully explaining his/her reasons, together with supporting certifications. (See the section on withdrawal from the university for proper procedures.)

Additional Information

The board of trustees of NU reserves the right to alter the schedule of fees. All fees are payable each semester by the initial due date or by an authorized payment plan. Payments can be made by credit card, cash, check, money order, or bank draft made payable to Niagara University. Banks will not accept personal checks drawn on foreign banks payable in U.S. funds. Failure on the part of any student to settle any outstanding account in full may prevent that student from receiving, an official transcripts or diploma.

Students who enroll in study-abroad or off-campus programs will have the amount of any Niagara University scholarship, grant or tuition remission limited to the difference between Niagara University charges and the direct cash payment by Niagara University to the study-abroad or off-campus program.

Financial Liability

When a student registers it is understood that he/she will pay in full all charges assumed at registration. Failure to attend classes does not alter the charges or entitle the student to a refund. If a student registers, receives aid, and then drops classes after receiving a refund they must make arrangements for repayment of any unearned aid. If no satisfactory repayment arrangements are made their account will be sent to a collection agency, which may be based on a percentage at a maximum of 33.33 percent of the debt, and reported to national credit reporting agencies. Students will not be permitted to receive their final official transcripts or diploma unless their student account is satisfied in full. In the event that Niagara University has to hire a collection company or attorney to collect delinquent accounts, the student must reimburse Niagara University for reasonable collection fees, or attorney fees and court costs. Venue for any dispute shall be Niagara County unless otherwise designated by the University.

Financial Aid

All applicants for financial aid should submit a Free Application for Federal Student Aid (FAFSA) at www.fafsa.gov. In addition, graduate students must submit the graduate financial aid application available in the Office of Financial Aid or at www.niagara.edu/financialaid (click on "Graduate students").

To receive federal financial aid, a student must be registered for at least six credit hours per semester. In addition students must not owe any refunds on federal Pell grants or other awards paid, or be in default on repayment of any student loan. All federal programs require the recipient to be enrolled as a regular student working toward a degree or certificate in an eligible program at the university, a U.S. citizen or eligible noncitizen (federal definition) and, if applicable, registered with the selective service. Students must make satisfactory academic progress to maintain eligibility for federal aid. Students on NU's warning and probation status (if reinstated) are eligible for federal and institutional aid.

Before receiving payment, students must sign a Statement of Educational Purpose and a Certification Statement on Overpayment and Default (both found on the FAFSA). Students enrolled in a program of study abroad approved for credit by Niagara University may be considered enrolled at Niagara for purposes of applying for federal student aid. Students must have a valid Social Security number.

All federal programs are contingent upon actual Congressional appropriation.

Student Employment Programs

Federal Work Study Program (FWSP)

Application Procedures: Application is made through the Free Application for Federal Student Aid (FAFSA). Eligibility for FWSP is determined on the basis of financial need. A separate job application is required for placement purposes only. Forms are available in the financial aid office.

Selection of Recipients and Allocation of Awards: Niagara University makes employment reasonably available to all eligible students in the institution who are in need of financial aid. In the event that more students

are eligible for FWSP than there are funds and/or positions available, preference is given to students who have great financial need and who must earn a part of their education expenses.

Award Schedule: Niagara University arranges jobs on campus, or off campus, with public or private nonprofit agencies. The program encourages community-service work and work related to students' course of study.

Factors considered by the financial aid office in determining whether, and for how many hours, the recipient may work under this program are: financial need, class schedule, and academic progress.

Level of salary must be at least the federal minimum wage; maximum wage is dependent on the nature of the job and applicant qualifications. Students are paid biweekly.

Rights and Responsibilities of Recipients: Satisfactory job performance.

Assistantships and Scholarships

Niagara University currently offers over 60 different assistantships, scholarships, awards, and campus employment opportunities for well-qualified, matriculated Niagara University graduate students in one of NU's graduate degree programs. Graduate positions give students the opportunity to become engaged in the campus community, to contribute to an individual office, and to develop personally and professionally while pursuing an advanced degree. Opportunities for Niagara University graduate students may include paid positions, stipends or scholarships.

Graduate Assistantships

There are 18 graduate assistantship positions at Niagara University. Graduate assistants typically work 20 hours a week for the academic year. Graduate assistants are granted a tuition award for up to nine credit hours each semester (fall/spring) and a stipend of \$6,000 for the academic year. To be considered for an assistantship, you must be enrolled full time (nine credit hours per semester). These positions may be renewable for a second year upon satisfactory performance.

Niagara University offices that have graduate assistants include:

- Academic Support Disability Services
- Athletics
- Campus Activities
- Career Services
- College of Education
- College of Hospitality and Tourism Management
- Criminal Justice
- Graduate Studies
- International Relations
- Kiernan Center
- Learn and Serve
- Master of Business Administration
- Multicultural Affairs
- NU-STEP
- NUSGA Clubs and Organizations
- Office of the President
- Residence Life

Ph.D. Assistantships

Ph.D. graduate assistants typically work 14 hours a week for the academic year. Ph.D. assistants are granted a tuition award for up to nine (9) credit hours each semester (fall/spring) and a stipend of \$6,000 for the academic year. Awards are made to full-time students for one year and may be renewable for a second year upon satisfactory performance.

Graduate Employment

Graduate students will work on average 10-12 hours a week. Students will be paid \$10 an hour.

Dean's Scholar Award

The four colleges (College of Education, College of Business, College of Hospitality and Tourism Management, and College of Arts and Sciences) will each grant a \$7,400 tuition award split between the fall and spring semesters to applicants with the highest academic credentials.

Niagara Extension Scholarship

A \$3,000 scholarship split between the fall and spring semesters will be awarded to nine academically achieving students who have been involved and contributed to the campus community as a NU undergraduate.

This award is for matriculated graduate students that completed their bachelor's degree at Niagara University and enrolled in

the subsequent year in a NU master's program. There can be no break in enrollment between Niagara University undergraduate and graduate enrollment to be eligible for this scholarship. (Summer is not considered a break in enrollment.)

The scholarship is good for the first year of the student's master's program.

Departmental Scholarships

- College of Education — Four \$5,000 awards will be granted yearly and split between fall and spring semesters for graduate students who accept the required 15 hours per week of service to the department.
- College of Business Administration — Two awards that provides part time tuition scholarships (six credit hours in the fall, six credit hours in the spring) and a third award that provides a full tuition scholarship (12 credit hours in the fall, 12 credit hours in the spring) for students in the MBA program who accept the required hours per week of service to the department.
- College of Hospitality and Tourism Management — One \$5,000 award will be granted yearly and split between fall and spring semesters for graduate students who accept the required 15 hours per week of service to the department.
- College of Arts and Sciences — One \$5,000 award will be granted yearly and split between fall and spring semesters for graduate students who accept the required 15 hours per week of service to the department.

Research Council, Student Research Assistant

Five awards available. Graduate students conduct research with a faculty member, totaling 200 hours of work on a selected project. \$2,000 of tuition credit is available for each recipient. Faculty apply to host these research assistants on a yearly basis.

How to Apply

Applications for the Graduate Assistantship, employment and scholarship opportunities should be submitted for immediate consideration by April 4. Applications will continue to be accepted until all positions are filled. Many positions require an interview. Interviews are scheduled by the departments offering the position.

(Departmental Scholarships are awarded on a rolling basis, and may be awarded after April 4.) For more information, go to www.niagara.edu/gradaid.

Items needed for Applying

1. Professional cover letter which includes the following:
 - Contact information (Full name, current mailing address, email address, phone number, etc.).
 - Niagara University graduate program for which you will apply or in which you are currently enrolled.
 - Undergraduate major or degree, undergraduate institution, and GPA.
 - Identify the opportunities in which you are interested in.
2. Resumé: Include transferable skills both inside and outside your field of study.
3. Two page double spaced essay addressing:
 - Commitment to Niagara's Vincentian mission.
 - Contribution to NU's academic environment and intellectual culture.
 - Impact of assistance (financial need, etc.)

Policies

- Students need to reapply annually for positions and assistantships.
- Not all graduate employment positions are available every year.
- Typically, employment positions are awarded on an academic year basis. However, when circumstances warrant, one semester positions can be made.
- Graduate assistants and other graduate positions are employees of NU.
- Applicants are precluded from receiving funding from more than one institutional funding program.
- Graduate assistants must be matriculated students at the start of the appointed academic school year (fall/spring) and enrolled at least full-time (minimum of nine credit hours). A graduate student who withdraws or reduces enrollment may jeopardize their stipend and tuition scholarship.
- To receive full compensation, graduate assistants must complete 300 hours of work per semester.
- Maintenance of good academic standing and progress, course completion, and satisfactory work performance is a requirement for continuation and/or renewal of positions for a second year.

Renewal decisions will be made by June 15 for the upcoming fall semester.

- International students who are, or will be, attending Niagara University on an F1 visa (with an I-20), including those from Canada, should contact the Niagara University Records Office (www.niagara.edu/international-students-contact/) to determine their employment eligibility according to visa regulations prior to applying, or accepting, a graduate assistantship or any employment position.

Army ROTC Scholarships

Graduate students can apply for full tuition Army ROTC scholarships including books (\$1,200 yearly) and stipend (\$4,500 first year and \$5,000 second year). Scholarship recipients are required to attend the four-week leadership training course prior to beginning their programs at Niagara. For more information contact the ROTC department at rotc@niagara.edu or 716.286.8235/8230.

Religious Reduction

Tuition discount offered to members of a Roman Catholic religious order (priest, brother, nun). For more information, contact the Financial Aid Office at finaid@niagara.edu or 716.286.8686.

Federal Teacher Education Assistance for College and Higher Education (TEACH) Grant

Application Procedure: The FAFSA is available on the Web at www.fafsa.gov. Students must apply annually.

Method of Selection of Recipients and Allocation of Awards: Students enrolled in program of study designated as TEACH Grant eligible. Eligible programs at NU are those that prepare a student to teach in a high-need field in a school serving low-income students. Applicants must also meet stringent academic requirements set by federal regulations.

Award Schedule: Awards may range up to \$4,000. Recipients must sign an Agreement to Serve and Promise to Pay with the U.S. Department of Education. If teaching service requirements are not fulfilled, a recipient must repay the grant as a Federal Direct Unsubsidized Loan, with interest accrued from date grant funds were first disbursed.

Federal Loan Programs

Niagara University Student Loan Code of Conduct

To comply with the 2008 Higher Education Opportunity Act, enacted Aug. 14, 2008, Niagara University adopts the following Student Loan Code of Conduct to serve as formal guidance in ensuring the integrity of the student-aid process and ethical conduct of Niagara employees in regard to student loan practices.

The purpose of this Code of Conduct is to ensure that all employees of the university, particularly those involved in the affairs of the financial aid office, understand their obligations to protect the rights and serve only the interests of students and parents.

Revenue-sharing arrangements: Per the 2008 Higher Education Opportunity Act, a "revenue-sharing arrangement," means any arrangement between an institution and lender (making loans per Title IV), wherein the institution recommends the lender or the loan products of the lender and in exchange, the lender pays a fee or provides other material benefits, including revenue or profit sharing, to the institution, an office or employee of the institution. Niagara University and its employees will not enter into any type of revenue-sharing arrangement with any lender.

Gifts: Employees of the financial aid office, or anyone having authority over the financial aid office, are prohibited from soliciting or accepting any gifts from lenders, guarantors or servicers of educational loans. Per the 2008 HEOA, a gift is any gratuity, favor, discount, entertainment, hospitality, loan, or other item having monetary value of more than a de minimus amount. This includes a gift of services, transportation, lodging or meals, purchase of a ticket, payment in advance, or reimbursement after the expense has incurred.

Contracting Arrangements: Employees of the financial aid office may not accept from a lender, or affiliate of any lender any fee, payment or other financial benefit as compensation for any type of consulting arrangement or other contract to provide services to a lender or on behalf of a lender relating to education loans.

Borrower Choice: The Office of Financial Aid may not assign a borrower's student

loan to a particular lender. The borrower will be responsible for deciding who to borrow his/her loan through after review of lender benefits and services. Niagara University will not refuse to certify, or delay certification of, any loan based on the borrower's selection of a particular lender or guaranty agency.

Opportunity Pool Loan: Niagara University will not request or accept from any lender any offers to be used for private education loans, including funds for an opportunity pool loan, in exchange for providing concessions or promises to the lender for a specific number of loans made, insured or guaranteed, a specified loan volume, or a preferred lender arrangement.

Staffing Assistance: Niagara University will not request or accept from any lender any assistance with call center staffing or financial aid office staffing.

Advisory Board Compensation: Employees of the Office of the Financial Aid Office who serve on an advisory board, commission, or group established by lender, guarantor, or group of lenders or guarantors, are prohibited from receiving anything of more than de minimus value from the lender, guarantor, or group of lenders, except for reimbursement for reasonable expenses incurred by the employee for serving on the advisory board, commission or group.

In addition to the above, employees are held to the requirements of the Niagara University Conflicts of Interest Policy.

Federal Direct Student Loans

Graduate students who have been accepted as matriculated students and are enrolled at least six credits per semester at Niagara University may apply for a loan through the Federal Direct Student Loan Program. Eligibility is based on students' cost of attendance and financial need.

Graduate students may borrow up to \$20,500 per year on an unsubsidized basis (loan accrues interest during in-school periods).

The maximum aggregate amount a student can borrow for graduate and undergraduate education is \$138,500. (Only \$65,500 of this amount may be in subsidized loans.)

The interest rate is set by the federal government at a fixed rate of 5.31 percent. There may be an origination/ default fee

deducted from the loan amount. Students must complete the Free Application for Federal Student Aid (FAFSA) to begin the application process for this loan. First-time borrowers are required to complete a Master Promissory Note and entrance counseling at StudentLoans.gov. Exit Counseling is required at graduation, withdrawal from the university, or when a student drops below 6 credit hours in a semester.

The federal student aid ombudsman of the U.S. Department of Education helps borrowers resolve disputes and solve other problems with federal student loans. The ombudsman office is where borrowers can turn after trying other ways to resolve a student loan dispute. Contact the ombudsman by:

Telephone: 877.557.2575 (toll free)

Fax: 606.396.4821

Mail: U.S. Department of Education
FSA Ombudsman Group
P.O. Box 1843
Monticello, KY 42633

Online: www.ombudsman.ed.gov
studentaid.ed.gov

Federal Direct PLUS Loans for Graduate Students

Eligible graduate students can borrow under the PLUS Loan Program up to their cost of attendance minus other estimated financial assistance. Requirements include a determination that the applicant does not have an adverse credit history and a fixed interest rate of 6.31 percent. Loan amounts are reduced by 4.276 percent as an origination fee. Applicants for these loans are **required** to complete the Free Application for Federal Student Aid (FAFSA). They also must have applied for their annual loan maximum eligibility under the Federal Direct Loan program before applying for a graduate PLUS loan.

NU Student Emergency Loan Program

An emergency student loan fund has been made available by Niagara University which enables students to borrow loans on a short-term emergency basis at a nominal service charge. The office is located in the Office of Student Records and Financial Services, Butler Building.

Other Information

Over-awards: Each semester a number of financial aid recipients become “over-awarded” as the result of receiving additional assistance after receiving their initial financial aid package or because the students enrollment status changes. As a result, some students may have received refunds for which they are no longer eligible which may result in owing a balance back to the university. To avoid this problem, students are urged to notify the Financial Aid Office promptly when they receive additional funds from any source not listed in their award letters or when students change their enrollment status.

Students must reapply for financial assistance each year. The academic year begins with the summer session and continues with the fall and spring semesters. Students who attend in the fall and spring and then wish to attend Niagara University the FOLLOWING summer session must complete a new FAFSA as the summer begins a new academic year. The FAFSA is available at www.fafsa.gov.

Satisfactory Academic Progress

Each student’s progress will be evaluated at the end of each payment period (summer, fall, spring). Satisfactory Academic Progress is achieved by maintaining a 3.0 academic average (GPA) and a minimum number of successfully completed hours.

The first time a student is not making satisfactory academic progress, the student may receive an automatic waiver, be permitted to remain matriculated at Niagara University, and remain eligible to receive federal student aid.

A student who is not making satisfactory academic progress a second or third subsequent time may appeal to the Satisfactory Academic Progress Committee. The appeal letter must include:

- (1) a description of why the student failed to make academic progress.
- (2) An explanation of what has changed in the student’s situation that would enable him/her to demonstrate Satisfactory Academic Progress at the next evaluation period.
- (3) A description of how the student will meet SAP during the next evaluation period, or, in the case where it will

take more than one semester to regain SAP, an academic plan that, if followed, will enable him/her to make SAP in the specific timeframe.

If the SAP committee accepts the appeal, the student will be readmitted to the university, placed on Academic Probation for the semester reinstatement, and will remain eligible to receive federal student aid for that semester. If the committee denies the appeal, the student will be dismissed which requires total separation from the university.

Appeal of Decision

A student may appeal the decision of the Satisfactory Academic Progress Committee to the associate vice president for academic affairs for programs and policies. The decision of the AVPAA is final.

Ontario Student Assistance Program (OSAP)

The Ontario Student Assistance Program offers financial assistance to help students from lower income families meet the costs of postsecondary education. OSAP assistance is intended to supplement financial resources of students and their families. (A student must be a Canadian citizen or permanent resident of Canada or a protected person.)

Assistance is based on financial need as established by the federal and/or provincial governments and as determined by the Ontario Student Assistance Program. The amount of loan and/or grant students are eligible to receive is based on the information they provide.

Online application is recommended as there are no application fees; website (osap.gov.on.ca) is available 24 hours a day, and students can get an on-the-spot estimate of the amount of funding they may receive.

For complete details, access the OSAP website at osap.gov.on.ca.

Canadian Lifelong Learning Plan (LLP) — Form RC96

The Lifelong Learning Plan allows individuals to withdraw up to \$10,000 a calendar year from their registered retirement savings plans (RRSPs) to finance

full-time training or education. To participate in the LLP you must be an RRSP owner with a qualifying RRSP plan. To make an LLP withdrawal, use Form RC96 (Lifelong Learning Plan Request to Withdraw Funds from an RRSP).

Form RC96 can be accessed on the website www.cra.gc.ca along with detailed program information.

Facilities, Environment and Services

The 39 buildings on NU's 160-acre campus provide a pleasant contrast between the stately ivy-covered structures and those of more contemporary design.

Community Resources

There are 14 colleges and universities and eight junior colleges and institutes in Western New York. The museums and libraries of the region, as well as the many cultural and corporate resources of the Niagara Frontier, make it an ideal setting for dynamic partnerships between higher education and industry.

Western New York and Southern Ontario offer a variety of cultural, entertainment and recreational options, from the popular theater, musical entertainment and shopping districts in Buffalo and Toronto, to an array of award-winning wineries in scenic Niagara County and Ontario's Niagara-on-the-Lake, to a wide variety of fine-dining establishments on either side of the border.

Among the top cultural offerings located on the Niagara University campus are the Castellani Art Museum and the Leary Theatre. A short distance away are the Earl W. Brydges Artpark in Lewiston; Old Fort Niagara in Youngstown; and in Buffalo, Kleinhans Music Hall, home of the Buffalo Philharmonic Orchestra, and the renowned Albright-Knox, Burchfield Penney and Hallwalls art galleries.

Across the bridge in Niagara Falls, Ontario, visitors can enjoy such attractions as a horticultural park with a butterfly conservatory, Fort George, bicycle trails along the Niagara Escarpment, and family-friendly parks and museums. The world-famous Niagara Falls is only four miles from campus.

For sports enthusiasts, professional football, baseball and hockey are played in Toronto and Buffalo, and two nearby Great Lakes, Erie and Ontario, offer sailing and prime sport fishing. Skiing and snowboarding resorts abound just south of Buffalo.

Niagara University is easily accessible via the New York State Thruway, and is centrally located for bus and airline transportation.

Administration

The locations of the colleges offering graduate programs are:

Arts and Sciences

Dunleavy Hall
716.286.8060

Business Administration

Bisgrove Hall
716.286.8050

Education

Academic Complex
716.286.8560

Hospitality and Tourism Management

St. Vincent's Hall
716.286.8270

The offices of student accounts, financial aid and records are located in the Butler Building.

Banking

A Key Bank automatic teller machine is located in the lower level of the Gallagher Center. The ATM currently accepts the Cirrus, PLUS, MasterCard, Maestro, Discover, Quest, American Express, JEANIE and VISA cash service groups.

Campus Activities, Programs and Services

Graduate students are eligible to fully participate in campus life by selecting any number of the following options. Semester fees, which are subject to change each academic year, are set for:

Athletics (\$55) — On-campus NCAA Division I athletic events, to include basketball and hockey.

Fitness and recreation (\$100/per semester) — Unlimited access to the Kiernan Recreation Center's facilities and programs during posted operational hours including intramural sports/clubs.

Student Government/Programming (\$140) — Events offered through the campus activities office, including concerts, lectures, sporting events, field trips, etc.

Theatre (\$25/per semester) — One ticket per university production.

Health services (\$105) — Access to benefits provided through the university's health center.

Payments may be made at the Student Accounts Office in the Butler Building.

Campus Ministry/Chapel

Situated on the second floor of Alumni Hall, Alumni Chapel is open from 6 a.m. – 11 p.m. to all students for private prayer regardless of denomination. Daily Mass is celebrated Monday through Friday at 12:15 p.m. Sunday Mass is held at 11 a.m. and 10 p.m. (Schedule subject to change during semester breaks.) Requests are accepted for prayer intentions for each liturgy. Contact the Office of Campus Ministry at 716.286.8400 or ministry@niagara.edu for more information.

Faithful to NU's rich Vincentian tradition, Campus Ministry places a special emphasis on outreach to the poor. Brothers and Sisters in Christ (BASIC) is a unique service program involving students in a weeklong urban or rural immersion experience during semester breaks. At Christmas, Easter or in the summer, students engage in Christian service while living with those they are serving. Reflective activities help participants to integrate their experience into a lifelong commitment to service and action.

In addition, Campus Ministry provides outreach to students in the area of faith formation, spiritual direction and pastoral counseling. A weekly bulletin outlining upcoming programs and Mass schedules is available in the chapel and in the Gallagher Center, or see the website to print a copy: www.niagara.edu/ministry.

Campus Store

The campus store is located on the north side of the campus between Varsity Village and the post office. Barnes and Noble College Booksellers operates the campus store at NU. The bookstore carries all required and recommended textbooks in a variety of formats. Textbooks are available as new, used, rental, or digital depending on the particular title. Customers save up to 25 percent off the new price when they buy

used and up to 80 percent off the new price when they choose to rent. Over 80 percent of our titles last fall semester were available to rent and almost 75 percent of our students chose the rental option. The bookstore also carries school supplies, school spirit clothing and gifts, greeting cards, and convenience items. In addition, Barnes & Noble will buy back textbooks for a portion of the original price, depending on the condition of the book and its demand. For more information visit the bookstore website at <http://niagara.bncollege.com>.

Hours:

Monday–Friday: 9 a.m.–5 p.m.

Saturday: 10 a.m.–2 p.m.

For the convenience of students taking evening classes, the bookstore has extended hours at the beginning of each semester.

Office of Academic Support

The Office of Academic Support contributes to the growth and academic achievement of all students, and fosters their independence as learners through developmental programs in analytical and critical literacy skills, academic mentoring, and support for students with disabilities.

Office of Career Services

Career Services seeks to provide students and alumni with the best possible assistance in developing and achieving their career objectives as they work toward the goal of lifelong career satisfaction. The Career Services Office also facilitates internship placements and the award of academic credit for work-integrated learning.

Teacher Certification Services

The College of Education offers assistance with the applications for processing of teacher certification documents for New York state, the province of Ontario, and other state jurisdictions. The College prides itself on working directly with candidates and providing specific individual assistance in navigating the successful completion of applications.

Counseling Services

The Counseling Services Office offers professional mental health counseling that gives students an opportunity to explore

and share any situation, question or difficulty they may be experiencing. Counseling can help students, learn how to use resources and develop a wellness lifestyle.

The office is committed to providing assistance to students who may be dealing with everyday life stressors and more difficult circumstances. Services offered include: individual and group mental health counseling; personal wellness counseling; medication management support groups; workshops; consultation; and substance use assessment and referral. All counseling sessions are confidential.

Fitness and Recreation

Athletics

Graduate students may purchase a pass to gain admission to men's/women's basketball and men's hockey games. Tickets also can be purchased at the door in the Gallagher Center or at the ticket office in Dwyer Arena. For more information, call 716.286.8622.

Dwyer Arena

Niagara University's Dwyer Arena is home to the men's NCAA Division I hockey teams, as well as the men's ACHA hockey team and the women's club hockey team. Intramural broomball leagues are offered for staff and students. Public skating is offered year round for staff, students and local communities. The arena consists of two full-sized (National Hockey League) rinks. The main arena can accommodate 1,800 spectators and the auxiliary 200. An entertainment area overlooks the main arena which can host company, birthday and private parties. There are 10 locker rooms within the complex.

Kiernan Recreation Center (KRC)

The Kiernan Recreation Center offers 43,000 square feet of recreational space for student use. The complex includes: a newly renovated fitness center with state of the art treadmills; a six lane swimming and diving pool; saunas; a racquetball court; four basketball courts; a weight room; fitness areas that include cardiovascular and strengthtraining equipment; and an aerobic and dance area. The university also maintains a number of outdoor recreational areas: a lighted turf field; tennis courts; basketball courts; baseball and softball fields; soccer fields; and large areas available for football, Frisbee and other outdoor sports.

The center is open seven days a week while school is in session and is available for use by graduate students for a per-visit or semester fee. Children and spouses of graduate students who pay the membership fee may use the center at no cost during the center's established family hours. Visit the Kiernan Recreation Center website for more information at www.niagara.edu/kiernan-recreationcenter/.

Graduate students are invited and encouraged to participate in a wide variety of intramural and recreational activities offered in the KRC. There is a fee for graduate student intramural teams which allows all team members to enter the KRC during the team's scheduled activities. Students have found that use of the facility and participation in the programs the center offers greatly enhances the quality and vitality of collegiate life.

During the summer months, the KRC offers one of the area's finest youth summer camps. Graduate students are welcome to register their children for the camp. This is also a fantastic employment option for graduate students.

Dining Service

Metz Culinary Management

The Commons Dining Hall

The Commons Dining Hall is the brand new dining facility on campus, located in Clet Hall. It offers more nutritional options with a restaurant atmosphere. Our goal is to please our visitors by providing excellent guest service, a diverse daily menu, and high quality food.

Hours of Operation

Monday-Friday: 7:30 a.m.-8 p.m.

Saturday and Sunday: 9:30 a.m.-8 p.m.

Extended Hours:

Sunday-Thursday 8-10:30 p.m.

Gallagher Center

The Gallagher Center offers a selection of dining choices, such as Tim Hortons, Subway, Poblano's Mexican, and more. Gallagher Gold, cash, credit cards and campus funds are accepted here.

Hours of Operation

Monday – Friday

The Grove C-Store: 9 a.m.-Midnight

Gallagher Grill, Poblano's, Subway,

Pizza Express: 10:30 a.m.-9 p.m.

Saturday and Sunday
Gallagher Grill & Subway 11 a.m.-8 p.m.
The Grove C-Store: Noon-8 p.m.

For further information, please visit our website at www.metzniagara.com.

Health Services

The Sleasman Student Health Center provides services during the academic year to enrolled full- and part-time graduate students who have paid the health services fee-for-service of \$105 per semester.

The facility is staffed with a full-time nurse practitioner and registered nurses. Patients are seen on an appointment basis during the spring and fall semesters.

The student health center provides care for acute episodic illnesses or injuries common to healthy college students. Services include, but are not limited to:

- diagnosis and treatment of minor acute illnesses.
- first aid for minor injuries.
- simple laboratory testing, such as the quick strep test for evaluation of sore throats, urine testing for urinary tract infections, anemia screening, and blood glucose testing.
- eye examinations for New York state driver license renewals.
- educational materials on many topics pertinent to college students.
- physical examinations and immunizations for class attendance.

Residence Life

On campus housing for graduate students is offered based on space availability. Graduate students may apply for resident status as soon as they are accepted into a graduate degree program.

Graduate students interested in on-campus housing should contact the Office of Residence Life for more information.

The university also offers a “Nightly Niagara” housing option to graduate students, on a limited basis, in the residence halls at \$35 per night during the academic year. Inquiries may be directed to the Office of Residence Life in O’Shea Hall, via the Web at www.niagara.edu/nightly-niagara.

Identification Cards

Students are expected to carry their ID cards with them at all times. To obtain an ID card, students are asked to go to the IT Helpdesk in the library. The first card is free, and any subsequent card requested will be charged a minimal fee.

ID cards are used to gain entrance into residence halls, student computer labs, and student events. A valid NU ID must be shown at the library and recreational facilities and can be used on campus to purchase food at Clet dining hall and the Gallagher Center snack bar, as well as at vending machines. Several off-campus merchants also accept the ID card for payment. Please see the Help Desk for a current list of these merchants. The ID card can also be used to purchase books and other items at the campus store.

Loss of an ID card or any problems with one should be reported immediately. Temporary cards are not issued. Replacement fees for a card are nonrefundable. However, if students find their original cards, they may have them reactivated free of charge.

Services such as the library copy machine, beverage and snack vending machines, campus store, and Gallagher Center allow students to put money on their cards. This can be done at the student accounts office, or on the Web at www.niagara.edu/it/onlinecardoffice.

For ID office hours, please call 716.286.8646.

Off-Campus Merchant Program

The Niagara University Student ID can be used to make purchases at selected local establishments. Students put money on their card through Student Accounts (either through cash or charge cards). The funds must be deposited to the Campus Funds account (not dining or bookstore accounts).

The Campus Funds on your student ID will work as a debit card and provide a sound alternative to the financial issues related to bank and credit cards. There are no hidden fees, no chance to overdraft, and no debt from using your ID off-campus.

A list of participating establishments is located at <http://www.niagara.edu/id-cards-and-card-access/>.

Library

The library supports student learning and knowledge creation by providing assistance, access to technology, information resources,

and individual and collaborative work and study space. You can reach a librarian in person, or via email, phone and online chat. Subject specialists are available to help you with research as well.

Do Research 24/7 From Your On-Campus Room, Home or Office

The library provides remote access through the World Wide Web to most of its databases, which means you can access electronic books and journal articles anywhere, anytime.

Borrowing Materials

The library’s collection consists of more than 300,000 books and 30,000 periodical titles in print and electronic formats. We also offer a recreational collection with entertaining novels and DVDs. Your University ID card is your Library card.

Interlibrary Loan and Document Delivery

If the library does not own an item you need, we can almost always obtain it for you from another library. We’ll even deliver copies of articles to your desktop. Or, you can get a special card from us that will allow you to check out books from other college libraries in Western New York.

Study Rooms

There are four group study rooms in the library, and each has a TV and DVD player. Three of the four rooms have a projector and a screen. There is also a silent study room on the main floor.

Dr. Rita N. Moretti Teachers’ Studio

The Dr. Rita N. Moretti Teachers’ Studio, located on the second floor of the library, supports the College of Education by providing a representative collection of Pre-K-12 curriculum materials and professional books that help teacher candidates create lessons and manage classrooms. The Teachers’ Studio also has a computer, a Smart Board, and an Ellison letter machine.

Food and Drink

You may eat and drink in the library. Vending machines are located on the first and second floors.

Computers and Information Technology Help Desk

More than 120 computers are available in the library for your use. When you need

technology assistance, you can ask at the Information Technology Help Desk, which is located on the main floor of the building.

Hours:

School Year

Monday–Thursday: 7 a.m.–1 a.m.

Friday: 7 a.m.–8 p.m.

Saturday: 10 a.m.–8 p.m.

Sunday: 11 a.m.–1 a.m.

Summer

Monday–Thursday: 8 a.m.–9 p.m.

Friday: 8 a.m.–4 p.m.

Saturday: 10 a.m.–4 p.m.

Sunday: Closed

Part of the main floor of the Library is open 24 hours during the school year. You swipe your ID card at the door to enter.

For more information, please call 716.286.8000 or visit our website at library.niagara.edu.

Lockers

Commuter students wishing to use a locker in the student center may contact the Office of Campus Activities in the lower level of the Gallagher Center at 716.286.8510.

Lost and Found

The lost and found areas are located in the Office of Campus Activities in the lower level of the Gallagher Center and at the Office of Campus Safety in its building across from Dwyer Arena.

Parking

Each vehicle operated or parked on campus must be registered with the Campus Safety Office. All vehicles must display at all times a current parking permit. Parking permits are issued for a full year or for one semester. They are available 24 hours a day, seven days a week, at the Campus Safety Office located across from Dwyer Arena. Unregistered vehicles will be ticketed, immobilized or towed at the owner's expense. Parking fees and violation fines are charged to the student's account.

Persons driving an unregistered vehicle on campus are expected to stop at the campus safety office to obtain a daily parking pass. Officers will assist with

information on registration and parking locations. A copy of parking and motor vehicle regulations is issued when a vehicle is registered. Students are expected to park in yellow-lined spaces.

Parking Registration Fees*:

Full academic year \$60

One semester only \$45

Summer sessions only \$30

Each additional family vehicle \$15

Decals are replaced at 60 percent of their original cost.

**Fees are subject to change.*

To learn more about parking, visit www.niagara.edu/safety.

U.S. Postal Service

The post office is located in the Marian House at 11 Vincentian Dr. The Niagara University post office can accept U.S. passport applications. See travel.state.gov for application requirements and costs.

Post office boxes may be rented for an annual fee. For more information, call 716.286.8070.

Hours

Window Services

Monday–Friday: 8:30–11 a.m. and

Noon–4 p.m.

Saturday: 8:30–11 a.m.

Sunday: Closed

Box Lobby

Monday–Saturday: 7:30 a.m.–7 p.m.

Sunday: Closed

Security on Campus

In accordance with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act, information regarding campus crime statistics is distributed annually to all students and employees and offered to any person making an inquiry regarding university admission or employment. Statistics are specified for the three preceding calendar years, with terms defined according to the FBI's National Incident-Based Reporting System. The data reflects all reported incidents occurring on campus, in campus residences, non-campus properties, or public property adjoining the campus. Additionally, the director of campus safety, will provide upon request all campus crime statistics as reported to the United States Department of Education. To obtain

a copy of the statistics, contact the director of campus safety at 716.286.8111 or www.ope.ed.gov/security/InstDetail.aspx.

Services for Students with Disabilities

Graduate students with a documented disability are eligible to receive reasonable accommodations on a case-by-case/ course-by-course basis as stipulated under Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, as amended in 2008, and other pertinent state and federal regulations. The purpose of accommodations and modifications is to reduce or eliminate any disadvantages that may exist because of an individual's disability. Services for students with disabilities may include, but are not limited to:

- Test modifications (e.g., extended time, separate location, readers)
- Classroom accommodations.
- Liaison with faculty, local, state and federal agencies.
- Assistance in acquiring special equipment.
- Advocacy.

Individuals with disabilities seeking accommodations, adjustments, and/or auxiliary aids and services must contact and provide documentation of disability to the



coordinator of disability services, Seton Hall, First Floor, 716.286.8541; kadams@niagara.edu; or fax: 716.286.8063.

Documentation must be current and submitted by a qualified professional. The documentation must clearly identify a disability, its impact on the student's current level of functioning and support the student's request for accommodation. Depending on the disability and the type of assistance requested, a graduate student may be referred to additional university service providers as needed.

Student Center

The hub of campus activity is the Gallagher Center, where students can gather in a relaxed atmosphere. Located in the lower level are a food court and a coffee bar with adjacent vending machines, conference room, multi-purpose room, lounges, pool tables, computer kiosks and an ATM. Some administrative and student offices also can be found in the building. Lockers may be checked out through the campus activities office. The upper level houses the university's main gymnasium and athletics offices.

Technology

The Office of Information Technology, located in St. Vincent's Hall, provides computing services to all Niagara University students. There are several computer labs available for student use on the first floor of St. Vincent's Hall. These lab computers feature the latest software and are connected to our local area network, offering a high-speed connection to the Internet and our local network resources.

Many instructors use the Canvas system in their courses, which is a course support system providing online instructional resources for students. Niagara University offers Web-based student email accounts and a student portal system called myNU for student use, which offers personalized content including course schedules, news, events, job opportunities, and much more; it is located at mynu.niagara.edu. Brochures are available at the help desk to offer instruction on the use of the various information systems on campus. The Office of Information Technology

website, www.niagara.edu/it, offers assistance to students online and features frequently asked question lists and support information.

Information technology, such as computers, telecommunications, video, and network-related systems including both voice and electronic mail which is the property of Niagara University, will be used, maintained and controlled by university policy. The university regards such facilities as important to educational and administrative endeavors and mandates that such facilities be legally utilized by students in accordance with applicable policies, standards, licenses, and contracts. Violations may result in suspension of privileges to access such facilities, disciplinary action and/or possible criminal prosecution under federal and state laws. Niagara reserves the right to curtail certain information technology activities when in its judgment they are considered to interfere with NU's mission or educational objectives.

Hours — Computer Labs

Computer Labs are staffed during the following times:

Monday–Thursday: 9 a.m.–11 p.m.

Friday: 9 a.m.–5 p.m.

Saturday: Noon–5 p.m.

Sunday: 2–10 p.m.

Access is available 24 hours a day via student ID card. Hours during vacation, summer school and school breaks are posted on doors to the rooms.

For more information, call 716.286.8040.

Theatre

Niagara University Theatre produces approximately eight productions each year. Tickets may be purchased online at <http://theatre.niagara.edu>. Graduate students may purchase tickets at the youth rate. Tickets may also be purchased at the theatre box office Monday through Friday from 2:30-5:30 p.m. or one hour prior to curtain. Messages may be left on the box office voice mail at 716.286.8685 or theatre@niagara.edu.

Veteran Services

Since 2011 Niagara University has been recognized by G.I. Jobs as a “Veteran Friendly” © institution and is a part of the

Yellow Ribbon Program. As a result, a veteran or family member who are covered 100% under chapter 33 will pay nothing towards tuition. Niagara University has a full time office, staffed with a director and coordinator who are here to assist you with your benefits and any other issue related to attending NU. The Veteran's office is responsible for the certification of your enrollment to initiate your VA Education benefits. The office is also responsible for assisting veterans' who are transitioning from military to academic life. NU Veteran Services office is also approved for the federal VA workstudy program. If interested, please contact them directly about applying for the VA workstudy position. Niagara University also provides a private Veteran's Lounge that has computers and a printer. Niagara University has a chapter of the Student Veterans Organization. The Veteran Services Office is located in St. Vincent Hall, Room 304 or call 716.286.8341 or ext. 8323, or you can visit us at www.niagara.edu/veterans/.



Academic Integrity

The Niagara University mission statement expresses the truth of Catholic and Vincentian traditions and is given meaning via teaching and learning activities throughout the university which foster a passion for learning, allow students to experience the vision of gospel-based education, inspire students to serve the poor and oppressed, and develop the whole person. Academic honesty — being honest and truthful in academic settings, especially in the communication and presentation of ideas — is required to experience and fulfill this mission. Academic dishonesty — being untruthful, deceptive, or dishonest in academic settings in any way — subverts the university mission, harms faculty and students, damages the reputation of the university, and diminishes public confidence in higher education.

All members of the university community share the responsibility for creating conditions that support academic integrity. In particular:

- (1) Students must abstain from any violations of academic integrity and set examples for each other by assuming full responsibility for their academic and personal development, including informing themselves about and following the university's academic policy.

- (2) Faculty members must foster a climate that is conducive to the development of student responsibility. They should provide guidance as to what constitutes violations of the Academic Integrity Policy and educate students about the ethical and educational implications of their actions. For instance, syllabi must call attention to the Academic Integrity Policy.
- (3) Faculty members, furthermore, have the authority and the responsibility to make the initial judgment regarding violations of academic integrity in the context of the courses that they teach. They may impose sanctions up to and including failure of a course at their own discretion in cases involving a violation of academic integrity policies. In cases such as alleged plagiarism, it is important that faculty members distinguish between an intentional violation of the Academic Integrity Policy and a technical error or careless work.
- (4) Deans of the various colleges, with the support of the associate vice president for academic affairs or his/her designee and the chair of the Academic Integrity Board, are responsible for ensuring that their faculty, particularly new faculty and part-time faculty, are aware of the university's Academic Integrity Policy and of their responsibilities in this regard, to maintain the integrity of the academic review process.

These efforts are supported by detailed guidelines and procedures that are designed to deal with violations, to maintain the integrity of the institution and to ensure that university standards are upheld.

Violations of Academic Integrity

Violations of academic integrity include but are not limited to the following categories: cheating; plagiarism; fabrication; falsification or sabotage of research data; destruction or misuse of the university's academic resources, alteration or falsification of academic records; academic misconduct; complicity; and copyright violation. This policy applies to all courses, program requirements, and learning contexts in which academic credit is offered, including experiential and service-learning courses, study-abroad programs, internships,

student teaching and the like. If an instructor finds that a student has violated the Academic Integrity Policy, the appropriate initial sanction is at the instructor's discretion. Actions taken by the instructor do not preclude the college or the university from taking further action, including dismissal from the university. Conduct that is punishable under the Academic Integrity Policy could also result in criminal or civil prosecution.

Cheating

Cheating is any action that violates university expectations or instructor's guidelines for the preparation and submission of assignments. This includes but is not limited to unauthorized access to examination materials prior to the examination itself; use or possession of unauthorized materials during the examination or quiz; having someone take an examination in one's place; copying from another student; unauthorized assistance to another student; or acceptance of such assistance.

Plagiarism

Plagiarism is a major form of academic dishonesty involving the presentation of the work of another as one's own. Plagiarism includes but is not limited to the following:

- The direct copying of any source, such as written and verbal material, computer files, audio disks, video programs or musical scores, whether published or unpublished, in whole or part, without proper acknowledgement that it is someone else's.
- Copying of any source in whole or part without proper acknowledgement.
- Submitting as one's own work a report, examination paper, computer file, lab report or other assignment that has been prepared by someone else. This includes research papers purchased from any other person or agency.
- The paraphrasing of another's work or ideas without proper acknowledgement.

Fabrication, Falsification or Sabotage of Research Data

Fabrication, falsification or sabotage of research data is any action that misrepresents, willfully distorts or alters the process and results of scholarly



investigation. This includes but is not limited to making up or fabricating data as part of a laboratory, fieldwork or other scholarly investigation; knowingly distorting, altering or falsifying the data gained by such an investigation; stealing or using without the consent of the instructor data acquired by another student; representing the research conclusions of another as one's own; and undermining or sabotaging the research investigations of another person.

Destruction or Misuse of the University's Academic Resources

Destruction or misuse of the university's academic resources includes but is not limited to unauthorized access to or use of university resources including equipment and materials; stealing, destroying or deliberately damaging library materials; preventing, in an unauthorized manner, others' access to university equipment, materials or resources; using university equipment, materials or resources to destroy, damage or steal the work of other students or scholars. Given the importance of computers to the academic functioning of the university, computer usage is of particular concern under this general heading. Violations of this nature may also fall under the Code of Student Conduct and Judicial Proceedings.

Alteration or Falsification of Academic Records

Alteration or falsification of academic records includes any action that tampers with official university records or documents. This includes but is not limited to: any alteration through any means whatsoever of an academic transcript, a grade or grade change card; unauthorized use of university documents including letterhead; and misrepresentation of one's academic accomplishments, awards or credentials. Violations of this nature may also fall under the Code of Student Conduct and Judicial Proceedings.

Academic Misconduct

Academic misconduct is any action that deliberately undermines the free exchange of ideas in the learning environment, threatens the impartial evaluation of the students by the instructor or adviser, or violates standards for ethical or professional behavior established by a course or program. This

includes but is not limited to: attempts to bribe an instructor or adviser for academic advantage; persistent hostile treatment of, or any act or threat of violence against, an instructor, adviser or other students; and/or actions or behavior that violate standards for ethical or professional behavior established by a course or program in an off-campus setting and could damage the university's relationship with community partners and affiliated institutions. Violations of this nature may also fall under the Code of Student Conduct and Judicial Proceedings.

Complicity

Complicity is any intentional attempt to facilitate any of the violations described above. This includes but is not limited to: allowing another student to copy from a paper or test document; providing any kind of material — including one's research, data, or writing — to another student if one believes it might be misrepresented to a teacher or university official; providing information about or answers to test questions.

Copyright Infringement

Copyright infringement, which is the unprivileged use of another's original work of authorship, is an offense distinct from plagiarism, although the two can overlap. Copyright infringement can occur when a large amount of a work is copied (with or without credit), if a film or song is duplicated (digitally or otherwise), or a

translation or sequel is created. Students who must sample significant quantities of a work protected by copyright should familiarize themselves with the academic "Fair Use" defense to infringement to ensure they are engaging in privileged activity. Examples of copyright infringement could include: unauthorized downloading of an entire movie from the Internet, even for purposes of academic criticism; copying an entire poem into a thesis; use of a photograph without permission; translating a protected work and publishing it online.

Niagara University adopted a new Academic Integrity Policy, effective fall semester, 2007. The complete text of the policy, including the university's "Academic Integrity Disciplinary Procedures" is available at www.niagara.edu/academicintegrity. It is expected that students will familiarize themselves with and abide by this policy.

Academic Freedom

Students should review the Niagara University "Policy on Ownership of Student-Created Intellectual Property," found at www.niagara.edu/policyonstudentip so they can learn about this aspect of Academic Freedom.



College of Arts and Sciences

**Master of Science in
Criminal Justice Administration
Master of Arts in
Interdisciplinary Sciences**
Interim Dean: Peter Butera, Ph.D.
www.niagara.edu/coas

Full-time Faculty

Ronald R. Winkley
Director, M.S. in
Criminal Justice Administration
Talia R. Harmon, Ph.D.
Timothy O. Ireland, Ph.D.
Timothy R. Lauger, Ph.D.
Dana Radatz, Ph.D.
Craig Rivera, Ph.D.
Paul Schupp, Ph.D.
David B. Taylor, Ph.D.

Mustafa Gökçek, Ph. D.
Director, M.A. in
Interdisciplinary Studies

Master of Science in Criminal Justice Administration Admission Requirements

Candidates for admission must submit application materials via www.niagara.edu/graduate

- (1) The application, accompanied by a \$30 fee (U.S. funds), payable to Niagara University.
- (2) Official transcripts of all previous college and university work, to be sent directly from the registrar of each institution.
- (3) Two letters of recommendation to be sent directly to Niagara University by persons who know your qualifications and can assess your ability to perform graduate work.
- (4) A personal statement of no more than 500 words that explains why you wish to pursue the master's degree program.
- (5) Scores on the GRE aptitude test, to be sent directly to Niagara University from the Educational Testing Service (which administers the exam). NU alumni who received a B.A. or B.S. from the College of Arts and Sciences in the previous five years may waive the GRE requirement if their overall undergraduate QPA was 3.0 or better. Also, GRE scores may be waived by the

department depending upon professional experience and undergraduate performance. For further details, please contact the department.

- (6) For students whose native language is not English, scores on the TOEFL must be sent directly by the testing service.

Goals

The master's degree program in criminal justice administration has two goals:

- (1) To provide advanced education and professional development in criminal justice administration for those currently working in the criminal justice system.
- (2) To provide advanced education for those seeking future leadership positions in the criminal justice field.

The program serves two student populations: those currently working full time in criminal justice who seek further education in the field, and those not yet working in criminal justice who plan to pursue criminal justice-related careers in operations, research or teaching.

The philosophy of the program is closely intertwined with the mission of Niagara University. It is designed to prepare its graduates for productive roles in society, as well as to provide them the opportunity to fulfill their potential. A holistic education is offered through an integrated program that encourages students to develop powers of discrimination and judgment, and fosters their commitment to ethical, intellectual and social values. The program aims to accomplish these objectives through a core of courses that develops skills in management, statistics, methodology, research, justice, ethics, liability, writing, and speaking. As the curriculum suggests, the program aims to do more than train competent managers and administrators. It also strives to inculcate communication, analytical and decision-making skills, as well as professional ethics that will enable graduates to function as effective leaders in any organizational environment. The curriculum also helps graduates to anticipate, address and correct problems faced in the criminal justice professions in an efficient, effective and ethical manner.

Program of Study

The master of science degree in criminal justice administration consists of an 11-course sequence totaling 33 semester hours. All courses earn three credits. All classes are offered at 4 p.m. or later, and convenient class scheduling permits students to take two courses on some class evenings.

Six of the 11 courses are core requirements, the remainder are electives. The master's degree program is designed for completion in one calendar year for full-time students and three calendar years for part-time students.

Master of Science in Criminal Justice Administration

(33 semester hours)

Core Requirements

(six courses)

CRJ 500	Seminar in System-Wide Issues in Criminal Justice
CRJ 510	Seminar in Criminal Justice Management
CRJ 520	Introduction to Statistical Analysis
CRJ 530	Seminar in Professional Ethics and Liability
CRJ 540	Research, Planning, and Evaluation Methods in Criminal Justice
CRJ 650	Criminal Justice Policy Paper <i>(three semester hours)</i>

OR

CRJ 659/660 Master's Thesis
(six semester hours)

Electives

(Students choose five electives in policy paper option, or four electives with master's thesis option)

CRJ 550	Seminar in Police Administration and Behavior
CRJ 555	Seminar in Theories of Crime
CRJ 560	Seminar in Law and Legal Policy: Capital Punishment
CRJ 565	Seminar in Organized and White-Collar Crime
CRJ 570	Constitutional Criminal Procedure
CRJ 572	Seminar in Penal Policy
CRJ 575	Seminar in Comparative Crime and Justice

CRJ 580	Seminar in Restorative Justice
CRJ 582	Race, Gender and Class in the Criminal Justice System
CRJ 585	Seminar in Special Problems in Criminal Justice
CRJ 600	Supervised Readings in Criminal Justice

Unique Program Characteristics

The courses combine a variety of skills, information and concrete applications for a gratifying educational experience. Small class size, computer availability for all students, and state-of-the-art library facilities provide a supportive learning environment.

All faculty members in the graduate program hold earned doctorates in criminology, criminal justice, or a related field, an attribute not found in any comparable regional program. All are published authors and experts in a variety of specializations within the field. They are all experienced teachers and regularly make presentations at professional conferences. The faculty draws upon a wealth of knowledge and expertise that makes the learning experience both enlightening and enjoyable.

Administration skills, computer applications, professional ethics, and low student-faculty ratios are combined with an interdisciplinary flavor. Several classes can be taken as electives in the university's M.S. in counseling program. Included in this sequence are: 651, 654, 658, 617 and 669.

A combined maximum of four courses (12 credit hours) including transfer credit from an accredited institution and courses outside of the criminal justice administration department at Niagara University may be allowed. Preapproval by the director of the criminal justice master's program to take any courses outside of the criminal justice department at Niagara University (MBA, MA Interdisciplinary Studies, or EDU counseling courses) must be obtained by the student prior to registration for the course(s).

Courses

CRJ 500 Seminar in System-Wide Issues in Criminal Justice

This course is designed to provide an overview of significant criminal justice policies, practices, and decision making that cuts across the agencies of law enforcement,

the courts, and corrections. Especially important for the student with little academic background in criminal justice, this course will offer insights into the common problems of regulating discretion, application of legal rules in practice, and implementation of public policy in nonsystem or independent criminal justice agencies.

— *three semester hours*

CRJ 510 Seminar in Criminal Justice Management

An assessment of the management and administration of criminal justice agencies as a special problem of public administration. The differences between public and private sector management with special emphasis on approaches to organizational change, leadership and public service will be discussed. Individual and group behavior in criminal justice organizations will be assessed as will integrity and commitment to values.

— *three semester hours*

CRJ 520 Introduction to Statistical Analysis

This course is designed to provide the student with the necessary skills to analyze data and to evaluate published research. The course will cover the fundamental steps of hypothesis testing through more sophisticated multivariate techniques. Emphasis will be placed on identifying the appropriate statistical technique for a particular research question, the use of the computer to analyze the data, and the interpretation of results obtained.

— *three semester hours*

CRJ 530 Seminar in Professional Ethics and Liability

How ethical considerations can and should affect every important decision in criminal justice. Some of these decisions include: police arrest decisions, prosecutor charging decisions, defendant plea decisions, defense strategy decisions, judicial evidentiary rulings, sentencing decisions, and probation and parole decisions. The results of unethical decisions will be examined in terms of deviance and civil and criminal liability faced by criminal justice professionals.

— *three semester hours*

CRJ 540 Research, Planning, and Evaluation Methods in Criminal Justice

Research and planning techniques as they

apply to policy making and evaluation in criminal justice agencies. Principles of research design, planning methods, and evaluation techniques will be presented. Emphasis will be placed on selection of the appropriate research design, planning method, or evaluation tool, given case studies of problems and issues faced by criminal justice agencies.

— *three semester hours*

CRJ 555 Seminar in Theories of Crime

An examination of theories and typologies of criminal behavior among intimates and strangers and its effects on victims. Since criminology is a multidisciplinary field, biological, psychological and social theories of crime will be discussed. The impact of violent crime will be emphasized. The focus of the course will be the development of the skills necessary to evaluate and apply criminological theories in criminal justice settings.

— *three semester hours*

CRJ 560 Seminar in Capital Punishment

The passage of a law or program designed to address a particular problem is often assumed to resolve that issue. In actuality, however, the law itself may generate more problems than it solves. This course examines some of the problems in the application of laws that have come to light through the use of social science research, or that can be minimized through an empirical investigation of the problem.

— *three semester hours*

CRJ 565 Seminar in Corporate and White-Collar Crime

The nature, extent and impact of illicit behavior on the part of corporations, illicit organizations, government agencies, and employees. The causes, enforcement, prosecution, sentencing, and prevention of organized criminal behavior will be examined. Political, white-collar, organized, and corporate crime are assessed, and their similarities and differences evaluated in terms of investigation, prosecution, defense, and sentencing strategies.

— *three semester hours*

CRJ 570 Constitutional Criminal Procedure

This course examines the constitutional rules and principles that help shape the law of criminal procedure. The issues covered include: pretrial rights and proceedings, the adversarial system, interrogation and

confessions, and search and seizure. Attention will be given to U.S. Supreme Court decisions that interpret and apply federal constitutional provisions to these issues.

— *three semester hours*

CRJ 572 Seminar in Penal Policy

This course will address various issues which are relevant to the handling of the offender in the community and the institution. It is assumed that entry into the correctional system, both in terms of community-based and institutional alternatives, signifies that offenders have various problems and needs that must be addressed if we are to deal with their potential for reform and recidivism.

— *three semester hours*

CRJ 575 Seminar in Comparative Crime and Justice

This course will consider the operation of the criminal justice system in various parts of the world. The principal concern is to develop an understanding of common problems shared by all countries in dealing with crime and to provide an understanding of how effective these countries are in administering justice. These countries will be compared in terms of the crime rate, types of crimes, police practices, legal traditions, court practices, sentencing schemes and penal policies. The goal is to alert the student to what is taking place in other parts of the world and to encourage consideration of practices in other countries as offering possible solutions to current dilemmas at home.

— *three semester hours*

CRJ 580 Seminar in Restorative Justice

This course will critically examine the philosophy and practice of restorative justice. It will begin with an overview of the philosophical framework, as well as some strengths and weaknesses, of our current justice system. The course will then cover the history, philosophy, and practices of restorative justice, including objections to this approach and methods and results of evaluating current programs.

— *three semester hours*

CRJ 582 Race, Gender and Class in the Criminal Justice System

This course considers the interrelationships among race, gender and class in the criminal justice system. Examined are

the patterns and variations in crime across these variables. The assumptions, biases and relative strengths and weaknesses of theories of crime as applied across race and gender will be addressed. Attention will be given to women and minorities as offenders, victims and professionals in criminal justice with particular emphasis given to criminal justice sanctioning of crimes by and against women and minorities.

— *three semester hours*

CRJ 585 Seminar in Special Problems in Criminal Justice

This seminar is designed to examine a current issue in criminology and criminal justice of particular concern. Topics such as the future of crime and justice, mala prohibita offenses and their adjudication, or the criminal or juvenile justice system and contemporary social problems may be offered depending on the critical issues of the period. This course may be taken more than once as long as the subject matter differs.

— *three semester hours*

CRJ 600 Supervised Readings in Criminal Justice

This course is designed for the student who wishes to pursue specific readings on a subject not otherwise available in the curriculum. With approval of the instructor, the student will select a topic, organize a reading list, complete it, and compose a paper based on these readings in consultation with the instructor.

— *three semester hours*

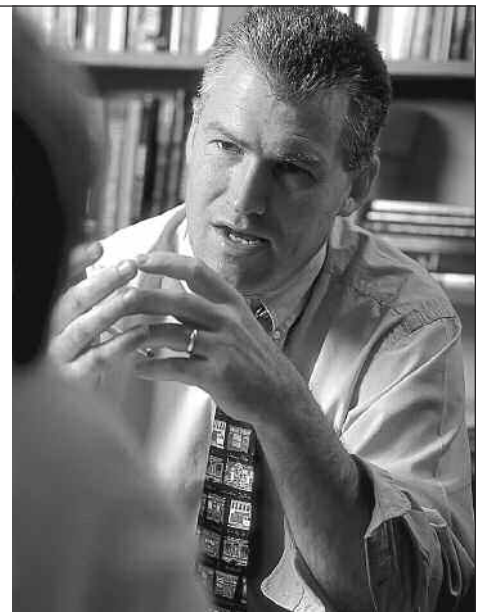
CRJ 650 Criminal Justice Policy Paper — Capstone

For students who select this option, the policy paper is a capstone course that provides the forum to apply critically the substance and method of the completed curriculum to a criminal justice problem of interest and public concern. The product of this course will be a policy paper that attempts to address the policy issue in contemporary society.

— *three semester hours*

CRJ 659/660 Master's Thesis I and II

For students who select this option, the master's thesis is a capstone course that offers the student the opportunity to apply critically the substance and method of the field to a specific criminal justice issue. The thesis is a research project that either tests



an untested hypothesis or replicates research findings that are not conclusive. The product of this course will be a research thesis of publishable quality for a criminal justice journal.

— *six semester hours*

Master of Arts in Interdisciplinary Studies Admission Requirements

Candidates for admission must submit application materials via www.niagara.edu/graduate

- (1) The application, accompanied by a \$30 fee (U.S. funds), payable to Niagara University.
- (2) Official transcripts of all previous college and university work, to be sent directly from the registrar of each institution. Minimum undergraduate G.P.A. of 3.0.
- (3) Scores on the GRE aptitude test, to be sent directly to Niagara University from Educational Testing Service.
- (4) Two letters of recommendation, to be sent directly to Niagara University by persons who know your academic qualifications and can assess your ability to perform graduate work.
- (5) A personal statement of no more than 1,500 words that explains why you wish to pursue this master's degree program and potential areas of study.
- (6) For students whose native language is not English, scores on the TOEFL must be forwarded to Niagara University.

Goals

The Master of Arts-Interdisciplinary Studies degree offers students an opportunity to integrate a variety of methodological perspectives and modes of inquiry under a single degree program and course of study. By combining these approaches, students construct an innovative curriculum that crosses traditional disciplinary boundaries, often to answer a specific question or to address a theme of interest to the individual student. The M.A.-I.S. builds upon Niagara University's established graduate programs in the College of Education, the College of Business Administration, and the College of Arts and Sciences, as well as the diverse offerings of other departments across the university. Graduates will gain an in-depth understanding of graduate-level research and current trends in interdisciplinary scholarship, as well as preparation for advancement in their chosen career field.

Program of Study

The degree requires 33 credit hours of study in a diverse mix of courses, from methodological seminars to thematic courses to independent studies to internships. All courses earn three credits. Many courses may be taken as an independent study.

Each student takes three foundational and core courses that lead to a self-designed curriculum focused on a particular theme, problem, or mode of inquiry. A substantial thesis, internship, or independent project provides a capstone experience.

Full-time students can complete the degree program in three semesters. Part-time study can be completed in three calendar years.

Master of Arts in Interdisciplinary Studies

(33 credit hours)

Requirements

Component A: Introductory Seminar

(three credit hours)

IDS 500 Interdisciplinary Methods

Component B: Disciplinary Core

(six credit hours)

At least two courses must be taken from two different departments that outline

basic research methods and current topics in the relevant field. Selected as part of the Introductory Seminar, they provide the methodological basis for the individually-designed degree program. Appropriate courses are drawn from existing graduate courses and graduate-level special topics courses in relevant arts and sciences fields.

Component C: Self-Designed Curriculum

(18 credit hours)

Each student develops a program of study that may be individualized or follow a model curriculum to meet his/her own intellectual and professional goals. Self-designed programs might cover themes such as nonprofit leadership, women's studies, ethnic studies, heritage tourism, professional writing and communication, religion and science, or American culture, to name just a few. A maximum of 12 transfer credit hours may be included in this component.

Component D: Capstone

(six credit hours)

IDS 600/601 Capstone

Two semesters of individual study primarily designed by the student in consultation with the program director. A significant project that reflects the preceding course work may include a thesis (50 pages minimum), internship with outside evaluation, or another initiative (e.g., leading a grassroots environmental campaign or designating a historic landmark). The capstone interdisciplinary project will be conducted over two semesters to allow sufficient time for design, research, revision, and self-evaluation. Successful completion of the program requires an oral defense of the capstone before program faculty.

Courses

IDS 500 Interdisciplinary Methods

This course is designed to familiarize students with the research methods and scholarly debates in a variety of disciplines. Students gain familiarity with a variety of research methods, read and analyze examples of interdisciplinary research, and develop their own research proposal and program of study. Gateway course for the program.

— *three semester hours*

IDS 520 Fundraising Fundamentals

In this course, students will be taught the major aspects of fundraising for nonprofit institutions. Students will examine the fundamentals of advancement services, gift accounting, grant writing, gift cultivation and solicitation, and methods of mass fundraising. Students will also use the techniques taught in the class to create a sample campaign.

— *three semester hours*

IDS 550 Special Topic

Students work with the instructor to compile and complete a reading list focused on a specific interdisciplinary topic not covered by regular course offerings. Weekly meetings discuss the readings, and a significant research paper is required. May be repeated for credit with a substantially different topic.

— *zero-six semester hours*

IDS 585 Internship

Students will work cooperatively with a government agency, non-profit organization, corporation, community group or educational institution to solve a problem, complete a project or begin a new initiative. The internship must meet the organization's needs and fit the student's curricular plan. Written approval by the Program Director and partner required.

— *three semester hours*

IDS 600 Capstone Research I

Prerequisite: IDS 500

Students will conceive, propose, and begin researching a major interdisciplinary project. The final product may take a variety of forms, including a thesis, internship with significant leadership or research responsibilities, or a major initiative (e.g. leading a grassroots environmental campaign or designating a historic land-mark). This semester focuses on conceptualization, writing a final proposal, and initiating research.

— *three semester hours*

IDS 601 Capstone Research II

Prerequisite: IDS 500, IDS 600

Students will complete the research and analysis of a major interdisciplinary research project. The final product should include at least 50 pages of analytical writing (plus any appendices) and the course requires an oral defense of the capstone project.

— *three semester hours*

CMS 550 Special Topics

This course is designed as a one-time graduate-level course to be offered whenever departmental resources are sufficient to do so. It will deal with special topics in the mass media, journalism, or broad-casting according to the research agenda and interests of a particular professor. Topics could include, but are not limited to: ethical, legal, theoretical, and societal issues in the mass media; practical applications of video, photographic, print, and/or computer-based media production.
— *three semester hours*

ENG/WRT 510 English/Writing

Introduces students to common genres, methods, and approaches for academic writing at the graduate level such as literature reviews, conference papers and presentations, and academic articles. Emphasizes that academic norms, styles, and standards vary by discipline; assists students in determining appropriate ones for their chosen discipline(s).
— *three semester hours*

ENG 545 Science Writing

This course examines the forms of communication undergirding science. Students analyze and write in a variety of scientific genres as they learn the rhetorical dynamics of research. Emphasis is also

placed on the public understanding of science, including representations of science in fine art and film.
— *three semester hours*

ENG 546 Visual Rhetoric

Students analyze and synthesize the rhetorical principles by which visuals are produced and used to inform, educate, advocate, and persuade. Students also consider the cultural contents for visual communication, how visuals work with other forms of communication, and the ethical implications of how visuals are used for rhetorical purposes.
— *three semester hours*

ENG 548 Ethnography and Travel Writing

This course focuses on nonfiction writing about culture. Students use participant-observation and interviewing as tools for developing vivid characters, scenes, dialog, and story elements, while reading Latin American and Hispanic ethnography for exemplars. Emphasis is placed on writing that promotes cultural awareness and understanding of the changing American demographic.
— *three semester hours*

Cross-listed undergraduate courses may be applied toward the degree requirements, as can relevant independent study courses.

HIS 525 20th Century European History

Students will read the current scholarship on modern European History, with an emphasis on the social, political and cultural trends that have shaped the continent during that period. Requires a significant research paper. Specific topics vary based on instructor specialty.
— *three semester hours*

HIS 555 20th Century American History

Students will read the current scholarship on modern American History, with an emphasis on the social, political and cultural trends that have shaped the nation during that period. Requires a significant research paper. Specific topics vary based on instructor specialty.
— *three semester hours*

HIS 576 Readings in Non-Western History

Students will read the current scholarship on regions outside North America and Europe, with an emphasis on the social, political and cultural trends that have shaped the selected region during that period. Requires a significant research paper. Specific topics vary based on instructor specialty.
— *three semester hours*



College of Business Administration

Master of Business Administration

Interim Dean: Tenpao Lee, Ph.D.

MBA Director: Paul Richardson, Ph.D.

M.S. Finance: Daniel Tompkins, Ph.D.

MHA Director: Kristine Principe, Ph.D.

www.niagara.edu/mba

Full-time Faculty

Vincent Agnello, J.D.

Christopher P. Aquino, CMA, CFM,
M.B.A.

Ian Burt, CPA, A.B.D.

Peggy Choong, Ph.D.

Lei Han, Ph.D.

Shih-Jen Kathy Ho, Ph.D.

Edward W. Hutton, CFA

James Kling, Ph.D.

Tenpao Lee, Ph.D.

Michael Lillis, Ph.D.

Anna McNab, Ph.D.

Alfonso Oddo, M.B.A., C.P.A. (*Emeritus*)

John Overbeck, M.B.A.

William Peek, Ph.D.

Bohdan Pikas, M.B.A., M.S.

Kristine Principe, Ph.D.

Ann D. Rensel, Ph.D.

Paul Richardson, Ph.D.

Philip Scherer, Ph.D. (*Emeritus*)

Hoontaek Seo, Ph.D.

Daniel L. Tompkins, Ph.D.

Lisa Williams, Ph.D.

Christopher Wright, Ph.D., M.B.A.

Admission Requirements

Candidates for admission must submit application materials via www.niagara.edu/graduate

- (1) The application, accompanied by a \$30 fee (U.S. funds), payable to Niagara University.
- (2) Official transcripts of all previous college and university work, to be sent directly by the registrar of each institution.
- (3) Two letters of recommendation, to be sent directly by persons who know your ability to complete the MBA degree program.
- (4) Scores on the Graduate Management Admission Test (GMAT) sent directly by the testing service. Students with a GPA of 3.2 or above are not required to submit their GMAT.

- (5) Nonnative English speakers seeking admission to Niagara University must verify their proficiency in English by taking the Test of English as a Foreign Language. A TOEFL score of 550 (paper exam) or 79+ (Internet exam) is acceptable for the College of Business Administration. Other proficiency examinations will be considered.

Goals and Benefits

Niagara University's master in business administration degree is internationally accredited by the AACSB, the most prestigious international accreditation that can be earned by business schools. It is directed at providing business executives or those interested in a business career with the skills necessary to become successful managers. The program is designed to serve the needs of both fully employed and full-time students.

The Niagara University MBA program:

- prepares you for leadership in your career by providing top-level management training with current technology in state-of-the-art facilities.
- equips you to be successful in the business and world communities by developing leadership, communication, interpersonal and ethical decision-making skills.
- prepares you for global success by providing a global, integrative perspective of business through relevant, real-world applications.
- allows you to join an exclusive global network of executives and businesses to better position yourself for success in the global economy.
- has five distinguished business centers that offer you opportunities for research, network and practical training.
- offers study-abroad opportunities in China, Europe, Asia and South America.

Convenience and Flexibility

Our Saturday format is the most convenient program for busy executives. Qualified candidates can complete the program in as little as 16 months by attending classes once a week on Saturday. Students may also attend in the evening, with individual courses meeting one evening per week over

the semester. Students may register for one to four course per semester.

We offer year-round admission and start dates to fit your schedule.

Expertise

Choose from at least seven highly relevant and highly sought-after concentrations:

- Accounting
- Finance
- Strategic Wealth Management
- Financial Planning
- Global Business and Supply Chain Management (GBSCM)
- Strategic Management
- Strategic Marketing
- Human Resource Management
- International Business
- Healthcare Administration

Students may also design a program that includes several concentrations.

Program of Study

The program of study is taken by those students who have a baccalaureate degree. Candidates for the MBA degree must complete the majority of the credit hours in residence. A maximum of six credit hours at the 600 level may be used as transfer credit from another accredited graduate program.

Prior to the initial registration for courses, the student is requested to meet with the MBA director to discuss the sequencing of courses. It is the responsibility of the student to initiate advisement and track his/her course load. Advisement is available through the MBA office.

The prerequisite courses (Block I) are completed first. These courses will develop quantitative skills, effective writing and speaking style and analytical capabilities. These are necessary for the effective business decision maker, and serve as the foundation for the core courses. Students may satisfy the requirements of prerequisite courses through prior academic studies. The core courses (Blocks II and III) provide an overview of the functional fields of business. Once the core courses have been completed, the student will command knowledge of the individual decision-making processes for business entities. The

student completes three elective courses (Block IV) to add greater depth and breadth to the curriculum. These electives may be used to complete a concentration in accounting, finance, strategic marketing management, human resource management, health care administration, international management, strategic management, or to create one's own concentration. The capstone course (Block V) uses case studies and a strategic-planning project to provide the student with an overall managerial perspective of the functioning of today's corporation and the environment in which it operates. This course should be taken only after students have completed 33 credit hours of course work.

Classes emphasize communication and team-building skills. Group projects and case studies are required in most of the courses. A major objective of the program is the development of strong interpersonal skills.

During each summer, the MBA program has offered weeklong study-abroad options.

BBA/MBA in Professional Accountancy

Niagara University offers an integrated 154-hour program in which students earn a BBA degree after four years and an MBA degree after the fifth year. The program prepares students for careers in public accounting, and is a New York state CPA 150 licensure-qualifying program for the CPA exam. In the first three years of the program students take a common core of accounting, business and liberal arts courses. Students begin taking up to two MBA courses in the fourth year of the program, and can complete the BBA/MBA program in one additional year comprising the summer, fall and spring semesters. Students are awarded the BBA degree after completing BBA requirements (usually four years), and the MBA degree after completing MBA requirements (one additional year).

MBA/Accounting Professional Program

Niagara University offers a two-year 69 credit hours program for students who have completed a non-accounting undergraduate degree and wish to have a professional career in the field of accounting. Students

completing this program will be eligible to sit for the CPA exam in New York state. The program requires 33 credit hours in accounting and 36 credit hours in other business courses and is designed to be completed in as little as 24 months; non-accounting business students may complete the state licensure requirements with less than 69 credit hours of course work. To accommodate students who are currently working full-time, courses will be offered at convenient times, including week nights and accelerated (5-week) Saturday sessions.

MBA Curriculum

Block I

MBA Prerequisite Courses

(three-credit-hour courses)

ACC 505	Financial and Management Accounting
MGT 515	Analysis of Quantitative Data
ECO 525	Economics for Managers
MGT 560	Law and Business Ethics
MGT 565	Communications for Executives
MGT 570	Management Principles

18 hours

Block II

Core Courses (Required)

(three-credit-hour courses)

ACC 601	Strategic Accounting Analysis and Planning
MGT 611	Advanced Quantitative Methods
MKG 631	Strategic Marketing
FIN 641	Corporate Financial Policy I
MGT 651	Strategic MIS*
MGT 670	People in Organizations
MGT 682	MBA Co-op

18 hours

* Healthcare administration concentration requires MGT 682 instead.

Block III

Restricted Elective

(Take one course)

(Prerequisites: MGT 515, MGT 611)

MGT 673	Production and Operations Management
MGT 674	Strategic Supply Chain Management

3 hours

* Financial Planning & Strategic Wealth Management concentrations complete FIN 646 (Applied Portfolio Management) for restricted elective

Block IV

Concentration (Elective) Courses

Accounting Concentration

Prerequisite: ACC 601

ACC 602	Advanced Business Tax Strategy
ACC 603	Advanced Accounting Theory
ACC 604	Advanced Auditing
ACC 685	CPA Research, Practice, and Strategy
MGT 682	MBA Co-op

Strategic Marketing Management

Concentration (Select any three)

Prerequisite: MKG 631

MKG 632	Product and Integrated Marketing Communication Strategy
MKG 633	Marketing Engineering
MKG 634	Global Marketing
MGT 683	MBA Co-op

Healthcare Administration

Concentration

MPH 663	Management and Policy in Healthcare Organizations
MPH 664	Financial and Managerial Accounting in Healthcare Organizations
MPH 668	Strategic Management in Healthcare Organizations

Finance Concentration (Select any three)

Prerequisite: FIN 641

FIN 643	Corporate Financial Policy II
FIN 644	Investments
FIN 645	International Finance
MGT 683	MBA Co-op

Human Resource Management

Concentration (Select any three)

**Prerequisites: MGT 570, MGT 670*

MGT 675	Strategic Human Resource Management*
MGT 677	Organizational Development
MGT 678	Labor and Industrial Relations*
MGT 683	MBA Co-op

Financial Planning Concentration

Prerequisite: FIN 641

FIN 671	Insurance Planning and Risk Management
FIN 672	Insurance & Risk
FIN 673	Estate Planning

Strategic Wealth

Management Concentration

Prerequisite: FIN 641

FIN 644	Investments
FIN 674	Tax Planning
MGT 683	MBA Co-op

Global Business and Supply Chain

Concentration *(Select any three)*

**Prerequisite for MGT 654 and MGT 655*

MGT 676	International Management
MGT 674	Strategic Supply Chain Management*
MGT 655	Global Transportation Systems
MGT 654	Global Sourcing and Risk Management

International Management

Concentration *(Select any three)*

FIN 645	International Finance <i>(Prerequisite: Fin 641)</i>
MGT 676	International Management <i>(Prerequisite: MGT 570)</i>
ECO 621	Global Economic Perspective <i>(Prerequisite: ECO 525)</i>
MGT 683	MBA Co-op

Strategic Management Concentration

(Select any three courses)

MGT 674	Strategic Supply Chain Management <i>(Prerequisite: MGT 611)</i>
MGT 675	Strategic Human Resource Management <i>(Prerequisite: MGT 670)</i>
MGT 677	Organizational Development
MGT 683	MBA Co-op

General Business Concentration

Student selects, with the MBA director, three 600-level elective courses to create his/her own concentration.

Financial Planning and Strategic Wealth Management Concentrations

Students interested in careers in financial planning and investment management are encouraged to complete the concentrations in financial planning, strategic wealth management, or both. These concentrations feature FIN 646 Applied Portfolio Management as the restricted Block III elective, and FIN 678 Cases in Personal Financial Planning as the Block V capstone course. Students who complete the requirement for both financial

planning and strategic wealth management concentrations will meet the education requirements to sit for the Certified Financial Planner CFP® examination.

9 hours

Additional Electives

MGT681	Study Abroad <i>(Prerequisite: permission of director)</i>
MGT 682	MBA Special Topics/ Consulting Projects <i>(Prerequisite: permission of director)</i>
MGT 683	MBA Co-op (up to three credits) <i>(Prerequisite: permission of director.)</i>

It is highly recommended that international students and students with minimal work experience enroll in a credit-bearing MBA co-op before the end of their second semester.

Block V

Capstone Course (Final course)

Prerequisite: must have completed 30 credit hours at time of registration

MGT 691	Business Research Strategy and Planning
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3 hours

* Financial planning and strategic wealth management concentrations complete FIN 678 (Cases in Personal Financial Planning) for capstone requirement.

Satisfactory Academic Progress, Warning, Probation, Dismissal

To graduate, an MBA student must earn a 3.0 quality point average (Q.P.A.). The student's progress is evaluated regularly to ensure that this standard is met. There are three levels of admonitions to inform the student of falling below the standard. These are warning, probation and dismissal.

Warning

Warning is defined as failing to achieve an acceptable level of academic performance. Any student who has taken between 12 and 21 credit hours and who fails to achieve a 3.0 quality point average is placed on warning. This alerts the student at an early stage that academic progress is deficient and improvement to meet the overall Q.P.A. requirement is necessary.

Probation

Probation is a more serious condition than warning. Students who have taken at least 24 credit hours and fail to achieve a 3.0 Q.P.A. are placed on probation. A student on probation will face dismissal if academic performance does not immediately improve. Performance levels will be set for an MBA student placed on probation.

Dismissal

Dismissal is a separation from the MBA program. This occurs when a student's academic performance is no longer acceptable. A student is dismissed from the MBA program if, after completing 27 or more credit hours, a quality point average of at least a 3.5 is required in his/her remaining courses to earn a cumulative 3.0 Q.P.A.

MBA students are dismissed if their Q.P.A. is less than or equal to the following quality point average: *(assumes 51 credit hours must be completed)*

Sem.	Hours Completed	Q.P.A.
	27	2.50
	30	2.61
	33	2.70
	36	2.77
	39	2.85
	42	2.88
	45	2.93
	48	2.97

M.S. Finance

Niagara University's master of science in finance provides students with a rigorous, advanced study in the areas of corporate finance, investments and financial risk management.

Offered through Niagara's College of Business Administration, the program features 12 courses, and can be completed over a one-year period, with all evening and Saturday classes. Eight required classes provide a thorough foundation in the field of finance, with the ability to choose four electives in two tracks, based on a student's desired career path.

Students completing the program will be qualified to work at banks, investment management firms, consulting firms, investment banks, and financial planning firms.

M.S. Finance Curriculum

(three-credit-hour courses)

Block One — M.S. Finance Prerequisites

(Three credit-hour courses)

ACC 505	Fundamentals of Financial and Managerial Accounting
ECO 525	Economics for Managers
FIN 641	Corporate Financial Policy I
MGT 515	Analysis of Quantitative Data

12 Hours

Block Two — M.S. Finance Core

(Three credit-hour courses)

ACC 601	Strategic Accounting Analysis and Planning
ECO 640	Econometrics
FIN 643	Corporate Financial Policy II
FIN 644	Investments
FIN 645	International Finance
FIN 646	Applied Portfolio Management
FIN 681	Derivative Securities
FIN 686	Financial Institutions
MGT 611	Advanced Quantitative Methods
Elective (1)	From any 600 or above ACC, ECO, or FIN

MHA Healthcare Administration

Offered through Niagara University's AACSB-accredited College of Business Administration, the MHA degree provides students with the skills and knowledge necessary to work as administrators in a variety of healthcare settings. The curriculum contains three modules: the business core, the analytics core and the population health core. The program also has a strong experiential component meant to enhance the skills and knowledge of healthcare professionals. In addition to a practicum, students also complete 24 hours of service with a community health organization, reflecting Niagara University's Vincentian mission and providing the student with valuable experience in population health management.

MHA Healthcare Administration Curriculum

(three-credit-hour courses)

Background Courses

MHA 663	Management and Policy in Healthcare Organizations
LAW 680	Healthcare Law and Ethics

Business Core

MKG 631	Strategic Marketing
MGT 670	People in Organizations
MHA 668	Strategic Management in Healthcare
ACC 664	Healthcare Financial Management and Accounting

Analytics Core

MHA 667	Performance Improvement in Healthcare
MGT 611	Advanced Quantitative Methods
MHA 652	Information Management in Healthcare
NUR 658	Information Technology: Tool for Healthcare Communication

Population Health Core

MHA 665	Public Financing in the Healthcare System
BIO 661	Managerial Epidemiology
NUR 655	Building Healthy Communities

Capstone

MHA 690	Healthcare Leadership
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36 hours

College of Business Administration Courses

ACC 335/735

Cost Management Systems

Prerequisites: ACC 112

A study of the design and use of modern cost management systems. Topics include product costing, activity-based costing and management, profit planning, performance measurement, and strategic decision making and control. Computer applications, a writing component, and group projects included.

— *three semester hours*

ACC 336/736

Advanced Accounting

Prerequisites: ACC 224

A study of the special accounting information needs of the various forms of accounting entities, whether large or small, public or private, profit or nonprofit. Topics include business combinations, multinational corporations, segment reporting, partnership accounting, bankruptcy, and estates and trusts. Computer applications included.

— *three semester hours*

ACC 505 Financial and Management Accounting

This course covers fundamental concepts and procedures of financial and management accounting for business decisions. Financial accounting provides information primarily for external decision makers such as investors, creditors, suppliers, and government agencies. Management accounting serves the needs of managers to fulfill organizational objectives. Case studies will illustrate accounting and ethical issues. Topics include generally accepted accounting principles, international accounting standards, financial accounting procedures, financial reporting, inventory and depreciation methods, and cost analysis.

— *three semester hours*

MGT 515 Analysis of Quantitative Data

The course focuses on: (1) graphical and arithmetical description of data; (2) the use of computer software in solving statistical problems; (3) the theory of probability; (4) probability distributions and sampling distributions; and (5) estimation and hypothesis testing.

— *three semester hours*

ECO 525 Economics for Managers

This course covers the basic tools of economic analysis. The microeconomic component of the course examines decision making by the individual economic unit, addressing such topics as demand and supply, price and output determination, cost behavior, profit maximization, and competition. The macroeconomic component examines models to explain: national output, inflation, and unemployment; and how fiscal and monetary policies stabilize the economy.

— *three semester hours*

MGT 560 Law and Business Ethics

This course combines the regulatory and political foundations upon which businesses operate in the United States and Canada, as well as the ethical implications of business decisions. Ethical theories and their application to practical business decision making will be explored. The course delves into the legal environment in which businesses operate as well as a basic understanding of solving problems using legal rules. This includes the sources and origins of law, the court system, the constitution, torts, administrative agencies, and consumer law.

— *three semester hours*

MGT 565 Communications for Executives

An examination of the process of communication within the business enterprise and an analysis of its basic components. The presentation will include report writing, meeting leadership skills, and effective speaking and listening skills. All this is done within the appropriate technological framework, including PowerPoint and associated software.

— three semester hours

MGT 570 Management Principles

An introduction to the theory and practice of management. Instruction in the managerial functions of planning, organizing, leading and controlling draws from many disciplines in the social and behavioral sciences. This course examines management from various theoretical perspectives stressing application to the real world and using case studies. Topics studied include theories of management, decision making, leadership, communication, motivation, group dynamics, organizational design and strategic planning.

— three semester hours

ACC 601 Strategic Accounting Analysis and Planning

Prerequisites: ACC 505

An advanced core course in strategic accounting which focuses on the interpretation and analysis of accounting information for business decisions. Case studies will be used to illustrate strategic decision processes. International accounting issues will be addressed. Topics include financial statement analysis, cash flow, case studies in budgeting, total quality management, activity-based management, target costing, job-order cost systems, cost allocation methods, and variable costing.

— three semester hours

ACC 602 Advanced Business Tax Strategy

Prerequisites: ACC 505

This course begins with an overview of business taxation in the United States, and international tax planning issues. This foundation serves as a basis for the development of business tax strategies for successful competition in the global marketplace. Research and case studies of international tax issues are explored. Topics include tax planning and administration, choice and tax implications of business entities, international

tax principles, wealth management, and ethical issues.

— three semester hours

ACC 603 Advanced Accounting Theory

Prerequisites: ACC 505, ACC 601

This course explores the underlying concepts of financial accounting theory and its application to current accounting practice. Standards of the U.S. Financial Accounting Standards Board (FASB) and the International Accounting Standards Board (IASB) are emphasized. Topics include the conceptual framework of accounting, financial accounting and reporting standards, and the rationale for generally accepted accounting standards. Research into the development of accounting theory is included.

— three semester hours

ACC 604 Advanced Auditing

Prerequisites: ACC 505, ACC 601

An advanced course in audit theory and practice, covering auditing concepts and procedures, audit research, computer auditing, and Securities Exchange Commission (SEC) audits. Computerized audit problems and case studies illustrate audit concepts and practice.

— three semester hours

MGT 611 Advanced Quantitative Methods

Prerequisite: MGT 515

This course stresses practical applications of statistics in business. Topics covered include analysis of variance, nonparametric statistics, chi-square, simple and multiple regression, time series analysis, statistical forecasting, model building, and statistical process control. Each student is required to complete a project using statistical methods in solving a realistic business problem.

— three semester hours

ECO 621 Global Economic Perspective

Prerequisite: ECO 525

This course examines the interdependence of economies to explain macroeconomic developments in a global context. Models are developed to explain Gross Domestic Product, unemployment, inflation, interest rates, exchange rates, and how economic policy at the national level is impacted by economic policy and economic conditions abroad. This course examines capital markets, foreign exchange markets, and labor markets in both a national and inter-national context. Case studies and current economic

developments are examined in a global perspective.

— three semester hours

MKG 631 Strategic Marketing

This advanced marketing course aims to avail the students with marketing tools and concepts to engage in strategic marketing planning. Students learn about the marketing concept, value creation and the development, implementation and control of the strategic plan.

— three semester hours

MKG 632 Product and Marketing Communication Strategy

Prerequisite: MKG 631

Products are crucial to the achievement of strategic objectives within the organization and they can and should be managed to optimize their performance. This course is designed to avail students of the best approaches to marketing management decisions in the areas of product management, product development and integrated marketing communication.

— three semester hours

MKG 633 Marketing Engineering

Prerequisite: MKG 631

An advanced marketing class which integrates concepts, analytic marketing techniques, marketing models, and computer decision models in making marketing management decisions. It applies marketing science methodologies to areas of product strategy, integrated marketing communication, sales force and channel design, consumer choice, and pricing strategy.

— three semester hours

MKG 634 Global Marketing

Prerequisite: MKG 631

This course aims to provide an understanding of the issues, contextual factors, mechanisms and organizational processes central to successfully establishing and maintaining an effective global marketing strategy. It aims to provide students with opportunities to enhance their strategic decision-making skills for global market success.

— three semester hours

ECO 640 Econometrics

The objective of this course is to prepare students for empirical work in economics. Specifically, topics covered will include basic

data analysis, regression analysis, testing and forecasting. Students are provided the opportunity to use economic data to test economic theories. We will utilize computer software in all facets of our approach. This is believed to be a more applied course, ultimately knowing the limits of software packages and what theories mean for empirical analysis will be stressed.

— *three semester hours*

FIN 641 Corporate Financial Policy I

This course takes the perspective of the corporate financial manager attempting to pursue strategies that increase shareholder wealth. Basic tools necessary for analyzing and interpreting financial data will be developed. In FIN 641 we will emphasize the corporate investment decisions or capital budgeting decisions. Topics covered will include financial statement analysis, pricing bonds and stocks, the relationship between risk and return, cost of capital and capital budgeting.

— *three semester hours*

FIN 643 Corporate Financial Policy II

Prerequisite: FIN 641

This course focuses on the financial decisions. The course will include cases that illustrate different real-world financial situations faced by corporations. This course should help prepare students for careers in commercial and investment banking, corporate financial management, as well as more general business careers that have a substantial finance component. Topics covered will include capital structure, payout policy, security issues, mergers and acquisitions, and risk management.

— *three semester hours*

FIN 644 Investments

Prerequisite: FIN 641

This course deals with the theories, analysis and management of fixed income and equity securities in a global capital market. The emphasis is on the application of finance, economics, accounting and statistics to the valuation of the aggregate stock market, alternative industries, asset pricing models, and portfolio management.

— *three semester hours*

FIN 645 International Finance

Prerequisites: ACC 505, FIN 641

The focus of this course is on the international financial environment in

which business firms operate and in which financial service providers compete. Attention is given to foreign direct investment, risk analysis, capital budgeting, international banking, and portfolio management. In addition, advanced topics such as international taxation, currency, and interest rate risk management will be discussed. The material presented will assist in the understanding of global management, international banking operations, and international financial institutions.

— *three semester hours*

FIN 646 Applied Portfolio Management

Prerequisite: FIN 350 or FIN 641

This course blends theoretical concepts of equity analysis and portfolio management with practical experience in running the Montegale Fund, Niagara University's student-run investment fund. Students conduct analysis of potential stock investments and monitor existing portfolio holdings.

— *three semester hours*

FIN 648 Cases in Financial Planning CFP Capstone

Students conduct a detailed analysis of an individual investor's financial goals, current situation, cash flow and risk tolerance. Following this analysis, students prepare a recommended financial plan, with specific recommendations for tax, insurance, education, long term care and retirement strategies. Each strategy is then tested to determine relative risk, risk mitigation opportunities, and suitability to client's investment goals and risk profile. Students then present their finding in a simulated client interaction. In addition, students also prepare a comprehensive personal financial plan, based on their own financial goals.

— *three semester hours*

MGT 651 Strategic MIS

This course provides knowledge of how information technology impacts effective management activities, especially in the area of strategic decision making. Topics include organizational information system design, management control of information technology, strategic and competitive aspects of information technology, social issues, and the globalization of information technology.

— *three semester hours*

MGT 654 Global Sourcing and Risk Management

The widespread practice of purchasing finished goods, parts and supplies from all regions of the world creates inherent complexity and risks. This course addresses how to manage these challenges through supplier and global sourcing strategies, logistics partner selection, quality assurance, and the understanding of INCOTERMS and instruments of international payment to manage risk and accurately determine landed costs. Understanding government regulations, sustainability issues, differing language, social, legal, and ethical issues across cultures are also topics.

— *three semester hours*

MGT 655 Global Transportation Systems

This course focuses on global transportation systems that are essential to international trade including air freight, ocean freighters, containerships and cross-border land transport in North America. Topics will include pricing, security, distribution strategies, and how to utilize third party logistics providers of international services. Important current issues related to regulation, domestic security, the environment, energy usage, and risks to transportation in politically unstable regions are discussed.

— *three semester hours*

MHA 652 Information Management in Healthcare

This course provides the healthcare management student with a foundation in the concepts of information management within common and specialized data structures. This course will focus on the understanding, manipulating and use of data stored in multiple data systems for data-driven operational analysis, organizational performance and decision making.

— *three semester hours*

NUR 655 Building Healthy Communities

This course addresses systematic assessment concepts as applied to the health of populations. Assessment data and use of evidence in literature guides community-based intervention planning. Effectiveness and cost/benefit analysis are developed as the evaluation component of community intervention planning.

— *three semester hours*

**NUR 658 Information Technology:
Tool for Healthcare
Communication**

This online course familiarizes students with terminology, standards, and rationale for health system information technology. Computer systems to access, enter and manage data are demonstrated. Students employ search and retrieval of scientific literature to support evidence-based practice. Ethics regarding privacy, information storing, sharing, and security are discussed.
— *three semester hours*

BIO 661 Managerial Epidemiology

Epidemiology is the study of causes and effects of diseases upon a population. This course applies and integrates the principles and tools of epidemiology to decision-making in a health care environment. It is intended for epidemiologists, managers, clinical nurse executives and leaders who need to use population-based analytic techniques to facilitate rational decision making for the optimal deployment of health services.
— *three semester hours*

**MHA 663 Management and Policy
in Healthcare Organizations**

This course examines the legislative process and patterns of health legislations. Students analyze the issues and political processes involved in the current health legislation and health legislative proposals at the national and state levels. Upon completion, students will develop an indepth understanding of the persistent issues facing the healthcare system, the law and its application to the industry and be able to think critically about current and future issues in healthcare management.
— *three semester hours*

**ACC 664 Financial and Managerial
Accounting in Healthcare**

Prerequisite: MHA 663

Healthcare institutions, both profit and not-for-profit, are under significant pressure to contain costs and improve the quality of services and products. Today's complex environment places greater emphasis on the financial implications of both managerial and clinical decisions. This course is intended to provide students with an understanding of the principles and theory of both managerial accounting and financial management in healthcare

organizations. On completion, students will also have a good overview of the current and historical healthcare financial issues.
— *three semester hours*

**MHA 665 Public Financing in the
Healthcare System**

This course provides an overview of government financing mechanisms used in the U.S. and Canadian healthcare systems. Students will gain an institutional knowledge of the U.S. Medicare and Medicaid programs as well as the Canadian Medicare system and be able to critically evaluate legislative proposals in these areas.
— *three semester hours*

**MHA 667 Performance Improvement
in Healthcare**

This course will introduce students to fundamental operational management principles across a broad range of healthcare settings, focusing on clinical, management and support processes. This course will provide students with the practical and analytical tools required to make effective tactical and operational decisions in a healthcare environment.
— *three semester hours*

**MHA 668 Strategic Management in
Healthcare**

Prerequisites: MHA 663, ACC 664

This course integrates theory in business administration and healthcare administration using a strategic management framework. Students completing this course will have an ability to evaluate the strategic planning options and process that healthcare organizations must employ to ensure viability and success as they adapt to the change in the environmental, regulatory and competitive healthcare industry, determine the impact of health policy on the strategic planning and management process of healthcare organizations, and analyze the management of providing effective services in a healthcare delivery system with limited resources. Principles and methods of strategic planning in the healthcare environment will be addressed through readings, cases and research.
— *three semester hours*

MGT 670 People in Organizations

Prerequisite: MGT 570

This course provides today's managers with the background and skills necessary to lead

and motivate an increasingly diverse, team-based work force. Topics include the structuring of effective teams, leading and participating in teams, communicating with and motivating others, and recognizing and valuing individual differences. Using current theories from the social and behavioral sciences, students are provided with negotiation and conflict resolution techniques that will enable effective conflict management with employees and other organizational stakeholders.
— *three semester hours*

**FIN 671 Insurance Planning and
Risk Management**

Prerequisite: FIN 641

This course introduces students to risk management and insurance decisions in personal financial planning. Topics include insurance for life, health, disability, property and liability risk, as well as annuities, group insurance and longterm care. This course is intended to provide coverage of required topics under the current topic list of the Certified Financial Planner Board of Standards (CFP).
— *three semester hours*

FIN 672 Retirement Planning

Prerequisite: FIN 641

This course will include the importance of retirement planning, how to prepare an analysis of client's needs, an understanding of the Social Security and Medicare, as well as qualified and non-qualified retirement plans. This course is intended to provide coverage of required topics under the current topic list of the Certified Financial Planner Board of Standards (CFP).
— *three semester hours*

FIN 673 Estate Planning

Prerequisite: FIN 641

This course focuses on the efficient conservation and transfer of wealth consistent with a client's goals and situation. It is the study of the legal, tax, financial and nonfinancial aspects of this process, covering such topics as trusts, wills, probate, advanced directives, charitable giving, wealth transfer and related taxes. This course is intended to provide coverage of required topics under the current topic list of the Certified Financial Planner Board of Standards (CFP).
— *three semester hours*

MGT 673 Productions and Operation Management

Prerequisites: MGT 515, MGT 611

This course provides a management overview of the planning, coordinating and executing of all activities that create goods and services. Topics include productivity, demand and capacity planning, quality measurement systems, network analysis, supply chain interface and production-related information technologies.

— three semester hours

FIN 674 Income Tax Planning

Prerequisite: FIN 641

This course focuses on principles and current law and practice in income taxation and its impact on financial planning for individuals, couples and families in their role as investors, employees, and business owners. This course is intended to provide coverage of required topics under the current topic list of the Certified Financial Planner Board of Standards (CFP).

— three semester hours

MGT 674 Strategic Supply Chain Management

Prerequisites: MGT 515, MGT 611

This course is designed to view the supply chain from a strategic perspective so that purchasing, materials management, and transportation logistics can be leveraged for competitive advantage. Specific topics include supply chain re-engineering, improving customer service, inventory management, outsourcing, supplier certification, supplier/buyer ethical considerations, and global procurement issues. You can visit this course's website at: www.niagara.edu/supplychain/mba_strategic_scm_course.htm.

— three semester hours

MGT 675 Strategic Human Resource Management

Prerequisite: MGT 570

The course studies human resource practices and their impact on firms' competitive advantage and corporate structure. This nexus is specifically studied as it relates to costing human resources, environmental scanning, mergers and acquisitions, and the internationalization of HRM. The importance of human resource planning to strategic choice, staffing, compensating, and

employee and labor relations is also addressed. The student is taught skills for maximizing firm objectives via appropriate human resource practices.

— three semester hours

MGT 676 International Management

Prerequisite: MGT 570

An overview of the concepts, institutions, and policies that influence international business. The course evaluates the importance of economic, sociocultural, political, and legal variables of operating in a global marketplace. In addition, the course examines structures, leadership styles, motivation strategies, and communication channels appropriate for the transnational firm. Topics include developing economies, entrepreneurship, regional trading blocs, international human resource management, and the shift from planned to market-based economies.

— three semester hours

MGT 677 Organizational Development

This course considers organizational development as a process of planned change to improve an organization's problem-solving skills, creativity, innovation, and its overall effectiveness within a changing and complex environment. Students will study intervention strategies to help individuals and organizations achieve their goals.

— three semester hours

FIN 678 Cases in Personal Financial Planning

Prerequisites: FIN 641, FIN 644, FIN 672, FIN 673, FIN 674

This course is an examination of the critical factors involved in determining the optimal allocation between asset classes and investment choices for individual investors. Students study how to prepare a recommended financial plan, with specific recommendations for investments percentages in equity, fixed income, cash, and alternative assets, based on an analysis of client goals, constraints and risk tolerance.

— three semester hours

MGT 678 Labor and Industrial Relations

Prerequisite: MGT 570

A survey of industrial relations issues confronting management and the economy. Attention is focused on developments in both unionized and nonunionized business firms.

Topics include the history, development, structures and process of the labor movements. Attention is directed at union organizing, collective bargaining, dispute resolution, and grievance handling. Instruction is theory based with practical applications. All material is presented in its environmental context including the economy, the legal system, and societal values. The pedagogy includes negotiation and grievance case studies.

— three semester hours

LAW 680 Healthcare Law and Ethics

This course will provide the student an overview of medical law and ethics. The course has three components: Understanding the legal and ethical relationship between the provider and the patient; the role of government in protecting the rights of each party; understanding healthcare reforms and healthcare regulations.

— three semester hours

FIN 681 Derivative Securities

This course is an introduction to the analysis and use of derivative securities, such as options, futures, forwards and swaps. Topics covered will include arbitrage, Binomial and Black Scholes pricing models, hedging, swaps and the increasingly critical role of derivatives in the financial system.

— three semester hours

MBA 681 Study Abroad

Prerequisite: permission of the MBA director

Insight into the operation of business in a global context is obtained through traveling overseas where students attend classes/seminars at institutions associated with the university. Living and studying in another land provides first-hand insight into foreign ideas, concepts, institutions, and policies that shape the operation of firms engaged in international business. The educational experience is enhanced via exposure to other cultures, histories, languages and peoples. The student is required to not only study, but also to live, work and play in a foreign environment.

— three semester hours

FIN/MGT/MKG 682**Special Topics and Consulting Projects**

Prerequisite: permission of instructor and the MBA director

This course provides the career-minded student the flexibility to design an individually tailored course of study. Students will, with the concurrence of a faculty adviser, complete a special project intended to improve their employment opportunities. This may be an individualized program of study, a supervised consultation project with a government, not-for-profit, or business organization, or some other learning experience salient to the student's career goals.
— three semester hours

ACC/FIN/MGT/MKG 683**MBA Co-op**

Prerequisite: permission of the MBA director

An advanced-level elective course providing relevant paid employment experience. The objective of the course is to integrate classroom theory and practical work experience for students not fully employed. The student must work full time in an approved work environment for either the fall or spring semester or an equivalent number of hours in the summer.
— up to three semester hours

ACC 685 CPA Research, Practice and Strategy

Prerequisites: ACC 601, ACC 602, ACC 603

This course is designed to give students a comprehensive review of the advanced topics in auditing and attestation; the general business environment; regulation, including tax and business law; and financial accounting and reporting. The course is intended for students who plan to pursue a career in public accounting. Students are required to complete CPA exam practice problems according to a rigorous schedule. Instructors will lecture on research methods, contemporary accounting issues, strategies for passing the CPA exam. A fee is required for a user license for a CPA exam review program.
— three semester hours

FIN 686 Financial Institution Management

This course is a comprehensive review of the structure, function and operation of financial institutions. Its focus is primarily with commercial banks, savings banks, investment banks, hedge funds, insurance companies and investment management firms. The course has a special emphasis on identifying, quantifying and managing the risks faced by each of these organizations, including interest rate risk, credit risk, liquidity risk, market risk and foreign exchange risk. For each of these risks specific tools and techniques to manage these risks are examined and tested, such as asset liability matching, securitization, forwards, futures, swaps, caps, floors and collars.
— three semester hours

MHA 690 Healthcare Leadership

The purpose of this course is to prepare students to meet the challenges they will face in leadership, project management, and other roles of accountability and responsibility enabling them to successfully transition from the academic environment to the competitive healthcare marketplace. Student integrate and apply knowledge, principles, theories, concepts, methods, techniques, skills, competencies, values and viewpoints developed throughout the curriculum to resolve healthcare administrative problems and to complete an applied healthcare administration project.
— three semester hours

MGT 691 Business Research Strategy and Planning

33 semester hours completed are required before registering for this course.

This capstone course synthesizes the knowledge gained in the functional areas of the firm to enable the student to formulate business decisions and policies. The course uses techniques of research developed throughout the program to analyze comprehensive business problems. A major component of the course is a special project requiring a practical exercise in strategic planning.
— three semester hours

ACC 723-724 Intermediate**Accounting I and II**

Prerequisite: ACC 505

A comprehensive study of the preparation and use of financial reports for business decisions and the role of accounting standards in the international business community. Activities that may be included in the course are ethical issues in business decision, financial information on the internet, research papers, group projects, class presentations, and computer spreadsheets.
— three semester hours

ACC 746 Auditing

Prerequisites: ACC 724

A study of the theory and practice of auditing. The primary focus is on audits of the financial statements performed by independent accountants. Auditing integrates accounting standards and practices, legal liability for public accountants, and ethical expectations as prescribed in the AICPA Code of Professional Conduct, culminating in the examination of audit evidence and preparation of the auditor's report. Computer applications and group projects are included.
— three semester hours

ACC 747 Taxation

Prerequisite: ACC 505

A conceptual study of United States federal income taxation. The current income tax code as it relates to individuals, corporations, partnerships, and other taxable entities is introduced. Practical tax problems are reviewed to demonstrate the proper application of the tax code, current issues in tax accounting and tax planning are considered. Computer applications included.
— three semester hours

ACC 766 Governmental and Not-for-Profit Accounting

Prerequisites: ACC 723

A study of the special features of accounting and financial reporting for governmental and not-for-profit entities including state and local governments, healthcare entities, universities and colleges, public schools, voluntary health and welfare organizations, and other not-for-profit entities.
— three semester hours

College of Education

Dean: Chandra J. Foote, Ph.D.
www.niagara.edu/education

Associate Deans:
Mary Ellen Bardsley, Ph.D.
New York Programs

Vincet J. Rinaldo, Ph.D.
Ontario Programs

Departments

Early Childhood and Childhood Education
(B-6)

Michelle R. Ciminelli, Ph.D., Chair
Sherriann Cianca, Ph.D.
Dennis Garland, Ph.D.
Harold Lobo, Ph.D.
R. Michael Smith, Ph.D.
Sylvia Valentin, Ph.D., J.D.

Middle Childhood and Adolescence
Education (5-12)

Alice Kozen, Ph.D., Chair
Haoua M. Hamza, Ph.D.
Donna Kester Phillips, Ph.D.
Thomas J. Sheeran, Ph.D.
Paul J. Vermette, Ed.D.

Professional Studies

Robin W. Erwin Jr., Ph.D., Chair
Jennifer Beebe, Ph.D.
Leticia Hahn, Ph.D.
Raphael C. Heaggans, Ph.D.
Shannon Hodges, Ph.D.
Jinyan Huang, Ph.D.
Lisa Kilanowski, D.Ed.
Kathleen McGrath, Ph.D.
James Mills, ABD
Walter Polka, Ed.D.
Susan Rajniz, M.S.Ed.

Ontario Studies

Peter Alexander Cowden, Ph.D., Chair
Patricia Briscoe, Ed.D.
Christian Elia, Ph.D.
Kathryn Noel, Ph.D.

Admission Requirements

Candidates for admission must submit application materials via www.niagara.edu/graduate

- (1) The application, accompanied by a \$30 fee (U.S. funds), payable to Niagara University.
- (2) Official transcripts of all colleges and

universities attended in a sealed institution envelope included with your application.

- (3) Two references (academic or professional) in sealed envelopes with the referee's signature across the seal included with your application. Please use the NU graduate education reference form (www.niagara.edu/advance)
- (4) Statement of Intent. Two-page, double-spaced, typewritten statement discussing your desired program-specific philosophy (ex. teacher education, educational leadership, special education, counseling, etc.), professional goals, objectives, strengths and weaknesses.
- (5) Mental health counseling and school counseling applicants are required to take the Graduate Record Examination (GRE— General Test Score) or the Miller Analogy Test (MAT). Niagara University graduates with a final (or last two years of course work) GPA of 3.0 or above are not required to take the GRE/MAT.

School psychology and Ph.D. applicants, including Niagara University students/graduates, must take the GRE. Additional requirements for admission to the Ph.D. program are described below.

Teacher education, special education, literacy, TESOL, and educational leadership applicants are required to submit graduate admissions examination scores (GRE or substantially equivalent assessment) at or above the national mean, or equivalent minimum score; and an undergraduate GPA of 3.0 or higher. In exceptional instances (fewer than 15% of admitted candidates), applicants may be exempted from these rigorous criteria based on potential to positively contribute to teaching or educational leadership.

For students whose native language is not English, scores on the TOEFL are required. For the Internet-based TOEFL iBT Niagara University requires a total score of 103 with scores of at least 23 in listening, 24 in reading, 28 in writing and 28 in speaking.

All Niagara University students (matriculated and nonmatriculated) must meet health requirements before registering.

See Niagara University Health Services Packet: www.niagara.edu/advance.

New Applicants to Niagara University in the Graduate Division of Education

Application

The application provides the student with admission to nonmatriculated status. Nonmatriculated status does NOT guarantee admission to the degree program for which the student has applied.

As a nonmatriculated applicant, the student will have one semester to complete the application procedure. When the file is complete, it will be submitted to the admissions committee for consideration for acceptance into the degree program requested.

Nonmatriculated Two-Course Limit

Students applying for admission are expected to provide all supporting documentation at that time. If supporting documentation is not provided, a student may be admitted as a nonmatriculant. In that instance, a student may register for a total of only two courses in the M.S.Ed. programs and three courses in the M.S. in mental health counseling. If the student should register for more than the six or nine credit hours or the two or three courses allowed, there is no guarantee that these courses will be applied to his/her degree program. Any courses registered for beyond the two or three courses mentioned above will have no effect on the student's acceptance into a degree program. Students who wish to take more than two or three courses (six or nine credit hours), not to be applied to a degree program, must have the signed permission of the dean of education.

Mission

Teacher education, special education, literacy, TESOL, and educational leadership applicants are required to submit graduate admissions examination scores (GRE or substantially equivalent assessment) at or above the national mean, or equivalent minimum score; and an undergraduate GPA of 3.0 or higher. In exceptional instances (fewer than 15% of admitted candidates), applicants may be exempted from these rigorous criteria

based on potential to positively contribute to teaching or educational leadership.

Conceptual Framework

The Conceptual Framework for the College of Education embraces three dimensions as follows:

Student-Centering Through Constructivist Practice

This orientation is based on the belief that knowledge is created and developed by learners and is influenced by experiences, values and multiple identities (e.g., race, class, culture, gender, nationality, exceptionality, and language of individuals.) Grounded in Dewey's progressive educational philosophy, predicated on the learning theories of Piaget and Vygotsky, and furthered through the research of such modern leaders as Darling-Hammond, Shulman, Gardner, Perkins, and Danielson, this perspective drives us to place the prior knowledge and experiences of students at the core of our practice and facilitate their development through meaningful exploration.

Evidence-Based Best Practice

Throughout our programs, we emphasize that professionals are most effective when they integrate the best available research with pedagogical and clinical practice. Practitioners, therefore, in their design and implementation of effective programming, should draw from the extant research base and implement their own field based evaluations of program appropriateness and efficacy. This data-based decision-making integrates the fullest range of evidence that should be considered in order to promote and enhance effective outcomes within a profession or discipline.

Reflective Practice

Self-assessment, peer-assessment, and critical examination of the efficacy of one's own practice are essential dispositions for all professionals. Pedagogy that poses problems rather than transmits content encourages reflective thinking and doing. Reflection and metacognition enhances our own professional practice, and encourages these practices among others.

Faculty members in the college seek to extend and promote these dimensions through modeling related pedagogical practices and instilling in our candidates a desire to promote such practices in their professional lives.

Advisement

Upon application to a graduate degree program, the applicant is immediately assigned a faculty adviser. While awaiting acceptance to the degree program, applicants should meet with the assigned faculty adviser to plan the courses that will be acceptable in the degree program. Courses taken outside of this advisement procedure may not be credited toward the applicant's degree program.

Transfer Credit

A maximum of six graduate credit hours may be transferred into M.S.Ed. programs. Nine transfer credit hours are allowed in the M.S. in clinical mental health counseling.

Transfer credit is generally not permitted in the graduate teacher education program or in the 24 credit-hour advanced certificate programs. Graduate courses that are more than 10 years old are not acceptable for transfer credit.

Programs of Study

The College of Education offers programs leading to the:

- M.A. Developmental Disabilities
- M.A.T. International Teaching and Learning
- M.S. Ed. Early Childhood/Special Education (*Birth- Grade 2*)
- M.S.Ed. Special Education (*Grades 1-6 or 7-12*)
- M.S.Ed. Literacy Instruction (*Birth-grade 6 or grades 5-12*)
- M.S.Ed. Educational Leadership (*Ontario*)
- M.S.Ed. Educational Leadership (*School building and school district*)
- M.S.Ed. MBA/School District Business Leader
- M.S.Ed. School Counselor
- M.S.Ed. Middle and Adolescence Education (*Grades 5-12*)
- M.S.Ed. Early Childhood and Childhood Education (*Birth-grade 6*)
- M.S.Ed. Teaching English to Speakers of Other Languages (TESOL) (*Pre K-12*)
- M.S. Clinical Mental Health Counseling
- M.S. School Psychology
- Ph.D. Leadership and Policy

Advanced Certificate Programs:

Clinical Mental Health Counseling



School District Leader
School Building Leader
School District Business Leader
School Counseling
School Psychology
Special Education
Teaching English to Speakers of Other Languages (TESOL)

Teacher Education Programs

Candidates in all teacher education programs must demonstrate competency in each of the standards associated with the nationally recognized associations aligned with the areas of certification they seek. These associations include:

Birth to grade 2: National Association for the Education of Young Children (NAEYC), www.naeyc.org.

Grades 1 to 6: Association for Childhood Education International (ACEI), www.acei.org.

Science grades 5 to 12 (biology or chemistry): National Science Teachers

Association (NSTA), www.nsta.org.

Social studies grades 5 to 12: National Council for the Social Studies (NCSS), www.ncss.org.

English grades 5 to 12: National Council of Teachers of English (NCTE), www.ncte.org.

Foreign language grades 5 to 12: American Council on the Teaching of Foreign Languages (ACTFL), www.actfl.org.

Mathematics grades 5 to 12: National Council for Teachers of Mathematics (NCTM), www.nctm.org.

TESOL birth to grade 12: Teachers of English to Speakers of Other Languages (TESOL), www.tesol.org.

Special education: Council for Exceptional Children (CEC), www.cec.sped.org.

Literacy birth to grade 6 or grades 5 to 12: International Reading Association (IRA), www.ira.org.

Developmental Disabilities Online

The Developmental Disabilities program is designed for individuals who are already employed by, or who seek employment in, agencies that provide services to individuals with developmental disabilities or other human service agencies. This program was developed with the guidance and expertise of community leaders in the field.

Required Foundations Courses

(18 credit hours)

DDP 701	Developmental Disabilities: An Overview
DDP 721	Family Life to Independent Living
EDU 638	Community Interrelationships
EDU 700	Educational and Assistive Technology
EDU 745	Applied Behavioral Analysis
EDU 746	Individuals with Moderate to Severe Disabilities

Electives - Concentration I (Clinical)

(9 credit hours)

EDU 651	Introduction to Counseling
EDU 669	Group Theory and Application
EDU 722	Secondary Transition in Special Education
EDU 778	Nature of Autism: Theory and Practice

Electives - Concentration II (Leadership)

(9 credit hours)

ECO 525	Economics for Managers
MGT 570	Management Principals
MPH 663	Management and Policy in Healthcare Organizations
MPH 664	Financial and Managerial Accounting in Healthcare Organizations

Required Culminating Experience

(3 credit hours)

EDU 795	Practicum
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International Teaching and Learning Early Childhood and Childhood (Birth–grade 6 — New York State Primary/Junior — Ontario)

For individuals who are not certified teachers, this 39 credit-hour program leads to initial certification in early childhood and childhood education, birth-grade 6.

Prerequisites:

In addition to the requirements described elsewhere, admitted candidates must hold a baccalaureate degree with required content core and liberal arts and science study including English/language arts, mathematics, social studies, science, and a language other than English.

Schedule of courses:

The program may be completed in a full time or part time format as described below.

Full-Time Schedule

First semester

EDU 523	Cultural Foundations of Education
EDU 536	Human Learning, Development and Motivation
EDU 539	Characteristics of Students with Exceptional Needs
EDU 571	Foundations of Literacy Instruction
EDU 595	Introduction to Educational Research

Second semester

EDU 505	Measurement and Evaluation in Education
EDU 529	STEM Curriculum/Methods in Elem/Inclusive Classrooms
EDU 530	Managing Culturally Responsive Classrooms

EDU 576	Integrating Language Arts in the Elementary Curriculum
EDU 767	Social Studies/Arts in Elem/Inclusive Classrooms

Third semester

EDU 787	Student Teaching in the Elementary Classroom
EDU 791	Professional Seminar in Elementary Education

Part-Time Schedule

First semester

EDU 523	Cultural Foundations of Education
EDU 536	Human Learning, Development and Motivation

Second semester

EDU 539	Characteristics of Students with Exceptional Needs
EDU 571	Foundations of Literacy Instruction

Third semester

EDU 595	Introduction to Educational Research
EDU 530	Managing Culturally Responsive Classrooms

Fourth semester

EDU 505	Measurement and Evaluation in Education
EDU 576	Integrating Language Arts in the Elementary Curriculum

Fifth semester

EDU 529	STEM Curriculum/Methods in Elem/Inclusive Classrooms
EDU 767	Social Studies/Arts in Elem/Inclusive Classrooms

Sixth semester (full-time)

EDU 787	Student Teaching in the Elementary Classroom
EDU 791	Professional Seminar in Elementary Education

Middle Childhood and Adolescence (Grades 5–12 — New York State Intermediate/Senior — Ontario)

For individuals who are not certified teachers, this 39 credit-hour program leads to initial certification in middle childhood and adolescence education, grades 5-12.

Prerequisites:

In addition to the requirements described elsewhere, admitted candidates must hold

a baccalaureate degree with a required major or equivalent study in one subject area (or if Canadian candidate, sufficient concentration of studies to teach in two specific subject areas aligned with Ontario curricula), and one course in a language other than English. Content areas include business education, English language arts, international languages (French, Spanish, Italian, Mandarin, Arabic), mathematics and social studies.

Schedule of courses:

The program may be completed in a full time or part time format as described below.

Full-Time Schedule

First semester

- EDU 523 Cultural Foundations of Education
- EDU 536 Human Learning, Development and Motivation
- EDU 539 Characteristics of Students with Exceptional Needs
- EDU 571 Foundations of Literacy Instruction
- EDU 595 Introduction to Educational Research

Second semester

- EDU 505 Measurement and Evaluation in Education
- EDU 530 Managing Culturally Responsive Classrooms
- EDU 577 Content Literacy Methods
- EDU 760 Methods of Teaching Secondary Education (content specific)
- EDU 761-766 Professional Seminar in Secondary Education

Third semester

- EDU 781-786 Student Teaching in the Secondary Classroom
- EDU 790 Professional Seminar in Secondary Education

Part-Time Schedule

First semester

- EDU 523 Cultural Foundations of Education
- EDU 536 Human Learning, Development and Motivation

Second semester

- EDU 539 Characteristics of Students with Exceptional Needs
- EDU 571 Foundations of Literacy Instruction

Third semester

- EDU 595 Introduction to Educational Research
- EDU 530 Managing Culturally Responsive Classrooms

Fourth semester

- EDU 505 Measurement and Evaluation in Education
- EDU 577 Content Literacy Methods

Fifth semester

- EDU 760 Methods of Teaching Secondary Education (content specific)
- EDU 761-766 Professional Seminar in Secondary Education

Sixth semester (full-time)

- EDU 781-786 Student Teaching in the Secondary Classroom
- EDU 790 Professional Seminar in Secondary Education

Clinical Field Experiences

Candidates in the Early Childhood/ Childhood and Middle Childhood/ Adolescence M.S.Ed. Programs complete a series of field experiences beginning with Learn and Serve, progressing to Teaching Assistantship, and culminating in Student Teaching. The Learn and Serve and Teaching Assistantship placements include a minimum total of 150 hours (or 25 full school days) of experience. Student Teaching engages candidates in full time teaching in two placements each of 6-7 weeks (or a minimum of 60 full school days), and integrates edTPA requirements.

Prior to admission to the Student Teaching semester candidates must demonstrate: successful completion of 150 hours of early field experience, satisfactory dispositional assessment, a minimum B average in methods courses, satisfactory completion of all prerequisite coursework, and an overall QPA of 3.0.

Comprehensive Exam

The M.S.Ed. candidates in early childhood and childhood, and middle childhood and adolescence education must pass a comprehensive exam prior to graduation.

Learning is a constructive process and one that is enhanced by critical reflection. Therefore, the purpose of the comprehensive

exam is for candidates to demonstrate their knowledge of educational theory and research in an integrated fashion. A candidate must receive a satisfactory rating to complete the program.

New York State Teacher Certification Examination (NYSTCE)

Graduates of the College of Education seeking certification in New York state must pass requisite state examinations appropriate for their certification area prior to applying for certification.

Title II Reporting

The College of Education provides the most recent data on the pass rates of program completers at www.niagara.edu/education.

Examination	2013-2014	2014-2015
LAST	99%	N/A
Multi Subject CST	94%	95%
Math	100%	*
Students with Disabilities	95%	87%
ATS-W: ELEM	100%	N/A
ATS-W: SEC	100%	N/A
EAS	95%	93%
ALST	94%	96%
edTPA: Math	92%	*
edTPA: ELEM	100%	97%

*Title II data are provided for those examinations in which 10 or more candidates were program completers during the reporting year.

N/A — this test was not required for certification in the identified graduation year.

Additional Certification Requirements

Candidates seeking initial certification must complete the six-hour seminar of the Dignity for All Students Act, Alcohol and Drug Abuse Prevention, Violence Prevention, and Child Abuse Prevention workshops. In addition, a fingerprinting-supported, criminal history background check is required.

Special Education (Online)

(Grades 1–6)

For certified teachers, this 40 credit-hour program leads to an additional initial/professional certification in teaching students with disabilities, grades 1-6. Candidates must hold a baccalaureate degree from an accredited institution and existing teaching certificate in either childhood.

Required Foundations Courses (1-6)

(15 credit hours)

EDU 530	Managing Culturally Responsive Classrooms
EDU 539	Characteristics of Students with Exceptional Needs
EDU 565	Assessment of Students with Exceptionalities
EDU 572	Reading Difficulties: Identification and Intervention
EDU 595	Introduction to Educational Research

Required Advanced Courses

(12 credit hours)

EDU 700	Educational and Assistive Technology
EDU 720	Current Issues in Special Education
EDU 745	Applied Behavioral Analysis
EDU 768	Methods of Teaching Children with Disabilities

Required Field Courses

(six credit hours)

EDU 794	Seminar in Special Education
EDU 795	Practicum in Special Education

Supplemental Electives

(six credit hours)

EDU 746	Individuals with Moderate to Severe Disabilities
EDU 747	Consultation and Collaboration
EDU 651	Introduction to Counseling
EDU 666	Psychopathology and DSM Diagnosis

Required Culminating Experience

(one credit hour)

EDU 799	Comprehensive Portfolio Advisement
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Special Education (Online)

(Grades 7-12)

This 40 credit-hour program leads to initial certification in teaching students with disabilities, grades 7-12. Candidates for the special education, 7-12, generalist program must have a content concentration in one or more of the liberal arts and sciences and six credits in each of English language arts, math, science and social studies. The degree can also be applied to satisfy requirements for professional certification for candidates certified in a grades 7-12 content area.

Required Courses

(15 credit hours)

DDP 701	Developmental Disabilities: An Overview
DDP 721	Family Life to Independent Living for Individuals with Disabilities
EDU 745	Applied Behavior Analysis
EDU 565	Assessment of Students with Disabilities
EDU 595	Introduction to Educational Research

Required Advanced Courses

(18 credit hours)

EDU 722	Secondary Transition in Special Education
EDU 572	Reading Difficulties: Diagnosis and Intervention
EDU 575	Literacy: Upper Grades (Grades 7-12)
EDU 700	Assistive and Instructional Technology
EDU 747	Consultation and Collaboration
EDU 770	Methods of Teaching Adolescents with Disabilities (7-12)

Required Field Courses

(six credit hours)

EDU 794	Seminar in Special Education
EDU 795	Practicum in Special Education

Required Culminating Experience

(one credit hour)

EDU 799	Comprehensive Portfolio Advisement
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Students may also obtain an annotation in severe and multiple disabilities by completing the following four courses for a total of 12 credit hours.

Required Courses for Annotation

EDU 746	Individuals with Moderate/ Severe Disabilities
EDU 751	Instructing Individuals with Developmental and Other Significant Disabilities
EDU 778	Nature of Autism: Theory and Practice
EDU795	Practicum

Certificate of Advanced Studies in Special Education (Online)

The College of Education offers a 24 credit-hour program leading to a certificate of advanced studies (CAS) in special education. The CAS may qualify students for certification in grades 1-6 or 7-12 provided all other New York state certification requirements are met.

The CAS in special education is open to students who hold a baccalaureate degree from an accredited institution and have completed an M.S. in education from an accredited institution.

Application

The admissions criteria for the CAS are that candidates must:

- Hold a current, valid teaching certificate in either elementary or secondary education.
- Hold a master's degree in education.
- Demonstrate a 3.0 QPA in the master's degree.
- Meet prerequisite course requirements: two foundational courses — one in special education (e.g., EDU 539 Characteristics of Students with Exceptional Needs) and one in working/ teaching diverse learners (e.g., EDU 528 Multicultural Education). The prerequisite courses may be taken at other universities (an official graduate transcript will be needed).
- Meet content requirements for 7-12 generalist.

Required Courses

(24 credit hours)

EDU 572	Reading Difficulties: Identification and Intervention
EDU 565	Assessment of Students with Exceptionalities
EDU 745	Applied Behavioral Analysis

EDU 746	Individuals with Moderate/ Severe Disabilities <i>(field work requirement)</i>
EDU 747	Consultation and Collaboration in Special Education
EDU 768	Methods of Teaching Children with Disabilities OR
EDU 770	Methods of Teaching Special Education on the Secondary Level with Practicum
EDU 794	Seminar in Special Education
EDU 795	Practicum in Special Education

Early Childhood and Special Education

(Birth–grade 2)

This 37-credit program leads to initial/professional certification in teaching early childhood education and students with disabilities from birth through grade 2. Candidates must hold a current teaching certificate to be admitted and therefore may also use this degree to satisfy requirements for professional certification. Graduates of the program will be able to serve as teachers, leaders and directors of early childhood programs and development specialists in a variety of early childhood and educational settings.

Required Foundations Courses

(18 credit hours)

EDU 595	Introduction to Educational Research
EDU 531	Typical and Atypical Child Development
EDU 561	Language and Literacy Development for Diverse Young Learners
EDU 601	Child, Family and Community
EDU 602	Health, Nutrition and Safety in Early Childhood
EDU 604	Observation and Assessment of Young Children and Young Children with Exceptional Learning Needs

Required Advanced Courses

(12 credit hours)

EDU 574	Differentiating Reading Instruction
EDU 603	Creative Activities and Movement in Inclusive Early Childhood Settings
EDU 610	Inclusive Exploration Activities, Birth-4 years old
EDU 611	Curriculum and Instruction in Inclusive Early Childhood Classrooms

Required Field Courses

(six credit hours)

EDU 794	Seminar in Special Education
EDU 795	Practicum in Special Education

Required Culminating Experience

(one credit hour)

EDU 799	Comprehensive Portfolio
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Literacy Instruction

(Birth–grade 6 or grades 5–12)

For certified teachers, this 37 credit-hour program leads to initial/professional certification in literacy, birth–grade 6, or literacy, grades 5–12. Candidates must hold a teaching certification in early childhood, childhood, middle-childhood or adolescence education (elementary or secondary). This degree may be therefore used to satisfy the requirements for professional certification.

Required Literacy Courses

(18 credit hours)

EDU 552	Applied Children's and Adolescent Literature
EDU 555	Literacy Foundations
EDU 558	Using Literacy Technology
EDU 561	Language and Literacy Development for Diverse Early Childhood Learners (for B-6) OR
EDU 575	Literacy: Upper Grades (for 5-12)
EDU 562	Literacy: Intermediate Grades
EDU 572	Reading Difficulties: Identification and Intervention

Required Field Courses

(six credit hours)

EDU 796	Practicum in Literacy Instruction
EDU 798	Seminar in Literacy Instruction

Required Foundations Course

(three credit hours)

EDU 595	Introduction to Educational Research
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Elective Foundations Courses

(Partial listing — select with adviser)

(nine credit hours)

EDU 515	Foundations in Applied Reading Research — Part I
EDU 516	Foundations in Applied Reading Research — Part II (<i>prerequisite: EDU 515</i>)
EDU 579	Developing ELL Literacy Through Multicultural Literature
EDU 554	Teaching of Composition
EDU 574	Differentiating Reading Instruction
EDU 747	Consultation and Collaboration

Required Comprehensive Portfolio

(one credit hour)

EDU 799	Comprehensive Portfolio Advisement
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Teaching English to Speakers of Other Languages (TESOL)

This 37-credit hour program is designed for candidates seeking certification in Teaching English to Speakers of Other Languages (Pre-K -12). Candidates are expected to demonstrate competency in each of the standards associated with the nationally recognized association of Teaching English to Speakers of Other Languages. The M.S.Ed. program assists graduates with a bachelor's degree in an approved subject area or concentration in completing the requirements for initial certification in New York State and for initially certified teachers who are completing their master's degree requirement for initial/professional in TESOL. The prerequisite coursework for the TESOL program includes 12 credits in a language other than English; course work in foundations of education; human learning, development,

and motivation and literacy (for candidates who do not enter with a current initial teaching certificate).

Required Courses

EDU 539	Characteristics of Students with Exceptional Needs
EDU 578	Foundations of Bilingual Education and TESOL
EDU 579	Developing Literacy in English Language Learners through Multicultural Literature (ELL's)
EDU 582	Curricular Applications in TESOL
EDU 588	Assessment of ESOL Student Learning
EDU 595	Introduction to Educational Research
EDU 580	Language and Linguistics in the ESL Classroom
EDU 581	Sociolinguistic Considerations in TESOL
EDU 584	Content Area Methods for ESL Classrooms
EDU 792	ESOL Teaching Practicum (candidates who do not hold an initial teaching certification must complete 2 practica)
EDU 793	Professional Seminar in TESOL
EDU 799	Comprehensive Portfolio Advisement

One additional advised elective.

Teaching English to Speakers of Other Languages (TESOL) (CAS)

The 18-24 credit hour Certificate of Advanced Study (CAS) is designed for (a) practicing teachers who currently hold initial teaching certification and wish to extend their certification to TESOL by completing coursework and a practicum that meets the core requirements for this area of teaching; or (b) for international candidates who seek qualifications in their home jurisdiction and are not seeking certification in New York State. The CAS requires candidates seeking New York State certification in teaching English to speakers of other languages to enter with an initial teaching certification and prerequisite coursework including 12 credit hours of study in a language other than English.

Required Courses

EDU 578	Foundations of Bilingual Education and TESOL
EDU 588	Assessment of ESOL Student Learning
EDU 580	Language and Linguistics in the ESL Classroom
EDU 584	Content Area Methods for ESL Classrooms
EDU 792	ESOL Teaching Practicum
EDU 793	Professional Seminar in TESOL

M.A.T. International Teaching and Learning

This master's degree program is designed to meet the needs of globally-focused individuals with a desire and passion to teach internationally. It is intended to bridge international experience with theory, research, and best-practice for teaching P-12 students. As part of this full-time, three-semester program candidates will complete 33 credit hours in graduate level course and practicum field work that will help them better understand students, teaching, assessment, and reflective practice from a global perspective. This program is not registered as leading to teaching certification in any specific jurisdiction, rather it focuses on preparing teachers for P-12 students and schools they may encounter around the world.

Program Goals

Graduates of this program will:

- (1) Develop a personal philosophy of International Teaching and Learning grounded in an understanding of a variety of educational philosophies represented around the world and universal human learning and development theories (EDU 537 Foundations of International Education, EDU 536 Human Learning, Development and Motivation, and EDU 736 Seminar in International Teaching and Learning).
- (2) Establish and maintain a culturally responsive classroom (EDU 530 Managing the Culturally Responsive Classroom, EDU 735 International Teaching and Learning Practicum, and EDU 736 Seminar in International Teaching and Learning).



- (3) Plan, implement and evaluate instructional units that support an identified international curriculum framework (EDU 730 Curriculum and Instruction in Local and Global Contexts, EDU 735 International Teaching and Learning Practicum, and EDU 736 Seminar in International Teaching and Learning).
- (4) Plan, implement, and evaluate a variety of teaching strategies that meet students' needs; achieve learning outcomes; and encourage active engagement, inquiry, problem solving, interdisciplinary learning, and reflection (EDU 730 Curriculum and Instruction in Local and Global Contexts, EDU 735 International Teaching and Learning Practicum, and EDU 736 Seminar in International Teaching and Learning).
- (5) Differentiate teaching and assessment practices based on knowledge of the individual and group needs of their students with attention to culture, language, abilities, and assets (EDU 537 Foundations of International Education, EDU 539 Educating Students with Exceptional Learning Needs, EDU 580 Language & Linguistics in the English as a Second Language (ESL) classroom, EDU 735 International Teaching and Learning Practicum and EDU 736 Seminar in International Teaching and Learning).
- (6) Facilitate student learning of and through the language arts (especially reading, writing, speaking and listening) across the curriculum (EDU 571 Foundations of Literacy Instruction, EDU 580 Language & Linguistics in the English as a Second Language (ESL) classroom, EDU 735 International Teaching and Learning Practicum, and EDU 736 Seminar in International Teaching and Learning).

- (7) Select, design, implement, and evaluate assessment strategies to measure student learning and teaching effectiveness (EDU 505 Measurement and Evaluation in Education, and EDU 735 International Teaching and Learning Practicum).
- (8) Act as a professional, international educator who effectively collaborates with colleagues and families, reflects on his/her practice, and engages in on-going professional development through scientific inquiry (EDU 595 Educational Research, EDU 735 International Teaching and Learning Practicum and EDU 736 Seminar in International Teaching and Learning).

Admission Requirements:

Candidates entering the program must hold a bachelor's degree from an accredited university; have documented teaching experience in a P-12 school outside the United States and Canada; and hold a contract or letter of support for at least one future ten-month teaching year in an international school that has an articulated partnership with Niagara University.

For unconditional admission to the program candidates must demonstrate a grade equivalent undergraduate GPA in their last 2 years of study of 3.0. Candidates who do not meet this requirement may be asked to complete the GRE and complete a personal interview with an admissions counselor.

Nonnative English speakers seeking admission must verify their proficiency in English. Niagara University will accept TOEFL (paper- or internet-based, the International English Language Testing System (IELTS) or the College English Test.

Admissions Requirements	
TOEFL Paper-based	550
TOEFL Internet-Based	79
IELTS	6.0
CETS	450

Mode of Delivery:

Candidates complete the program in a cohort of 10-15 students over three semesters. The program will largely be offered in an asynchronous on-line format, with limited synchronous or face-to-face meetings at key transition points (semester orientations, advisement, and graduation).

Required Courses

EDU 537	Foundations of International Education
EDU 536	Human Learning, Development and Motivation
EDU 539	Educating Students with Exceptional Learning Needs
EDU 571	Foundations of Literacy Instruction
EDU 530	Managing the Culturally Responsive Classroom
EDU 730	Curriculum and Instruction in Local and Global Contexts
EDU 505	Measurement and Evaluation in Education
EDU 580	Language and Linguistics in the English as a Second Language (ESL) Classroom
EDU 595	Educational Research
EDU 735	International Teaching and Learning Practicum
EDU 736	Seminar in International Teaching and Learning

M.S.Ed. Program in Educational Leadership with Certification in School Building Leadership and School District Leadership (Online)

This master's program (36 credit-hours) is appropriate for New York state certified teaching professionals with a first master's degree who wish to pursue administrative positions at either the school or district level. This program leads to NYS certification as a school building leader (SBL) and school district leader (SDL).

Prerequisites

Educational master's degree; permanent or professional certificate in classroom or pupil personnel services; EDU 595 Educational Research and Statistics or equivalent; evidence that the candidate has met the New York state requirements for (1) school violence prevention and (2) The Dignity for All Students Act (DASA).

EDU 632	Leadership and the School Building Leader
EDU 649	Capstone for School Building Leader
EDU 644	Instructional Supervision
EDU 645	Curriculum Planning: Design, Implementation

EDU 599	and Evaluation Technology Data Analysis and School Improvement
EDU 631	Leadership and the School District Leader
EDU 650	Capstone for School District Leader
EDU 634	School Business Administration
EDU 635	School Law
EDU 824	Internship School Building/ District Leader Part One
EDU 825	Internship School Building/ District Leader Part Two

Electives:

(Select one from the following courses)

EDU 637	Personnel Administration and Employer-Employee Relations in Education
EDU 628	Policy and Practice in Education
EDU 639	Seminar/Issues in Educational Leadership
EDU 684	Research in Educational Leadership

Further requirements:

Candidates must pass the comprehensive examinations New York State Education Leadership Assessment for School District Leader to graduate from the program.

Candidates must pass the New York State Educational Leadership Assessments for School Building Leader, School District Leader and EAS to obtain the New York state certifications in these areas and complete the program.

Post-Master's Programs Leading to an Advanced Certificate

The educational leadership program offers four certificates of advanced study (CAS) in the field of educational leadership. These programs offer educational professionals the opportunity through advanced study to acquire New York state certification in one of the administrative areas: school building leader (SBL), school district leader (SDL) or school district business leader (SDBL).

Post-Master's Program (24 hours) Leading to an Advanced Certificate as

School Building Leader (SBL)

Prerequisites: 36 hours, master's degree, permanent or professional certificate in classroom or pupil personnel service, and EDU 595 or equivalent.

- EDU 632 Leadership and the School Building Leader
- EDU 649 Capstone for the School Building Leader
- EDU 644 Instructional Supervision
- EDU 645 Curriculum Planning: Design, Implementation and Evaluation
- EDU 599 Technology Data Analysis and School Improvement
- EDU 820 Internship School Building Leader Part One
- EDU 821 Internship School Building Leader Part Two

One elective in educational leadership

Further requirements:

Candidates must pass the comprehensive examination New York State Educational Leadership Assessment for School Building Leader to obtain New York state certification in this area and complete the program.

Post-Master's Program (24 hours) Leading to an Advanced Certificate as School District Leader (SDL) (Online)

Prerequisites: 36 hours, master's degree, permanent or professional certificate in classroom or pupil personnel service, and EDU 595 or equivalent

- EDU 631 Leadership and the School District Leader
- EDU 650 Capstone for the School District Leader
- EDU 647 Instructional Supervision and Curriculum Design for the School District
- EDU 634 School Business Administration
- EDU 635 School Law (NY state)
- EDU 822 School District Internship Part One
- EDU 823 School District Internship Part Two

One elective in educational leadership

Further requirements:

Candidates must pass the comprehensive examination and the New York State Education Leadership Assessment for School District Leader to complete the

program and be recommended for New York state certification in this area and complete the program.

Post-Master's Program (24 hours) Leading to an Advanced Certificate as School District Business Leader (SDBL) (Online)

Prerequisites: 36 hours, MBA, (including equivalent to ACC 505 Financial and Management Accounting), and EDU 595 or equivalent

- EDU 631 Leadership and the School District Leader
- EDU 650 Capstone for the School District Leader
- EDU 634 School Business Administration
- EDU 635 School Law (NY state)
- EDU 633 Public School Finance
- EDU 637 Personnel Administration and Employer-Employee Relations in Education
- EDU 826 School District Business Internship Part One
- EDU 827 School District Business Internship Part Two

Further requirements:

Candidates must pass the comprehensive examination and New York State Educational Leadership Assessment, SDBL, to complete the program and be recommended for certification.

Post-Master's Program Leading to an Advanced Certificate as School District Leader — Alternative (Trans D) (24 hours) (Online)

This CAS program offers professionals in other fields with a master's degree to pursue a New York state alternative certification for administrative positions at the school district level. The program is completed while candidates serve in an administrative position requiring an SDL in an educational system.

Prerequisites: Master's degree, 36 hours, leadership experience and EDU 595 or equivalent; administrative position

- EDU 631 Leadership and the School District Leader
- EDU 650 Capstone for the School District Leader
- EDU 647 Instructional Supervision and Curriculum Design for the School District
- EDU 634 School Business

- Administration
- EDU 635 School Law (NY state)
- EDU 822 School District Internship Part One
- EDU 823 School District Internship Part Two

One elective in educational leadership

Further requirements:

Candidates must pass the comprehensive examination and New York State Education Leadership Assessment for School District Leader to complete the program and obtain state certification in this area.

Master's Program MBA/SDBL Master's in Business Administration with New York State Certification as School District Business Leader

This M.S.Ed. program is offered to combine the school district business leader (SDBL) certificate with an MBA program preparing business leaders.

*Prerequisites: ACC 505 Financial and Management Accounting
MGT 515 Analysis of Quantitative Data
ECO 525 Economics for Managers
MGT 560 Law and Business Ethics
MGT 565 Communications for Executives
MGT 570 Management Principles*

- ACC 601 Strategic Accounting Analysis and Planning
- MGT 611 Advanced Quantitative Methods
- MKT 631 Strategic Marketing
- FIN 641 Corporate Financial Policy I
- MGT 651 Strategic MIS
- MGT 673 Productions and Operations Management
- MGT 674 Strategic Supply Chain Management
- EDU 631 Leadership and the School District Leader
- EDU 633 Public School Finance
- EDU 634 School Business Administration
- EDU 635 School Law (NY state)
- EDU 637 Personnel Administration and Employer-Employee Relations in Education
- EDU 650 Capstone for School District Leaders
- EDU 826 School District Business Internship Part One
- EDU 827 School District Business

Internship Part Two

Elective in educational leadership

Further requirements:

Candidates must pass the comprehensive examination New York State Educational Leadership Assessment SDBL to complete the program and be recommended for certification in this area.

Master of Science in Educational Leadership — Ontario

The M.S.Ed. in educational leadership has been offered in Ontario, Canada, with ministerial consent since 1984. It is offered to Ontario candidates who wish to pursue leadership positions and receive a master's degree, and in collaboration with public and Catholic Greater Toronto area boards and additional sites. This program does not lead to New York state certification.

EDU 528	Multicultural Education*
EDU 595	Introduction to Educational Research
EDU 615	Educational Leadership
EDU 649	Capstone for the School Building Leader
EDU 632	The School Principalship
EDU 635	Ontario School Law
EDU 644	Instructional Supervision
EDU 645	Curriculum Planning: Design, Implementation and Evaluation
EDU 684	Research in Educational Leadership
EDU 694	Administrative Internship

Two electives in educational administration

**Fulfills requirement for course in another discipline*

Further requirements:

Pass Administrative Internship

Pass Comprehensive Exam

Total Graduate Hours 36

Internship Requirements

The internship experience starts with embedded field experiences throughout required course work and culminates with two internship courses designed to provide an intensive authentic leadership experience aligned to the ELCC Standards. A minimum of 600 clock hours is required to complete the internship requirement.

The internship experiences provide administrative experiences that merge theory

and practice. They provide an opportunity to learn through direct work experience under the guidance and supervision of experienced professional administrators. The internship focuses on the concepts of leadership and the application of leadership skills. Candidates complete the internship in one or two semesters. Candidates are required to register for EDU 697 (1 credit) for an extension of the internship beyond this timeline.

Counseling Programs

School Counselor

(48 credit hours)

The following M.S.Ed. program leads to New York state provisional certification as a school counselor.

Required Courses

EDU 595	Introduction to Educational Research
EDU 651	Introduction to Counseling Techniques
EDU 652	Multicultural Counseling
EDU 653	Foundations and Ethics in School Counseling
EDU 654	Counseling Theory and Practice
EDU 655	Lifespan Development and Behavior
EDU 657	Assessment in Counseling
EDU 658	Counseling Process
EDU 662	Organization and Administration of the Guidance Program
EDU 664	Career Counseling and Planning
EDU 668	Family Counseling
EDU 669	Group Theory and Application
EDU 674	Consultation in Counseling
EDU 676	School Counseling Practicum (100 hours)
EDU 677	School Counseling Internship I (300 hours)
EDU 678	School Counseling Advanced Internship II (300 hours)

Counseling Practicum and Counseling Internship

(EDU 676, EDU 677 and EDU 678)

All students receiving an M.S. in education with a concentration in counseling are required to complete EDU 676, EDU 677 and EDU 678.

The practicum provides students with

experience in the planning and development of school counseling programs, counseling students, appraising student's needs, networking with people within the school, and consulting with parents and staff.

The internship requires students to demonstrate skills in individual and group counseling.

Students must participate in a practicum (EDU 676) at three schools for a total of 100 hours. Students must participate in counseling internship I (EDU 677) and counseling internship II (EDU 678) in a school setting at least two days a week throughout the academic year. In addition, the students must meet in a weekly seminar on campus. All students will be supervised every week by the site supervisor and by the university supervisor during the weekly seminar session.

Comprehensive Evaluation in the School Counseling Area of Studies

The comprehensive evaluation is designed to assess the student's ability to integrate theoretical knowledge into an effective counseling style. The program is based upon an eclectic counseling perspective which encourages students to learn various techniques from different theoretical counseling models.

Comprehensive Student Evaluation

- (1) During the semester when enrolled in EDU 677, the student will:
 - (a) Prepare a counseling tape demonstrating competencies in the use of microskills within the counseling session.
 - (b) Prepare a typescript of the tape.
 - (c) Write a critique of the tape which:
 - Discusses the issues with the client.
 - Identifies strengths and limitations of the counselor in exploring issues with the client.
 - Explains which theoretical techniques were used and why.
 - (d) Submit the above to the university supervisor of EDU 677.
- (2) During the first month of the semester in which the student is enrolled in the counseling internship II (EDU 678), the university supervisor will:
 - (a) Discuss with the student any limitations noted.
 - (b) Prescribe activities to overcome any limitations noted.

NOTE

Successful completion of the master's degree in school counseling reflects the following:

- (1) Completion of 48 graduate hours in good academic standing (cumulative GPA of 3.00 or above).
- (2) Satisfactory, regular class attendance.
- (3) Demonstration of professional ethical standards as established by the American School Counselor Association (ASCA) and the American Counseling Association (ACA) and affiliated organizations.
- (4) Satisfactory performance (S for pass) in counseling practicum (EDU 676) and (minimum C) internships (EDU 677 and EDU 678).
 - Successful results on the mid-program and comprehensive exams.
 - Successful defense of the counseling portfolio.
- (5) The university supervisor will conduct a final evaluation of the student by:
 - (a) Consulting the counseling internship supervisors in the school/agencies.
 - (b) Observing students in the counseling internship seminars.

Post-Master's Program Leading to the Advanced Certificate for the School Counselor and Permanent New York State Certification as a School Counselor*

(12 credit hours)

*New York state certificate regulations require two years of school experience in the field of pupil personnel services for permanent certification as a school counselor.

Requirements for admission are those identified for the graduate programs in education.

NOTES

- (1) Students enrolled in the master's program and planning to apply for the advanced certificate program for the school counselor should declare their intent to the dean's office prior to registering for post-master's courses in counseling.
- (2) Once matriculated, the student should meet with the assigned adviser to plan the program of study.
- (3) The student will be advised not to continue taking courses in counseling if he/she fails to meet the requirements for admission to the advanced certificate program which leads to permanent New York state certification.

(4) Responsibility for meeting time plan requirements rests with the students.

Requirements for Program Completion

The program requires a total of 60 graduate credits as specified. Of the 60 graduate credits, a minimum of 24 must be earned at Niagara University.

Some graduate credits may be accepted by the counselor education committee for meeting the requirements of the program, either from previous work done at Niagara University or from work completed at other accredited institutions provided that, in the judgment of the committee, they are the equivalent of the Niagara University courses in whose place they are accepted and that they carry at least a B. A time limit for the completion of the post-master's program will be set at the time of matriculation.

Courses and/or Experiences

(12 credit hours)

Candidates may choose alternate courses with their adviser depending upon their experience, needs, interests and aspirations. All courses are three credit hours.

One Required Course

EDU 803 Counseling and Behavior Therapy With Children

One of the Following Three Courses

EDU 666 Psychopathology and DSM Diagnosis
 EDU 670 Differential Diagnosis and Treatment Planning
 EDU 671 Psychopharmacology

Clinical Mental Health Counseling

The master of science degree (60 credit hours) in mental health counseling is designed for persons seeking employment in an agency counseling setting. The program qualifies students to be eligible for state licensure as a licensed mental health counselor (LMHC) and certification as a professional counselor (NCC) and clinical mental health counselor (CCMHC). (Additional years of experience are required for licensure.) The mental health program is accredited by and aligned with the standards of the Council for the Accreditation for Counseling and Related Educational Programs.

Application Procedures

The admission requirements are similar to those in graduate education. All students attend an interview.

During the application process, the applicant has a nonmatriculated status and may register for three graduate courses in the mental health program. Courses taken during the nonmatriculated status do not guarantee acceptance into the program.

Curriculum

EDU 595 Introduction to Educational Research
 EDU 651 Introduction to Counseling
 EDU 652 Multicultural Counseling
 EDU 654 Counseling Theory and Practice
 EDU 655 Lifespan Development and Behavior
 EDU 657 Assessment in Counseling
 EDU 658 Counseling Process
 EDU 659 Wellness and the Counseling Process
 EDU 664 Career Counseling and Planning
 EDU 666 Psychopathology and DSM Diagnosis
 EDU 668 Family Counseling
 EDU 669 Group Theory and Application
 EDU 670 Differential Diagnosis and Treatment Planning
 EDU 671 Psychopharmacology
 EDU 672 Bases to Drug and Alcohol Addiction
 EDU 673 Foundations and Ethics of Mental Health Counseling
 EDU 679 Mental Health Practicum
 EDU 685 Mental Health Internship I
 EDU 686 Mental Health Internship II
 EDU 687 Mental Health Internship III

NOTE

A comprehensive portfolio is required.

Required Cycle of Required Courses for Full-Time Students

First Fall Semester

EDU 651
 EDU 654
 EDU 655

First Spring Semester

EDU 673
 EDU 664
 EDU 658

Summer Semester

EDU 672

Second Fall Semester

EDU 666

EDU 595
EDU 679

Second Spring Semester
EDU 657
EDU 652
EDU 685

Second Summer Semester
EDU 671

Third Fall Semester
EDU 686
EDU 669
EDU 670

Third Spring Semester
EDU 687
EDU 668
EDU 659

Portfolio

The Comprehensive Evaluation in the Mental Health Counseling Area of Studies (Portfolio)

The comprehensive evaluation is designed to assess the student's ability to integrate theoretical knowledge into an effective counseling style. The program is based upon an eclectic counseling perspective which encourages students to learn various techniques from different theoretical counseling models.

Candidates complete a comprehensive portfolio demonstrating their knowledge, skills and dispositions in each of the Council for the Accreditation for Counseling and Related Educational

Programs (CACREP) core areas:

- (1) Professional identity
- (2) Social and cultural diversity
- (3) Human growth and development
- (4) Career development
- (5) Helping relationships
- (6) Group work
- (7) Assessment
- (8) Research and program evaluation

NOTE

The faculty is responsible for recommending to the dean any student whose level of academic performance and/or personal characteristics require remediation or possible termination from the program. This may occur at any time during the student's program of study.

Internships

The program includes a three credit-hour counseling practicum and a nine credit-

hour internship for a total of 1,000 clock hours of supervised experience.

Registration

The master of science (M.S.) degree and the certificate of advanced studies programs in mental health counseling have been approved and registered by the New York State Education Department. The New York State Education Department licenses mental health counselors. The Niagara University mental health counseling program meets NYS Education Department requirements for licensure.

Post-master's Bridge Program Leading to an Advanced Certificate in Mental Health Counseling (CAS)

A graduate-credit-hour CAS program is available for persons with a related master's degree. The Bridge program is licensure designated in Clinical Mental Health Counseling.

School Psychology

Completion of this 63 credit-hour NASP-approved graduate program will provide candidates with an M.S. and a Certificate of Advanced Studies (CAS) in school psychology. Graduates will be eligible for provisional certification as a school psychologist by New York state and will be qualified to apply for national certification (NCSP). (Additional years of experience are required for permanent New York state certification.)

Requirements for admission are those identified for the graduate programs in education.

Required courses and recommended sequence:

Fall 1	
EDU 595	Introduction to Educational Research
EDU 654	Counseling Theory and Practice
EDU 800	Intelligence Theory and Assessment
EDU 801	Perspectives in School Psychology
Spring 1	
EDU 539	Characteristics of Students with Exceptional Needs
EDU 658	Counseling Process
EDU 802	Psychological Assessment of Children and Adolescents

EDU 803 Counseling and Behavior Therapy with Children

Summer 1
EDU 652 Multicultural Counseling
EDU 669 Group Therapy and Applications

Fall 2
EDU 536 Human Learning, Development and Motivation
EDU 572 Reading Difficulties: Identification and Intervention
EDU 804 Psychological Assessment of Infants and Preschoolers
EDU 805 School Psychology Practicum I

Spring 2
EDU 655 Lifespan Development and Behavior
EDU 671 Psychopharmacology
EDU 777 Consultation and Intervention
EDU 806 School Psychology Practicum II

Summer 2
EDU 670 Differential Diagnosis and Treatment Planning

Fall 3
EDU 807 School Psychology Internship I

Spring 3
EDU 808 School Psychology Internship II

NOTES

- (1) Practicum clock hours must total 400 by the end of two semesters.
- (2) Internship clock hours must total 1,200 by the end of two semesters.
- (3) Successful completion of a comprehensive examination, as described in course requirements for EDU 806, is required prior to enrollment in internship.
- (4) Successful completion of a comprehensive portfolio, as described in course requirements for EDU 808, is required in order to attain degree.

Ph.D. in Leadership and Policy

The Niagara University Ph.D. program in leadership and policy is designed to prepare doctorate-level-qualified leaders who can implement systemic change to further

organizational and community goals in international, cross-disciplinary and diverse contexts. The program offers an innovative and unique cohort model.

The Ph.D. program focuses on the mission of Niagara University in bringing social justice and empowerment of those most in need to the forefront of research and provides a course of study in which professionals from various disciplines become change agents. This Ph.D. degree program is designed to enhance the research and policy leadership acumen of practicing professionals who are already established in their respective career paths. It prepares them for an enriched life of research and scholarship.

The Ph.D. requires 60 credit hours beyond a master's degree, with at least 51 of those credit hours completed at Niagara University. The program admits candidates who have evidence of scholarly work and who are established leaders.

The program consists of two key components: the leadership and policy study core (30 credits) and the research study core (30 credits). All candidates for the Ph.D. in leadership and policy complete required courses as cohort members and have the opportunity to work individually toward their dissertation topic. During the first year of study, cohort members fulfill the doctoral residency requirements by completing nine credit hours in the fall semester and nine credit hours in the spring semester.

Requirements for Admission

The admission requirements for Niagara University's Ph.D. program in leadership and policy are as follows:

- (1) Master's degree from an accredited college or university.
- (2) Two years post-master's professional work experience.
- (3) GPA of 3.50 on a 4.00 scale.
- (4) Scores at or above the 50 percent level on one of the following standardized assessments:
 - Graduate Record Examination (GRE)
 - Graduate Management Admissions Test (GMAT)
 - Law School Admissions Test (LSAT)
- (5) A professional writing sample consisting of one of the following:
 - Single-author, referred journal article or single-author conference paper.

- Critical review of a book, article, video, etc. (750 words or more).
 - Chapter of a graduate thesis representative paper from a graduate class.
- (6) Curriculum vita or professional résumé.
 - (7) A goal statement of at least 500 words that answers the question: "How will this doctoral program in leadership and policy address my future professional goals?"
 - (8) Personal interview: If distance is an issue, a phone or Skype-type Internet interview may substitute.
 - (9) Three letters of professional recommendation.
 - (10) Non-native English-speaking applicants must submit the results of Test of English as a Foreign Language (TOEFL).

Required Courses

Leadership and Policy Core

(30 credit hours)

There are seven required content courses (21 credits) in the leadership and policy core:

ADS 710	Organizational Theory, Development and Strategic Change
ADS 720	Process, Politics and Evaluation of Public and Social Policy
ADS 730	Organizational Assessment and Accountability
ADS 740	Leadership in a Global Society
ADS 750	Diversity in Organizations
ADS 760	Ethical Practices in Leadership and Policy
ADS 770	Economic and Financial Policy Leadership in a Global Society

Candidates are able to select three additional graduate courses (nine credit hours) in their respective concentration field of study.

Research Core

(30 credit hours)

There are six required research courses (18 credits) and three required dissertation courses (nine credits) in the research study core. A total of nine ADS research core courses are required (27 credits):

ADS 805	Research and Statistics
ADS 807	Geographical Information Systems and Research
ADS 810	Research Seminar
ADS 820	Advanced Quantitative Research

ADS 830	Advanced Qualitative Research
ADS 840	Doctoral Seminar
ADS 850	Ph.D. Dissertation
ADS 852	Ph.D. Dissertation
ADS 855	Ph.D. Dissertation

Candidates are able to select one additional graduate course related to their dissertation topic (three credit hours) as a research study core elective.

Requirements for the Completion of the Ph.D. Program in Leadership and Policy

In order to successfully complete the Ph.D. program and be awarded the degree, all candidates are required to:

- Successfully complete all required and concentration elective courses
- Successfully complete the comprehensive doctoral studies examination (including approval of dissertation proposal)
- Successfully defend (public defense) and publish an approved research dissertation.

College of Education Courses

DDP 701 Developmental Disabilities: an Overview

This introductory course focuses on an overall introduction to individuals with developmental disabilities (life-long and manifesting themselves prior to age 22). Within a broad scope, topics cover historical factors and attitudes, specific developmental disabilities, causes, legislation, specialized services and supports, education, vocational training and life-span planning. 25 hours of field work are an additional requirement in this course.

— *three semester hours*

DDP 721 Family Life to Independent Living With Disabilities

This course addresses the challenges transition to adult life pose for individuals with mild to moderate disabilities. The goal of independent living will be explored through the integration and collaboration of various resources including the individual, the family, the school, support systems and the community. Advocacy and self-determination will a focus of this course.

— *three semester hours*

DDP 795 Agency Practicum

This course is designed to enable the future specialist in developmental disabilities to



expand competencies in human services. Candidates will work with a university supervisor as they perform the day-to-day activities in an agency that serves individuals with developmental disabilities. Candidates will complete a minimum of 250 hours in the practicum.

— *three semester hours*

EDU 505 Measurement and Evaluation in Education

This course is designed to provide students with an introduction to the basic principles of measurement and evaluation of learning with emphasis upon test construction in accord with instructional objectives. Consideration is given to the statistical principles of validity and reliability, and the variety, selection and use of standardized assessments for all learners. Methods of assigning grades to students will also be explored.

— *three semester hours*

EDU 514 History of Education in the Western World

An examination of the leading educational philosophers, psychologists and practitioners from Greco-Roman to modern times and their applications to current education.

— *three semester hours*

EDU 515 Foundations in Applied Reading Research — Part I

This course has been developed to help build teachers' knowledge and skills in scientifically based reading research which will enable them to teach all children to master reading by the end of grade three. By providing teachers and instructional support personnel with quality training through the application of scientifically based reading research, to reading instruction, assessment, diagnosis, progress monitoring and intervention, reading instructional effectiveness will occur. This course will cover modules

one through four.

Module one: Reading and Language Arts: The Context of Change.

Module two: Phonological Awareness and Phonemic Awareness.

Module three: The Alphabetic Principle and Phonics.

Module four: Word Study.

— *three semester hours*

EDU 516 Foundations in Applied Reading Research — Part II

This course has been developed to help build teachers' knowledge and skills in scientifically based reading research which will enable them to teach all children to master reading by the end of grade three. By providing teachers and instructional support personnel with quality training through the application of scientifically based reading research, to reading instruction, assessment, diagnosis, progress monitoring and intervention, reading instructional effectiveness will occur. This course will cover modules five through eight.

Module five: Fluency.

Module six: Vocabulary.

Module seven: Comprehension I.

Module eight: Comprehension II.

— *three semester hours*

EDU 523 Foundations of Education

This course examines the ways in which diverse disciplines (e.g., history, philosophy, psychology, sociology, multiculturalism, economics, ethics, law) are the basis upon which Western educational practices are built. These interconnected foundations continuously shape school characteristics and conditions including curriculum, pedagogy, classroom organization, technology and the expectations held of teachers, students, parents, administrators, and the community. Course experiences will involve prospective teachers in gaining knowledge with which to analyze the effects of these educational foundations on the school experience in the past and present. Prospective teachers will use their evolving foundational framework to examine educational paradigms, theories and practices that either strengthen and expand the democratic possibilities of schooling or maintain the current correspondence between educational success and students' socioeconomic and cultural identities.

— *three semester hours*

EDU 524 Sociology of Education

The purpose of the course is to provide the student with an understanding of the relationships between the schools and other aspects of society; the relationships among the various roles in school organizations; and the effects of the school social system in learning.

— *three semester hours*

EDU 528 Multicultural Education

This course examines the theories and practices of multicultural education which are presented as central to teaching and learning, not as marginal or added on to the "regular" curriculum. Study of multicultural concepts (e.g., inclusion, accurate representation, multiple perspectives, indigenous scholarship) will reveal how diverse knowledge bases have been historically muted in educational and other discourses. In order to avoid replicating this exclusionary practice, prospective and practicing teachers will explore ways in which students' (and their own) multiple identities are embedded in teaching and learning that accurately represents diverse knowledge bases. Such an approach is multicultural and therefore emancipatory because it encourages students to become thinkers and producers of knowledge-practices that increase students' opportunities and life chances.

— *three semester hours*

EDU 529 STEM Curriculum/ Methods in Elementary/ Inclusive Classrooms

With an emphasis on curriculum and methods, this course prepares teacher candidates to teach science, technology, engineering, and mathematics (STEM) in the elementary school classroom, grades PreK-6. Special attention is given to inquiry-based teaching practices, project-based learning, high-level thinking, and real-world problem solving. Course content aligns with New York's State Standards and Ontario Expectations.

— *three semester hours*

EDU 530 Managing Culturally Responsive Classrooms

This course introduces teacher candidates to motivation and classroom management strategies that engage all students in an inclusive classroom. Candidates will 1. recognize

personal cultural lenses and biases, 2. develop knowledge and respect of students' cultural backgrounds, 3. examine the broader social, economic, and political context, 4. use culturally appropriate motivation and management strategies, and 5. commit to building caring classroom communities.

— *three semester hours*

EDU 531 Typical and Atypical Early Child Development

The intent of this course is to provide prospective teachers with a thorough knowledge of early childhood development. The course will focus on understanding research and theory as it impacts developmentally appropriate practices for infants to grade 2 students. By becoming familiar with the growth and development of young children, prospective teachers will be able to develop their own theories of children and understand their growth and development. Observation hours are required for this course.

— *three semester hours*

EDU 532 Adolescent Psychology

This course provides an analytical study of the physical, cognitive, social and moral transitions faced by adolescents. The course will focus on the applications of theory and research to help guide the decisions and behaviors of professionals and parents who interact with youth on a regular basis. Special emphasis will be given to the needs of the younger adolescents and their middle school experience.

— *three semester hours*

EDU 533 Psychology of Human Learning

A study of processes, conditions and techniques of the acquisition of knowledge, skills and behavioral patterns in humans. Learning theories and their applicative aspects will be considered, as will such problems as motivation, guidance, retention and forgetting, problem solving, meanings and insight, and the role of punishment and reinforcement.

— *three semester hours*

EDU 535 Child Development

The course will explore child development from the preschool to the primary years (ages 4-8) and in the intermediate elementary grades (ages 9-12) in all of the aspects —

physical, social, emotional, mental, cognitive and educational. Attention will be given to the exceptional child, his/her identification and methods of working with the "exceptions." Classroom observations and field experiences will be an integral part of the course.

— *three semester hours*

EDU 536 Human Learning, Development and Motivation

The course is designed to introduce the prospective teacher to the theories of human learning, development and motivation and the applications of these theories in the learning environment. Each of the developmental stages of early childhood, childhood, preadolescence and adolescence will be focused upon to gain awareness of human learning, maturation and motivation. Prospective teachers will be required to participate in a school-based learn and serve field placement to experience the application of theories; observe the interaction of a child/adolescent within the school, family and peer systems; and reflect upon their learning through a case-study project.

— *three semester hours*

EDU 539 Characteristics of Students with Exceptional Needs

This course introduces prospective and practicing teachers to the characteristics of students with physical, cognitive and emotional/behavioral challenges. The participants will be introduced to legislation issues including ADA, IDEA, IEPs, transition services, inclusion, etc. Participants will explore the role of students, family and education professionals. As part of this course, participants will reflect upon 15 hours of observations and interactions with students with disabilities.

— *three semester hours*

EDU 541 Science Concepts Gr 3-6

This course is designed to provide practicing teachers with knowledge and skills to improve science instruction in early childhood and elementary classrooms. The course will emphasize the importance of exposing science concepts in early childhood levels. Literacy, mathematics and technology will be interwoven into the curriculum, which will focus on the nature of science, scientific inquiry, science in the community, contemporary issues in science, and safety and welfare in the science classroom.

— *three semester hours*

EDU 542 Science Applications Gr 7-9

This course is designed to provide practicing math and science teachers with knowledge and skills to improve science instruction at the secondary level. The course will emphasize the importance of scientific reasoning and communication. Literacy, mathematics and technology will be interwoven into the curriculum which will focus on the nature of science, scientific inquiry, science in the community, contemporary issues in science, safety, ethics, and welfare in the science classroom.

— *three semester hours*

EDU 550 Early Childhood Math P-2

This course is designed to provide practicing teachers with knowledge and skills to improve mathematics instruction in early childhood and elementary classrooms. The course will emphasize the importance of exposing math concepts in early childhood levels. Literacy, science and technology will be interwoven into the curriculum which will focus on number sense, operations, algebra, probability and statistics, and geometry.

— *three semester hours*

EDU 552 Applied Children's and Adolescent Literature

The course examines a variety of teaching strategies using literature written for children and adolescents. Among the topics addressed are how to locate and evaluate the text and illustrations in children's books, how to integrate literature into the K-12 curriculum across multiple content areas, and how to stimulate and evaluate a variety of student responses to literature.

— *three semester hours*

EDU 553 Math Middle Level Grades 7-9

This course is designed to provide practicing math and science teachers with knowledge and skills to improve mathematics instruction at the middle and high school levels. The course will emphasize the importance of mathematical reasoning and communication. Literacy, science and technology will be interwoven into the curriculum which will focus on algebra, trigonometry and calculus, measurement and geometry, probability and statistics.

— *three semester hours*

EDU 554 Teaching of Composition

This course will provide participants with a deeper knowledge of how to deliver writing instruction more effectively. Participants will gain knowledge of a variety of evidence-based writing models, writing standards (including Common Core), writing genres, components of writer's workshop, writing conferences, and how to analyze students' writing using rubrics. Participants will review and discuss strategies to help strengthen the workshop approach in the classroom. Writing standards will be defined clearly to help guide instruction as well as to communicate with parents and other educators the expectations of each grade level's writing program.

— *three semester hours*

EDU 555 Literacy Foundations

This course is designed to provide practicing teachers with a foundation for literacy instruction in K–12 classrooms. Teacher participants will examine literacy in terms of its definition, the factors contributing to its development, the stages of literacy growth, and the role of literacy in enabling full societal participation. The teacher's role in providing effective, appropriate instruction to ensure that all students reach their literacy potential will be emphasized. This will include an awareness of the Common Core literacy standards and as guides to levels of literacy achievement. In addition, participants will examine effective instructional practices across the grade levels and explore how they can develop families as literacy partners, address diverse needs of students, use effective assessment to guide instruction, and incorporate technology into literacy instruction.

— *three semester hours*

EDU 556 Geometries for Secondary School Teachers

A study of transformational, Euclidean, non-Euclidean geometries for teachers, with special emphasis on application to secondary school mathematics.

— *three semester hours*

EDU 557 Math, Science, Technology Literacy

This course explores how students develop knowledge, understanding, and application of literacy in the disciplines of mathematics, science, and technology. Specifically,

teachers will focus on MST reading, writing, listening, speaking, viewing, and visually representing. They will integrate state, national and international standards in MST and ELA to enhance learning in both domains.

— *three semester hours*

EDU 558 Using Literacy Technology

This course introduces practicing teachers to multiple uses of technology in literacy education. It provides them with the knowledge and experience to use technology as a tool to improve literacy teaching and learning for all students. Teachers examine and evaluate literacy software in terms of applicability to a variety of educational settings. Teachers learn to teach students how to access literacy information and resources using the Internet. Teachers also learn how to guide students in Web publishing.

— *three semester hours*

EDU 561 Language and Literacy Development for Diverse Young Learners

This course focuses on language acquisition and early literacy development. Candidates will examine current theories and research including typical and atypical development, the impact of medical impairments, the influence of family and community, and media. Planning developmentally appropriate environments and instruction for inclusive instruction is emphasized.

— *three semester hours*

EDU 562 Literacy: Intermediate Grades

This course is designed to develop effective teachers of literacy for learners in the intermediate grades 3–6, examining both theory and practice. Practicing teachers will examine effective instructional practices that address the New York State Standards and Ontario Expectations, integration of the language arts, the diverse needs of students, the use of technology for literacy learning, and assessment.

— *three semester hours*

EDU 565 Assessment of Students with Exceptionalities

The intent of this course is to provide teachers with knowledge of various assessment practices, skills in the assessment of learners

with disabilities, and an understanding of the legal, moral and social issues associated with assessment in special education. The course will focus on the assessment of the following four areas: intelligence, achievement, behavior, and social-emotional well-being. Teachers will work in teams to prepare an Individualized Education Plan for a student for whom all four types of assessments have been performed.

— *three semester hours*

EDU 568 Middle School Philosophy and Curriculum

This course is designed to provide the student with a comprehensive study of middle-level philosophy, curriculum and programming. Examination of the development of middle schools with particular attention to exemplar models will be the focus of the initial aspect of this course. A clinical component is required. Field components will be conducted in the local on-site middle schools by middle-level educators.

— *three semester hours*

EDU 570 From Theory to Practice: Instructional Research and Implementation

Prerequisite: EDU 595

This course is designed to help prepare teachers for modern schools by equipping them with the knowledge base, the attitudes of reflection and the skills necessary for effective decision making. The course will be structured collaboratively. Teams of learners will read, discuss and evaluate studies, design applications, and analyze effects. Case studies will provide the opportunities to apply the knowledge base. Videotape analysis of one's own teaching and that of others will be a focus of the course.

— *three semester hours*

EDU 571 Foundations of Literacy Instruction

This course is designed to help prospective teachers develop the knowledge and skills to deliver literacy instruction effectively. Participants will learn how to: create a literate environment that wraps literacy around all areas of the curriculum; implement the Common Core and/or Ontario Expectations following principles of effective instruction; incorporate technology into instruction; use a wide

range of literature, including multicultural literature, across the curriculum; cultivate partnerships with parents to encourage and enhance literacy development; and use literacy assessments to make decisions about instruction for diverse learners.

— *three semester hours*

EDU 572 Reading Difficulties: Identification and Intervention

This course is designed to help practicing teachers develop greater effectiveness in teaching reading diagnostically in K-12 classrooms, especially in individualized or small group settings. Teacher participants will examine a variety of factors that influence literacy acquisition, discuss and identify various reading problems, learn to conduct a diagnostic assessment of a student's reading performance, analyze the assessment, and plan for appropriate reading instruction.

— *three semester hours*

EDU 574 Differentiating Reading Instruction

This course will provide participants with a deeper knowledge of how to deliver reading instruction to students with diverse learning needs. Focus will be placed on planning instruction, accessing and developing resources and conducting assessments for students from different cultural backgrounds and learning abilities.

— *three semester hours*

EDU 575 Literacy: Upper Grades

This course offers the grade 7-12 teacher the opportunity to design instructional and assessment materials in reading, writing and study skills in the content subjects for his/her own classroom use. This course will sensitize the practicing teacher to the important role that reading plays in learning any subject. The course will provide a knowledge base about the reading process and opportunities to use that knowledge in instruction, assessment and program organization.

— *three semester hours*

EDU 576 Integrating Language Arts in the Elementary Curriculum

This course is designed to prepare pro-spective teachers for teaching the language arts (reading, writing, listening, speaking, viewing,

and visually representing) in the primary/elementary classroom using an integrated approach. Prospective teachers will learn how to guide students through each stage of the reading and writing processes and how to incorporate technology into each process. They will also learn how to utilize effective practices and strategies that enable elementary students at all levels of literacy development to read, write, listen, and speak for information and understanding, literary response and expression, critical analysis and evaluation, and social interaction. Emphasis is placed on making meaningful connections for students, building strong home-school connections, and using ongoing assessment of student progress to guide instruction.

— *three semester hours*

EDU 577 Content Literacy Methods

This course provides prospective teachers with strategies for integrating the language arts (listening, speaking, reading, writing, viewing visual works and constructing visual works) into the instruction of their specific content areas. Topics include techniques for teaching technical vocabulary; locating and selecting relevant sources; note taking from oral, print and electronic sources; organizing, writing, editing and revising papers; conforming to conventions of source citation and conventions of standard written English; writing informational and other types of essays; using content-area learning logs; viewing graphics and art, and creating graphics and art related to content-area concepts.

— *three semester hours*

EDU 578 Foundations of Bilingual Education & Teaching English to Speakers of Other Languages (TESOL)

This course provides the basic theories, issues and concepts related to teaching bilingual students in Pre-K-12 classrooms. Program models will be presented that employ bilingual education and integrated English as a Second Language (ESL) services as well as other models. Classroom strategies impacting student behavior and student learning are discussed. Current issues are discussed and provide students with opportunities to complete library research. Graduate students will complete a significant research project as part of this course. Field experience required.

— *three semester hours*

EDU 579 Developing Literacy in English Language Learners Through Multicultural Literature (ELLs)

This course takes a global approach to the promotion of literacy. Focusing on children's literature as well as on literature applicable to adolescents, the course will provide an in-depth study of literacy beyond our national borders. Methods of teaching literacy — reading, writing, speaking, comprehending, and thinking — to ELL students will be infused in the course. Students will develop lessons, literature-teaching modules, and develop materials for use in future classroom work. Field experience required.

— *three semester hours*

EDU 580 Language and Linguistics in the ESL Classroom

This course will present current theories of second language acquisition (SLA) as well as provide an overview of linguistic phenomena in phonology, morphology, syntax, semantics, and discourse analysis germane to the second language classroom. Language transfer, BICS vs. CALP, hypotheses of major theorist in the fields of SLA and linguistics will be discussed. The course will analyze fundamental concepts, such as SLA in adults and children, in formal and informal learning contexts, and in diverse sociocultural settings, and take an interdisciplinary approach, encouraging students to consider SLA from linguistic, psychological and social perspectives. The course will emphasize how to teach pronunciation, vocabulary, grammar/syntax, and discourse in an ESL classroom and allow students to apply research-based practices. Field experience is required.

— *three semester hours*

EDU 581 Sociolinguistic Considerations in Teaching English as a Second Language (TESOL)

This course will approach sociolinguistic considerations germane to the ESL classroom from a humanities perspective. After reviewing models of first and second language acquisition, this course will discuss sociolinguistic phenomena such as code switching, dialects and idiolects, language transfer, loan words, and appropriate discourse. Students

will apply theoretical models to ESL classroom practice through research and projects.

— *three semester hours*

EDU 582 Curricular Applications in TESOL

This course focuses on student-centered theories, providing models of curriculum development and their application for English Language Learners. Approaches and strategies such as: the grammar-translation approach; the Silent Way; the Audio-lingual Method; Total Physical Response; Jazz Chants; the Natural Approach as well as Cooperative Learning; Multiple Intelligences; Whole Language; among others are presented. English language development (ELD) lesson and unit planning as well as the assessment of these are required. Common Core Learning Standards as applied to English Language Learners will provide the basis for curriculum work in the course. The course will infuse technology and Computer Assisted Language Learning (CALL) in methodology. Students will apply material learned to curriculum units and develop instructional strategies that exemplify “best practices” in the field.

— *three semester hours*

EDU 584 Content Area Methods for ESL Classrooms

This course is designed to explore required content standards (pre-K-12) and to develop instructional practice for meaningful learning in the ESL classroom. Cognitive-Academic Language Learning Approaches (CALLA) and other content-area Specially Designed Academic Instruction in English (SDAIE) lessons will be covered. The Sheltered Instruction Observation Protocol (SIOP) model will be emphasized. Participants in the course will learn how to deliver instruction and how to create instructional materials using this model. Assessment of learning in the second language content-area classroom is conducted. Field experience required.

— *three semester hours*

EDU 588 Assessment of ESOL Student Learning

This course serves as an introduction to various issues (e.g. cultural and linguistic bias, political, social, and psychological factors diagnostic, formative and summative) in assessment, IQ, and special education testing (including gifted and talented); the importance of standards; and the difference between language

proficiency and other types of assessment (e.g. standardized achievement tests of overall mastery), as they affect ESOL student learning. The statistical principles of validity and reliability, and the variety, selection and use of standardized language tests will be discussed. Consideration is also given to a variety of standards-based language proficiency instruments and performance-based assessment tools and techniques that are used to inform instruction and for identification, placement, and demonstration of language growth of ESOL students.

— *three semester hours*

EDU 595 Introduction to Educational Research

(Middle Childhood, Early Childhood, Literacy, Special Education, Counseling, School Psychology or Administration)

This course is designed to introduce graduate students to the principles of research in education. Students will become effective consumers of educational research by analyzing the literature in a particular area of study and synthesizing the results into material that can be applied to diverse educational settings. Students will also develop practical research skills that they might use to assist them in their own professional development. Preservice teachers and practitioners enrolled in this course will complete a field-based research project pertaining to their area of study.

— *three semester hours*

EDU 597 Computer Technology and Utilization in Educational Administration

This introductory offering has as its major focus the many administrative uses of the computer in the field of education. A major goal is to ensure that every graduate student in educational administration has a comprehensive understanding of current and future roles that computer technology creates for the school system, of the use of the computer in short- and long-term planning, and of the impact that computers can and will have on administrative duties and responsibilities. Particular emphasis will be placed on the ability of the administrator to utilize computer technologies at the district, school and classroom levels. A range of administrative uses will be presented to ensure sound computer administrative practices.

— *three semester hours*

EDU 598 Instructional Technology

This course is designed to offer teachers and administrators the opportunity to use and to implement the many forms of technology in delivering curriculum and instructional content to their students. Using the many models and technology tools, (i.e., hardware and software, graphics, hypermedia) allows classroom teachers the opportunity to frame their curriculum program for instant educational retrieval and to make the course content available for its immediate use.

— *three semester hours*

EDU 599 Technology, Data Analysis & School Improvement

This course is designed to prepare future school building and school district leaders with the knowledge of theory and research in school improvement and the analysis of school and district data for decision making. Techniques for examining data and decision making for student achievement will be reviewed. Current technology resources useful in the school improvement process or the district management process will be demonstrated. Collection and analysis of school data will be integrated into the current themes in the educational process. The action research process as it applies to school indicators of student success will also be addressed.

— *three semester hours*

EDU 601 Early Childhood, Family and Community

This course examines the child's relationship to family, school and community. Roles of the family, various service providers and their influence on children's development are explored. Effective collaboration among appropriate individuals and agencies will be addressed. Cultural values, attitudes and diversity including abilities, disabilities, gender and society will be discussed.

— *three semester hours*

EDU 602 Health, Nutrition and Safety in Early Childhood

This course studies nutrition, health, safety and related activities to promote and maintain the well-being of all children. Within the framework of cultural and familial outlooks, guidelines, childhood illnesses, safe and healthy learning environments are explored. Knowledge of health, safety and nutritional needs, and safe learning environments are addressed.

— *three semester hours*

EDU 603 Creative Activities and Movement in Inclusive Early Childhood Settings

Students will study the development of skills, techniques, and environments for young children through creative arts and movement. The active engagement of all children through adapted devices, adaptive environments and adaptive technology will be explored. The use of play as a learning and socializing process will be emphasized. This course requires a field placement in an approved early childhood setting.

— *three semester hours*

EDU 604 Observation and Assessment of Young Children and Young Children with Exceptional Learning Needs

The course focuses on assessment methods of early childhood. Observation methods that focus the development of emotional, social, physical, language and cognitive areas are emphasized. The utilization of assessment strategies will aid in the ability of course participants to develop curricula and support children's growth. Observation hours are required for this course.

— *three semester hours*

EDU 606 Thesis Direction

Prerequisite: EDU 595

An exploration of general and specific directives relative to thesis direction; research, format, and composition; personal guidance provided by one's director through regular meetings.

— *six semester hours*

EDU 607 Thesis I

Prerequisite: EDU 595

This individual study is directed toward students who are interested in conducting a major research project, and preparing and defending a thesis proposal. The approval of the department chair, the dean and the adviser is required.

— *three semester hours*

EDU 608 Thesis II

Prerequisite: EDU 607

This individual study is designed for students who have completed EDU 607 successfully. Through EDU 608 students complete and defend the thesis. The approval of the department chair, the dean and the adviser is required.

— *three semester hours*

EDU 610 Inclusive Exploration Activities, Birth-4 years-old

This course focuses on facilitating and stimulating learning of infants to 4 year-olds. Candidates will understand planning and adapting developmentally appropriate environments and activities within an inclusive philosophy. Roles of families, school, and community personnel in planning within a collaborative approach are addressed. Transition plans are explored.

— *three semester hours*

EDU 611 Curriculum and Instruction in Inclusive Early Childhood Classrooms

This course focuses on early childhood curriculum development and instruction in the areas of mathematics, science, English Language Arts, and social studies. Students will understand integrating strategies that support diversity and anti-bias perspectives, examine the critical role of play; establish a developmentally appropriate environment and curriculum that promote child development and learning.

— *three semester hours*

EDU 615TL Educational Leadership for Teachers

This course studies the research and theories of educational leadership and their application in schools. Candidates will study and apply leadership theories and practice in the context of their schools. They will analyze leadership styles, and determine their own style and its impact in schools. The course will provide opportunities to examine and practice a variety of leadership roles. In addition, this course will incorporate the program themes of reflective practice, communication, diversity and technology.

— *three semester hours*

EDU 617 Group Dynamics

This course examines the various counseling theories applicable to group counseling. Through an experiential mode of learning, the student will develop beginning skills for facilitating groups and in planning intervention strategies. The importance of evidence-based practice in group counseling will be explored. Special emphasis will be placed on the formulating of plans to evaluate the success of group interventions and the overall efficacy of group programs.

— *three semester hours*

EDU 628 Policy and Practice in Education

This course examines the development, establishment, and monitoring of educational policies in New York state. In examining these policies, the political framework in which educational policy and practice occurs is addressed. Students will be expected to read and understand recent policy documents as approved by the State Education Department and Board of Regents. In addition, written assignments will include a research paper on a specific educational issue and the preparation of a grant to solve a particular educational issue or problem.

— *three semester hours*

EDU 628TL Policy and Practice in Education for Teachers

This course examines the development, establishment, and monitoring of educational policies in New York state. In examining these policies, the political framework in which educational policy and practice occurs is addressed. Candidates for Teacher Leader Certificate will be expected to read and understand recent policy documents as approved by the State Education Department and Board of Regents and analyze their impact in schools. Candidates will acquire skills related to the preparation and submission of an educational grant to address an educational problem. In addition, this course will incorporate the program themes of reflective practice, communication, diversity and technology.

— *three semester hours*

EDU 629 Effecting Dynamic Change

A leaders deal with the issue of effecting dynamic change, they will need to consider four strategies: 1) training and support for staff; 2) realigning formal roles and relationships; 3) establishing collaborative cultures; and 4) providing transition rituals. Addressing these strategies is the focus of the course.

— *three semester hours*

EDU 629TL Effecting Dynamic Change for Teachers

This course is designed to study the change process as it applies to teachers and school programs and practice. Teacher leaders will learn how to effect dynamic change in the classroom and school to increase student achievement for all

students. Through application to real contexts of schools, teacher leaders will apply and practice building relationships, establishing collaborative cultures, and providing transition rituals for teachers in the change process. In addition this course will incorporate the program themes of reflective practice, communication, diversity and technology.

— *three semester hours*

EDU 631 Leadership and the School District Leader

Superintendents function in a challenging environment. With school closings, instructional changes, state standards, safety concerns, budget gaps, personnel considerations, community expectations and other issues facing them each day, they are often caught in the center of a societal debate. This course will examine the various roles and responsibilities of the school superintendent. The necessary relationships with the board of education, various community groups, school staff, students and other constituencies will be discussed and analyzed, including the importance of those relationships during these times of educational changes.

— *three semester hours*

EDU 632 Leadership and the School Building Leader

In this course, leadership theory will be applied through the use of individual assessment instruments, i.e., analysis of video tapes, case studies, article critiques, role playing and self-assessment critiques. The importance of style of leadership and influences that effect style will be emphasized. Other major concepts will be analyzed utilizing the NU Leadership Matrix model. These concepts include the attributes and skills to facilitate the leadership process for managing a school building organization. The focus of this analysis is to help to assess the candidate's acquisition of administrative attributes and skills in the context of school leadership.

— *three semester hours*

EDU 633 Public School Finance

The course is designed to provide the student with an understanding of the role of the local, state and federal government in the financing of public education. Various programs for state aid and equalization will be discussed. Students will receive instruction through class

and field experiences in the following competencies: basic accounting procedures, auditing reports, and the budget, including budget calendar and the actual steps in building a budget.

— *three semester hours*

EDU 634 School Business Administration

The course is designed to assist students in an understanding of the operation, financing, and reporting procedures of the following business functions: insurance, cafeteria, transportation, investments, various school accounts, purchasing, inventory, and maintenance.

— *three semester hours*

EDU 635 School Law

This course will provide the student with an understanding of public school law through an examination of federal and state laws affecting public and private schools in the United States.

— *three semester hours*

EDU 635 Ontario School Law

A study of the Education Act and the regulations which govern the schools of Ontario. The history of school law will be studied. Various beliefs, reports, and court cases which have resulted in changes in the law will be examined.

— *three semester hours*

EDU 637 Personnel Administration and Employer-Employee Relations in Education

This is a course for administrators, principals, supervisors and those preparing for such positions. It is expected that the student will have competencies to deal extensively with major problems and issues confronting the profession such as recruitment, preparation, certification, salaries and salary schedules, collective bargaining, ethics, teacher selection, assignment and load, induction, legal provisions, inservice education, morale, legal rights, tenure and retirement of staff.

— *three semester hours*

EDU 638 Community Interrelationships

The course will consider social structures operating within a community. Principles and techniques of working with school personnel, organizations and members of the community will be the focus of the

course with a view to promoting better public relations.

— *three semester hours*

EDU 639 Seminar/Issues in Educational Leadership

This course provides a seminar study for candidates seeking certification as school building or school district leader in New York state. The seminar will focus on a single concept in leadership which is current in the field and not addressed in depth in other educational leadership courses. The topic of the seminar will be determined by the educational leadership department.

— *three semester hours*

EDU 644 Instructional Supervision

This offering orients the individual to the functions and major principles of instructional supervision. Attention is devoted to the critical examination of current research and publications about effective supervisory behavior. Models for clinical supervision are introduced and emphasized within the framework of improving teaching performance and its impact on student achievement. Appropriate strategies for developing and implementing supervisory programs are stressed.

— *three semester hours*

EDU 644TL Instructional Supervision for Teachers

This course provides an overview of the functions and major principles of instructional supervision. A critical examination of current research and leadership literature regarding instructional coaching is included. Models of supervision and coaching will be studied and applied within a framework of improving teaching performance and its impact on student achievement. The course will emphasize coaching skills and process to provide opportunity for direct application to resolve instructional problems in real classrooms. Personal and collaborative professional growth planning and how to establish, lead and support school learning communities will be included. In addition this course will incorporate the program themes of reflective practice, communication, diversity and technology.

— *three semester hours*

**EDU 645 Curriculum Planning:
Design, Implementation
and Evaluation**

This course is designed to give the participants a background in the plan, design, implementation and evaluation of various curriculum and educational programs.

— *three semester hours*

**EDU 647 Instructional Supervision
and Curriculum Design for
the School District**

This course is designed to survey the major functions and principles of instructional supervision and curriculum design. A review of current research, theory and literature in both areas will be addressed. Specific models of supervision will be reviewed in the context of district programs and planning. In addition, the course will provide a review of processes applicable to the planning, design, implementation and evaluation of curriculum and educational programs.

— *three semester hours*

**EDU 649 Capstone for the School
Building Leader**

The capstone course is an interdisciplinary approach to concepts of leadership as they relate to the school administrator. The course includes a comprehensive survey of studies and readings relative to models, styles, behaviors and problems in educational leadership. The course includes the study of motivation, job satisfaction, decision making, ethical professional behavior and the role of an educational leader as change agent and innovator in a changing society. A major focus of the course is the development of a school reform plan for a building.

— *three semester hours*

**EDU 650 Capstone for the School
District Leader**

This course assesses acquired administrative skills and is one of the last to be completed in the certification program for the school district leader. The assessment component will incorporate authentic performance approaches, including written analysis, work-sample products, focused responses, oral responses, simulations and a portfolio. As a requirement for the portfolio, the student will be expected to assemble evidence of various specified experiences and expectations from previous courses. A major focus of the course is to develop a plan of

action for a school district reform. The role of the urban superintendent will be emphasized throughout this process.

— *three semester hours*

EDU 651 Introduction to Counseling

This course explores the basic counseling process, including developing active listening skills, building rapport, and facilitating client awareness. The course will also examine the settings in which a professional counselor can practice, such as schools, community and mental health agencies, career counseling centers, rehabilitation programs, and addiction programs. Professional roles, ethical standards and professional credentialing will be introduced in this course.

— *three semester hours*

EDU 652 Multicultural Counseling

As an introduction to the issues which arise in counseling multicultural and diverse populations, this course will focus upon understanding the differences and similarities in values, goals and challenges of individuals from diverse and behaviors toward others from different backgrounds will be emphasized.

— *three semester hours*

**EDU 653 Foundations and Ethics in
School Counseling**

This course is designed to provide school counseling graduate students with an introduction to the history of the professional school counselor. The expectations of various stakeholders (students, parents, administrators, and teachers) will be explored in relationship to the 21st century role of a school counselor. The importance of implementing comprehensive, standards-based accountable school counseling programs will be stressed. An emphasis is placed on the American School Counselor Association (ASCA) and American Counseling Association (ACA) ethical codes.

— *three semester hours*

**EDU 654 Counseling Theory
and Practice**

This course will examine the various theoretical perspectives and techniques in the field of counseling. Through application of various counseling theories to the analysis of case studies and personal growth challenges, the student will begin to develop a personal style of counseling.

— *three semester hours*

**EDU 655 Lifespan Development
and Behavior**

This course examines the theories of development from psychology, biology, sociology and cultural anthropology. Emphasis is placed on understanding how normal and abnormal behavior develops. Through learning about the developmental milestones and crises in the human experience, the counselor will develop skills to plan effective intervention strategies.

— *three semester hours*

EDU 657 Assessment in Counseling

Fundamentals of educational/psychological tests. This course also examines foundational principles of standardized testing and assessment.

— *three semester hours*

EDU 658 Counseling Process

Prerequisite: EDU 651, EDU 654

This course is designed to give students the opportunity to practice the various counseling strategies and techniques learned in previous courses. Focus will be on developing the skills necessary to select the counseling intervention methods most appropriate for the specific life challenges facing the client(s).

— *three semester hours*

**EDU 659 Wellness and the
Counseling Process**

This course will introduce the student to the counseling experience as an active participant. This personal growth experience will utilize the programs and services of the NU counseling center with primary focus on the personal wellness process.

— *three semester hours*

**EDU 662 Organization and
Administration of the
Guidance Program**

This course focuses on the knowledge, skills and dispositions necessary to apply the American School Counselor Association (ASCA) Model for the development and implementation of comprehensive school counseling programs. Students will compare and contrast the New York State School Counseling model with the ASCA model and other state models. Accountability and data-driven decision making strategies will be stressed. Students will learn how to construct

and teach a lesson plan for instructional purposes as part of the delivery system of the national model.

— *three semester hours*

EDU 663 Interpersonal Communications

This course is designed to give professionals knowledge and behavior skills which are applicable to face-to-face communication; one's own unique style of communicating; group and organizational factors which affect communications; and continued improvement of one's own communication skills.

— *three semester hours*

EDU 664 Career Counseling and Planning

This course critically examines the factors involved in career development including intellectual ability, aptitudes, personality, interests, and environmental influences. The value of theories of career development and what theories can be used to understand career development are also stressed.

— *three semester hours*

EDU 666 Psychopathology and DSM Diagnosis

Prerequisite: EDU 655

Understanding the Diagnostic Statistical Manual of Mental Disorders IV will be the focus of this course. Some prior knowledge of the etiology of behavioral disorders and the impact of these differential diagnostic skills through the analysis of case studies will be emphasized.

— *three semester hours*

EDU 668 Family Counseling

Prerequisites: EDU 651, EDU 658, EDU 654, EDU 617

The theoretical perspectives guiding counselors will be examined. Exploration of personal family dynamics through the use of different theories will facilitate the student's awareness of various family system models. Beginning skills in family intervention will be developed through role-playing, small interaction groups and case studies.

— *three semester hours*

EDU 669 Group Theory and Application

Prerequisites: EDU 651, EDU 654, EDU 658, EDU 617

This course examines the various counseling theories applicable to group counseling. Through an experimental mode

of learning, the student will develop beginning skills for facilitating groups and in planning intervention strategies.

— *three semester hours*

EDU 670 Differential Diagnosis and Treatment Planning

Prerequisites: EDU 655, EDU 657

Students will develop advanced skills in diagnosis through integrating material for the intake, initial interview, social histories, and psychiatric/psychological reports. In addition, they will develop the crucial skills in client care/management including creating and implementing appropriate treatment programs, writing reports, keeping records and consulting with all professionals in the total managed care system.

— *three semester hours*

EDU 671 Psychopharmacology

This course is an overview of the field of pharmacology. Physiological effects, psychological effects, withdrawal characteristics, drug interactions and treatment applications are the focus of the course.

— *three semester hours*

EDU 672 Bases to Drug and Alcohol Addictions

Examination of the psychological, sociological and biological reasons for addictions will lead to understanding the models for treating addictions. One focus of the course is on recognizing physical, behavioral, emotional, social and spiritual symptoms of chemical dependence and other addictions. Another focus is on learning the counseling and treatment methods commonly used in treating the chemically dependent and addicted.

— *three semester hours*

EDU 673 Foundations and Ethics of Mental Health Counseling

This course is designed to provide graduate counseling students with an introduction to mental health practice in preparation for practicum (EDU 679) and internships (EDU 685, EDU 686, and EDU 678). This course addresses ethical, legal and professional issues in counseling and adheres to the Code of Ethics of the American Counseling Association (ACA) and those of the American Mental Health Counselors Association (AMHCA). Canadian students may wish to consult the Canadian Counseling Association (CCA). Students



are also expected to gain relevant skills, especially in the realm of consultation with other mental health professionals.

— *three semester hours*

EDU 674 Consultation in Counseling

This three-credit course examines models of consultation to be used by school counselors in dealing with students, parents, teachers, administrators, social workers, psychologists, and other educators and personnel within schools and the community. Students will develop effective consultation skills through case study analysis, role playing and/or practical experiences in schools.

— *three semester hours*

EDU 676 School Counseling Practicum

Prerequisites: EDU 651, EDU 654, EDU 658

This course serves as the first 100 hours of a total 700-hour required practicum and internship of school-based experience in school counseling activities. Under the supervision of a certified, qualified school counselor, the student will be actively involved in many aspects of the school counseling program. This course is mandatory and will precede EDU 677 School Counseling Internship I and EDU 678 School Counseling Internship II. On-campus seminars will be held for the purpose of providing required group supervision while students are engaged in their school based experience.

— *three semester hours*

EDU 677 School Counseling Internship I

Prerequisites: EDU 651, EDU 654, EDU 658, EDU 676

The counseling practicum is a school-

based experience in counseling. The major emphasis is on the counseling situation in an individual or group setting. The student will be supervised both by a instructor. Feedback will be provided on techniques, application of theory and counseling styles. On-campus seminars and individual supervision will be held to share experiences and for further supervision by the university instructor.

— *three semester hours*

EDU 678 School Counseling Advanced Internship II

Prerequisites: EDU 676, EDU 677

The advanced practicum is designed for those students completing requirements for the certificate of advanced studies in school counseling. This course will be conducted on an university instructor. By prior arrangement, students will study/practice particular aspects of the counseling process they want to further explore.

— *three semester hours*

EDU 679 Mental Health Practicum

Prerequisites: EDU 651, EDU 654, EDU 658

This course is designed to provide students with an introduction to mental health practice in preparation for the subsequent counseling internships (EDU 685, 686, 687). Students will be placed in a counseling setting for 100 clock hours, and will have weekly individual supervision as well as biweekly seminars/group supervision.

— *three semester hours*

EDU 680 Rehabilitation Counseling

The historical roots of modern rehabilitation including the major vocational rehabilitation acts and subsequent amendments will be examined. Developing awareness of the philosophical and theoretical frameworks for evaluation and treatment will be emphasized. Understanding the role and function of the rehabilitation counselor will be the major focus of the course.

— *three semester hours*

EDU 681-683 Independent Study I, II and III

Individual study consists of individual readings, study and work on a research project, field study, or an educational problem related to the student's area of concentration and/or a course within that concentration. It may also be related to one's major teaching, administrative and

counseling field. The approval of the departmental chairperson, the dean, and the adviser is required.

— *three semester hours*

EDU 684 Research in Educational Leadership

Each candidate's prior acquired knowledge from program courses and applied field experiences in the educational research program will provide the base for research study, application and writing for this course. Candidates will work with a graduate professor on an individual basis. Candidates will study advanced research concepts, processes and approaches including the concomitant statistical techniques and procedures necessary to bring an investigation to a successful completion and subsequent publication.

— *three semester hours*

EDU 685-687 Mental Health Internship I, II and III

Prerequisites: EDU 679, EDU 651, EDU 654, EDU 658

Students will be placed in mental health settings consistent with their personal goals for growth in the field of mental health. Each internship experience will be uniquely designed to meet the needs of each individual student. Basic commonalities across intern-ships include 300 clock hours on site for each internship (total 900 clock hours); 80 hours of direct service with clients for each internship (total 240); a minimum of one hour per week of individual supervision throughout all internships and biweekly seminars/group supervision of three hours in length throughout the internships.

— *nine semester hours*

EDU 690 Methodologies of Religious Education in Ontario

This course will examine various religious education theories and evaluate those theories in the light of the Catholic separate school system. Attention will be focused on the insights of Scripture and sacramental theology, and how these insights are incorporated into the Canadian religious education program. This can be used for equivalency for Religious Education Part I, jointly issued by the Ministry of Education and O.E.C.T.A./ O.S.S.T.A.

— *three semester hours*

EDU 694 Administrative Internship

This course provides the internship experience requirement for the master's program in

Ontario. Candidates will complete 300 internship hours. The course includes seminar sessions through-out the internship. The internship experiences are aligned with the program standards from Educational Leadership Constituent Council.

— *three semester hours*

EDU 697 Individual Clinical Practice Advisement

This course provides an extension of the supervised internship experience associated with EDU 821, 823, 825 and 827. Candidates will receive additional supervision and guidance from the Supervisor of Educational Leadership.

— *one semester hour*

EDU 700 Educational and Assistive Technology

This course provides an overview of ways technology can be used to facilitate the education of learners with disabilities. It also offers advance study of various technological devices that assist individuals with disabilities in performing functional tasks and achieving independence. The course emphasizes the integration of assistive technology into the home, community, school, and workplace. The course also provides opportunities in the use of software such as word processing, database management, graphics, and electronic spreadsheet to enhance the personal productivity of special educators.

— *three semester hours*

EDU 720 Current Issues in Special Education

The course examines divergent perspectives on critical issues or questions in the field of special education. The course is designed to enhance reflective thought on current topics in special education including, but not limited to: inclusion, collaborative and consulting teacher models, technology, legal aspects of special education including revisions to the IDEA Act, the IEP, ESSA, dual diagnosis, transition services, and non-categorical approaches to teaching.

— *three semester hours*

EDU 722 Secondary Transition in Special Education

This course provides in-depth understanding of the concepts related to the transition of young adults with exceptional learning needs, specifically, young adults

with developmental disabilities. Issues, challenges, and practices involved in assisting them transition to a variety of options and participate to the fullest degree in society will be examined.

— *three semester hours*

EDU 740 Mathematics, Science and Technology Practicum

This course is designed to assist novice teachers as they develop skills in teaching math, science and technology. Teachers will work with a mentor in their home district who is certified in their subject area, and will demonstrate their development in the National Board of Professional Teacher Standards for their initial certification area. This course will be coordinated by an education faculty member. Portfolios will be developed evidencing the candidate's professional achievement in the initial certification area, including subject area content, learning standards and curriculum, instructional resources for specific content areas (including math, science, and instructional technology), and assessments that are discipline-specific, with the professional goal of helping all students learn. Teachers enrolling in this course must have a current teaching position within a school district participating in the Improving Math, Science, and Technology Instruction Program.

— *three semester hours*

EDU 741-742TL Content, Theory and Practice — Seminar Teacher Leadership and Mentoring

This course is designed for candidates in the Teacher Leader Certificate program for the application of teacher leadership knowledge and skills to real context. Through continuous reflection and feedback in the seminar context, candidates will hone their skills to become effective teacher leaders. The seminar approach will allow candidates to analyze, restructure and process the knowledge, skills and dispositions for becoming a teacher leader. A major emphasis will be the study, application and development of the skills for mentoring novice teachers through peer coaching, professional dialogue and providing professional development through learning communities. In addition this course will incorporate the program themes of reflective practice,

communication, diversity and technology.

— *six semester hours*

EDU 745 Applied Behavioral Analysis

This course is designed to provide candidates with the various theories, principles and practical applications of behavioral strategies as they relate to the diverse nature of students that represent schools today. Specific techniques drawn from various theories and principles will provide a framework for exploration, discussion and analysis. Candidates will be required to observe and analyze both student and teacher behaviors within the classroom. Based upon the observation, classroom and/or individual behavior management plans will be developed.

— *three semester hours*

EDU 746 Individuals with Moderate/ Severe Disabilities

This course is designed to focus on a cross-categorical model for providing services to individuals with a variety of disabilities, behavioral disorders and physical impairments. Curricula and instructional methodologies relevant to support students with diverse needs in the least restrictive environment are covered. Through field work and projects, the needs of individuals with moderate/severe disabilities and their families will be explored.

— *three semester hours*

EDU 747 Consultation and Collaboration

This course is designed to provide candidates with advanced knowledge and application of consultation as a service delivery model for students with diverse needs and the application of collaboration as a framework for working in inclusive settings. The course focuses on pedagogical theories, skills for consultation and collaboration through field work and best practices for working as an effective educational consultant and collaborator.

— *three semester hours*

EDU 750 Early Childhood Philosophy and Practice

This course is designed to provide the prospective teacher with a comprehensive study of early childhood educational philosophy, curriculum and programming. Exemplary early childhood education models

will be examined, including the practices of multiage teaching, Montessori schooling, and integrated curricula. The teaching assistantship field experience during this course will take place in a early childhood educational setting.

— *three semester hours*

EDU 751 Instructing Individuals with Developmental and Other Significant Disabilities

This course prepares future teachers in the development, implementation, and evaluation of effective instructional practices for individuals with high support needs. Assessment measures, systematic instruction, evaluation of student learning, functional life skills including culturally competent education, support to families and individuals, and other life domains will be addressed.

— *three semester hours*

EDU 752 Middle Childhood Philosophy and Practice

This course is designed to provide the prospective teacher with a comprehensive study of middle childhood educational philosophy, curriculum and programming. Exemplary middle school education models will be examined, including the practices of teaming, cooperative learning, and integrated curricula. The teaching assistantship field experience during this course will take place in a middle childhood educational setting.

— *three semester hours*

EDU 753 Concepts and Principles in Applied Behavior Analysis

This course serves as an introduction to the basic concepts and principles inherent to applied behavior analysis. Upon completion of the course, candidates will be able to explain and behave in accordance with the philosophical assumptions of behavior analysis, define and provide examples of behavior, stimuli, conditioning, interactions, and reinforcement in accordance with the BACB Foundational Task List FK 10 through FK 42, distinguish between the verbal operants, and discriminate between and apply the basic measurement concepts as related to the measurable dimensions of behavior.

— *three semester hours*

EDU 754 Ethics and Professional Standards

This course provides a comprehensive overview of contemporary ethical and professional standards in the practice of applied behavior analysis. In accordance with the Professional Disciplinary and Ethical Standards and the Guidelines for Responsible Conduct for Behavior Analysis set forth by the Behavior Analyst Certification Board, candidates will acquire awareness of key issues related to professional conduct and representation of professional ability, scope of practice, use of evidence based assessment and intervention practices, confidentiality, and the protection of clients.

— *three semester hours*

EDU 755 Functional Behavior Assessment

Functional behavior analysis provides candidates with comprehensive instruction in functional behavioral assessment / analysis. Candidates will learn to appropriately define behavior, design and implement behavior assessment and functional assessment procedures, and design corresponding behavior intervention plans for students. Particular attention will be dedicated to the application of functional assessment data in the selection of intervention strategies, as well as generalization, maintenance, management, and evaluation of the behavior program.

— *three semester hours*

EDU 756 Advanced Principles of Behavior Analysis

This course provides an advanced survey of the elements of behavior change, specific behavior-change procedures, and behavior change systems. Particular attention will be paid to verbal behavior in this course. Candidates will also receive instruction on principles related to the implementation, management, and supervision of behavioral intervention programming for clients.

— *three semester hours*

EDU 760 Methods of Teaching Secondary Education (content-specific)

This course is designed to provide prospective teachers with knowledge and skills for curriculum development, planning, classroom management, and student assessment within the academic subject area of their teaching

certificate. The participants will develop lesson plans aligned with the New York State Standards and Ontario Expectations using a variety of teaching strategies to engage students of diverse backgrounds and needs. Portfolio entries will continue to evolve as prospective teachers evidence their growth in developing lesson plans within a specified academic subject area. A 50-hour practicum in a secondary subject area is an integral component of this course.

— *three semester hours*

EDU 761-766 Special Methods of Teaching in the Academic Subject Areas of Secondary Education

This course is to be taken concurrently with EDU 760 providing the prospective teacher with experiences that combine general teaching strategies with components of special subject methods and field experiences. Each course deals with the concerns of its own particular academic area (for example, laboratories in science, values issues in social studies) and the general issues of technology, grade-level curricular specificity, classroom management, multicultural content and the construction of tests and other assessments. Students' portfolio entries will evidence their growth in developing lesson plans with a variety of teaching strategies specific to the content area.

— *three semester hours*

EDU 767 Social Studies/ Arts in Elementary/ Inclusive Classrooms

This course is designed to provide the prospective teachers with knowledge and skills for curriculum development and planning, classroom management, and student assessment. The participants will develop lesson plans aligned with the New York State Standards, Common Core and Ontario Curriculum Expectations using a variety of teaching strategies to engage students of diverse backgrounds and needs. This course will provide students with an overview of the fields of social studies and the arts, of selected issues in these fields, and of best practice strategies for teaching social studies to young children. A 75 hour practicum is an integral part of this course.

— *three semester hours*

EDU 768 Methods of Teaching Children with Disabilities

This course is designed to guide practicing teachers through the exploration of recent special education research and teaching practices. Participants will become familiar with specific issues including the use of assistive and adaptive technology, curriculum adaptation and individualization, IEP development and implementation, and collaboration among family and related service professionals for children with special needs. Teachers in this course must complete field work in an elementary special education setting.

— *three semester hours*

EDU 770 Methods of Teaching Special Education on the Secondary Level

The course provides practicing teachers with the opportunity to modify the secondary curriculum to meet the needs of students with physical, cognitive and emotional/behavioral challenges as outlined in the New York State Learning Standards. Focus will be on the development of the Individualized Education Plan (IEP) and its implementation. Teachers will create appropriate modifications and transition plans through the use of a variety of teaching strategies including technology and cooperative learning. Teachers in this course must complete field work in a secondary special education setting.

— *three semester hours*

EDU 777 Consultation and Intervention

This course provides students with comprehensive instruction in contemporary, best-practice approaches in instructional consultation and the development of individual, group, and systems-level intervention programs within and exclusive of a Response to Intervention framework. Particular emphasis is placed on the importance of collaborative problem solving and data-based decision making in the conceptualization, implementation, and evaluation of student intervention across academic and behavioral domains.

— *three semester hours*

EDU 778 Autism and Asperger's Syndrome: Effective Instructional Strategies

This course investigates the current state of Autism and the unique nature of Asperger's Syndrome. Topics under study include history of autism and Asperger's syndrome, theoretical perspectives, characteristics, identification and assessment, associated learning styles, various strengths and weaknesses, and various evidence-based strategies. Resources for agency workers and parents will also be addressed.

— *three semester hours*

EDU 781-786 Student Teaching in the Secondary Classroom

Taken concurrently with EDU 790

This field experience is designed to enable teacher candidates to develop competence in teaching secondary school age students in the secondary education classroom. Teacher candidates are expected to demonstrate attitudes, knowledge and skills essential to effective teaching consistent with New York Learning Standards and Ontario Expectations. Teacher candidates will develop their final showcase portfolio throughout the semester in conjunction with the professional seminar. Student teachers are supervised by an experienced cooperating teacher and the university supervisor.

— *six semester hours*

EDU 787 Student Teaching in the Elementary Classroom

Taken concurrently with EDU 791

This field experience is designed to enable teacher candidates to develop competence in teaching elementary school age students in the elementary classroom. Teacher candidates are expected to demonstrate attitudes, knowledge and skills essential to effective teaching consistent with New York Learning Standards and Ontario expectations. Teacher candidates will develop their final showcase portfolio throughout the semester in conjunction with the professional seminar. Student teachers are supervised by an experienced cooperating teacher and the university supervisor.

— *six semester hours*

EDU 790 Professional Seminar in Secondary Education

Taken concurrently with EDU 781-786

This course is designed to provide the

teacher candidate with knowledge and understanding of those competencies that are essential to successful teaching. The seminar focuses upon the student teacher's professional role as a classroom practitioner. In addition, responsibilities for classroom organization and management and the development of multiculturally sensitive and gender equitable classrooms; attitudes toward teaching, learning and assessment; knowledge of ethics and a basic understanding of school systems and community characteristics are considered.

— *three semester hours*

EDU 791 Professional Seminar in Elementary Education

Taken concurrently with EDU 787

This course is designed to provide the teacher candidate with knowledge and understanding of those competencies that are essential to successful teaching. The seminar focuses upon the student teacher's professional role as a classroom practitioner. In addition, responsibilities for classroom organization and management and the development of multiculturally sensitive and gender equitable classrooms; attitudes toward teaching, learning, and assessment; knowledge of ethics and a basic understanding of school systems and community characteristics are considered.

— *three semester hours*

EDU 792 ESOL Teaching Practicum

This practicum is designed to allow teacher candidates the opportunity to develop competence in teaching English to speakers of other languages in grades K-12. Standards-based practices and strategies related to planning, implementing, and managing ESOL and content instruction, including classroom organization, teaching strategies for developing and integrating language skills, and choosing and adapting classroom resources will be discussed. This practicum provides a supervised professional experience for candidates. Candidates are placed in an ESOL classroom or resource room at a grade level appropriate to their circumstances: candidates will be placed in a grade K-6 (elementary) setting and in a grade 7-12 (secondary) setting for a balanced total of 100 clock hours. Teacher candidates are expected to demonstrate attitudes, knowledge, and skills essential to effective teaching consistent with New York State Learning Standards and Ontario Expectations. Teacher candidates will

develop their final professional portfolio thorough the semester in conjunction with the professional seminar. Candidates are supervised by an experienced mentor and the university supervisor.

— *three semester hours*

EDU 793 Professional Seminar in TESOL

This course is designed to provide teacher candidates with knowledge and understanding of those competencies that are essential to successful teaching. The seminar focuses upon the teacher candidate's professional role as a classroom practitioner in an ESOL classroom. In addition, responsibilities for classroom organization and management and the use of technology in the classroom are addressed. Further, creation of multiculturally sensitive and gender equitable classrooms; attitudes toward teaching, learning, and assessment; knowledge of ethics and a basic understanding of school systems and community characteristics are considered.

— *three semester hours*

EDU 794 Seminar in Special Education

Taken concurrently with EDU 795

This seminar is designed to enable practicing teachers to analyze and evaluate the teaching of students with special needs. Practicing teachers will reflect on their teaching practices as they perform the activities of a special education teacher in inclusion situations. Practicing teachers are expected to demonstrate attitudes, knowledge and skills commensurate with effective, reflective teaching in multiculturally sensitive and gender equitable classrooms.

— *three semester hours*

EDU 795 Practicum in Special Education

Taken concurrently with EDU 794

This course is designed to enable the practicing teacher to develop competence in teaching students with special needs. Practicing teachers will be observed by university-designated supervisors as they perform the activities of a special education teacher in inclusion, self-contained and consultant contexts. Practicing teachers are expected to demonstrate attitudes, knowledge and skills commensurate with effective teaching for all students.

— *three semester hours*



EDU 802 Psychological Assessment of Children and Adolescents

Prerequisite: EDU 800

This lab/seminar course provides students with a framework for understanding the complex set of challenges in assessing the strengths and needs of children and adolescents who have or are at risk for disabilities. Exposure is given to a broad range of assessment instrumentation and topics. Through lab experiences and actual case studies, students will benefit from hands-on experience with state-of-the-art assessment instrumentation and innovative approaches in assessing skills and abilities of children and adolescents.

— *three semester hours*

EDU 803 Counseling and Behavior Therapy with Children

Prerequisite: EDU 654

This lab/seminar course is designed to give students the opportunity to practice the various counseling strategies and techniques learned in previous courses and to refine the skills and knowledge base specific to counseling with child and adolescent populations. The focus will be on learning the research and developing the skills necessary to select the counseling intervention methods most appropriate for the specific life challenges facing school-age children.

— *three semester hours*

EDU 804 Psychological Assessment of Infants and Preschoolers

Prerequisites: EDU 800, EDU 802

This lab/seminar course provides candidates with a framework for understanding the complex set of challenges in working with infants, toddlers and preschoolers who have or are at risk for disabilities. To adequately prepare professionals entering the field of early intervention services, exposure is given to a broad range of topics such as normative and exceptional child development, the history of and new theoretical orientations in psycho-educational assessment, legislative and programmatic issues related to early intervention, and an overview of the multiple settings in which very young children interactively develop. Through lab experience and actual case studies, candidates will benefit from hands-on experience with state-of-the-art assessment instrumentation and innovative approaches in assessing skills and abilities of young children.

— *three semester hours*

EDU 796 Practicum in Literacy Instruction

Taken concurrently with EDU 798

The literacy practicum is designed to enable practicing teachers to develop and demonstrate competence in teaching literacy. Candidates are expected to demonstrate the attitudes, knowledge and skills commensurate with effective literacy instruction. Candidates will be observed by university-designated supervisors as they perform the activities of a reading teacher in a variety of contexts.

— *three semester hours*

EDU 798 Seminar in Literacy Instruction

Taken concurrently with EDU 796

This course discusses advanced topics in literacy instruction, including the connection of theory and practice as related to effective instructional practices that address the New York State Standards and Ontario Expectations in literacy, the diverse literacy needs of students, the use of technology in the literacy classroom, and literacy assessment.

— *three semester hours*

EDU 799 Comprehensive Portfolio Advisement

This course is designed to assist candidates in the advanced graduate programs in the College of Education as they develop their comprehensive portfolios that evidence the knowledge, skills, and dispositions recognized by the highest national and international professional organizations within their program areas. The course will

explore the general and specific directives of portfolio preparation including format and composition. Personal guidance will be provided by the instructor through regular meetings.

— *one semester hour*

EDU 800 Intelligence Theory and Assessment

This lab/seminar course provides students with a framework for understanding the historical development and theoretical underpinnings of intelligence assessment. To adequately prepare professionals, exposure is given to a broad range of topics such as controversies in the field of assessment, individual differences, culturally and linguistically diverse populations, measurement constructs, ethics, and the complex relationship of genetic and environmental influences on human intelligence. Through lab experience and actual case studies, students will benefit from hands-on experience with state-of-the-art assessment instrumentation.

— *three semester hours*

EDU 801 Perspectives in School Psychology

This seminar course provides students with a framework for understanding the development of school psychology as a specialty within the field of psychology. The focus will be on examining the role and function of the school psychologist, legal and ethical issues in the practice of school psychology, and current and future trends in service delivery.

— *three semester hours*

EDU 805-806 School Psychology Practica I and II

Prerequisites: EDU 800, EDU 801, EDU 802, EDU 803, EDU 804

These courses are designed to provide candidates with an introduction to school psychology practice in preparation for the subsequent counseling internships (EDU 807 and EDU 808). Candidates will be placed in a school setting for a minimum total of 400 clock hours, of which at least 150 hours are to be direct service experience. Candidates will have at least one hour equivalent weekly individual supervision as well as biweekly seminars/group supervision.

— *five semester hours each*

EDU 807-808 School Psychology Internship I and II

Prerequisites: EDU 805, EDU 806

Students will be placed in school/therapeutic settings consistent with their personal goals for growth in the field of school psychology. Each internship experience will be uniquely designed to meet the needs of each individual student. Basic commonalities across internships include a total of 1200 clock hours on site for the two-semester internship, 450 hours of which must be hours of direct service with students and their families. A minimum of two hours per week of on-site, individual supervision and biweekly seminars/group supervision of three hours in length will be provided throughout the internships.

— *three semester hours each*

EDU 820 Internship School Building Leader Part One

This course provides the first half of the required two-course sequence internship experience for the advanced study educational leadership program for school building leader. The internship experiences are aligned with program standards from the Educational Leadership Constituent Council. Candidates will complete a minimum of 300 of the 600 internship hours required in the program, and one-half of the course required portfolio requirements. Candidates are required to participate in on-line seminars. Some required hours are embedded in course activities completed throughout the

program. This course is a prerequisite for EDU 821.

— *three semester hours*

EDU 821 Internship School Building Leader Part Two

Prerequisites: EDU 820

This course provides the second half of the required two-course sequence internship experience for the advanced study educational leadership program for school building leader. Candidates will complete their remaining hours towards the 600 internship hours required in the program as well as the remaining portion of the course required portfolio requirements. Candidates are required to participate in on-line seminars. Some required hours are embedded in course activities completed throughout the program. The internship experiences are aligned with the Educational Leadership Constituent Council.

— *three semester hours*

EDU 822 Internship School District Leader Part One

This course provides the first half of the required two-course sequence internship experience for the advanced study educational leadership program for school district leader. The internship experiences are aligned with program standards from the Educational Leadership Constituent Council. Candidates will complete a minimum of 300 of the 600 internship hours required in the program, and one-half of the course required portfolio requirements. Candidates are required to participate in on-line seminars. Some required hours are embedded in course activities completed throughout the program. This course is a prerequisite for EDU 823.

— *three semester hours*

EDU 823 Internship School District Leader Part Two

Prerequisites: EDU 822

This course provides the second half of the required two-course sequence internship experience for the advanced study educational leadership program for school district leader. Candidates will complete their remaining hours towards the 600 internship hours required in the program as well as the remaining portion of the course required portfolio requirements. Candidates

are required to participate in on-line seminars. Some required hours are embedded in course activities completed throughout the program. The internship experiences are aligned with the Educational Leadership Constituent Council.

— *three semester hours*

EDU 824 Internship School Building/ District Leader Part One

This course provides the first half of the required internship experience for the educational leadership master's program for school building and school district leader. The internship experiences are aligned with program standards from the Educational Leadership Constituent Council. Candidates will complete a minimum of 300 of the 600 internship hours required in the program, and one-half of the course required portfolio requirements. Candidates are required to participate in on-line seminars. Some required hours are embedded in course activities completed throughout the program. This course is a prerequisite for EDU 825.

— *three semester hours*

EDU 825 Internship School Building/ District Leader Part Two

Prerequisites: EDU 824

This course provides the second half of the required two-course sequence internship experience for the educational leadership master's program for school building and school district leader. Candidates will complete their remaining hours towards the 600 internship hours required in the program as well as the remaining portion of the course required portfolio requirements. Candidates are required to participate in on-line seminars. Some required hours are embedded in course activities completed throughout the program. The internship experiences are aligned with the Educational Leadership Constituent Council.

— *three semester hours*

EDU 826 School District Business Internship Part One

This course provides the first half of the required two-course sequence internship experience for the advanced study educational leadership program for school district business leader. The internship experiences are aligned with program

standards from the Educational Leadership Constituent Council. Candidates will complete a minimum of 300 of the 600 internship hours required in the program, and one-half of the course required portfolio requirements. Candidates are required to participate in on-line seminars. Some required hours are embedded in course activities completed throughout the program. This course is a prerequisite for EDU 827.

— *three semester hours*

EDU 827 School District Business Internship Part Two

Prerequisites: EDU 826

This course provides the second half of the required two-course sequence internship experience for the advanced study educational leadership program for school district business leader. Candidates will complete their remaining hours towards the 600 internship hours required in the program as well as the remaining portion of the course required portfolio requirements. Candidates are required to participate in on-line seminars. Some required hours are embedded in course activities completed throughout the program. The internship experiences are aligned with the Educational Leadership Constituent Council.

— *three semester hours*

ESL 501 Graduate Academic Reading and Writing for English Language Learners

This course is designed for students who are English language learners, have been accepted into a graduate degree program, and who have achieved a Paper Based Test of English as a Foreign Language (PBT TOEFL) score, or an International English Language Testing Systems (IELTS) score in keeping with the current admissions requirements, but are in need of additional academic language support. This course provides further support for academic reading and writing at the graduate level to ease the transition into the literacy/language arts expectations at this level. Students will receive integrated reading and writing instruction that underscores the rigors of American graduate university expectations. Through guided practice and support, students will

explore different genres of reading and writing found in American academia with special focus on theory and research-based narratives and be able to fulfill course work expectations independently.

— *three semester hours*

ESL 502 Academic Speaking and Listening for Graduate English Language Learners

This course is designed for students who are English language learners, have been accepted into a graduate degree program, and who have achieved a Paper-Based Test of English as a Foreign Language (PBT TOEFL) score, or an International English Language Testing Systems (IELTS) score in keeping with the current admissions requirements, but are in need of additional academic language support. This course provides further support specific to comprehension in English as applied to various disciplines and coursework at the graduate level. Students will receive integrated speaking and listening instruction to help transition to the rigors of American, graduate university academic expectations. Through guided practice and support, students will participate in various speaking and listening exercises to help them successfully participate both in graduate coursework and in social situations pertaining to academic life.

— *three semester hours*

Ph.D. in Leadership and Policy Courses

ADS 710 Organizational Theory, Development and Strategic Change

In this course, students will study various organizations in the context of their environments to understand the internal and external processes that promote and inhibit organizational change. The focus is the essential role that organizational leaders play in identifying these processes, guiding their development, and filtering and disseminating challenges and information to the organization. Special attention will be given to the development of the resources of the organization, especially the human resources.

— *three semester hours*

ADS 720 Process, Politics and Evaluation of Public and Social Policy

This course will provide graduate students with an opportunity to reflect on both public and social policies from economic, social and political theories and perspectives. Students will study current issues including: discrimination in hiring and housing, funding of public and private organizations, labor negotiations, personal health, clean environment and insurance concerns. They will analyze several decision-making models in use on the federal, state, and local levels. Of special concern is the role that politics plays in the development and implementation of policy.

— *three semester hours*

ADS 730 Organizational Assessment and Accountability

This course is designed to provide the theoretical basis of organizational assessment and accountability, and to provide the conceptual and practical tools to conduct that assessment and accountability. Special attention will be given to the role that research and data play in such assessment and accountability of an organization and its policies.

— *three semester hours*

ADS 740 Leadership in a Global Society

This course is designed to facilitate reading and discussion of some of the classic and current theories on leadership. The perspective taken in this course is that the leader can not think only in terms of local and regional issues, but must think also of the impact that world events have on the organization and how the organization affects the global society. This course is framed within a constructivist perspective, encouraging candidates to learn to view problems and issues from multiple perspectives, constructing knowledge from their interpretations of the world. The use of the Internet will be an integral component of this course as candidates will be expected to communicate with organizational leaders in different parts of the world regarding the implementation and evaluation of various leadership concepts, strategies and tactics.

— *three semester hours*

ADS 750 Diversity in Organizations

This course is designed to an understanding of the current research on how diversity among stakeholders in the organization affect the organization and the impact that the organization has on diverse groups. Doctoral students will utilize critical theories in order to analyze the strategies, techniques and programs that are currently used by business, education, and public service organizations in order to create and sustain ethical, human, and professional organizations reflective of contemporary diversity. Since today's labor market is not homogenous, special emphasis will be placed on the recruitment, selection, induction, and continuing development of diverse adults.

— *three semester hours*

ADS 760 Ethical Practices in Leadership and Policy

This course is designed to look at the micro and macro trends of organizations in order to understand the ethical implications of the assumptions and practices that drive organizations. Doctoral students will examine the ethical foundations that guide the organizational leader in the creation and implementation of policy.

— *three semester hours*

ADS 770 Economic and Financial Policy Leadership in a Global Society

In this course, doctoral students will study various national and regional economies in the context of their macroenvironments and will analyze their respective impact on the mega global environment as well as the reciprocal impact of global economics upon individual nation states. Specific focus will be given to global economic issues such as unemployment, inflation, interest rates, and exchange rates and their impact on capital markets, foreign exchange markets, and labor markets. In addition, the international financial environment in which contemporary international businesses operate and in which financial service providers compete will be assessed.

— *three semester hours*

ADS 805 Research and Statistics

This course is designed to introduce doctoral students to the principles and processes of

research. Candidates will become effective consumers of research by analyzing the literature in a particular area of study and synthesizing the results for application to diverse settings. Candidates will also develop research skills that they might use to assist them in their own research and study. In addition, doctoral students will further enhance a positive research disposition that will compel them to use research in their leadership positions. This includes intensive exposure to the Niagara University library and its reference services to assist Ph.D. candidate research.

— *three semester hours*

ADS 807 Geographical Information Systems and Research

This course is a broad and intensive study of Geographical Information Systems (GIS). Using this extensive computer-based mapping software, doctoral candidates will learn the nature and models of spatial data, organize, manage, and present such data, as well as plan, conduct, and present research. Applications in various professional settings will be introduced and discussed. The course will emphasize the use of GIS in administrative and policy-making settings.

— *three semester hours*

ADS 810 Research Seminar

This research seminar is the first semester of each candidate's program. Doctoral students participate in seminars at which prominent researchers from the various disciplines make scholarly presentations. Students are expected to conduct research under the direction of a full-time faculty member with the assistance of library reference personnel. An integral component of this course will be the refinement of the research knowledge and reference skills of each doctoral student in keeping with the specific area of concentration and advanced study.

— *three semester hours*

ADS 820 Advanced Quantitative Research

Prerequisite: EDU 595

This course is designed to provide doctoral candidates with theoretical and practical preparation in quantitative research. Course work includes creation and development of hypotheses, conducting literature search, collection of data, designing research, analysis of data, and drawing appropriate conclusions. Candidates will become familiar

with the ethics of quantitative research, especially the protocols for dealing with human subjects. They will be provided with hands-on experiences in using statistical software in order to complete various complex analysis of variance and regression procedures. Candidates will be expected to actively participate in a class quantitative research project.

— *three semester hours*

ADS 830 Advanced Qualitative Research

Prerequisite: EDU 595

This course is designed to provide doctoral candidates with theoretical and practical preparation in qualitative research. Course work with include methodology for conducting historical, philosophical, ethnographic, and action research. Candidates will become familiar with the ethics of qualitative research, especially the protocols for dealing with human subjects. They will be provided with hands-on experiences in studying archives and original sources, conducting interviews, and observing subjects. Candidates will be expected to actively participate in a class qualitative research project.

— *three semester hours*

ADS 840 Doctoral Seminar

This course is taken in the final semester of a candidate's program. In regularly scheduled meetings with the professor, candidates will be assisted in developing and presenting a dissertation proposal. A reference librarian, who has been designated as the library liaison to the doctoral program, will be available to assist candidates throughout the course. Candidates will participate in a "Mock First Defense" during this course to prepare them for the dissertation defense protocols and procedures.

— *three semester hours*

ADS 850 Ph.D. Dissertation

Candidates work individually with their doctoral committee in researching and writing their dissertations with specific emphasis in this first dissertation course given to successfully completing chapter one of the dissertation relating to the purpose, need and scope of the candidate's proposed research study. Also, chapter two, "Review of Related Research and

Literature” will be further developed and refined as part of this dissertation course.

— *three semester hours*

ADS 852 Ph.D. Dissertation

Candidates work individually with their doctoral committee in researching and writing their dissertations with specific emphasis in this second dissertation course given to successfully completing both chapter two, “Review of Related Literature and Research” and chapter three “Methodology” of the dissertation. Candidates should be ready to schedule their first defense of their dissertation with their committee. Also, by the conclusion of this course, the candidate should be ready to submit their respective IRB documentation and have finalized their research instruments.

— *three semester hours*

ADS 855 Ph.D. Dissertation

Candidates work individually with their doctoral committee in researching and writing their dissertations with specific emphasis in this final dissertation course given to successfully completing the research component of their dissertation and finalizing chapter four “Summary of Research Findings” of the dissertation. Also, by the conclusion of this course, candidates should be ready to schedule the final defense of their dissertation and should be finalizing chapter five of the dissertation, “Conclusions, Summary and Recommendations Based on the Research.

— *three semester hours*

ADS 857 Ph.D. Dissertation

Prerequisite: ADS 850, ADS 852, ADS 855

Candidates work individually with their doctoral committee in researching and writing their dissertations. This course is designed for Ph.D. candidates who have already completed ADS 850; ADS 852; and ADS 855 but who have not as yet successfully defended their respective dissertation. This course enables those taking this course to maintain their continuous registration in the Niagara University Ph.D. Program.

— *three semester hours*

*The College of Education is
dedicated to preparing the highest
quality teachers, educational leaders,
school and mental health counselors,
and school psychologists — professionals
who will make a difference for
children and their families.*

College of Hospitality and Tourism Management

Master of Science in Sport Management

Dean: Kurt A. Stahura, Ph.D.

www.niagara.edu/sport-management

Full-time Faculty

Youngsoo Choi, Ph.D.

Associate Dean and
Associate Professor

Michael Gentile, J.D.

Associate Professor and
Program Director

Patricia Millar, Ph.D.

Assistant Professor

Patrick Tutka, Ph.D.

Assistant Professor and
Program Coordinator

Master of Science in Sport Management Admission Requirements

The admissions requirements for this program include an undergraduate degree, a cumulative 3.0 GPA supported by undergraduate transcripts, two letters of recommendation, a resume and personal statement of intent. Students with an overall undergraduate GPA of less than 3.0 will be required to provide GRE or GMAT scores. Significant work experience in a related field may be considered to supplement these requirements. The sport management program director can answer any questions concerning admission requirements.

Goals

The Master of Science in Sport Management is expected to be an academic and professional program that will develop professionals at an advanced level for positions in all sectors of the sport industry and for further study in the field of sport management. The program will refine and enhance the skills of its students, creating expert managers, planners, marketing professionals with technical and research training for positions in the public and private sectors of the sport industry. Students will

focus on both practical application and theoretical aspects of sport management to develop a broad-based perspective of the sport industry while possessing the skills to be successful as a professional. This approach will be consistent with the mission and goals of the College of Hospitality and Tourism Management as they relate to skills attainment, practical experience, ethics, diversity and service.

1. The ability to identify, understand and critically analyze pertinent information and issues applicable to the sport industry and individual sport organizations that will affect the application of management theory in those settings.
2. The ability to obtain, process and utilize data and statistics for analysis and problem solving in the sport setting.
3. The ability to organize and write responses to problems and cases, management plans and proposals commonly used in a variety of sport settings.
4. If selected, the ability to conduct research in the sport field and to use that research to disseminate information, make recommendations or apply to the resolution of industry problems and issues.
5. The ability to work collaboratively on class projects, research and in professional settings.
6. To appreciate the need to stay up to

date on core concepts, critical developments and methodologies in the sport management field.

7. To understand sport in the context of culture, society, economics and politics and the effect of sport managers decisions on these areas.

The Master's in Sport Management will prepare students for careers in sport in organizations that place a premium on educational qualifications, specifically in intercollegiate athletics where most positions in college athletics programs minimally require a master's degree for consideration. This includes compliance and governance, sport supervision, communications, media relations and development positions. Students will also be able to compete for positions in a variety of sport organizations that require advanced training or statistical background such as financial management, data management and advanced levels of analysis.

Program of Study

This is a focused, yet flexible 36-credit hour graduate program designed to meet the needs of today's graduate student while developing skilled professionals for the sport industry. The program is structured to offer small class sizes, flexible format for content delivery and interaction with industry professionals and full-time faculty.



Offering an internship or a thesis track, students may select the format that best fits their abilities and accommodates their future interests in sport. The rigorous curriculum and experiential learning requirements are specifically designed to provide students with the skills necessary to be successful in a broad range of sport industry opportunities or to move on to further study if they desire.

The Niagara University sport management program has a long history of providing outstanding experiential opportunities for its students. The program has an established network of industry relationships that will assist students in finding the right opportunities for them. Examples include the NFL Experience and the Super Bowl, MLB Spring Training, various NCAA championship events and working relationships with professional and college sport organizations in Western New York and around the country. Not only will students have contact both in and out of the classroom with sport industry leaders, but the six-hour internship option in the program will allow students to maximize the benefit such experiences can provide.

Niagara University is home to an NCAA Division I athletic program, providing valuable on-campus opportunities for students in college athletics administration. Additionally, through the College of Hospitality and Tourism Management, the program has established partnerships with a variety of sport facility and event managers throughout the United States. Finally, students with an interest in recreational sport will be able to find opportunities with local government and not-for-profit agencies as well.

Graduate Courses in Sport Management

- SPM 525 Strategic Sport Management
- SPM 533 Technology and Information Management
- SPM 535 Issues and Ethics
- SPM 545 Research Methods
- SPM 560 External Relations
- SPM 573 Event and Facility Management
- SPM 580 Legal and Regulatory Environment



- SPM 585 Financial Management in Sport
- SPM 595 Structure and Function of Sport/Recreation
- SPM 541 Special Topics Seminar
- SPM 598/599(Thesis I and II)
- SPM 593 Internship (6 credits)

Depending upon undergraduate record, students may be asked to complete some foundation courses in Niagara's College of Business Administration.

Career Outlook

Upon completing the program, students will be prepared for employment in a variety of sport organizations including professional sport franchises, college athletic programs, stadiums and arenas and recreational sport settings. They can expect to compete for management positions in operating areas such as facility and event management, including game day operations and concessions management, ticket sales, marketing, promotions and fundraising, media relations, rules compliance and recreational program management.

Courses

SPM 525 Strategic Sport Management

This course provides students the opportunity to examine in-depth, unique areas of need in the field of sport management including human resource

management, risk assessments, public relations, educational settings and not-for-profit organizations with an eye toward forming the foundation for future issue identification and areas for further study.

— *three semester hours*

SPM 533 Technology and Information Management

This course will provide students with an understanding of computers for use in conducting research in a sport setting using a statistical software package (SPSS). Students will develop a fundamental understanding of the use of computers for management applications and be able to integrate these applications to actual sport related activities.

— *three semester hours*

SPM 535 Issues and Ethics

This course focuses on sport as social and cultural phenomena using sociological concepts and critical thinking to investigate such issues as how sport and sport participation affect our lives and how sport impacts our ideas about masculinity, femininity, class inequality, race and ethnicity, work, fun, achievement, competition, individualism, aggression and violence and how sport is connected with important spheres of social life in societies.

— *three semester hours*

SPM 545 Research Methods

This course will provide the student with an introduction to the spirit and theory of research tying the scientific method and application to the sport management profession. Methods of problem identification, statement of testable hypothesis, design, summation of findings, research reporting, and writings will be examined.

— *three semester hours*

SPM 560 External Relations

This course is designed to provide a student with an understanding of the field of public relations, communications, development and support organizations as they apply to sport organizations. An understanding of public relations planning is provided as well as a study of the concepts of sports fundraising. It provides a framework within which development staff, managers, and directors can operate and develop fundraising programs and create support.

— *three semester hours*

SPM 573 Event and Facility Management

This course will examine all aspects of the management of sport facilities and events, including development, planning, staffing, operations, and evaluation. Students will study the relationships between the respective parties among ownership, management and the event itself.

— *three semester hours*

SPM 580 Legal and Regulatory Environment

This course will provide a basic understanding of legal concepts as they apply to the recreation and sport business. Lectures will focus on legal issues within both amateur and professional sports and will incorporate case law and other materials from both the text and outside sources. Students are encouraged to pursue outside legal readings in particular areas of interest.

— *three semester hours*

SPM 585 Financial Management in Sport

This course focuses on the importance of understanding the nuances of financial management within sport and recreation organizations. It will discuss how sport and recreation organizations manage money

efficiently and effectively through revenue development and expenditure choices and requirements. The course focuses on the importance of understanding, preparing and defending operating and capital budgets for sport and recreation organizations.

— *three semester hours*

SPM 595 Structure and Function of Sport/Recreation

Students will be expected to complete a 400 hour structured and supervised internship with an organization in a segment of the sport industry of their choosing. The internship will contain an advanced level of creativity and responsibility for the student. The student will set goals with a supervisor and will be evaluated on those goals. A final portfolio and presentation will be required for completion of the internship.

— *three semester hours*

SPM 541 Special Topics Seminar in Sport Management

This course will allow the student to focus in-depth on a segment of the sport industry of interest to them, require the student to do directed reading, discussion and presentations pertaining to that segment of the sport industry. It is intended that the student focus on an area where they will pursue practical experience including the structured internship.

— *three semester hours*

SPM 598 Thesis I and SPM 599 Thesis II

This is the formal development of an original research project under the direction of a faculty committee. Students will identify an original question to study, develop hypotheses collect and interpret data as appropriate. The thesis experience includes the planning and presentation of an oral proposal defense and an oral final defense of a completed research manuscript.

— *three semester hours*

SPM 593 Sport Management Internship

Students will be expected to complete a 400 hour structured and supervised internship with an organization in a segment of the sport industry of their choosing. The internship will contain an advanced level of creativity and responsibility for the student. The student will set goals with a supervisor and will be evaluated on those goals. A final reflective paper will be required.

— *three semester hours*





Directions to Niagara University

By Car

From east and west, take the New York State Thruway (I-90) to Exit 50. Take I-290 North, Grand Island. Cross both bridges to exit 25A. Turn left and continue straight ahead 0.8 miles to the second light. Turn left after crossing Niagara Power Project forebay.

From point south, after entering New York State, please follow the directions above.

From North Tonawanda, follow Niagara Falls Boulevard N. to the I-190 North. Follow the I-190 North and follow directions above.

From Lockport, follow Route 31 across Military Road to Hyde Park Boulevard (Route 61). Turn right to the university.

From Canada via Toronto, take the QEW to Niagara Falls Ontario. Enter the United States via the Rainbow Bridge onto Niagara Street. Move into the left lane. At the second traffic light, make a left onto

284 North (Rainbow Boulevard). Stay in the center lane. Once you reach the first traffic light, continue straight and follow signs for the Robert Moses Parkway, Whirlpool State Park, Power Vista, Fort Niagara.

Continue on the parkway and exit at the sign for Devil's Hole, Power Vista, Niagara University. Turn left at the stop sign. At the first traffic light, bear to the right, and you will see the entrance to NU.

From Canada via Niagara Falls, Ontario, cross the Lewiston-Queenston Bridge and follow Route 104 West. The campus will be on your left after crossing the Niagara Power Project forebay.

From Canada via Detroit/Windsor, use Route 3 to Fort Erie. Take the QEW to Niagara Falls, Ontario, and cross at the Rainbow Bridge to Niagara Street. Move into the left lane. At the second traffic light, make a left onto 284 North (Rainbow Boulevard). Stay in the center lane. Once

you reach the first traffic light, continue straight and follow signs for the Robert Moses Parkway, Whirlpool State Park, Power Vista, Fort Niagara.

By Air

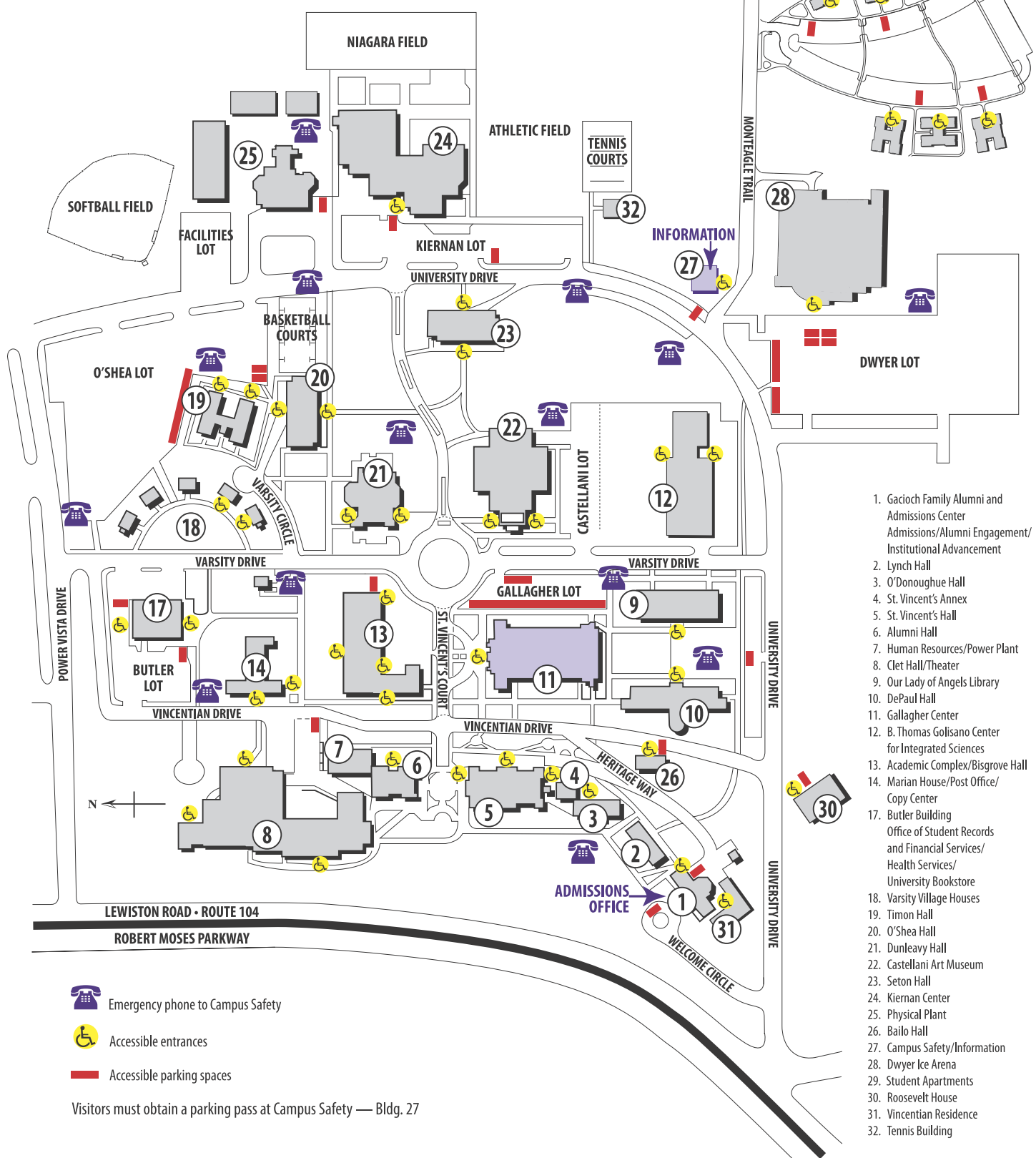
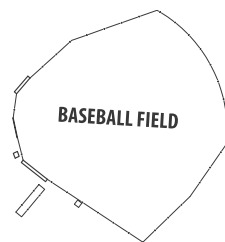
Buffalo/Niagara International Airport, served by several major airlines, is approximately 30 minutes from campus. Both shuttle and taxi services are available from the airport.

By Train

The Niagara Falls Train Station, which is serviced by Amtrak, is approximately two miles from campus. Please check with a local travel agency for additional information.

By Bus

Niagara University is serviced by the Niagara Falls city bus line as well as the Buffalo bus terminal. Please contact a travel agency for additional information.



1. Gacioc Family Alumni and Admissions Center
Admissions/Alumni Engagement/
Institutional Advancement
2. Lynch Hall
3. O'Donoghue Hall
4. St. Vincent's Annex
5. St. Vincent's Hall
6. Alumni Hall
7. Human Resources/Power Plant
8. Clet Hall/Theater
9. Our Lady of Angels Library
10. DePaul Hall
11. Gallagher Center
12. B. Thomas Golisano Center
for Integrated Sciences
13. Academic Complex/Bisgrove Hall
14. Marian House/Post Office/
Copy Center
17. Butler Building
Office of Student Records
and Financial Services/
Health Services/
University Bookstore
18. Varsity Village Houses
19. Timon Hall
20. O'Shea Hall
21. Dunleavy Hall
22. Castellani Art Museum
23. Seton Hall
24. Kiernan Center
25. Physical Plant
26. Bailo Hall
27. Campus Safety/Information
28. Dwyer Ice Arena
29. Student Apartments
30. Roosevelt House
31. Vincentian Residence
32. Tennis Building

- Emergency phone to Campus Safety
- Accessible entrances
- Accessible parking spaces

Visitors must obtain a parking pass at Campus Safety — Bldg. 27

Contact the Office of Campus Safety at 716.286.8111 for additional information and assistance.

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