School of Professional and Graduate Studies
Graduate School of Education

Catalog
& Student Handbook

2013 - 2014

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Introduction: The University
Vision and Purpose
Baker University is a premier private university with a tradition of academic excellence and student engagement in a respectful, inviting, values-based learning community. The faculty provides creative, student-focused learning experiences challenging students to analyze issues with depth and clarity. Students fully engage in their learning; connect with peers, faculty and staff; and develop lifelong relationships with diverse groups of people. Graduates realize their potential to become confident, competent contributors to society.

Mission
Baker University is committed to assuring student learning and developing confident, competent and responsible contributors to society.

Values
In the tradition of our United Methodist heritage, Baker University values:

- **Student learning and academic excellence.** We provide quality learning environments promoting intellectual, professional and personal development resulting in lifelong learning.
- **Critical thinking, inquiry and freedom of expression.** We challenge all participants to think critically using open inquiry and freedom of expression.
- **Integrating learning with faith and values.** We expect all participants to be open to questions of faith and values as part of intellectual inquiry in the United Methodist tradition. In particular, we expect personal and professional responsibility that is based on high standards of ethical conduct.
- **Connections.** We promote a community of belonging and Baker family connections, which result in lifelong associations.
- **Inclusiveness.** We embrace diversity of community, thought and expression.
- **Service to the community.** We address the civic, social, health and environmental needs of our global community.

Structure of the University
In keeping with its mission to serve both recent high school graduates and the lifelong learning needs of adults, Baker University is comprised of the College of Arts and Sciences, the School of Professional and Graduate Studies, the School of Nursing, and the School of Education.

The College of Arts and Sciences (CAS), at the Baldwin City campus, has its own educational goals and offers the wide selection in courses of study usually associated with a superior undergraduate liberal arts education. It offers the Bachelor of Arts (B.A.), Bachelor of Music Education (B.M.E.), and Bachelor of Science (B.S.) degree programs.

The School of Nursing (SON), located at Stormont-Vail HealthCare in Topeka, offers a program of study leading to the Bachelor of Science in Nursing (B.S.N.) for those seeking initial preparation and for registered nurses (RNs) wanting to obtain a higher degree.

The School of Professional and Graduate Studies (SPGS), with its educational goals directed to the needs of adult students, offers educational programs in Overland Park, Topeka, Wichita, and other locations in Kansas and Missouri. It offers the Associate of Arts in Business (A.A.B.), Bachelor of Business Administration (B.B.A.), Bachelor of Arts in Business Leadership (B.B.L.), Bachelor of Science in Management (B.S.M.), Master of Arts in Organizational Leadership (M.A.O.L.), Master of Business Administration (M.B.A.), Master of Liberal Arts (M.L.A.), and Master of Science in Management (M.S.M.) degree programs.
The School of Education (SOE) offers over 20 undergraduate licensure programs and five graduate education programs. SOE undergraduate programs are located at the Baldwin City campus where students receive a B.A. or B.S. degree with majors in education and their content area of concentration. Non-traditional students who have previously earned a degree may obtain licensure in their content area. SOE graduate degree programs can be found in Overland Park, Topeka, Wichita, and other Kansas and Missouri locations. Graduate degree programs offered include the Master of Arts in Education (M.A.Ed.), Master of Science in Special Education (M.S.S.E.), Master of Science in School Leadership (M.S.S.L.), and Doctorate of Education (Ed.D.) in Educational Leadership. The GSOE also offers a Master of Science in Teaching (M.S.T.) for alternative licensure in either pre K-12 or secondary education depending on content area.

Accreditation

Baker University is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools (312.263.0456, www.ncahlc.org) for degree programs in arts, sciences, and professional curricula at the Associate, Bachelor, Master, and Doctorate levels. Its accreditation has been continuous since first granted in 1913 with the most recent re-affirmation of accreditation status in 2012. Baker University is also a member of and approved by the University Senate of the United Methodist Church.

Baker University School of Education is accredited by the Kansas State Department of Education and the National Council for the Accreditation of Teacher Education. The B.S.N. program is accredited by the Commission on Collegiate Nursing Education and approved by the Kansas State Board of Nursing. The majors of accounting, business, and international business offered by the Department of Business and Economics in the College of Arts and Sciences at Baker University are fully accredited at the national level by the Association of Collegiate Business Schools and Programs (ACBSP). The ACBSP accreditation is limited to degree programs offered on the Baldwin City campus. The music programs—the Bachelor of Arts in Music and Bachelor of Music Education—are accredited by the National Association of Schools of Music.

The University is a member of numerous professional organizations in higher education including the Council of Independent Colleges, the National Association of Independent Colleges and Universities, the National Association of Intercollegiate Athletics, the Kansas Independent College Association, and others.

History

Chartered on February 12, 1858, three years prior to establishment of Kansas’ statehood, Baker University is the state’s oldest university. It is named for a distinguished scholar and bishop, Osman Cleander Baker, who presided over the first conference convened in this new region by the Methodist Episcopal Church.

Instruction began in November 1858. It was at first preparatory only, but expanded after four years to include collegiate courses. In 1866, the University awarded its first bachelor’s degrees. For most of its first quarter-century it struggled for survival in the face of almost overwhelming odds. But new leadership drew Baker out of its depression to begin an era of expansion in the 1880s. Continued growth and achievements of alumni, including two Rhodes Scholars in the class of 1907, brought the institution widespread recognition.

In 1930, Baker broadened its geographic responsibility and reach through a merger with Missouri Wesleyan College of Cameron, Missouri, and maintains that institution’s heritage as well.

Weathering the strains of the Great Depression and World War II, Baker has maintained a record of unbroken service for over 150 years. Its rich academic tradition includes four Rhodes Scholars and a Pulitzer Prize winner. Following World War II, the University embarked upon a program of expansion of its physical facilities. During the past decades, Baker has renovated its older structures and continued to increase its endowment through the establishment of endowed chairs and professorships and expanded student scholarship funds.
New programs to serve the changing needs of new student groups have been introduced throughout the University’s history. In 1975 Baker expanded horizons by developing a Master of Liberal Arts degree program for adult students in Kansas City. In 1988 this program was incorporated into the School of Professional and Graduate Studies, which offers graduate and undergraduate degree programs for adult students.

In August 1991, the School of Nursing was established in the Pozez Education Center at Stormont-Vail HealthCare. The school provides professional nursing education to meet the growing needs of northeast Kansas, the state and nation.

In 2005, the School of Education was formed with undergraduate programs provided on the Baldwin City campus and graduate programs provided on the Overland Park campus. The School of Education offers the University’s only doctoral program, Doctorate of Education (Ed.D.) in Educational Leadership.

Facilities and Locations
The Baldwin City campus of Baker University is home to the College of Arts and Sciences and the School of Education undergraduate programs. Baldwin City, Kansas, a beautiful small community of tree-lined streets and rich tradition, is about 40 miles southwest of Kansas City and 40 miles southeast of Topeka. The historic campus is only a few blocks south of the old Santa Fe Trail, now followed by U.S. Highway 56. It is easily accessible from north or south by U.S. 59 and from east or west by U.S. 56.

The School of Professional and Graduate Studies and School of Education graduate program administrative offices are located in Overland Park, Kansas at 8001 College Boulevard. These offices house the School’s administrative functions. Classes are offered in the evenings at various locations convenient to working professionals including Overland Park, North Kansas City, Lee’s Summit, Topeka, Wichita, and Kansas City, Missouri, as well as other locations. Classes may be arranged in corporate sites and other more rural areas to serve the educational needs of adult learners in the service region.

The School of Nursing is located in the Pozez Education Center on the corner of SW 8th Avenue and Home on the campus of Stormont-Vail HealthCare, Topeka, Kansas. This modern facility provides administrative offices, large modern classrooms, fully equipped clinical training labs, and a computer lab. On the lower level, the Stauffer Health Sciences Library provides full library services, computers, individual study areas, and is a strong learning resource for both students and faculty.

Special Collections
Baker University’s Special Collections are the results of the historic and generous support of graduates and friends with a diversity of interests. The collections range from artifacts and paintings to illuminated manuscripts and published works of scholarship. They are special assets of the University, available to enrich students’ learning.

The Elsie Nuzman Allen Art Collection is named for a graduate of 1891 who had a lifelong interest in the promotion of the arts. She was the wife of the well-known Henry Justin Allen, Kansas journalist and political figure, who was governor and a United States Senator.

The museum complex on campus includes the Old Castle, Baker’s first home, and the old post office of Palmyra, the adjacent town preceding Baldwin that served as a station on the fabled Santa Fe Trail. This museum complex offers many insights into the life of the early Kansas settlers as well as examples of the craftsmanship of Native Americans and is open by appointment only during the academic year. Special group tours may also be arranged.

The Quayle Collection was assembled by bishop and former Baker University student, professor, and president William A. Quayle, and given to the University upon his death in 1925. The Quayle collection contains illuminated manuscripts, early printed Bibles and early editions of the major
translations of the Bible into English, and other works exhibiting the history of printing and the book arts.

The lower level of the Spencer Wing houses the Kansas Area Archives of the United Methodist Church and the Baker University Archives. The histories of Baker and the Methodist Church in Kansas are intertwined. Baker was founded by the Methodists during the Territorial period of Kansas history, and the archives contain manuscripts, diaries, photographs, records, and other documentation of the history of Kansas, the Civil War, and Baldwin City, as well as of Baker and the Methodist Church.

Clarice L. Osborne Memorial Chapel was built in 1864 as the Methodist Chapel of Sproxton, a small village in Leicestershire, England. It was served by several Methodist clergy and Mr. Alf Roberts, a lay minister and father of Lady Margaret Thatcher, former Prime Minister of England. Closed for lack of attendance, the Chapel stood unused until the summer of 1995, when it was dismantled stone-by-stone and reassembled on its present site. The Chapel, of Victorian Gothic architecture and constructed of ironstone, honors the wife of Mr. R.R. Osborne whose generosity made possible this historic and beautiful structure. The Osborne Chapel hosts University worship, weddings, and other religious activities and provides offices for the Minister to the University.

Ivan L. Boyd Woods, a 35-acre area two miles north of Baldwin, is used by biology classes and independent study students to investigate ecological phenomena common to woodland areas. The area is particularly valuable for studying patterns of succession, ecotone, and woodland species of plants and animals.

Baker Wetlands Research and Natural Area is a 573-acre area 11 miles northwest of Baldwin in the Wakarusa River floodplain. The area contains 45 acres of native wetland prairie. The remaining acreage has been restored as wetlands through a variety of federal, state, and local grants. The area was acquired by Baker University from the federal government in 1968 and is used for education and research on a variety of ecological phenomena and for preservation of the native wetland prairie. The area was identified as a National Natural Landmark by the National Park Service in 1969 and a Natural and Scientific Area by the state of Kansas in 1987. The Baker Wetlands contain one of the highest levels of biodiversity in the state.

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<th>Ethics and Compliance Policies</th>
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Prohibited Harassment Policy
The University is committed to creating a culture of respect and providing an environment that values diversity and emphasizes the dignity and worth of every individual.

Accommodation Notice
Baker University is committed to providing “reasonable accommodations” in keeping with Section 504 of the Rehabilitation Act and the Americans with Disability Act of 1992. Students must provide appropriate documentation of the disability which should include appropriate diagnostic testing and a verification form prepared by a licensed medical practitioner who is not related to the student.

Notice of Nondiscrimination
It is the policy of Baker University to afford equal opportunity for all persons. As such, the University will not discriminate based on an individual's race, color, national origin, religion, sex, disability, age, veteran status, sexual orientation, marital status, or other status protected by law, in admission to or employment in its education programs or activities.

For the full text of the Prohibited Harassment Policy, Accommodation Notice, and Notice of Nondiscrimination, visit [www.bakerU.edu/compliance](http://www.bakerU.edu/compliance). You may file an anonymous and confidential report of suspected improper conduct online at [www.bakerU.edu/ethicsreporting](http://www.bakerU.edu/ethicsreporting) or by calling 866.879.0422.
Jeanne Clery Act
Baker University publishes an Annual Security Report in Compliance with the federal Clery Act. The University creates yearly reports with postings on the University website. The University will provide a paper copy of the reports upon request.

2013 Violence Against Women: Clery Act Amendments
Baker University supports the 2013 Violence Against Women: Clery Act Amendments with policies pertaining to relationship violence, stalking, and sexual misconduct. Additional information is available on the Baker website.

FERPA Notification
Baker University maintains compliance with the Family Educational Rights and Privacy Act (FERPA) of 1974 as amended. FERPA defines educational requirements which are designed to protect the privacy of students concerning their records maintained by Baker University.

FERPA accords students certain rights with respect to their education records. They are:
- The right to inspect and review their records
- The right to request the amendment of their education records to ensure that they are not inaccurate, misleading, or otherwise in violation of privacy or other rights
- The right to consent to disclosure of personally identifiable information contained in their education records, except to the extent that FERPA authorizes disclosure without consent
- 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.

Complaints may be addressed to:
Family Policy Compliance Office
U.S. Department of Education
400 Maryland Avenue, S.W.
Washington, D.C. 20202-8520

All requests to release, inspect, or review education records or to petition to amend education records should be made in writing to:
Ms. Ruth Miller
University Registrar
Baker University
P.O. Box 65
Baldwin City, KS 66006-0065

Education records may be disclosed without prior written consent to school officials having a legitimate educational interest. A school official is defined as a person employed by the University in an administrative, supervisory, academic, or support staff position (including law enforcement and health staff); a person or company with whom the University has contracted (such as an attorney, auditor, or collection agent); a person serving on the Board of Trustees; a student serving on an official committee (such as a disciplinary or grievance board); or a student engaged in a teaching assistantship learning experience. A school official has a legitimate educational interest if the official needs to review an education record in order to perform a task that is his or her professional responsibility, related to a student's education, related to the discipline of a student, or necessary for supportive service to the student. Determination of legitimate educational interest will be made by the University Registrar. Education records may also be disclosed without prior written consent of students in order to comply with a judicial order or subpoena, and to various federal, state, and local authorities as outlined in the FERPA and Patriot Act statutes.
Release of Directory Information
Baker University hereby gives notice that it has designated the following categories of personally identifiable information as “Directory Information” under the Family Educational Rights and Privacy Act (FERPA) of 1974 (as amended). This information can be released without the prior consent of students as permitted by law. Under the terms of FERPA, Baker University defines “Directory Information” as follows:

- Name
- Permanent address and telephone number
- Baker email address
- Dates of attendance
- Enrollment status
- Class level
- Major area(s) of study
- Academic honors and awards
- Degree(s) conferred (including dates)
- Date of birth
- Height and weight of athletes

In order to request that your “Directory Information” not be made available to the public (including friends, family, and current or potential employers), a signed form must be submitted to the Office of the Registrar. All inquiries regarding this policy should be directed to the University Registrar (785.594.4530 or records@bakeru.edu).

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<tr>
<th>CATALOG POLICIES AND STUDENT RESPONSIBILITIES</th>
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It is the responsibility of each student to be aware of and to meet the catalog requirements for graduation and to adhere to all other rules, regulations, and deadlines published in this catalog and in the Student Handbooks for the college/schools.

Students are expected to meet the graduation requirements of the catalog in effect when they first enroll at Baker; however, continuoulsy enrolled students may elect to meet in their entirety the graduation requirements of any subsequent catalog published during their enrollment. If five years or more have elapsed since a CAS/USOE student's last enrollment at Baker, the student will be required to meet all graduation requirements of the catalog in effect at the time of readmission. All readmitted SON students are subject to the graduation requirements in effect at the time of readmission. Readmitted SPGS/GSOE students are subject to graduation requirements as outlined in the readmission policy section of the catalog.

While academic advisors assist students in interpreting requirements and policies and making plans, final responsibility for meeting requirements and adhering to policies belongs to each student.

ACADEMIC POLICIES

CLASSIFICATION
Undergraduate degree-seeking students are classified according to the following criteria.

- Freshman: 0 - 29 credit hours earned
- Sophomore: 30 - 63 credit hours earned
- Junior: 64 - 97 credit hours earned
- Senior: 98 or more credit hours earned

COURSE LOAD
For students in the CAS/USOE/SON, the minimum full-time student load is twelve credit hours per semester. The normal course load is fifteen or sixteen credit hours. Typically, students should limit enrollment to a maximum of eighteen hours. Newly admitted freshmen should not enroll in more than
eighteen credit hours. Other students who choose to enroll in more than eighteen hours must pay additional tuition (as outlined in the Tuition and Fees section of the catalog). Students who want to enroll in 21 or more hours must have administrative consent.

For students in the SPGS/GSOE, all active, continuously enrolled degree seeking students in cohort programs are considered full-time for the purposes of enrollment verification. All active, continuously enrolled open enrollment students have enrollment status calculated on the basis of total hours of enrollment in a Baker University defined parent term (fall, spring, summer) as follows: 12 hours and above is full-time, 6-11 hours is at least half-time, 1-5 hours is less than half-time. BBA/BSM/BBL students may request permission to take overload coursework in another Baker program (as outlined in the Course Overload section of the catalog).

LOWER AND UPPER COLLEGE COURSES

Course numbers below 100 do not count toward minimum hours needed for graduation. Undergraduate lower-college courses are numbered 100-299 or 1000-2999. Generally, lower-college courses are intended to serve freshmen and sophomores. Undergraduate upper-college courses are numbered 300-499 or 3000-4999. Generally, upper-college courses are intended to serve juniors and seniors. CAS/USOE freshmen and sophomores who have satisfied the prerequisites or equivalents and have consulted with their academic advisors may enroll in upper-college courses.

Graduate-level courses are numbered 500-899 or 5000-8999. Doctoral-level courses are numbered 9000-9999.

GRADING SYSTEM AND PRACTICE

The following grades are used at the Graduate School of Education, School of Nursing, and the School of Professional and Graduate Studies:

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Quality Points</th>
<th>Letter Grade</th>
<th>Quality Points</th>
<th>Letter Grade</th>
<th>Quality Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.00</td>
<td>C</td>
<td>2.00</td>
<td>F</td>
<td>0.00</td>
</tr>
<tr>
<td>B</td>
<td>3.00</td>
<td>D</td>
<td>1.00</td>
<td>WF</td>
<td>0.00</td>
</tr>
</tbody>
</table>

The following grades are used at the College of Arts and Sciences and the Undergraduate School of Education:

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Quality Points</th>
<th>Letter Grade</th>
<th>Quality Points</th>
<th>Letter Grade</th>
<th>Quality Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.00</td>
<td>B-</td>
<td>2.67</td>
<td>D+</td>
<td>1.33</td>
</tr>
<tr>
<td>A-</td>
<td>3.67</td>
<td>C+</td>
<td>2.33</td>
<td>D</td>
<td>1.00</td>
</tr>
<tr>
<td>B+</td>
<td>3.33</td>
<td>C</td>
<td>2.00</td>
<td>D-</td>
<td>0.67</td>
</tr>
<tr>
<td>B</td>
<td>3.00</td>
<td>C-</td>
<td>1.67</td>
<td>F</td>
<td>0.00</td>
</tr>
</tbody>
</table>

ADDITIONAL GRADING NOTATION

P - Pass (represents work at the level of “C” or above)           DIST – Distinguished (GSOE portfolio only)
I - Incomplete (only a temporary grade)                        PROF – Proficient (GSOE portfolio only)
AU – Audit                                                   ( ) : Indicates a repeated course
W – Withdraw                                                 * : Indicates a grade change

The “WP” (withdrawn passing) and “WF” (withdrawn failing) grades are assessed by faculty for SPGS/GSOE/SON-RN students who withdraw after completion of 50% of a course. The “WF” grade is punitive (zero associated quality points).

All credits awarded by Baker University are in semester hour units. The CAS/USOE uses the plus/minus grades identified above.
The grade point average (G.P.A.) is computed as follows and includes only those courses taken on a letter grade basis and “WF”. The credits for each course are multiplied by the quality points earned for each grade received. The G.P.A. is calculated by dividing the sum of the quality points by the total number of credits attempted. The resulting cumulative or semester G.P.A. ranges from 0 to 4.0.

In computing the cumulative grade point average, all courses are included except: credit hours transferred; those with course numbers below the 100-level; and those in which a grade of “P”, “NC”, “I”, “W,” or “WP” was earned. For retaken courses, each attempt will appear on the transcript. Regardless of the number of times a course is retaken, its credit hours are counted only once toward the completion of the degree. Only the grade earned in the last retaken attempt counts toward the cumulative G.P.A.

In the CAS/USOE, a limited number of courses are offered only on a Pass/No Credit (P/NC) basis, where Pass = A, B, or C and No Credit = D or F. Students must earn a grade of C or better to receive credit for P/NC classes. Grades of D or F result in NC. In the CAS/USOE, P/NC courses are restricted to CS 141, MA 090, MA 091, internship courses, interterm experiential learning courses, and co-curricular courses. In the SON, all clinical courses are P/NC. In the SPGS/GSOE/SON-RN, an administrative code of NC is assigned when extenuating circumstances make it impossible for a student to complete a course as determined by the appropriate administrator. (See school catalog for more details.)

A passing grade for master-level students is a C or better. However, a student in a master-level program may only complete one course with a grade of C to be eligible for graduation. A student in the Ed.D. program may have no grades below a B.

CAS/USOE students will receive both a midterm and a final grade for all courses although only the final course grade will appear on the academic transcript. Midterm grades are provided for informational purposes so that students are aware of their performance in a given course as of the midpoint in the semester. In addition, they are used to determine if a student should be placed on academic caution. Midterm grades or academic caution status are not recorded on a student’s transcript. Only final grades and any applicable academic probation or ineligibility status designations are recorded on the transcript.

INCOMPLETE/ CHANGE OF GRADE

A grade of Incomplete “I” may be given to a student by an instructor indicating that all required coursework was not completed because of emergency situations which were beyond the control of the student at the time and could not have been foreseen or planned for in advance. Students receiving an incomplete grade must make arrangements with the instructor to complete all coursework within the timeframe established by the college/school as follows:
- CAS/USOE: Four weeks into the next regular semester (i.e., fall or spring)
- SON: Six weeks after the last day of class
- SPGS/GSOE/SON-RN: Two weeks following the ending course date

Failure to complete requirements within the specified time period will result in a grade of F for the course. In cases of extreme hardship, the student may petition in writing to the university registrar (prior to the expiration of the arranged time period) for an extension. In no case will total time allowed for removal of the grade of Incomplete be extended for more than an additional two weeks.

For CAS/USOE/SON, grade changes will not be accepted more than six months after the end of the term in which the grade was awarded. For SPGS/GSOE/SON-RN, grade changes will not be accepted more than sixty days after the end of a course. Change of grade requests must be based on adequate cause and be approved by the academic dean or assistant dean of the college or school.

AUDITING OF COURSES

All students who audit courses are expected to meet the audited course’s attendance requirements, but are not obligated to complete course assignments or meet requirements necessary for obtaining a grade. No credit hours are awarded and no grades are earned in audited courses.
Full-time students in CAS/USOE/SON may choose to audit up to six credit hours (not counted in the minimum twelve-hour full-time course load) in a given semester. No additional fee is charged to full-time students for auditing a course. Part-time students are charged a reduced fee and should refer to the tuition and fees section of the catalog for their college/school.

INDEPENDENT STUDY
Qualified degree-seeking students can seek a limited number of independent studies. Only in exceptional circumstance can catalog courses be taken on an independent study basis. Courses cannot be retaken on an independent study basis. Students enrolled in the MLA program who have completed 24 credit hours may plan an independent study project to complete a three credit elective.

Typically, a CAS/USOE/SON student must have a cumulative G.P.A. of 3.00 or better and a SPGS/GSOE student must have a cumulative G.P.A. of 3.50 or better to enroll in an independent study course. Generally, independent studies range from 1-3 credit hours.

Depending on the program of study, students interested in pursuing an independent study should contact a designated academic administrator, supervising professor, and/or academic advisor to discuss the independent study and seek appropriate approvals. For a non-catalog course independent study, the student in consultation with the supervising professor is responsible for outlining the purpose, objectives, procedure and methods, evaluation criteria, and list of resources. Requirements may vary by program or school. Once the independent study is approved, enrollment must be completed before the registration deadline and arrangements made for tuition to be paid.

COLLEGE-LEVEL LEARNING CREDIT
CAS/USOE/SON accept College-Level Examination Program (CLEP) scores from the Computer-based testing equal to or exceeding 50 in the following areas: English, Humanities, Math, Natural Science, and Social Science. The Advanced Placement Tests (AP) are accepted with a score of 3 or better. The number of credit hours granted toward the required amount needed to graduate is determined on an individual basis. Students who have successfully completed courses in the International Baccalaureate Program (IB) may receive credit for scores of 4 and above. A fee is charged for granting college-level learning credit from all these sources. Consult the fee schedule for your college/school.

The SPGS defines assessed credits as those not earned at a regionally accredited college. Assessed credits may be those earned through a variety of learning experiences. Students are referred to the SPGS/GSOE catalog for further information.

<table>
<thead>
<tr>
<th>UNDERGRADUATE ACADEMIC HONORS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DEAN’S LIST</strong></td>
</tr>
<tr>
<td>At the conclusion of each semester at CAS/USOE/SON all full-time degree-seeking students earning a G.P.A. of 3.50 or higher in at least twelve hours of coursework (excluding remedial courses) are placed on the Dean’s List for that semester. This designation is recorded on the student’s permanent transcript.</td>
</tr>
</tbody>
</table>

| **SCHOLASTIC HONORS**         |
| The determination of scholastic honors is made during the last semester prior to graduation and does not include grades from the final semester for CAS/USOE/SON. |

At CAS/USOE, degree candidates who will have completed a minimum of 60 semester hours (exclusive of P/NC hours) of full-time resident study by the time of their graduation are considered for scholastic honors.

At SON, degree candidates who have successfully completed a minimum of three semesters of full-time study are considered for scholastic honors.
At SPGS/SON-RN, undergraduate degree candidates who have completed all requirements or are within their final course toward the degree are considered for scholastic honors.

Transfer coursework is not included in the G.P.A. calculation and, therefore, does not apply toward the determination of scholastic honors. The cumulative grade point average required for scholastic honors is designated as follows:

<table>
<thead>
<tr>
<th>Course Level</th>
<th>Summa Cum Laude</th>
<th>Magna Cum Laude</th>
<th>Cum Laude</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAS/USOE/SON</td>
<td>3.90 – 4:00</td>
<td>3.75 – 3.89</td>
<td>3.50 – 3.74</td>
</tr>
<tr>
<td>SPGS</td>
<td>3.95 – 4.00</td>
<td>3.85 – 3.94</td>
<td>3.70 – 3.84</td>
</tr>
</tbody>
</table>

**ACADEMIC STANDING**
To remain in good academic standing, all undergraduate and graduate students are expected to meet the academic performance standards published in the catalog of their college/school. Students who do not meet these academic standards will be placed on academic probation or become ineligible to enroll.

**GOOD ACADEMIC STANDING**
To be in good academic standing, a student must be making satisfactory progress toward earning the degree and meeting the prescribed G.P.A., grade, or progression standards as defined by the college/school.

**ACADEMIC CAUTION/ PROBATION/ INELIGIBLE TO CONTINUE**
Academic caution is used at mid-term for students in the CAS/USOE/SON as an official warning and notification that prescribed G.P.A., grade, or progression standards as defined by the college/school are not being met. Students who fail to meet these standards will either be placed on academic probation or declared ineligible to continue.

Academic probation is a warning status to alert students when their G.P.A and/or grades have fallen below the academic performance standards as defined by the college/school.

The status ‘academically ineligible to continue’ is reserved for a student who may not continue enrollment at Baker University.

**GRADUATION REQUIREMENTS**

**CREDIT HOURS AND G.P.A. REQUIRED FOR GRADUATION**
The minimum number of credit hours and minimum grade point average required for graduation with each Baker degree at each college/school are outlined in the table below.

<table>
<thead>
<tr>
<th>School or College</th>
<th>Minimum Credit Hours</th>
<th>Minimum GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAS Bachelor</td>
<td>128</td>
<td>2.00</td>
</tr>
<tr>
<td>SOE Bachelor</td>
<td>128</td>
<td>2.00</td>
</tr>
<tr>
<td>SON Bachelor</td>
<td>128</td>
<td>2.00</td>
</tr>
<tr>
<td>SPGS Associate</td>
<td>60</td>
<td>2.50</td>
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<tr>
<td>SPGS Bachelor</td>
<td>124</td>
<td>2.50</td>
</tr>
<tr>
<td>SPGS Master</td>
<td>36-43</td>
<td>3.00</td>
</tr>
<tr>
<td>SOE Master (MAED,MST)</td>
<td>36-42</td>
<td>3.00</td>
</tr>
<tr>
<td>SOE Master (MSSE, MSSL)</td>
<td>33-37</td>
<td>3.25</td>
</tr>
<tr>
<td>SOE Doctorate</td>
<td>59</td>
<td>3.50</td>
</tr>
</tbody>
</table>
For CAS and USOE, at least 39 credit hours must be taken in upper-college courses (numbered 300 and above). At CAS, no more than 50 credit hours in a single discipline may be applied toward the total hours required for graduation. Students should refer to the catalog of their specific college/school for further graduation requirements associated with their respective degrees.

**ACADEMIC RESIDENCE**

At CAS/USOE: In order to obtain an undergraduate degree, the following residency criteria must be met:

- A minimum of 31 credit hours of coursework must be completed in residence at the Baldwin City campus,
- At least 27 of the total credit hours completed must be at the upper-college level (numbered 300 or higher), and
- With the exception of students enrolled in an approved study abroad experience during their final 31 hours toward the degree, the final 31 hours of coursework applied toward the degree must be completed in residence at the Baldwin City campus. Up to four credit hours of transfer work may be applied toward meeting the residency requirement without making special appeal. These transfer hours require prior approval through the Office of the Registrar. Upper-college coursework toward the major requires approval by the major department.
- CAS provides a Professional Exception to the residency requirement for Baker students who pursue professional programs at other institutions. For more information see the Pre-Professional Programs section of the catalog.

Any student who wishes to be granted an exception to this policy must petition the Academic Standards and Enrollment Management Committee.

At SON: In order to obtain the B.S.N. degree from SON, a minimum of 30 credit hours must be completed in residence or online for RN’s.

At SPGS/GSOE: To obtain an Associate degree a minimum of 36 credit hours must be completed in residence. To obtain a Bachelor degree a minimum of 41 credit hours must be completed in residence. This residence requirement may vary depending on the core/major course requirements. To obtain an SPGS Master and SOE Doctoral degree all required credit hours must be completed in residence. MLA and GSOE programs allow up to six graduate level transfer credits. (See school catalog for more details.) A maximum time frame of six years has been designated for completion of all graduate program requirements at SPGS and SOE.

Full payment of tuition and fees and approval of the respective faculty are required of all graduation candidates from the college/school.

**BOARD OF TRUSTEES**

In 1858 the founders of Baker University deemed the University to be governed by an overseeing body of no more than thirty-two members elected by the annual conference of the United Methodist Church to serve a four year term. Members meet three times annually—October, February, and May—to approve University programs, budgets and faculty promotions. The Board of Trustees is composed of civic, professional and spiritual leaders, and remains the highest governing body of the University.

**EXECUTIVE OFFICERS**

PATRICIA N. LONG.................................................................................................................President
SUSAN LINDAHL ........................................Executive Vice President for Administrative Services/Chief Operating Officer
BRIAN POSLER ..............................................................Executive Vice President for Academic Affairs/Dean of the College of Arts and Sciences
SENIOR ADMINISTRATION

KATHLEEN HARR ....................................................Vice President and Dean of the School of Nursing
PEGGY A. HARRIS.....................................................Vice President and Dean of the School of Education
ANDY JETT ..................................................................Chief Information Officer
LYN LAKIN.............................................................Vice President of University Advancement
BRIAN MESSER........................................................Executive Vice President for Academic Affairs/
..............................................................................Dean of the College of Professional and Graduate Studies
BRIAN POSLER........................................................Executive Vice President for Academic Affairs/
..............................................................................Dean of the College of arts and Sciences
JERRY L. WEAKLEY ..............................................Vice President of Endowment and Planned Giving
D. RAND ZIEGLER ..............................................Vice President for Institutional and Faculty Development

ADMINISTRATIVE FACULTY

KATHLEEN HARR, 1997
Vice President and Dean of the School of Nursing
Professor of Nursing
B.S.N. Incarnate Word College, 1976
M.S.N. University of Texas Health Science Center, San Antonio, 1978
D.N.Sc. University of San Diego, 1991

MARTH HARRIS, 1998
Assistant Dean for Academic Affairs
Professor of Business & Economics
B.S. Baker University, 1979
M.B.A. University of Kansas, 1985
C.P.A. Terminal Degree, 1986

PEGGY A. HARRIS, 1984
Vice President and Dean of the School of Education
Professor of Education
B.S. University of Missouri, 1971
M.S. Southwest Missouri State University, 1974
Ph.D. University of Kansas, 1998

JEAN JOHNSON, 1987
Director of Institutional Research
Professor of Mathematics
B.S. Allegheny College, 1978
M.S. Iowa State University, 1981
Ph.D. Iowa State University, 1984

SUSAN J. LINDAHL, 2008
Executive Vice President for Administrative Services/Chief Operating Officer
B.S. University of Kansas, 1974
M.A. University of Kansas, 1991
Ph.D. Walden University, 2009

PATRICIA N. LONG, 2006
President of the University
B.A. Southwest Baptist University, 1973
M.S.E. Central Missouri State University, 1978
Ed.D. University of Kansas, 1993

BRIAN MESSER, 2013
Vice President and Dean of the School of Professional and Graduate Studies
B.A. University of New Mexico, 2000
M.B.A University of Phoenix, 2004
Ph.D. St. Louis University, 2013

BRIAN POSLER, 2012
Executive Vice President for Academic Affairs/
Dean of the College of Arts and Sciences
B.A. Cornell College, 1992
M.A. Rice University, 1995
Ph.D. Rice University, 1997

JUDITH A. SMRHA, 1995
Assistant Dean for Student Engagement and Success
Associate Professor of Business and Economics
B.A. Mills College, 1987
M.A. Johns Hopkins University, 1991
Ph.D. Johns Hopkins University, 1996

D. RAND ZIEGLER, 1981
Vice President for Institution and Faculty Development
Professor of Psychology
B.A. Dickinson College, 1976
M.A. West Virginia University, 1979
Ph.D. West Virginia University, 1983
The School of Professional and Graduate Studies and The Graduate School of Education
# Baker University Instructional Sites and Programs

<table>
<thead>
<tr>
<th>Degree Programs</th>
<th>School of Education</th>
<th>School of Professional and Graduate Studies</th>
<th>School of Nursing</th>
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<tr>
<td><strong>College of Arts and Sciences</strong></td>
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<tr>
<td>Undergraduate Programs</td>
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<td><strong>Kansas Locations</strong></td>
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<tr>
<td>618 Eighth Street</td>
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<td></td>
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<tr>
<td>P.O. Box 65</td>
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<td></td>
<td></td>
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<tr>
<td>Baldwin City, KS 66006</td>
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<tr>
<td><strong>Administrative Offices:</strong></td>
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<tr>
<td>8001 College Blvd, Suite 100-IDL Classroom</td>
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<tr>
<td>Overland Park, KS 66210</td>
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<td><strong>Classrooms:</strong></td>
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<td>3450 North Rock Road, Suite 401</td>
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<td>Wichita, KS 67226</td>
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<td>Topeka, KS 66614</td>
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<tr>
<td>1500 SW 10th Street</td>
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<tr>
<td>Topeka, KS 66604</td>
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<td><strong>Missouri Locations</strong></td>
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<tr>
<td>1278 NE Windsor Dr. Lee’s Summit, MO 64086</td>
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<tr>
<td>4802 Mitchell Ave. St. Joseph, MO 64507</td>
<td></td>
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<tr>
<td>Northpointe II 7505 NW Tiffany Springs Pkwy, Suite 102</td>
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<td>Kansas City, MO 64153</td>
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<td><strong>Online</strong></td>
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</tbody>
</table>
SPGS and GSOE Educational Philosophy

Baker University School of Professional and Graduate Studies and the Graduate School of Education is committed to assuring student learning and developing confident, competent, and responsible contributors to society. SPGS and GSOE support and encourage collaborative learning experiences and the self-directed, inquiry-based learning model and believes that collaborative learning experiences can:

- Enhance self-directed learning;
- Build self-confidence and strengthen decision-making and problem-solving ability;
- Enhance interpersonal skills;
- Cultivate cooperative teaching and learning responsibilities.

Baker University School of Professional and Graduate Studies (SPGS) and the Graduate School of Education (GSOE) recognize the distinction between traditional college-age students and non-traditional, adult students who bring a wealth of professional experiences to the classroom and are self-directed in their learning. As such, the educational philosophy at SPGS and GSOE assumes adult learners:

- Bring quality and diverse life and professional experience to the classroom;
- Learn best when the subject is of immediate use and can be applied to real life;
- Are self-directed and benefit from collaborative learning experiences.

The principles of self-direction and cooperative learning are specifically addressed in the SPGS and GSOE educational framework.

**Self-Direction**

Students are responsible for self-directed learning. Professional and personal growth requires that individuals develop the skills necessary to manage their own learning. SPGS and GSOE students should consistently seek answers to their questions, identify and develop resources to address their concerns, and take charge of their own learning. For this reason, SPGS and GSOE designs programs to provide structure and support to encourage student independence and self-direction.

**Cooperative Learning**

Student learning is developed and enhanced through collaborative learning experiences and group participation. Students are required to participate in their own educational process, and substantial responsibility is placed on the learner. Through group projects students are given opportunities to learn efficient problem solving from the professional and personal expertise of their peers. Rather than deriving from a single source, student learning encompasses multiple life experiences.
SPGS/GSOE Online Education

SPGS and GSOE offer online education programs to improve student access to courses, particularly for students who experience time, schedule, and geographical restraints.

Online programs allow students to learn and interact through Baker’s virtual learning environment. Online students experience the same course objectives, assignments, and assessment outcomes as do traditional on-ground students.

Course Format

Baker University offers online courses that are asynchronous, meaning that they do not meet at a predetermined time. Online classes meet for week-long modules and students attend class by logging into Moodle, Baker University’s Learning Management System. Students receive their assignments and are expected to collaborate with their peers through Moodle.

Educational Offerings

SPGS and GSOE offer the following programs online: Associate of Arts in Business (AAB), Bachelor of Business Administration (BBA), Bachelor of Business Leadership (BBL), Master of Arts in Organizational Leadership (MAOL), Master of Business Administration (MBA), Master of Liberal Arts (MLA), and Master of Arts in Education (MAEd) degrees. The online AAB, BBA, BBL, and MBA programs use a cohort model design. In this model, a group of students move through a prescribed sequence of courses as a unit. Cohort groups start whenever an appropriate number of students are enrolled.

Business Concentration courses. Business concentration courses are offered in selected areas of study to compliment a degree program. Concentrations are available in: accounting, conflict management and dispute resolution, finance, healthcare administration, human resources, information systems, international business, and marketing.

Online concentration courses are seven weeks in length. They are scheduled on a term basis with six terms per calendar year (Spring I, II; Summer I, II; Fall I, II).

Liberal Arts courses. The Master of Liberal Arts (MLA) program and undergraduate liberal arts elective courses are offered within a wide array of disciplines including: creative arts, (art, communication, film, literature, music, theatre), history and ideas (anthropology, culture, history, philosophy, religion), and natural and social science (astronomy, biology, mathematics, political science, psychology, sociology).

Online liberal arts courses are offered in six terms per calendar year. Students may select and enroll in courses of their choosing.

Policies and Procedures

Refer to the Admissions, Academic Policies, Academic Records, Student Services and Resources, and Student Conduct, Responsibilities and Rights sections of this catalog for information on online policies and procedures.
Assessments

Assessment of Student Achievement

Baker University is committed to the systematic assessment of student learning that occurs in each course and each program of study that lead to a degree awarded by the University. Assessment initiatives are dynamic and seek continuous improvement based on student, faculty and administrative staff feedback. All University constituents are encouraged and expected to participate in the collection and analysis of assessment documentation.

Assessments at SPGS and GSOE:
- Are driven by the mission of the University and SPGS and GSOE mission statements, respectively
- Are linked closely with the specific outcomes for each SPGS and GSOE degree program.
- Are mindful that the primary purpose is to improve student learning and the quality of education (assessment is a means to an end, not an end in itself)
- Involve the entire Baker University SPGS and GSOE populations, including students, faculty, staff and administrators, alumni, and all relevant Baker constituencies
- Recognize that educational assessment is an ongoing process that is continuously evolving.
- Recognize the key role played by faculty in the educational assessment process
- Use existing knowledge in the field while seeking to be innovative and mindful of the specific characteristics of the institution
- Use diverse and multi-dimensional assessment methodologies
- Document and disseminate its functions, methods, and results
- Are administered with integrity

Assessment of Academic Achievement

Each degree program embraces a unique assessment plan that includes course assessments related to program outcomes, an academic portfolio, graduate survey, and other relevant assessments. The academic assessment process provides evidence of student learning primarily related to program outcomes appropriate to each degree. A number of other indicators are tracked, e.g., attendance, peer reviews, hiring assessments, end-of-course surveys, and withdrawals.

Program Assessment Measures

In-Course Assessment
All program outcomes are closely linked with the required sequence of courses in each program. Course assessments are developed for all program outcomes and data are collected on these assessments. Outcome driven assessments are administered in accordance with the program assessment matrix. Additional course assessments are used by instructors and data are not collected on these assessments. All GSOE approved licensure programs and key assessments are aligned with Kansas State Department of Education program content standards.

Student End-of-Course Survey
All program participants voluntarily complete this survey for each course. Students are asked to evaluate faculty performance, curriculum quality, and technology enhancement of learning.

End-of-Program Survey
All program participants voluntarily complete this survey in their last course. Students are asked to evaluate various features of the SPGS/GSOE programs, including perceptions of learning, administrative and student services, and instructional components.

Graduate Survey
Graduate surveys are administered to SPGS and GSOE alumni one year after program graduation. The survey gathers evaluative data on the graduate's perceived competence on program outcomes.

Portfolio
All graduate students are required to submit a portfolio at the end of their program. The portfolio requires students to present program artifacts that demonstrate competence on program outcomes. Portfolios are evaluated by SPGS or GSOE faculty.

Graduate Status Report
All alumni voluntarily complete this survey after graduation. This report assesses the long-range effects of the program, and graduates are asked about their plans for continuing their education. This report is administered by Career Services in Baldwin City.

Field Assessments
Select undergraduate and graduate business program cohorts are administered ETS field assessments each spring to randomly assess and compare program candidate performance with national student assessment performance.

Results of all assessments are regularly employed in goal setting, strategic planning, and implementing strategies to assure continuous improvement and enhance student learning. As data are collected and interpretations are made, information is shared with diverse constituencies, including students, individual faculty, faculty program review and assessment committees, and university administrators. The assessment system comprises a series of academic assessments gathered throughout coursework and program reviews, as well as graduate surveys designed to gather evaluative data on the graduate's perceived competence on program outcomes.

Additional assessments are gathered and documented through ongoing program reviews scheduled in an ongoing cycle. These extensive studies analyze and evaluate total degree programs, including alignment of program and course goals; course scheduling/curriculum offerings/assessment data on student learning; and feedback provided by a range of constituents, including current students, staff, faculty, employers, and program graduates. Recommendations are submitted to Faculty Senate or the Graduate Education Committee, as appropriate.

Because the assessment process is continuously evolving, the use of specific assessment instruments is subject to change depending upon organizational need.
Admission Requirements

The School of Professional and Graduate Studies and the Graduate School of Education welcome applications from prospective students. Application forms are available online at [www.bakeru.edu](http://www.bakeru.edu) or can be obtained from an enrollment representative by calling 913.491.4432.

### SPGS Undergraduate Programs

#### Calculating the Transfer G.P.A.
Admission to all SPGS undergraduate programs is determined in part by calculation of a combined grade point average of grades earned in all previous college-level coursework. The admission G.P.A. is based on the following parameters:

- Courses which would otherwise be transferrable, but in which the grade earned is below C are not applied to the total transfer credit hours accepted, but are computed into the transfer G.P.A. for admissibility.

- Courses in categories which are not transferable (such as developmental courses) are not used to calculate the admission transfer G.P.A. (For an explanation of non-transferrable credit, see the External Sources of Credit section of the catalog.)

- Courses with grades of “Incomplete”, “In Progress”, “Not Passed”, “Unsatisfactory”, “No Credit”, “Withdrawal”, or “Audit” are not transferrable or calculated into the admission transfer G.P.A.

- Duplicate courses, whether taken at the same or another institution, are not accepted

#### Admission to Lower-level Bachelor Degree Coursework and the Associate of Arts in Business Program

**Required of all applicants:**
- A completed application form and fee
- One year of full time work experience

**Required of applicants with fewer than 12 hours of transferable college credit:**
- Official high school transcript or GED score report. The high school G.P.A. must be ≥ 2.30. The GED score must be 450 or the equivalent of a ‘C’ grade

**Required of applicants with credit from other institutions:**
- Official transcripts from all regionally accredited institutions of higher education previously attended. The combined G.P.A. must be ≥ 2.00

**Required of applicants who were home-schooled:**
- A transcript or portfolio of their home-school experience
- Transcripts of any completed high school work
- An original ACT score report from Educational Testing Service with a composite score of 21 (or SAT score of 510)

#### Admission to SPGS Bachelor-level Degree Programs

**Required of all applicants:**
- A completed application form and fee
- One year of full-time work experience
- Official transcripts from all regionally accredited institutions of higher education previously attended. The combined G.P.A. must be ≥ 2.00. NOTE: Coursework attempted or completed at any post-secondary institution not disclosed at the time of application cannot later be submitted for potential transfer-in credit
• A minimum of thirty-six transferable credit hours
• Three credit hours of college-level English Composition or an equivalent course with a grade of C or better

### SPGS Graduate Programs

**Admission to Graduate-level Programs**

*Required of all applicants:*

- A completed application form and fee
- Two years of full-time work experience
- An official transcript indicating a bachelor degree conferred from a regionally accredited institution of higher education

### Graduate Liberal Arts Degree Program

**Admission to the Master of Liberal Arts Program**

*Required of all applicants:*

- A completed application form and fee
- An official transcript indicating a bachelor degree conferred from a regionally accredited institution of higher education

### SOE Graduate Programs

**Admission to the Master of Arts in Education Program**

*Required of all applicants:*

- A completed application form and fee
- An official transcript indicating a bachelor degree conferred from a regionally accredited institution of higher education
- A copy of a teaching license or certificate
- Verification of one year of teaching experience

**Admission to the Master of Science in School Leadership Program**

*Required of all applicants:*

- A completed application form and fee
- An official transcript indicating a bachelor degree conferred from a regionally accredited institution of higher education, as well as official transcripts of all completed undergraduate hours
- A copy of a valid educator license, certificate, or a valid professional clinical license
- Two letters of recommendation that attest to a candidate’s leadership potential
- A cumulative undergraduate G.P.A. of 2.75. (If the G.P.A. is below 2.75, the applicant may be provisionally admitted and required to reach a cumulative G.P.A. of 3.25 by the end of the third course in the MSSL program)
- Verification of a minimum of one year of teaching or school specialist (e.g. school psychologist, school counselor, library media specialist, reading specialist, or teacher leader) experience in an accredited PK-12 program

**Eligibility for admission to Directed Field Experience (DFE)**

- An MSSL candidate is responsible for requesting and submitting a DFE application to the GSOE
• An MSSL candidate may apply for admission to the DFE upon completion of 12 MAS credit hours and 6 credit hours of required EDU courses
• An MSSL candidate must have completed 15 credit hours of MAS coursework and 9 credit hours of required EDU coursework by the start date of the DFE

Admission to Directed Field Experience

Required of all applicants:
• Completion of the required 15 MAS credit hours and 9 EDU credit hours
• A cumulative G.P.A. in the MSSL program of > 3.25
• A composite average of ≥ 3.50 in the Professionals Skills Survey

Admission to Restricted Licensure (RL)

Required of all applicants:
• A completed application form and fee.
• An official transcript indicating a bachelor degree or higher in a content area
• A cumulative G.P.A. of ≥ 2.75 in the final 60 hours of college work (undergraduate and graduate)
• A current resume that includes three references from people other than the writers of the letters bulleted below
• Two satisfactory letters of recommendation
• Satisfactory admissions interview

Prior to entering the Restricted Licensure program:
• A passing score on the Praxis II “content knowledge” exam in specified content

Admission to the Master of Science in Teaching (MST)

Required of applicants who have successfully completed the Restricted Licensure program with Baker University:
• A completed application form and fee
• A copy of a teaching license or certificate
• A cumulative G.P.A. of 3.00 from the Restricted Licensure program coursework

Admission to the Master of Science in Special Education (MSSE) Program

Required of all applicants:
• A completed application form and fee.
• Two satisfactory letters of professional recommendation.
• An official transcript indicating a bachelor degree from an accredited college or university
• A copy of a valid educator license, certificate, or a valid professional clinical license
• Verification on a transcript of completion of a course covering the exceptional child
• A cumulative undergraduate G.P.A. of ≥ 2.75 on a 4.00 scale
• Completed Felony Disclosure form

Doctoral Studies in Education

Admission to Doctor of Education in Educational Leadership (Ed.D.) and District Leadership Licensure (DLL) programs

Required of all applicants:
• An official transcript showing completion of a graduate degree from a regionally accredited institution with a final G.P.A. equal to or greater than 3.50 (on a 4.0 scale)
• Evidence of three years of experience as an educational professional in a K-16 program that is accredited by an institution recognized by a state
• Three letters of recommendation and rating forms that attest to the candidate’s leadership potential
• A reflective essay
• A score on a writing sample that demonstrates advanced writing skills
• A score on a university critical thinking instrument that demonstrates well developed critical thinking and problem solving skills
• A score on a dispositions activity that demonstrates professional beliefs, values and insights important to educational leadership

Required of License-seeking applicants only:
• Evidence of completion of a state approved building administrator program

Admission to the Ed.D. or DLL Program is a competitive process. Application materials are reviewed by a Screening Committee.

Ed.D/DLL Program Options

Applicants meeting the above requirements are considered for admission under one of three following options:

1. **Ed.D. program:** Applicants who possess a Master’s degree are eligible for admission as a candidate for the Ed.D. degree, which can lead to District Leadership Licensure (for those holding building leadership licensure). The program includes 59+ credit hours as defined in this handbook. The total program costs for tuition, books, and fees are set annually by the University.

2. **Ed.D. program with district licensure and Specialist degree:** Applicants who possess District Leadership Licensure and a Specialist degree in educational administration are eligible for admission. The program includes a minimum of 48 credit hours of coursework, field experience, and clinical research. The hours required are determined after a review of the applicant’s transcript and course syllabi have been submitted by the candidate. Current program costs may be reduced at the per credit hour cost for up to 11 credit hours. If the candidate is required to take more than 48 credit hours to complete the program, the candidate pays the existing credit hour charge.

3. **Ed.D. program with district licensure and Master’s degree:** Applicants who possess District Leadership Licensure and a Master’s degree in Educational Administration are eligible for admission. The program includes a minimum of 51 credit hours including coursework, field experience, and clinical research. The hours required are determined after a review of the applicant’s transcript and course syllabi have been submitted by the candidate. Current program costs may be reduced at the per-credit-hour cost for up to 9 credit hours. If the candidate is required to take more than 50 credit hours to complete the program, the candidate pays the existing credit hour charge.

Any requests for an exception to this policy may be submitted to the Student Grievance Committee.

**Admission Policies**

If an applicant is lacking one or more of the admission requirements, the admission file is reviewed by the SPGS or GSOE Admissions Committee. Upon completion of the review, the applicant may be (1) admitted, (2) admitted on a provisional basis, or (3) denied admission to the program.

Should the applicant be admitted provisionally to the program, he/she has until the last day of the third course to satisfy the provisions of admission. Failure to satisfy the provisions results in administrative withdrawal from the program.
Admission Appeal Process
Any applicant who has been denied admission has the right to appeal the decision. All appeals, including any evidence to be considered, must be submitted in writing to the Dean. The written appeal may consist of a letter explaining academic or other admission deficiencies and any other factors that may be helpful. The Dean reviews all materials submitted and notifies the applicant of the decision.

Re-entry and Readmission Policy
All degree-seeking students who have officially withdrawn, been administratively withdrawn, or who have not been enrolled in courses at Baker University for one year or more must contact Student Services and complete a re-entry application.

- Undergraduate students who did not complete the core program during the previous enrollment are subject to the graduation requirements in effect at the time of readmission
- MLA and GSOE graduate-level students who are in good academic standing, have had a self-imposed break of enrollment, and are within the six-year window for completion of the graduate degree for which they were previously enrolled may re-enter under the degree requirements in effect at the time of their initial enrollment
- MLA and GSOE graduate students who officially withdrew or were administratively withdrawn are subject to graduation requirements in effect at the time of readmission
- SPGS graduate students are subject to graduation requirements in effect at the time of readmission

Official transcripts must be submitted for all college coursework taken during the student's absence. Former students who have not been enrolled at Baker University for three years or more may be required to resubmit all official transcripts of previous college coursework taken. In such cases these transcripts are re-evaluated according to the graduation requirements in effect at the time of readmission or re-entry.

Applicants for readmission are expected to have been in good academic standing at the time of their last enrollment at Baker University. Those who are not in good standing must petition for readmission. (See the Academic Performance Policies & Procedures section of this catalog for details).

International Student Admission
International students must meet the admission requirements as set forth for the degree program to which they apply.

After the Office of the Registrar has received all required documents, the applicant is considered for admission as a full-time student. If admitted, the candidate receives an official letter of acceptance, an I-20 for entry into the United States, and additional information regarding the SEVIS I-901 fee.

Requirements of Non-Citizens and International Students for Admission to all Baker University Programs

Application: Complete the application for admission and pay the application fee. All applicants who plan to attend Baker University with an F or J visa must supply a foreign address at the time of application.

Proof of Residency: Permanent Residents of the United States must provide a photocopy of the Permanent Resident card. If Permanent Resident status has been granted but the Permanent Resident card has not been received by an applicant, an I-551 stamp on the applicant’s foreign passport or I-94 Departure Record suffices as temporary proof of permanent residence.
Political Refugees/Asylees must provide a photocopy of the I-94 Departure Record with an Asylum Stamp.

All other Non-Resident International Applicants must provide a copy of the identity page of a valid passport. Applicants residing in the United States must provide a valid copy of the passport identity page and a copy of a current United States visa.

Official Transcripts: Applicants must submit official transcripts for all university-level studies, both international and at United States institutions. Transcripts from institutions outside of the United States must be reviewed by Educational Credential Evaluators (www.ece.org), World Education Services (www.wes.org) or another evaluator approved by the University. The evaluation fee is at the applicant’s expense. Official transcripts received from U.S. institutions are reviewed at no charge by Baker University.

Proof of English Proficiency: All new applicants to Baker University SPGS/GSOE whose native language is not English are required to present an official TOEFL or IELTS score report as evidence of proficiency in the English language. Information about testing opportunities is available online at www.ets.org/toefl and www.ielts.org.

The following are minimum TOEFL scores required for admission:
• 600 on the Paper-Based Test
• 250 on the Computer-Based Test
• 100 on the Internet-Based Test

The following minimum IELTS score is required for admission:
• 6.5

The intent of this policy is to ensure students have a reasonable chance to succeed academically based on their ability to comprehend and use spoken and written English.

Applicants who have completed a High School Diploma (not GED), Associates Degree, Bachelors or Graduate-level degree in the United States are exempt from the TOEFL/IELTS.

Confidential Financial Statement and Supporting Documents: Applicants must submit documentation proving sufficient availability of liquid assets to pay for at least one year of tuition, fees, and living expenses.

Check-In: Within fifteen days of beginning courses at Baker University SPGS/GSOE, all non-resident international students must check-in and present their original passport and visa to the International Student Designated School Official. Failure to do so may result in the termination of the applicant’s SEVIS I-20 record and the rescinding of admission to Baker SPGS/GSOE.

The international student must notify the Designated School Official when dropping below full-time enrollment, changing degree plans, postponing enrollment for any length of time, resuming enrollment after a postponement, changing foreign or U.S. address, or changing the projected date of graduation.
External Sources of Credit

**Transfer Credit - Undergraduate**

Courses taken at regionally accredited or candidate-status post-secondary institutions with grades of ‘C’ or better are granted full transfer-in credit with the following limitations:

- Technical courses are accepted up to a limit of twelve credit hours.
- Physical education activity-based courses are accepted up to a limit of eleven credit hours. A maximum of eight credit hours are used in computing the admission G.P.A.
- Field experiences are accepted up to a limit of six credit hours. This includes courses such as internships, practicums, clinical, and on-the-job-training.
- Credit awarded by another regionally accredited college/university on the basis of examination (i.e.: challenge exams, departmental exams) is transferable provided the exam equates to specific courses offered by the granting institution. Official transcripts from the granting institution must show course numbers fulfilled by the exam and credit hours awarded.

Courses are evaluated on an individual basis to determine transferability as general education or general elective credit.

**Non-Transferable Credit - Undergraduate**

Transfer credit is not awarded for the following course categories or types of credit:

- Any course that duplicates coursework previously completed, whether the course is taken at the same institution or a different institution. If a course is repeated, credit is awarded once, with the most recent grade calculated into the G.P.A.
- Coursework that is pre-college in content. This includes, but is not limited to, math courses preceding the College Algebra level and courses preceding the college-level English.
- Courses taken primarily for self-improvement. This includes, but is not limited to, dressing for success, posture and poise, assertiveness training, and job-entry skills.
- Orientation to a specific college or freshman orientation. (However, orientation to a student’s major area of study is transferable.)
- Continuing education units are not transferred when credit is awarded in CEUs. The student may apply for credit for these courses through the Prior Learning Assessment process.

**Credit through Assessment for Undergraduate Students**

**Assessed Credit** - Assessed credits at Baker University are credits not earned at a regionally accredited college. This includes business and professional courses, professional licenses, college-level learning essays, standardized college examinations (e.g., CLEP, DSST), college credits evaluated by the American Council on Education (ACE) and published by the National College Credit Recommendation Service, and military training and occupations.

Students may earn a maximum of thirty credits toward an undergraduate degree through assessed credit. Credit awarded is recorded as assessed credit and a grade of “CR” is assigned. All stipulations for acceptance of transfer credit apply to assessed credit. See the Financial Information section of this catalog for details pertaining to assessment fees.
Assessed Credit Details

Prior Learning Assessment Portfolio
Undergraduate SPGS students may earn academic credit hours as a result of professional training (business and professional courses, seminars, other institutionally sponsored coursework), college level learning gained through experience, or continuing education units (CEUs).

Students who wish to have their personal and professional learning experiences assessed for equivalence to academic credit must compile a portfolio. The portfolio contains detailed evidence of learning outcomes, supporting documentation, and descriptions of personal and professional learning experiences. Students may contact the Prior Learning Assessment Coordinator at the Overland Park office for more information on the PLA Portfolio.

Standardized Examination Programs (CLEP, DSST)
The Prior Learning Assessment Coordinator administers CLEP and DSST exams in Overland Park and Topeka. The Wichita site administers DSST only. Students must register for the exam at least three days prior to the test date. A non-refundable Baker University administrative fee per exam must accompany the registration. Students must cancel and reschedule the exam at least twenty-four hours in advance of the test date in order for the test administration fee to apply to the future test date. If a student does not contact the Prior Learning Assessment Coordinator in advance, he/she must register for the exam again. The national organizations also charge for the exam; fees are subject to change annually. Testing dates and registration forms are posted on the Baker website or a copy may be obtained from the Prior Learning Assessment Coordinator at the Overland Park office.

Credit for CLEP, DSST, and other standardized examination programs recognized by the American Council on Education are evaluated only from official score reports sent directly to Baker University. Credit is not awarded for exams reflected on other college or university transcripts. Baker University awards credit hours for CLEP and DSST based on score recommendations from the American Council on Education (ACE). Credit hours earned through standardized examinations are subject to the transfer credit policy.

Credit for Military Training and Occupations
All military training and occupations are evaluated in the Office of the Registrar to determine transferability and for individual course evaluation.

Assessed Credit through Approved Partners
Undergraduate students may earn academic credit for courses taken through approved Baker partners who have been evaluated and approved to deliver college-level curriculum and/or certifications in areas such as business, technology, and professional coursework.

Transfer Credit – Graduate

Business Programs
Transfer credit is not applicable to graduate level programs.

Master of Liberal Arts (MLA) and Graduate Education Programs
Graduate-level courses taken prior to application to the MLA or Graduate Education programs are evaluated upon request at the time of application. Up to six graduate-level credit hours may be considered for transfer, provided the courses
- were taken for graduate-level credit from a regionally accredited institution of higher education;
- received a grade of “A” or “B”;
- are germane to the MLA or Graduate Education curriculum;
- were not used in acquiring any other degree; and
• are not outdated in content (not more than six years old).

An official transcript sent directly from the granting institution is required. Additionally, a student may be asked to provide a course description from the catalog in effect when the course was taken. Courses taken prior to starting the degree program which were offered through Baker University’s continuing education program may also be requested to apply toward education electives. The total number of transfer credit hours from another institution, Baker continuing education, or a combination of the two may not exceed six credit hours.

**Transfer Credit Restrictions**

**MAED** - Students cannot use transfer credit hours to satisfy the eighteen credit education core requirement.

**MLA** - Students cannot use transfer credit hours to satisfy the twenty-one credit core requirement.

**MSSL** – Students cannot use transfer credit hours to satisfy the twenty-one credit administrator core requirement.
Academic Policies

See Catalog Policies and Student Responsibilities in The University section of the catalog for general University-wide academic policies and student responsibilities. The following are SPGS/GSOE policies and practices either omitted from or needing further detail than what is provided in The University section of the catalog.

Grading Systems and Practices (additional information)

No Credit (NC)
When extenuating circumstances make it impossible to complete a course, a student may petition for an administrative code of “NC”. To be considered for an “NC”, full payment must have been made for the course and a student must be earning at least a grade of “C” or higher for the course. If an “NC” is approved, funds for the course are maintained by SPGS/GSOE and applied to the course when the student retakes it. These funds may not be transferred to any other course.

Incomplete (I)
Students who fail to complete all course requirements by the last day of the course due to extenuating circumstances may request in writing to the faculty member that the faculty member grant a temporary grade of “I”. Should the faculty member consider the request valid, he/she must then request approval from the University Registrar. Keeping in mind that SPGS/GSOE programs are accelerated and that cohort programming is sequential, the student must complete the outstanding coursework within two weeks following the ending date of the course.

If the student fails to complete all course requirements at the end of the two week time frame, the grade of “I” is converted to an “F”. The student is then required to repeat the course at his/her own expense. If the course will not be offered again, a course may be substituted by the University Registrar to fulfill the requirement; however, the initial failing grade is retained in the G.P.A. calculation.

In cases of extreme hardship, prior to the expiration of the initial two-week extension, the student may petition in writing to the University Registrar for an additional extension. In no case will total time allowed for removal of the grade of “I” be extended for more than an additional two weeks.

Course Overload

SPGS Degree Programs
Delivery Models

- Standard enrollment in a Cohort delivery model—one course at a time, continuously enrolled.
  NOTE: Students enrolled in the Cohort delivery model progress through the core/major courses as outlined on their cohort calendar.
- Standard enrollment in an Open Enrollment BBA onground delivery model—two courses per term (i.e.: Fall I, Fall II)

Due to the intense and accelerated nature of the SPGS degree programs students are discouraged from overload enrollment. However, students may enroll in up to two courses at a time without seeking special permission. A student desiring to enroll in three courses at a time must make this petition in writing and submit it through astudent services representative. The petition will be reviewed by the Student Grievance Committee and approved or denied based on the academic plan and performance of the student.

MLA and Graduate School of Education Degrees:
Due to the intense and accelerated nature of the MLA and GSOE degree programs, no student in any program may take more than six credit hours per term (i.e.: Fall I, Fall II).

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Withdrawals: SPGS and GSOE

Course Rescheduling and Permanent Program Change
A student who desires to reschedule an individual course or make a permanent program change must contact a student services representative for enrollment assistance. Students repeating a course incur additional tuition expense for that course and possibly some additional materials expense.

Individual Course Withdrawal
A student who plans to withdraw from a course must contact the Student Services Representative. A request to withdraw from an individual course must be in writing with the student's signature. A request to withdraw sent to the Student Services Representative through the student's Baker email account or through the student portal as instructed by the Representative is also considered acceptable notification. The date of receipt of the official notification is the date used in determining if any tuition refund is due (see the Tuition Refund Policy section of this catalog). If notification of the request to withdraw is not received, the student is assessed a failing grade for the course and is not eligible for any tuition refund.

Program Withdrawal
A student who finds it necessary to withdraw from the program must submit written notification. The date of receipt of written notification is the date used in determining if any tuition refund is due (see the Tuition Refund Policy section of this catalog). If a computer was issued to a student, the computer must be returned to Baker University (or purchased) in accordance with the computer agreement signed by the student.

If the program withdrawal is temporary, a student services representative must be contacted to discuss arrangements for returning to the program.

Students withdrawing from courses or a program should contact the financial aid department to determine how changes may affect their financial aid.

Administrative Withdrawal
A student may be administratively withdrawn from the program for academic misconduct, behavioral misconduct, non-attendance, non-payment of tuition or fees, failure to meet provisional admission requirements, or failure to maintain good academic standing. The administrative withdrawal may be noted on the student's transcript.

Leave of Absence
If for unforeseen circumstances a student must be out of class, a leave of absence may be granted. (See Leave of Absence under the Financial Aid section of this catalog.)

Second Bachelor's Degree Policy
An individual who has earned a bachelor’s degree from Baker University or another regionally accredited institution may be eligible to earn a second different bachelor’s degree from the Baker University School of Professional and Graduate Studies. Candidates for a second bachelor’s degree must meet all admission requirements as set forth in the Admission Requirements section of the catalog.

Second bachelor degree candidates with an earned bachelor’s degree from another regionally accredited institution must complete a minimum of the core/major residency requirement beyond the credit hours earned for the first degree. The total number of core/major credit hours required varies by program and is considered the residency requirement. Candidates for a second bachelor’s degree will be exempt from general education and elective requirements unless specific general education or elective courses are required by the degree.
Previous Baker bachelor degree graduates will have their coursework evaluated on a course-by-course basis for the core/major requirements. If identical core/major courses completed for the first Baker SPGS bachelor’s degree are also required for the second bachelor’s degree, those courses will be counted toward the core/major requirements for the second bachelor’s degree.

All students seeking a second bachelor’s degree must earn a minimum of thirty additional upper-college credit hours in residency through Baker University SPGS after completing the first degree. Combined credit hours for both degrees must equal at least 154 credit hours.

### Undergraduate SPGS Academic Performance Policies and Procedures

All students are expected to meet the academic performance requirements of Baker University during enrollment.

**Good Academic Standing**

To be in good academic standing, a student must be making satisfactory academic progress toward earning the degree as defined by the University. A student must maintain a cumulative G.P.A. of 2.50 or higher and earn a passing grade in all core courses. A passing grade is a D or better in Baker coursework. A student who fails to meet the requirements for good academic standing is placed on academic probation or declared academically ineligible to continue at the University.

A cumulative core program G.P.A. of 2.50 or higher is also required to graduate.

**Academic Probation**

*Academic Probation* is a warning status to alert a student when he/she is no longer considered in good academic standing at the University. A student is placed on academic probation when the cumulative G.P.A. falls below 2.50.

A student on probation is restored to good academic standing when a 2.50 cumulative G.P.A. is achieved.

**Academically Ineligible to Continue**

This status is reserved for a student who is ineligible to continue enrollment at Baker University. A student declared *Academically Ineligible to Continue* at Baker University when

1. The student earns an F or WF in the first course in the core program, or
2. while on probation, after completing three additional courses, the student’s cumulative G.P.A. does not reach 2.50 or higher, or
3. the student earns three grades of any combination of F or WF during the program.

Academically Ineligible to Continue is noted on the student’s Baker University transcript.

A student declared academically ineligible to continue must wait a minimum of four months to apply for readmission. An application for readmission, official transcripts of college coursework completed during the ineligible period, and a petition requesting readmission are required. The petition should outline

1. reasons for the scholastic deficiencies;
2. the manner in which the intervening time has been spent preparing for return to the academic environment;
3. strategies that will be implemented to help ensure good academic standing; and
4. why favorable consideration for readmission should be given.

The request for readmission is reviewed and approved or denied by the SPGS Admissions Committee. If readmitted, the student is continued on probation and subject to current tuition, fees, policies, and program requirements.
A student granted approval for readmission must first retake cohort courses in which grades of F or WF were earned before advancing in the program with a new permanent cohort. The student must work with a Student Services Representative to schedule courses to be repeated. A student who has successfully completed all cohort courses with a 2.50 or better cohort G.P.A. and was taking elective or concentration courses is not required to retake poor academic performance courses before enrolling in additional coursework. The student may wish to contact a Student Services Representative to discuss strategies for success.

Graduate SPGS Academic Performance Policies and Procedures

All students are expected to meet the academic performance requirements of Baker University during enrollment.

**Good Academic Standing**

To be in good academic standing, a student must be making satisfactory academic progress toward earning the degree as defined by the University. A student must maintain a cumulative G.P.A. of 3.00 or higher with no more than one grade of C. A student who fails to meet the requirements for good academic standing is placed on academic probation or declared academically ineligible to continue at the University.

A cumulative core program G.P.A. of 3.00 is also required to graduate.

**Academic Probation**

Academic Probation is a warning status to alert a student when he/she is no longer considered in good academic standing at the University. Placement on academic probation results when

1) the student's cumulative G.P.A. falls below 3.00; or
2) the student earns more than one C grade, or
3) the student earns a grade of D, F, or WF.

A student on probation is restored to good academic standing when a 3.00 cumulative G.P.A. is achieved and the next two courses are passed with grades of B or higher.

**Academically Ineligible to Continue**

This status is reserved for a student who is ineligible to continue enrollment at Baker University. A student is declared Academically Ineligible to Continue at Baker University when

1) the student earns a D, F, or WF in the first course of the program; or
2) while on probation, the student fails to pass the next two courses with grades of B or higher; or
3) while on probation, after completing three additional courses the student’s cumulative G.P.A. does not reach 3.00 or higher; or
4) the student earns three grades of any combination of C, D, F, and WF during the program.

Academically Ineligible to Continue is noted on the student’s Baker University transcript.

A student declared academically ineligible to continue must wait a minimum of four months to apply for readmission. An application for readmission and a petition requesting readmission is required. The petition should outline

1) reasons for the scholastic deficiencies;
2) the manner in which the intervening time has been spent preparing for return to the academic environment;
3) strategies that will be implemented to help ensure good academic standing; and
4) why favorable consideration for readmission should be given.

The request for readmission is reviewed and approved or denied by the SPGS Admissions Committee. If readmitted, the student is continued on probation and subject to current tuition, fees, policies, and program requirements.
A cohort model student granted approval for readmission must first retake cohort courses in which grades of C, D, F, or WF were earned before advancing in the program with a new permanent cohort. The student must work with a student services representative to schedule courses to be repeated. In all cases, an open enrollment student granted approval for readmission must first retake courses in which grades of C, D, F, or WF were earned before advancing on to any new courses.

### Graduate SOE Academic Performance Policies and Procedures

All students are expected to meet the academic performance requirements of Baker University during enrollment.

**Good Academic Standing**

To be in *good academic standing*, a student must make satisfactory academic progress toward earning the degree as defined by the University.

- An MAEd, or MST, student must maintain a cumulative G.P.A. of 3.00 or higher with no more than one grade of "C."
- An MSSL student must maintain a cumulative G.P.A. of 3.25 or higher with no more than one grade of "C."
- An MSSE student must maintain a cumulative G.P.A. of 3.25 or higher with no grade lower than a "B."
- A grade of “D” or a grade of “F” is unacceptable and must be retaken. If the unacceptable grade is received in an elective course, a student may substitute an equivalent course.

A student who fails to meet the requirements for good academic standing is placed on probation or declared academically ineligible to continue at the University.

**Academic Probation**

_Academic Probation_ is a warning status to alert a student when he/she is no longer considered in good academic standing at the University. Placement on academic probation results when

1) the student’s cumulative G.P.A. falls below the satisfactory cumulative G.P.A. (see program G.P.A. requirements under the heading “Good Academic Standing”); or
2) the student earns more than one C grade; or
3) the student earns a grade of D, F, or WF.

A student on probation must meet with an academic advisor to identify a plan to return to good academic standing.

A student on probation is restored to good academic standing when the required cumulative G.P.A. is achieved.

**Academically Ineligible to Continue**

This status is reserved for a student who is ineligible to continue enrollment at Baker University. A student is declared _Academically Ineligible to Continue_ at Baker University when

1) the student earns a D, F, or WF in the first course of the program; or
2) while on probation, the student’s next two grades fail to achieve the required cumulative G.P.A. and the student is not restored to _good academic standing_; or
3) the student earns three grades of any combination of C, D, F, and WF during the program.

_Academically Ineligible to Continue_ is noted on the student’s Baker University transcript.

A student declared academically ineligible to continue must wait a minimum of four months to apply for readmission. An application for readmission and a petition requesting readmission is required. The petition should outline

5) reasons for the scholastic deficiencies;
6) the manner in which the intervening time has been spent preparing for return to the academic environment;
7) strategies that will be implemented to help ensure good academic standing; and
8) why favorable consideration for readmission should be given.

The request for readmission is reviewed and approved or denied by the GSOE Student Grievance Committee. If readmitted, the student is continued on probation and subject to current tuition, fees, policies, and program requirements.

A student granted approval for readmission must first retake courses in which grades of C, D, F, or WF were earned before advancing in the program. The student must work with an academic advisor to schedule courses to be repeated.

### Ed.D. Academic Performance Policies and Procedures

#### Ed.D. Program Progress Requirement
Satisfactory program progress is defined as a minimum G.P.A. of 3.50 with no grade below a B. If a candidate receives a grade below B, the course must be retaken at the candidate's expense.

#### Ed.D. Program Probation/Dismissal
If an Ed.D. candidate fails to meet the satisfactory program progress requirement identified above, the candidate is placed on probation. If a candidate is placed on probation, he or she is notified by GSOE administration. A candidate is academically dismissed if he/she falls below satisfactory program progress for two consecutive enrollment periods. An appeal of a dismissal must be presented to the GSOE Student Grievance Committee within 60 days of notification of the dismissal. If the candidate is placed on probation at or near the end of the program, he/she may be required to repeat a course(s) at his/her expense to meet the minimum G.P.A. requirement.

#### Academically Ineligible to Continue
A student whose G.P.A. falls below minimum retention standards for two enrollment periods is academically ineligible to continue in the program.

#### Appeal of Ineligibility
An appeal of ineligibility must be presented to the GSOE Student Grievance Committee within sixty days of notification of ineligibility status.

### SPGS and GSOE Academic Misconduct Policy

Baker University is committed to academic integrity in the performance of scholarly responsibilities. Academic integrity is the honest acknowledgement of ideas, words, data, written work, and solutions. All work submitted by Baker University students must represent their original work. All forms of student dishonesty constitute academic misconduct.

Consequences of academic misconduct may include, but are not limited to, a zero or failing grade for a paper, a failing grade for a course, or dismissal/expulsion from the University. Any form of academic misconduct which results in administrative or academic withdrawal or dismissal/expulsion is noted on the student’s transcript. Baker University seeks to ensure that both instructor and student are protected from unfair accusations or actions in cases of academic misconduct.

**Academic Misconduct** includes but is not confined to: plagiarizing; cheating on an assignment and/or assessments; turning in counterfeit reports, tests, and papers; stealing of tests and other academic material; forgery or knowingly falsifying academic records or documents; and turning in the same work to more than one class.
ACADEMIC MISCONDUCT DEFINITIONS

Plagiarism is the intentional or unintentional failure to accurately attribute ideas, words, works, data, or solutions to the source of that information. Plagiarism includes paraphrasing without acknowledging the source from which that information is paraphrased. Failure to cite direct quotes or paraphrasing in which the basic sentence structure, phraseology, and unique language remain the same constitutes plagiarism, as does failure to acknowledge unique, unusual, or new ideas or facts that are not the product of one’s own investigation or creativity. It is the student’s responsibility to seek guidance from approved writing standards (MLA/APA). Plagiarism constitutes academic misconduct.

Cheating includes possession, use, or receipt of unauthorized aids or assistance. Notes, charts, books, and electronic devices used in an assignment or assessment, but not specifically allowed by the examiner, constitutes cheating. Visually, verbally, or electronically receiving or distributing information before, during, or after an assignment or assessment is also cheating. Cheating constitutes academic misconduct.

Counterfeit Work includes work submitted as one’s own that was created, researched, or produced by someone else. Submission of the work of another person, joint work as if that work was solely one’s own, or production of work to be submitted in the name of another person are all forms of counterfeit work. Submitting counterfeit work is academic misconduct.

Theft includes use or circulation of assignments or assessments, or answer sheets specifically prepared for use in a given course and is academic misconduct.

Falsification of data or creation of false data by instructors or students in research or experimental procedures is academic misconduct. The falsification, alteration, misuse, or procurement of University documents, academic records, or identification, by knowingly or improperly changing transcripts, grade sheets, or documents is academic misconduct.

Unauthorized reuse of work or turning in the same work to more than one course is academic misconduct.

ACADEMIC MISCONDUCT SANCTIONS
(More than one sanction may be imposed for the same offense.)

1) Warning by written reprimand
2) Reduction of grade for specific assignment may include a zero or an “F” for that specific assignment
3) Reduction of grade for the course may include the assignment of an “F” for the course
4) Transcript citation will be placed on the student’s transcript
5) Suspension from all courses for a defined period, including a notation on the student’s transcript that suspension is due to academic misconduct
6) Dismissal/Expulsion includes termination from the University for an indefinite period and transcript citation. The notation to the student’s transcript will include conditions for readmission and state the student is dismissed/expelled for academic misconduct

All records associated with the academic misconduct will remain in the student’s file. Additional information regarding charge and hearing procedures is available on the SPGS/GSOE website.
SPGS and GSOE Grade Protest Procedures

1) Students must attempt to resolve grievances involving grades with the individual instructor.

2) If the grievance is not resolved, the student may request a Grade Protest form and directions concerning the grade protest process from a Student Services Representative or a GSOE academic advisor.

3) The Grade Protest forms must be received by the SPGS/GSOE Student Grievance (SG) Committee Chair within 90 days of the last date of the protested course.

4) The SPGS/GSOE Committee Chair forwards the student’s completed Grade Protest form and possible accompanying papers to the instructor. The instructor must respond in writing within the deadline assigned by the SG Committee Chair.

5) The student is provided a copy of the completed instructor response form. Once the student receives this notification, he/she has 30 days to request in writing, giving specific rationale for the review, that the case be reviewed by the appropriate SG Committee. This request is directed to the SPGS/GSOE Committee Chair.

6) All the written documents submitted by the student and faculty member with relevance to the case are reviewed by the appropriate SG Committee.

Grade changes may be made administratively only if there is sufficient reason to believe that the grading procedure was in error.
Academic Records

Transcripts

The student academic transcript is maintained by the Office of the Registrar.

Requesting a Copy of Your Transcript
The transcript request form is available online at www.bakeru.edu. The transcript request must be made in writing and contain the signature of the student.

There is a processing fee for each transcript requested. The fee is noted on the transcript request form and must accompany the request. Transcripts are not released unless all tuition and fees have been paid. Normal processing time for transcript requests is 4-5 business days after receipt. During peak request times the processing of requests may take longer.

A student may obtain an unofficial copy of his/her transcript through the student portal located on the Baker website. Access to the unofficial transcript is only available to students who have satisfied all University financial obligations.

Grade Access

Grades are available online via the student portal upon submission by the course instructor. Instructors have a maximum of eight days to enter grades following the last class session. Questions regarding when course grades will be available should be directed to the instructor of the course.

Students can print individual grade reports from the student portal. If more comprehensive information is required for tuition reimbursement or other purposes, students can print unofficial transcripts from the student portal as needed.

Students with unmet financial or other University obligations do not have online access to grades.

Under no circumstances will grades be disclosed over the telephone.

Holds

Holds will be placed on a current or former student’s record for failure to meet financial or other University obligations, or to help manage some aspect of a student's record. Holds may affect access to academic records, the release of academic records (grades, transcript, or diploma) and the ability to make schedule changes or register for future classes.

Students are informed of holds via the student portal. Questions or attempts to resolve issues and remove a hold must be directed to the department responsible for the hold.

Change of Address, Telephone

Students are responsible for maintaining accurate contact information with the University. Changes to contact information (address, telephone numbers) should be made online at www.bakeru.edu through the student’s portal account.

Change of Name

Official documentation must be provided for a name change. A copy of a marriage license, court order, Social Security card, driver’s license or passport showing the new name is required. This
document, along with a name change request containing both old and new names, can be mailed, faxed or presented in person to the Office of the Registrar. Students who are receiving financial aid must also provide the Financial Aid office with a copy of their Social Security card showing the name change.

### Deferments, Enrollment Verifications, and Certifications

The Office of the Registrar is responsible for reporting academic record information to third parties. Loan deferments and verification of enrollment/school status are the most common requests. Normal processing time is 4-5 business days from the time of receipt of the request. Students who need the Secretary of State Apostille’s seal on a certified document may be subject to a processing fee and should allow thirty days for processing.

### Veterans Administration Education Benefits

Baker University School of Professional and Graduate Studies is a proud ConApp member of the Servicemembers Opportunity College. Any veteran who wishes to apply for Veterans Administration (VA) education benefits should contact the Baker University VA Certifying Official for assistance. The Certifying Official can provide details about the application process and VA points of contact. Because a reduction in course load may result in a reduction of benefits, any change in enrollment should promptly be reported to the VA Certifying Official. Failure to do so may result in indebtedness to the Department of Veterans Affairs. Due to the nature of our programs, advance pay is not allowed. Students are encouraged to visit the Veterans page of the Baker website for extensive information at www.bakeru.edu/veterans

### Candidacy for Graduation

**Filing the Intent to Graduate Form**

Students cannot graduate without first officially filing the Intent to Graduate form. All degree candidates must submit an Intent to Graduate form with the associated fee (unless already paid as part of the student’s program fee) in order to graduate.

Degree candidates must submit the Intent to Graduate form prior to the completion of all degree requirements. It is recommended that students file their Intent to Graduate in January (for those who will complete their degree requirements between January 1 and May 31) and in June (for those students who will complete their degree requirements between June 1 and December 31). The deadline for submission of the Intent to Graduate form is March 1 for a May degree conferral and October 1 for a December degree conferral.

**Bachelor-Level Students**

Bachelor-level students with unmet degree requirements at the time of filing the Intent to Graduate must additionally submit a plan confirming how final outstanding degree requirements will be met. This Final Degree Completion Confirmation form is submitted in conjunction with the Intent to Graduate form.

The bachelor-level student with a completion plan that includes portfolio submissions or CLEP/DSST examinations is encouraged to address these external credit opportunities as early as possible during the degree program in order to avoid potential graduation issues. The following deadlines apply.

**Portfolio Submissions**

- October 1 for a December degree conferral
- March 1 for May degree conferral

**CLEP/DSST Examinations**

- December 31: exam completion for December degree conferral
• May 31: exam completion for May degree conferral

The Intent to Graduate form and Final Degree Completion Confirmation form are available on the Baker University website.

Students who fail to complete all degree requirements as anticipated are required to re-file their Intent to Graduate form for a future completion date.

Degree Completion
Baker University students may complete their final degree requirements in any month of the year. The degree statement is posted to the student’s official transcript upon successful completion of final degree requirements, filing the Intent to Graduate form, and upon validation by the Office of the Registrar that all degree requirements have been met.

Participation in Commencement
Students who complete final degree requirements between January 1 and May 31 are eligible to participate in the May commencement ceremony. Students who complete final degree requirements between June 1 and December 31 are eligible to participate in the December commencement ceremony. Participation in commencement is not required, but encouraged.

Commencement ceremony participants must order regalia online six weeks or more before the ceremony. Instructions for this process are included with the Intent to Graduate form and also available on the Baker University website. The cost of standard regalia is covered by the graduation fee.

Students are allowed to participate in only one commencement ceremony per degree awarded. The graduation fee is assessed only once per degree awarded.

Degree Conferral and Diploma
Degrees are conferred and diplomas officially awarded two times a year, coinciding with the May and December commencement ceremonies. Students with outstanding financial obligations to the University will not receive their diploma until all obligations have been satisfied.
Student Services and Resources

Student Services

SPGS/GSOE students are provided opportunities to consult with student services staff prior to enrollment and throughout the duration of the program. A student services representative provides students with an understanding of graduation requirements, University policies and procedures, and academic status. Student services representatives oversee schedule changes, attendance issues and policy questions. Representatives are available to work with students by phone, email, or in person.

Schedule Changes
To add and drop courses, change cohorts, withdraw from the program, or seek guidance regarding any schedule adjustments, please contact the Student Services Department.

SPGS Student Services

Students who have been admitted into an Associate, Bachelor, or Master-level degree program are required to attend the Student Services Orientation Session. This session is conducted during the third week of the first course. During orientation students receive information pertaining to policies, procedures, and degree completion requirements. Throughout the program students work with a student services representative who continually monitors degree progress and initiates contact on a regular basis to provide updates and further degree planning. Students who do not attend the orientation session are placed on hold until this requirement is satisfied.

Students pursuing an upper-level bachelor degree program are required to have a signed degree completion plan on file by the end of the seventh course. The student services representative assigned to the cohort initiates contact with students on the first night of the sixth course to begin degree completion planning. Students wishing to begin this process can request an individual appointment with student services. Students who do not complete the degree completion plan by the end of the seventh course are placed on hold.

Degree Completion Options
Options for degree completion include general education, elective and concentration online courses, CLEP and DSST testing, prior learning assessment, and transfer credit. General information, schedules and registration information are available on Baker University’s website. Students are required to submit their chosen degree completion options to their student services representative for University approval.

Ed.D. Student Services

A student enrolled in the Doctor of Education (Ed.D.) program is assigned a faculty member from the Graduate School of Education who serves as the student’s major advisor. The major advisor assists the doctoral student in satisfying program expectations, research and field experiences. The Graduate School of Education academic advisor oversees schedule changes, attendance issues, and policy questions.

Class Representatives

Every SPGS and GSOE cohort group has a class representative. The class representative provides a communication link between the University and the cohort students. Class representatives receive periodic updates from the administrative offices and are expected to share the information with class members. If needed, class representatives are encouraged to contact the cohort’s student services representative or instructor on behalf of the class.
Roles and Responsibilities of Class Representatives in SPGS Cohorts
Typical expectations of a SPGS class representative are as follows:
- Assist faculty members at the beginning of each new course by compiling questions concerning first assignments to provide efficient communication between instructor and cohort. In addition, greet each new instructor and introduce the members of the class.
- Assist and welcome “new” students into the cohort (i.e., introductions, assistance with forming a team when appropriate).
- Serves as a communication liaison to ensure a constructive dialogue with student services and the University.
- Remind classmates to complete the End-of-Course Surveys found in the Student Portal.
- Attend and participate in periodic class representative meetings.
- Develop and coordinate the use of the telephone chain or email distribution list for informing class members of important information (e.g., inclement weather, faculty updates, etc.).
- Ensure the classroom is left in satisfactory condition at the end of each class.
- Be familiar with the building’s “safe” zone in case of catastrophic weather.
- Assists instructors with classroom resources (i.e., what is available, how to locate and use TV, DVD, overhead projector, computer cart, etc.).
- Facilitate the organizing of social events as appropriate.

Roles and Responsibilities of Class Representatives in GSOE Cohorts
Typical expectations of a GSOE class representative are as follows:
- Serve as a communication liaison between the cohort and the University in issues that affect the cohort as a group.
- Contact the faculty member prior to the first meeting of the course.
- Meet the instructor at the door the first night of the course.
- Develop and coordinate the use of the telephone chain or email distribution list for informing cohort students of important information (e.g., inclement weather, faculty illness, etc.).
- Ensure the classroom is left in satisfactory condition at the end of each class.
- Be familiar with the building’s “safe” zone in case of catastrophic weather.
- Assists instructors with classroom resources (i.e., what is available, how to locate and use TV, DVD, overhead projector, computer cart, etc.).
- Facilitate the organizing of social events as appropriate.

Student Resources

Baker Identification and Library Numbers
Each SPGS and GSOE student is issued a Baker University identification number as well as a library number and PIN. This information is emailed to the student prior to the start of his/her first course. In addition, both the identification number and library number can be accessed through the student portal. Hard copies of the student ID card with library number and PIN can be requested through the Baker website.

Career Services
The Career Services, located in Harter Union on the Baldwin City campus, assists students with career planning and job searches. Information on resume and cover letter writing, job search resources and websites, interviewing are available at www.bakeru.edu/careerservices. Instructions for helpful career assessments are available there as well. Questions can be directed to careerservices@bakeru.edu.
Library Services and Resources
Baker University is committed to making library resources available to all students and to using the vast technology available to enhance the educational process. The University has positioned itself so that students enrolled in the SPGS and the GSOE have almost unlimited library resources at their disposal. The Collins Library has numerous electronic resources available for students, including access to the University catalog and online full-text databases such as EBSCOHost, LexisNexis, and OCLC First Search. These resources may be accessed with the use of the library identification number located on the student portal. This virtual library provides extensive research materials for all students.

In addition to these web resources, the Baker librarians have access to more restricted databases from which they can provide helpful information. This assistance and other library resources, such as interlibrary loan, can be requested over the Internet by visiting the Collins Library web page. Students are encouraged to utilize outside resources in the pursuit of academic endeavors and to honor the relationships between Baker University and other cooperating libraries through adherence to interlibrary loan protocol.

Instructional Resources
To support the adult learning environment, Baker University provides a number of items to enhance the academic experience, most of which are available online. Academic support includes a formatting and style guide for writing, resource guides for instructional content areas, College Algebra review sessions, and a list of math tutors. Technical support available online includes tutorials for Moodle, the Student Portal and other electronic resources, and access to our IT help desk 24 hours a day.

Web Resources
Baker University has developed comprehensive online resources for current students to facilitate immediate access to University information and services. These resources include general information, course schedules, the University catalog and handbook, forms, notices posted online, access to a Baker email account, a student portal, grades, unofficial transcripts, Baker University's Collins Library services and collections, downloadable anti-virus software, the End-of-Course Survey, Moodle, individual schedule information, tutorials, faculty directory, and a wide variety of other resources.
Student Conduct, Responsibilities, and Rights

Responsibility in and to the Community

Every student admitted to the University is granted equal rights and privileges as student participants in the academic community with established policies and procedures, and shall, in turn, accept and fulfill their share of accompanying obligations and responsibilities. The University endeavors to provide a pattern of community learning that supports individual autonomy and freedom within the community and expects attitudes and behavior which reflect integrity, respect for the rights and property of others, and acceptance of the student’s own personal-social responsibility. Explicitly, the student’s responsibility in and to the learning community of Baker University includes:

1) Respect of individual rights. Each individual is entitled to the unique dignity of his/her being and the right to hold and express his/her own beliefs. It is expected that students will respect themselves and the rights and dignities of others.

2) Support order in the community. Students are expected to share the responsibility for the maintenance of order and integrity within the community. This expectation implies that good citizens not only obey the rules themselves, but also have an obligation to encourage others to do so and actively support good citizenship when others engage in misconduct.

3) Work to improve the community. Students have the right and obligation to work and operate within existing regulations and utilize established avenues of communication.

Attendance Policy

Attendance at all class sessions is mandatory.

Since a large portion of the learning in the SPGS and GSOE programs takes place in class meetings, absences may impact a student’s grade or jeopardize continued enrollment in the course.

In the case of an absence, the student must:

1. Notify the faculty member prior to the absence,
2. Make arrangements to complete missed assignments, and
3. Complete additional make-up work if allowed by the faculty member.

Under no circumstances may a student miss more than 30% of course meeting hours and receive credit for the course. This University policy is not at the discretion of the faculty member. A student who misses more than 30% of a course is required to repeat the course and incur additional tuition and fee expenses for that course. Students with extenuating circumstances that make it impossible to complete the course may request a grade of “No Credit.” See “No Credit” under the subsection of this catalog entitled "Grading Procedures" for further information.

If a student’s attendance record demonstrates a pattern of missed classes, that student may be administratively withdrawn from the program. A petition must be submitted to the Admissions Committee prior to readmission.

Online Program Attendance

Students are expected to participate actively in and contribute to the learning experience in an online course. Attendance in an online course is defined as a learner who logs into the learning management system and completes at least two significant activities in the course during the class session. A significant activity may include submitting a forum post, an assignment, an assessment, or other contribution that advances the learning process for a student/other students in the course. A class session is a seven-day timeframe of instructional time (typically Monday 12:00 am – Sunday
11:59 pm). Students must meet the minimum attendance requirements to stay active in the class. If this attendance requirement is not met, the student will be required to repeat the course.

**Online Course Participation**

Students are expected to participate actively in and contribute to the learning experience in the course. Participation means providing substantive comments, questions and contributions that advance the learning process for the student and/or other learners in the course. Participation may include responding to questions and issues posed by other learners. Participation does NOT include submission of homework and other course assignments. Non-substantive comments, non-germane comments and comments of the nature of “I agree” or “I disagree” (unless the latter two are elaborated upon to make them substantive) do not count toward meeting the participation requirement.

**Field Trip Policy**

Students are encouraged to take advantage of the diversity of educational opportunities and experiences available in the vicinity. On such occasions, students and faculty are personally responsible for transportation to and from, and attendance at, off-site experiences, whether for required or voluntary activities. SPGS and GSOE faculty are required to include field trips in course syllabi. Faculty are required to notify the Director of Learning Services (SPGS), or the Director of Academics (GSOE) as appropriate at least one week in advance of any off-site meetings or trips.

**Non-Academic Grievance Procedures**

Students must initially attempt to resolve grievances of a non-academic nature with the individuals involved. If the grievance is not resolved, the student must present to Student Services, in writing, a clear, concise statement of the grievance, which includes the name of the person(s) against whom the grievance is made, the date(s) the incident occurred, and a description of the incident(s) with specific supporting evidence. A brief summary of prior attempts to resolve the matter should be provided, including the names of persons with whom the matter was discussed and the results of the discussions. A specific statement of the remedial action or relief sought should be included in the grievance statement.

All non-academic grievances must be filed within 30 days of the incident. Upon receipt of the written grievance statement, the Student Services Manager contacts the person(s) against whom the grievance is made and requests a response in writing within an assigned deadline. If the matter is not resolved, the grievant may request in writing that the grievance may be reviewed by the Student Grievance Committee or Conduct Hearing Board. The committee meets monthly or on an as-needed basis to review any pending grievances.

**Conduct Policy**

Baker University seeks to achieve its mission to assuring student learning and developing confident, competent and responsible contributors to society through sound educational programs and policies that are a reflection of its commitment to serve the personal and educational interests of its students. At Baker University, the utmost personal respect and ethical and professional conduct is expected to be shown among students, faculty, and staff at all times. When members of the community fail to exemplify these standards, they are subject to disciplinary action up to and including dismissal from the University. The Vice Presidents and Deans of the School of Education and the School of Professional and Graduate Studies have been delegated authority in all GSOE and SPGS student conduct matters by the President of the University.

The University assumes that responsible behavior will be maintained consistently by its students on and off campus. Generally, the University does not take disciplinary action for off-campus
misconduct. However, the University reserves the right to take action in such instances where the misconduct constitutes a violation of the University standards or is of such a serious nature that it suggests a danger to the University community. In such cases, the University may initiate action whether or not legal action has been taken. The Vice President/Deans will decide when institutional purposes are best served by such disciplinary action.

**Complaint Procedure**
Any member of the University community may provide information against a student alleging an infraction of University policies or regulations by a written or verbal complaint to the Student Services Manager or the Director of Learning Services. If warranted, the VP/Dean or his/her designee will conduct an investigation.

**Sanctions**
Baker University reserves the right to deny admission, continued enrollment, or readmission to any applicant or student whose personal history, background, or behavior indicates that his/her presence at Baker University endangers the health, safety, welfare, or property of the members of the academic community or interferes with the orderly and effective performance of the University's functions. SPGS and GSOE appeals to the denial are addressed to the SPGS/SOE Vice President and Deans.

Upon written request, Baker University will disclose to victims of violence or sexual misconduct results of the institutional conduct hearings associated with the event. In the event of a student death, the victim’s family may request the outcome of the University’s conduct hearings associated with the event.

**SPGS and GSOE Conduct Process and Sanctions**
The student conduct process is based on an educational model intended to balance the interest of the community with individual freedoms. Activities inconsistent with Baker University policies are considered violations and are open to sanctions.

Every attempt will be made to hear policy violations in a timely manner, taking into consideration a student’s right to due process. The SPGS or GSOE VP/Dean and/or designee may adjudicate cases in order to expedite the process. See Baker University website, SPGS/GSOE Student Conduct Policy and Procedures Processes and Sanctions page for additional information.

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**Anti-Harassment Policy**

It is the policy of Baker University to afford equal opportunity for all persons. As such, the University will not discriminate based on an individual’s race, color, national origin, religion, sex, disability, age, veteran status, sexual orientation, marital status, or other status protected by law, in admission to or employment in its education programs or activities.

Any person having questions regarding Baker University’s compliance with the regulations implementing Title VI, Title IX, section 504, Title II, or the Age Act is directed to contact the Chief Operating Officer, Baker University, 618 Eighth Street, P. O. Box 65, Baldwin City, Kansas 66006-0065 (785.594.8311), who has been designated by Baker University to coordinate the institution’s efforts to comply with the regulations implementing Title VI, Title IX, section 504, Title II, or the Age Act. Any person may also contact the Office of Civil Rights, U.S. Department of Education, 8930 Ward Parkway, Suite 2037, Kansas City, MO 64114-3302, 816.268.0500, OCR.KansasCity@ed.gov, regarding the institution’s compliance with regulations implementing Title VI, Title IX, section 504, Title II, or the Age Act.

If any harassing conduct takes place, the offended individual is asked to immediately notify the Student Services Manager, or University Chief Operating Officer so appropriate action can be taken. The University does not tolerate retaliation of any kind against any individual who makes a good faith complaint about inappropriate conduct pursuant to this policy. Any action taken as a result of a violation of this policy is in accordance with University procedures.
For additional information see Baker University Website Ethics Policies and Compliance:
http://www.bakeru.edu/contact/directories/university-wide-offices-a-services/human-resources/ethics-policies-compliance-a-reporting

Firearms and Weapons Policy

Baker University prohibits the possession or use of firearms, explosives, or other weapons (any object or substance designed to inflict a wound, cause an injury, incapacitate, or create a reasonable fear of harm) or any facsimile within any University building or facility and at any University-sponsored classes, events, or activities. This policy applies to all persons on any University campus, including students, employees, and campus visitors. This policy does not apply to authorized and full-time commissioned law enforcement officers, authorized armored car personnel, or others authorized in writing by the Dean of the School of Professional & Graduate Studies, the Dean of the School of Education, or the University President. Notwithstanding the foregoing, personal self-defense items containing mace or pepper spray are not deemed weapons for the purposes of this policy.

No license issued pursuant to the Kansas Personal and Family Protection Act and no endorsement or certificate issued under Missouri conceal-carry laws authorizes a licensee, endorsee, or certified person to carry a concealed weapon into any area of the University where carrying a weapon, concealed or otherwise, is prohibited. Notwithstanding the foregoing, and in accordance with Kansas and Missouri laws, this policy shall not be deemed to prohibit any person licensed, endorsed, or certified under said laws from possessing a firearm within a vehicle or other private means of conveyance.

Any person violating this policy may be reported to law enforcement agencies for legal action and subject to appropriate disciplinary action which could include expulsion, termination of employment, and/or immediate removal from the premises.

Tobacco-Free Campus

All buildings owned and leased by Baker University are tobacco-free. Neither smoking nor chewing of tobacco is allowed within the buildings.

Alcohol and Drug-Free Campus

Baker University prohibits the possession, use, manufacture, or distribution of alcohol or drugs by students or faculty members on its property or as part of any of its activities. The University is committed to an alcohol and drug-free campus. Any student or faculty member found to be using alcohol or using, possessing, manufacturing, or distributing controlled substances on University property or at University sites shall be subject to disciplinary action. More information about alcohol use and health is available at www.cdc/alcohol/factsheets/alcohol-use.htm

Animal Policy

Pets are not permitted in Baker University SPGS/GSOE facilities. This policy does not apply to assistive animals for persons with disabilities or those being trained for service.

Children and Visitor Policy

Only enrolled students, faculty, staff and approved guests are allowed in Baker University SPGS/GSOE facilities during instructional periods. Each visitor is required to have written documentation that he/she has been authorized to be in SPGS/GSOE facilities. For safety reasons, children are not permitted in classrooms or teaching areas. Baker University SPGS/GSOE does not provide childcare services.
Cancellation of Classes

In case of inclement weather or unsafe conditions that exist on the day of a scheduled class meeting, Baker University will determine class cancellations at 3:00 p.m. and post announcement by 4:00 pm. The announcement of class cancellations due to inclement weather or unsafe conditions is communicated to students and faculty through three primary systems.

- Students and faculty will be contacted through the Baker University B-Alert text and email messaging system—click on http://www.bakeru.edu/soe-current-students and select B-Alert to sign up for weather cancellation text messages.
- Students and faculty will find class cancellations posted on the Baker SPGS & GSOE website http://www.bakeru.edu/weather by 4:00 p.m.
- GSOE & SPGS students will find weather cancellations posted in their Baker University Student Portal: http://www.bakeru.edu/portal-help2.

The instructor and Baker University Instructional Specialist (SPGS) or the Director of Graduate Programs (GSOE) will determine a date for the makeup session prior to the next scheduled class meeting. Due to the unique nature of the Baker University accelerated programs, all classes missed because of inclement weather must be made up. Extending the calendar is not an option because it may impact graduation deadlines, completion dates, instructor assignments, planned holidays for students, VA benefits, and financial aid. Faculty availability is another factor in scheduling make-up class sessions, so Baker University also accommodates class make-up sessions on Friday evenings and Saturday mornings. The Class Representative (cohort classes) or members of the class (open enrollment) will receive an email to confirm the date and classroom location for the make-up session.

Severe Weather Policy

In the event of severe weather warnings (dangerous thunderstorms or tornado warnings), the following procedures are followed in all Baker University facilities.

The University’s building administrator on duty monitors the weather forecasts and announcements. If a tornado warning or dangerous conditions are issued, he/she visits each classroom and notifies faculty and students of the situation. Faculty and students follow the directions of the University’s building administrator and move to the recommended safe areas of the building. These safe areas are posted in each classroom of the Baker facilities.

Faculty and students are advised to follow the emergency procedures recommended by Emergency Management sources:

- Remain in the building. Occupants should not attempt to vacate the premises, drive, or seek shelter in cars.
- Seek shelter immediately in interior rooms on the lowest level.
- Evacuate all offices, rooms, or hallways with windows and glass or with exterior walls.
- Move to interior areas (such as classrooms/halls/restrooms/storage areas) and, if possible, take shelter under tables or desks. Every attempt should be made to put as many walls as possible between occupants and the outside.
- Lie low with hands covering the back of your head to reduce injury.
- Wait for an “all clear” signal before resuming activity.

Baker University faculty are asked to remind their classes that all students are to follow the Severe Weather Procedures and follow the directions of the building administrator when severe weather warnings have been issued.
Financial Information
# Payment Policies

## Fees

The *Material Fee (SPGS) or Registration Fee (GSOE)* is a one-time payment covering various educational materials provided throughout the program. It is mandatory, non-refundable and non-transferable.

- **Cohort Students:** This fee is due prior to the start of the group.
- **Open Enrollment Students:** This fee is assessed upon enrollment in your first course.

The *Technology Fee* covers maintenance and expansion of technology services and support. It is assessed for all on-ground and on-line courses. The fee is non-refundable and non-transferable.

- **Cohort Students:** After the program begins, the technology fee payment dates correspond to program, chosen payment option, or the program course calendar issued the first night of class. Fees for students enrolled in the Master of Arts in Education (MAEd) and Master of Science in School Leadership (MSSL) cohort programs are determined by start date.
- **Open Enrollment Students:** The technology fee will be added to the account on enrollment and is due along with tuition according to the payment dates listed in the Overland Park or Wichita course schedule.

*Tuition* is the cost for instruction and is typically charged per credit hour. Questions regarding tuition should be addressed to the accounting office.

- **Cohort Students:** Tuition payment dates correspond to program, chosen payment option or the program course calendar issued the first night of class. Fees for students enrolled in the Master of Arts in Education (MAEd) and Master of Science in School Leadership (MSSL) Cohort programs are determined by start date.
- **Open Enrollment Students:** Tuition and fee due dates can be found in the current Overland Park or Wichita course schedule.
- Additional questions about Baker University fees and tuition may be addressed to accountingspgs@bakeru.edu

The *Graduation Fees* is a non-refundable fee charged to all students who apply to graduate regardless of intention to participate in commencement. Students pay a graduation fee only once per degree program. The graduation fee does not cover all expenses related to graduation and commencement; it does cover expenses related to:

- Processing– checking degree requirements, preparing commencement publications, organizing commencement ceremonies, printing diplomas, calculating Latin honors for undergraduate students.
- Supplies– diplomas, diploma covers, commencement regalia, postage to mail diplomas.
- Commencement Ceremony – speakers, music, wages associated with setup and cleanup of the venue and receptions.

## Non-payment of Fees

Students whose accounts are sent to collection are responsible for all costs associated with collection.

## Making and Confirming Payment

Payments can be made by cash, check, money order, or credit card (Visa, MasterCard or Discover). For additional assistance contact the Accounting department at 913-491-4432.

Payment links:
- Business courses – [https://bakeru.afford.com/PayNow?StoreId=368](https://bakeru.afford.com/PayNow?StoreId=368)
- Graduate School of Education – [https://bakeru.afford.com/PayNow?StoreId=313](https://bakeru.afford.com/PayNow?StoreId=313)
Payments may also be mailed or delivered in person to:

Baker University
(Insert Your Degree Program)
Accounting Department
8001 College Blvd., Ste. 100
Overland Park, KS  66210

Financial Aid Payments

A check is mailed to students for any funds in excess of current tuition payments. Students may choose to keep these funds on account for future tuition by returning the Electronic Funds Authorization Form with this choice indicated. Mail or fax the form to:

Baker University
(Insert your Degree Program)
Accounting Department
8001 College Blvd. Ste. 100
Overland Park, KS  66210

Fax number: 913-491-0470
# Educational Expenses

Baker University reserves the right to modify the following fee schedule at any time.

### Associate of Arts in Business (Metro Kansas City and Topeka)

<table>
<thead>
<tr>
<th>On-ground or Online</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Application Fee (non-refundable)</em></td>
<td>$45.00</td>
</tr>
<tr>
<td>Registration Fee (non-refundable)</td>
<td>$20.00</td>
</tr>
<tr>
<td>Material Fee (non-refundable)</td>
<td>$40.00</td>
</tr>
<tr>
<td>Tuition ($320.00 times 60 credit hours)</td>
<td>$19,200.00</td>
</tr>
<tr>
<td>Technology Fee ($30.00 per course times 20 courses)</td>
<td>$600.00</td>
</tr>
<tr>
<td>Graduation Fee (nonrefundable)</td>
<td>$75.00</td>
</tr>
<tr>
<td>Late submission fee for Intent to Graduate form or academic regalia (non-refundable)</td>
<td>$40.00</td>
</tr>
<tr>
<td>Audit Fee per credit</td>
<td>$135.00</td>
</tr>
</tbody>
</table>

### Bachelor of Arts in Business Leadership

<table>
<thead>
<tr>
<th>Online</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Application Fee (non-refundable)</em></td>
<td>$45.00</td>
</tr>
<tr>
<td>Registration Fee (non-refundable)</td>
<td>$20.00</td>
</tr>
<tr>
<td>Material Fee (non-refundable)</td>
<td>$40.00</td>
</tr>
<tr>
<td>Core Tuition ($525.00 times 41 credit hours)</td>
<td>$21,525.00</td>
</tr>
<tr>
<td>Technology Fee ($30.00 per course times 14 courses)</td>
<td>$420.00</td>
</tr>
<tr>
<td>Graduation Fee (nonrefundable)</td>
<td>$75.00</td>
</tr>
<tr>
<td>Late submission fee for Intent to Graduate form or academic regalia (non-refundable)</td>
<td>$40.00</td>
</tr>
<tr>
<td>Audit Fee per credit</td>
<td>$225.00</td>
</tr>
</tbody>
</table>

### Bachelor of Business Administration (Metro Kansas City and Topeka)

<table>
<thead>
<tr>
<th>On-ground or Online</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Application Fee (non-refundable)</em></td>
<td>$45.00</td>
</tr>
<tr>
<td>Registration Fee (non-refundable)</td>
<td>$20.00</td>
</tr>
<tr>
<td>Material Fee (non-refundable)</td>
<td>$40.00</td>
</tr>
<tr>
<td>Core Tuition ($525.00 times 41 credit hours)</td>
<td>$21,525.00</td>
</tr>
<tr>
<td>Technology Fee ($30.00 per course times 13 courses)</td>
<td>$390.00</td>
</tr>
<tr>
<td>Graduation Fee (nonrefundable)</td>
<td>$75.00</td>
</tr>
<tr>
<td>Late submission fee for Intent to Graduate form or academic regalia (non-refundable)</td>
<td>$40.00</td>
</tr>
<tr>
<td>Audit Fee per credit</td>
<td>$225.00</td>
</tr>
</tbody>
</table>
### Bachelor of Science in Management (Metro Kansas City)

**On-ground**

<table>
<thead>
<tr>
<th>Fee</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Fee (non-refundable)</td>
<td>$45.00</td>
</tr>
<tr>
<td>Registration Fee (non-refundable)</td>
<td>$20.00</td>
</tr>
<tr>
<td>Material Fee (non-refundable)</td>
<td>$40.00</td>
</tr>
<tr>
<td>Tuition ($525.00 times 41 credit hours)</td>
<td>$21,525.00</td>
</tr>
<tr>
<td>Technology Fee ($30.00 per course times 13 courses)</td>
<td>$390.00</td>
</tr>
<tr>
<td>Graduation Fee (nonrefundable)</td>
<td>$75.00</td>
</tr>
<tr>
<td>Late submission fee for Intent to Graduate form or academic regalia (non-refundable)</td>
<td>$40.00</td>
</tr>
<tr>
<td>Audit Fee per credit</td>
<td>$225.00</td>
</tr>
</tbody>
</table>

### Undergraduate Concentration/Elective Course Fees (All locations)

<table>
<thead>
<tr>
<th>Fee</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition per credit hour</td>
<td>$320.00</td>
</tr>
<tr>
<td>Technology Fee per course</td>
<td>$30.00</td>
</tr>
</tbody>
</table>

### Graduate Concentration/Elective Course Fees (All locations)

<table>
<thead>
<tr>
<th>Fee</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition per credit hour</td>
<td>$460.00</td>
</tr>
<tr>
<td>Technology Fee per course</td>
<td>$30.00</td>
</tr>
</tbody>
</table>

### Prior Learning Assessment Center Fees (Metro Kansas City and Topeka)

<table>
<thead>
<tr>
<th>Fee</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Portfolio Submission Fee</td>
<td>$100.00</td>
</tr>
<tr>
<td>Portfolio Verification and Documentation Fees</td>
<td></td>
</tr>
<tr>
<td>Standardized Training (ACE recommendation) per credit</td>
<td>$30.00</td>
</tr>
<tr>
<td>Documented Learning Fee per credit</td>
<td>$60.00</td>
</tr>
<tr>
<td>College-Level Learning Essay fee per credit</td>
<td>$80.00</td>
</tr>
<tr>
<td>Testing Center Administration Fee per exam scheduled (non-refundable)</td>
<td>$20.00</td>
</tr>
<tr>
<td>Documentation of credit hours earned through standardized examinations (i.e., CLEP, DANTES, etc.) per credit earned</td>
<td>$10.00</td>
</tr>
</tbody>
</table>

*Students are responsible for the fees in effect at the time of the submission of the Prior Learning Assessment Portfolio.*

### Master of Arts in Organizational Leadership (Metro Kansas City and Topeka)

**On-ground and Online**

<table>
<thead>
<tr>
<th>Fee</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Fee (non-refundable)</td>
<td>$45.00</td>
</tr>
<tr>
<td>Registration Fee (non-refundable)</td>
<td>$20.00</td>
</tr>
<tr>
<td>Material Fee (non-refundable)</td>
<td>$40.00</td>
</tr>
<tr>
<td>Tuition ($525.00 times 39 credit hours)</td>
<td>$20,475.00</td>
</tr>
<tr>
<td>Technology Fee ($30.00 per course times 13 courses)</td>
<td>$390.00</td>
</tr>
<tr>
<td>Graduation Fee (nonrefundable)</td>
<td>$75.00</td>
</tr>
<tr>
<td>Late submission fee for Intent to Graduate form or academic regalia (non-refundable)</td>
<td>$40.00</td>
</tr>
<tr>
<td>Audit Fee per credit</td>
<td>$225.00</td>
</tr>
</tbody>
</table>
### Master of Business Administration (Metro Kansas City and Topeka)
#### On-ground
<table>
<thead>
<tr>
<th>Fee Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Fee (non-refundable)</td>
<td>$45.00</td>
</tr>
<tr>
<td>Registration Fee (non-refundable)</td>
<td>$20.00</td>
</tr>
<tr>
<td>Material Fee (non-refundable)</td>
<td>$40.00</td>
</tr>
<tr>
<td>Tuition ($650.00 times 43 credit hours)</td>
<td>$27,950.00</td>
</tr>
<tr>
<td>Technology Fee ($30.00 per course times 13 courses)</td>
<td>$390.00</td>
</tr>
<tr>
<td>Graduation Fee (nonrefundable)</td>
<td>$75.00</td>
</tr>
<tr>
<td>Late submission fee for Intent to Graduate form or academic regalia (non-refundable)</td>
<td>$40.00</td>
</tr>
<tr>
<td>Audit Fee per credit</td>
<td>$277.50</td>
</tr>
</tbody>
</table>

### Online Master of Business Administration (Metro Kansas City and Topeka)

<table>
<thead>
<tr>
<th>Fee Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Fee (non-refundable)</td>
<td>$45.00</td>
</tr>
<tr>
<td>Registration Fee (non-refundable)</td>
<td>$20.00</td>
</tr>
<tr>
<td>Material Fee (non-refundable)</td>
<td>$40.00</td>
</tr>
<tr>
<td>Tuition ($660.00 times 43 credit hours)</td>
<td>$28,380.00</td>
</tr>
<tr>
<td>Technology Fee ($30.00 per course times 13 courses)</td>
<td>$390.00</td>
</tr>
<tr>
<td>Graduation Fee (nonrefundable)</td>
<td>$75.00</td>
</tr>
<tr>
<td>Late submission fee for Intent to Graduate form or academic regalia (non-refundable)</td>
<td>$40.00</td>
</tr>
<tr>
<td>Audit Fee per credit</td>
<td>$295.00</td>
</tr>
</tbody>
</table>

### Master of Science in Management (Metro Kansas City)
#### On-ground
<table>
<thead>
<tr>
<th>Fee Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Fee (non-refundable)</td>
<td>$45.00</td>
</tr>
<tr>
<td>Registration Fee (non-refundable)</td>
<td>$20.00</td>
</tr>
<tr>
<td>Material Fee (non-refundable)</td>
<td>$40.00</td>
</tr>
<tr>
<td>Tuition ($555.00 times 36 credit hours)</td>
<td>$19,980.00</td>
</tr>
<tr>
<td>Technology Fee ($30.00 per course times 12 courses)</td>
<td>$360.00</td>
</tr>
<tr>
<td>Graduation Fee (nonrefundable)</td>
<td>$75.00</td>
</tr>
<tr>
<td>Late submission fee for Intent to Graduate form or academic regalia (non-refundable)</td>
<td>$40.00</td>
</tr>
<tr>
<td>Audit Fee per credit</td>
<td>$242.50</td>
</tr>
</tbody>
</table>

### Master of Liberal Arts (Metro Kansas City and Topeka)
#### Online
<table>
<thead>
<tr>
<th>Fee Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Fee (non-refundable)</td>
<td>$20.00</td>
</tr>
<tr>
<td>Registration Fee (non-refundable)</td>
<td>$20.00</td>
</tr>
<tr>
<td>Materials Fee (non-refundable)</td>
<td>$40.00</td>
</tr>
<tr>
<td>Tuition ($330.00 times 36 credit hours)</td>
<td>$11,880.00</td>
</tr>
<tr>
<td>Technology Fee ($30.00 per course times 12 courses)</td>
<td>$360.00</td>
</tr>
<tr>
<td>Senior Scholar per credit hour</td>
<td>$157.50</td>
</tr>
<tr>
<td>Graduation Fee (nonrefundable)</td>
<td>$75.00</td>
</tr>
<tr>
<td>Late submission fee for Intent to Graduate form or academic regalia (non-refundable)</td>
<td>$40.00</td>
</tr>
</tbody>
</table>
### Audit Fee per credit

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>$157.50</td>
<td></td>
</tr>
</tbody>
</table>

### Master of Arts in Education (All Locations)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-ground and Online Application Fee (non-refundable)</td>
<td>$20.00</td>
</tr>
<tr>
<td>Registration Fee (non-refundable)</td>
<td>$20.00</td>
</tr>
<tr>
<td>Materials Fee (non-refundable)</td>
<td>$40.00</td>
</tr>
<tr>
<td>Tuition ($330.00 times 36 credit hours)</td>
<td>$11,880.00</td>
</tr>
<tr>
<td>Technology Fee ($30.00 per course times 12 courses)</td>
<td>$360.00</td>
</tr>
<tr>
<td>Graduation Fee (non-refundable)</td>
<td>$75.00</td>
</tr>
<tr>
<td>Late submission fee for Intent to Graduate form or academic regalia (non-refundable)</td>
<td>$40.00</td>
</tr>
</tbody>
</table>

### Master of Science in School Leadership (All Locations)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-ground and Online Application Fee (non-refundable)</td>
<td>$20.00</td>
</tr>
<tr>
<td>Registration Fee (non-refundable)</td>
<td>$20.00</td>
</tr>
<tr>
<td>Materials Fee (non-refundable)</td>
<td>$40.00</td>
</tr>
<tr>
<td>Tuition ($330.00 times 37 credit hours)</td>
<td>$12,210.00</td>
</tr>
<tr>
<td>Technology Fee ($30.00 per course times 9 courses)</td>
<td>$270.00</td>
</tr>
<tr>
<td>Graduation Fee (non-refundable)</td>
<td>$75.00</td>
</tr>
<tr>
<td>Late submission fee for Intent to Graduate form or academic regalia (non-refundable)</td>
<td>$40.00</td>
</tr>
</tbody>
</table>

### Master of Science in Special Education (All Locations)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>On-ground and Online Application Fee (non-refundable)</td>
<td>$20.00</td>
</tr>
<tr>
<td>Registration Fee (non-refundable)</td>
<td>$20.00</td>
</tr>
<tr>
<td>Materials Fee (non-refundable)</td>
<td>$40.00</td>
</tr>
<tr>
<td>Tuition ($330.00 times 33 credit hours)</td>
<td>$10,890.00</td>
</tr>
<tr>
<td>Technology Fee ($30.00 per course times 11 courses)</td>
<td>$330.00</td>
</tr>
<tr>
<td>Graduation Fee (non-refundable)</td>
<td>$75.00</td>
</tr>
<tr>
<td>Late submission fee for Intent to Graduate form or academic regalia (non-refundable)</td>
<td>$40.00</td>
</tr>
</tbody>
</table>

### Master of Science in Teaching (All Locations)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Online Application Fee (non-refundable)</td>
<td>$20.00</td>
</tr>
<tr>
<td>Registration Fee (non-refundable)</td>
<td>$20.00</td>
</tr>
<tr>
<td>Materials Fee (non-refundable)</td>
<td>$40.00</td>
</tr>
<tr>
<td>Tuition ($330.00 times 15 credit hours)</td>
<td>$4,950.00</td>
</tr>
<tr>
<td>Technology Fee ($30.00 per course times 5 courses)</td>
<td>$150.00</td>
</tr>
<tr>
<td>Graduation Fee (non-refundable)</td>
<td>$75.00</td>
</tr>
<tr>
<td>Late submission fee for Intent to Graduate form or academic regalia (non-refundable)</td>
<td>$40.00</td>
</tr>
<tr>
<td>Doctor of Education</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td>--------</td>
</tr>
<tr>
<td>Application Fee (non-refundable)</td>
<td>$50.00</td>
</tr>
<tr>
<td>Registration Fee (non-refundable)</td>
<td>$450.00</td>
</tr>
<tr>
<td>(Due upon selection into the program)</td>
<td></td>
</tr>
<tr>
<td>Continuous Enrollment (one hour per semester – F, Spr, Sum)</td>
<td>$330.00</td>
</tr>
<tr>
<td>Tuition for Program</td>
<td>$36,500.00</td>
</tr>
</tbody>
</table>

The Ed.D. in Educational Leadership is a 3-year cohort program with locked-in tuition assessed during the first 2 years of the program when all coursework is completed. In the 3rd year, students complete their Dissertations with no additional tuition assessed. Students who have not completed their Dissertations by the end of the 3rd year must be continuously enrolled in a minimum of 1 credit hour per semester and will be assessed tuition at the current master’s level rate. Please contact GSOE enrollment services for more information.
Tuition Refund Policy

Students are expected to meet all financial obligations of their degree program. For cohort students, a schedule of payments and an analysis of fee structures with due dates is outlined at the time of enrollment. Students are expected to meet these obligations according to the schedule. A service charge is assessed on all past due balances and for any check returned due to insufficient funds. Any questions regarding payments or problems associated with making those payments should be directed to the Accounting department at 913-491-4432.

Baker University reserves the right to change the tuition and fee schedule at any time.

Refund policy guidelines are as follows:

Application, registration, material, and graduation fees are non-refundable.

Tuition for on-ground course offerings is refunded as follows:

a. Written notification of withdrawal received by Student Services prior to the first class session of a course – full tuition refund.
b. Written notification of withdrawal received by Student Services prior to the second class session of a course – 90% tuition refund.
c. Withdrawal after second class session of a course – no tuition refund.

Tuition for online courses is refunded as follows:

a. Written notification of withdrawal received by Student Services prior to the course start date – full tuition refund.
b. Written notification of withdrawal received by Student Services prior to the beginning of the second week of the course – 90% tuition refund. (Number of weeks for the course is determined by a week from the start date. If the course starts on a Monday, then the next Monday is the beginning of the second week of the course, etc.)
c. Withdrawal during or after the second week of the course – no tuition refund.

Once a drop has been processed by Student Services tuition will be refunded, based on the guidelines above, within fourteen days.

(See the “Withdrawal” subsections under the “Academic Policies” section of this catalog and the “Withdrawals and Refunds” subsection under “Financial Aid” for more information.)

For students receiving financial aid, the refund is first repaid to the Title IV programs in accordance with existing federal regulations and institutional policy in effect at the date of withdrawal. If any additional refund is appropriate, the funds are repaid to the student upon written request. It is possible that a student who withdraws may have an outstanding balance due to Baker University.

Students who begin class with provisional admittance pending the completion of their admission file and who are subsequently denied admission are eligible for a refund of the full tuition amount for the course in which they are currently enrolled. Any tuition paid for a course previously completed by the student is not refundable.
Financial Aid

Qualifying for Financial Aid

Information on federal assistance is available through Baker University. The Free Application for Federal Student Aid (FAFSA) must be completed annually to determine eligibility for the applicable financial aid programs.

Baker University awards financial aid based on a student’s financial need. Financial need is the cost of education minus the expected family contribution. The cost of attending Baker University is listed in the “Educational Expenses” section in this catalog. The student’s family contribution is derived from the financial figures as calculated on the FAFSA using a formula set by the Department of Education.

How to Apply for Financial Aid

Following is the process for applying for financial aid:

1. Apply early. A minimum of four weeks is recommended to assure that financial aid eligibility can be determined before classes begin.
2. Complete the Free Application for Federal Student Aid (FAFSA) at www.fafsa.gov. (Please print the confirmation page and keep for your records.) If you do not have a PIN, you must apply (or reapply) for one at www.pin.ed.gov. The Baker University school code is 00190300.
3. Complete Baker’s Financial Aid application form and Direct Loan Data Sheet. Undergraduate students also need to complete the certification of High School Completion form.
4. Mail the Financial Aid forms listed above to the Overland Park office address.
5. Complete the entrance counseling and loan application online at www.studentloans.gov. Keep the confirmation pages for your records.
6. If requested, be prepared to submit a verification worksheet to Baker University.

Once the above completed forms have been received, we will process the information and contact you if any additional information is needed. All records are held in strict confidence. No file is available for public use.

Aid Available to both Graduate and Undergraduate Students

Federal Direct Unsubsidized Loans are not awarded based on financial need. The interest rate is fixed; however, the loan is accruing interest from the time the loan is disbursed to the time the loan is repaid in full.

Aid Available to Undergraduate Students

Federal Pell Grants - This program provides grants which need not be repaid to undergraduate students. Grants are awarded based on financial need as determined by the FAFSA.

Federal Supplemental Educational Opportunity Grants (FSEOG) – Like the Pell Grant, this program provides additional need-based grant funds to low-income undergraduate students. Priority is given to students who are eligible for Pell Grants.

Federal Direct Subsidized Loans are awarded based on financial need. These loans carry a fixed interest rate, and interest is not charged before repayment begins or during periods of deferment. The federal government “subsidizes” the interest during these times.
Federal Parent PLUS Loans – These non-need, credit-based loans enable parents to borrow federally guaranteed funds with which to pay the education expenses of their children. Each child must be a dependent undergraduate student enrolled in college at least half time.

Federal Graduate PLUS Loans - These non-need, credit-based, federally backed student loans are guaranteed by the United States Government. The Grad PLUS loan is similar to a private student loan but with the benefit of having a fixed interest rate and federal guarantee. Students must first apply for the Federal Direct Loan. The Graduate PLUS Loan allows graduate students to borrow the total cost of their graduate education, less any other aid, and may be deferred while students are still in school.

The Federal TEACH Grant Program is a non-need based grant program that can provide up to $3716 per academic year to students who are enrolled in an eligible program and agree to teach in a high-need field for at least four years within eight years of completing the program. If the student fails to meet the service requirement, the TEACH Grant will be treated as a Direct Unsubsidized Loan, and the student must repay the TEACH funds with interest accrued from the first date of disbursement. Not all education programs qualify.

Financial Aid Satisfactory Academic Progress

• This process is separate from the Academic Satisfactory Academic Progress.
• Federal regulations require Institutions to monitor both quantitative and qualitative progress towards a degree.
  o Quantitative - student must be able to complete degree program within 150% of the program length.
    ▪ If student successfully completes 67% of attempted payment period hours, the student will meet the progress requirement.
  o Qualitative – student must maintain a minimum cumulative G.P.A. 2.0.
  o Student’s academic progress must be reviewed by the Office of Financial Aid after each payment period.
• Federal regulations will allow an institution that monitors SAP every payment period to place a student on “Warning” for one more payment period. Student can receive Title IV aid during this “Warning” period.
• If student is not maintaining SAP after “Warning” payment period, student loses Title IV eligibility.
• Such students will be offered the opportunity to appeal the financial aid advisory committee for reinstatement of Title IV aid.
  o Appeal must be in writing
  o Student must explain why he/she failed to make SAP
  o What has changed to allow the student to make SAP by the end of the next payment period
• If appeal is approved, the student will have one more payment period of Title IV aid eligibility. If student is not successful in meeting SAP standards at that point, the student will no longer be eligible for Title IV aid.
• Such students might be filing 2 petitions, one to Academic Records and a separate one to Financial Aid. The 2 petitions will not be evaluated by the same committee.
• It is possible for a student to be on financial aid suspension and still be allowed to enroll at the University at the student’s expense.
Withdrawals and Refunds

Current federal regulations require the Return of Title IV Funds Policy to be used for all students who receive any type of federal aid, when calculating the aid a student can retain after withdrawing. This policy relates to Federal Pell and SEOG Grants as well as all federal loans.

These regulations govern the return of aid disbursed for a student who completely withdraws from a term or payment period. During the first 60% of the payment period, a student “earns” aid in direct proportion to the length of time he or she remains enrolled. The percentage of time that the student remains enrolled determines the percentage of disbursable aid for that period. A student who remains enrolled beyond the 61% point of the payment period earns all aid for the period.

Students who plan to withdraw must start at the Student Services Office to submit written notification of withdrawal from a course or the program. Institutional charges and financial aid are adjusted once the withdrawal date is determined. For students receiving financial aid, the refund must first be repaid to the Title IV programs in accordance with existing regulations in effect on the date of withdrawal and with respect to various types of aid. It is possible that the student who withdraws may still have an outstanding balance due to the University. The withdrawal date is determined as follows:

- Official withdrawals – the later date of when the student began the institution’s withdrawal process OR officially notified the institution of intent to withdraw.
- Unofficial withdrawals – If the student has to leave without notification because of circumstances beyond the student’s control, the institution will use the documented last date of participation in an academic activity.

The percentage of the period that the student remained enrolled is calculated based on number of countable days the student was enrolled. Divide the number of days enrolled by the total days in the enrollment period. Calendar days are used, including weekends.

Distribution of Unearned Aid

If a student has not earned all of the federal aid received to date at the point of withdrawal, funds are repaid in the following order:

1. Federal Unsubsidized Stafford Loan
2. Federal Subsidized Stafford Loan
3. Federal Grad PLUS Loan
4. Federal Parent PLUS Loan
5. Federal PELL Grant
6. Federal SEOG Grant
7. Federal Teach Grant

45 Day Allowable Break in Enrollment

- Department of Education has redefined cohort programs as programs offered in modules
- University does not have to consider students as withdrawn or put them on an approved Leave of Absence (LOA) if the following:
  - Student will begin a module within 45 calendar days from the end of the current module that starts later in the same payment period.
  - Student provides written confirmation, with a signature that he or she will begin a module within 45 calendar days in the same payment period.
If above process is completed timely, days out of class will not count against the allowable LOA days.

For example, student starts a course and has a family emergency, requiring the student to drop current course. If student will be back in class within 45 days of the last day of the current class in the same payment period, student just needs to complete form stating intent to return within 45 days of the end of the current course. If the student’s plans change, the student can submit an updated notification.

• If payment period or loan period has been completed, the student can request a Leave of Absence (LOA).
  o Total LOA days cannot exceed 90 days in a 12 month period.
  o If student does not complete either process timely, the Office of Financial Aid will need to complete a return of federal funds calculation, even if the student is not withdrawn from the University.

### Leave of Absence

Students experiencing serious medical or family problems can request a leave of absence, not to exceed 90 days per 12-month period. It is possible for more than one leave to be granted, as long as the total days of all leaves of absence do not exceed more than 90 days per 12-month period. The request for leave must be in writing before the leave is granted. In emergency situations, the institution may accept the student’s written request after the leave has begun. Students participating in the federal loan programs do not have to go into repayment on their loans during the approved Leave of Absence period. However, if the student does not return from the Leave of Absence, the last day of attendance prior to the beginning of the Leave of Absence is the date used when notifying the lender of when the student ceased attending classes. Students requesting a Leave of Absence must make their request in writing. This letter must bear the student’s signature, and it should be directed to the Financial Aid Office at the Overland Park address.
Academic Programs
Bachelor Years 1 & 2 (BAC) Program
Associate of Arts in Business (AAB)
Lower Level Courses

Overview
The Bachelor Year 1 & 2 (BAC) Program curriculum is a lower level undergraduate sequence of courses designed for working professionals. Students may pursue the Associate of Arts in Business degree (AAB) or apply the credit hours toward the completion of a bachelor degree.

The BAC course sequence provides a foundation in business, including accounting, economics, finance, marketing, and management. Additional courses provide the required general education core including humanities, social science, science, math, communication and English. Through this sequence of courses, students develop critical thinking, problem solving, written and oral communication skills as well as leadership and teamwork skills. In support of the University’s mission, the program supports the development of responsible, ethical, and socially committed graduates.

The Associate of Arts in Business degree program has a 60 credit hour requirement, which includes 36 credit hours required in residence. The program is structured so that students concentrate on one course at a time and move through the courses in a specific order. Students complete the course sequence in the order recommended by the University.

Program Learning Outcomes
Upon completion of the program, the AAB graduate should be able to demonstrate the following skills and abilities:

• Communicate effectively in writing and orally
• Accomplish tasks in teams
• Utilize critical thinking and reasoning skills
• Solve problems and make thoughtful decisions.
• Apply fundamental mathematical concepts and operations
• Employ research skills using technologies and credible resources

Graduation Requirements
• Successful completion of at least 60 semester hours
• Successful completion of the specified 36 semester credit hours of required residency courses taken through SPGS
• Satisfaction of all general education requirements
• A cumulative G.P.A. of 2.50 or higher
• A business core G.P.A. (BU course prefix) of 2.50 or higher
• Payment of all tuition and fees
• Approval by the faculty and Board of Trustees
The **Associate of Arts in Business (AAB)** degree program requires 60 semester credit hours:

- 18 hours of arts and humanities (no more than 6 credit hours from any one discipline)
- 6 hours of social science
- 6 hours of science
- 3 hours of written English
- 3 hours of math (College Algebra or higher)
- 21 hours of business core/major
- 3 hours of electives

The residency requirement is 36 semester hours of specifically designated courses which must be completed at Baker University SPGS in order to be eligible to earn the degree. Following is a table which outlines the requirements for the Associate of Arts in Business program.

The Associate of Arts in Business course sequence is based on reasonable projections of faculty availability and appropriate curriculum considerations. Courses are subject to change based on changes in the circumstances on which these projections are based and as deemed necessary by Baker University to fulfill its role and mission.

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Credit Hours</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>BU 110</td>
<td>Introduction to Business Education*</td>
<td>3</td>
<td>Business Core/Major</td>
</tr>
<tr>
<td>EN 101</td>
<td>Written Communication*</td>
<td>3</td>
<td>Written English</td>
</tr>
<tr>
<td>BU 220</td>
<td>Foundations of Business Management*</td>
<td>3</td>
<td>Business Core/Major</td>
</tr>
<tr>
<td>SC 115</td>
<td>Oral Communication*</td>
<td>3</td>
<td>Arts &amp; Humanities</td>
</tr>
<tr>
<td>PH 111</td>
<td>Critical Thinking*</td>
<td>3</td>
<td>Arts &amp; Humanities</td>
</tr>
<tr>
<td>BI 120</td>
<td>Human Ecology</td>
<td>3</td>
<td>Science</td>
</tr>
<tr>
<td>TH 111</td>
<td>The Theatre Experience</td>
<td>3</td>
<td>Arts &amp; Humanities</td>
</tr>
<tr>
<td>HI 231</td>
<td>1945-1980: Decades of Change</td>
<td>3</td>
<td>Arts &amp; Humanities</td>
</tr>
<tr>
<td>PY 111</td>
<td>General Psychology</td>
<td>3</td>
<td>Social Science</td>
</tr>
<tr>
<td>EN 110</td>
<td>Literature and Ideas</td>
<td>3</td>
<td>Arts &amp; Humanities</td>
</tr>
<tr>
<td>MC 140</td>
<td>Mass Media and Society*</td>
<td>3</td>
<td>Major</td>
</tr>
<tr>
<td>MA 145</td>
<td>College Algebra*</td>
<td>3</td>
<td>Math</td>
</tr>
<tr>
<td>PS 115</td>
<td>Introduction to American Politics</td>
<td>3</td>
<td>Social Science</td>
</tr>
<tr>
<td>BU 230</td>
<td>Financial Planning*</td>
<td>3</td>
<td>Business Core/Major</td>
</tr>
<tr>
<td>BI 245</td>
<td>Human Nutrition</td>
<td>3</td>
<td>Science</td>
</tr>
<tr>
<td>BU 240</td>
<td>Basic Economics*</td>
<td>3</td>
<td>Business Core/Major</td>
</tr>
<tr>
<td>RE 350</td>
<td>Bible and Leadership*</td>
<td>3</td>
<td>Arts and Humanities</td>
</tr>
<tr>
<td>PY 258</td>
<td>Industrial and Organizational Psychology</td>
<td>3</td>
<td>Elective</td>
</tr>
<tr>
<td>BU 250</td>
<td>Advertising and Promotion*</td>
<td>3</td>
<td>Business Core/Major</td>
</tr>
<tr>
<td>BU 260</td>
<td>Fundamentals of Accounting*</td>
<td>3</td>
<td>Business Core/Major</td>
</tr>
</tbody>
</table>

**Total Hours Required for the AAB Degree** 60

*The University reserves the right to modify the curriculum as necessary.*
*Designates a residency requirement course.
Bachelor of Arts in Business Leadership
(BBL, Upper-College Courses)

Overview
The Bachelor of Arts in Business Leadership program is an upper division undergraduate sequence of courses designed for working professionals.

The BBL core sequence provides students with knowledge in leadership, accounting, finance, employee development, marketing, business law, and human resources.

Through this sequence of courses, students develop skills in creating effective organizational climates, coaching, managing teams, leading projects, and making intuitive and data driven decisions.

The BBL degree requires the completion of 124 credit hours. The core sequence includes 41 credit hours of coursework required of all students. Students must complete an additional 33 credit hour general education distribution and 50 credit hours of electives.

The BBL core program is sequentially structured so that students concentrate on one course at a time and move through the courses in a specific order. Students complete the course sequence in the order recommended by the University.

Program Learning Outcomes
Upon completion of the program, the BBL graduate should be able to demonstrate the following skills and abilities:

• Apply knowledge of organizational resources and functions to solve business challenges
• Utilize leadership strategies to increase organizational effectiveness
• Implement team building practices to strengthen relationships among employees
• Apply leadership skills within multiple organizational contexts
• Prepare leadership-based problem-solving strategies to address employee needs
• Communicate effectively both in writing and orally
• Execute work-flow processes to maximize organizational efficiency

Graduation Requirements
• Successful completion of at least 124 credit hours
• Successful completion of the specified Bachelor of Arts in Business Leadership core program and all other courses taken through SPGS
• A cumulative G.P.A. of 2.50 or higher
• A BBL core G.P.A. of 2.50 or higher
• Satisfaction of the 30 credit hours of general education requirements in arts and humanities, social science, and science or an earned Associate of Arts or an Associate of Science degree from a regionally accredited institution
• Satisfaction of the 9 credit hour general education requirement in math, upper division written English, and computer science. Depending on the program, this requirement may be partially or fully met by courses which overlap core/major residency requirements. Overlapping core/major courses cannot be counted toward total hours more than once, substituted, waived, or transferred to Baker. An overlapping core/major course does not decrease the total number of hours required for the degree (124 credit hours); rather, it allows students to complete additional elective coursework
• Payment of all tuition and fees
• Approval by the faculty and Board of Trustees
The Bachelor of Arts in Business Leadership (BBL) degree requires 124 semester hours:

- 18 hours of arts and humanities (no more than 6 credit hours from any one discipline)
- 6 hours of social science (in addition to economics)
- 6 hours of science
- *3 hours of written English (upper-college)
- 3 hours of computer science
- 41 hours of BBL core/major (*includes 6 credit hours of overlapping courses)
- 50 hours of electives

*Requirements satisfied in the BBL core/major program.

In the BBL program, the requirement to complete 3 hours in upper-college written English and 3 hours in math is met through courses which overlap core/major residency requirements. Overlapping core/major courses cannot be counted toward total hours more than once, substituted, waived, or transferred to Baker. An overlapping core/major course does not decrease the total number of hours required for the degree (124 credit hours); rather, it allows students to complete additional elective coursework.

The residency requirement is 41 semester hours of BBL courses which must be completed at Baker University SPGS to be eligible to earn the degree. Following is a table which outlines the core/major course requirements for the Bachelor of Arts in Business Leadership program. The Bachelor of Arts in Business Leadership course sequence is based on reasonable projections of faculty availability and appropriate curriculum considerations. Courses are subject to change based on changes in the circumstances on which these projections are based and as deemed necessary by Baker University to fulfill its role and mission.

### Bachelor of Arts in Business Leadership (BBL) Course Sequence

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Credit Hours</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>BBL 342</td>
<td>Introduction to Management Concepts</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>BBL 310</td>
<td>Prior Learning and Writing Development*</td>
<td>3</td>
<td>*Overlapping Course - satisfies the upper division written English requirement</td>
</tr>
<tr>
<td>BBL 394</td>
<td>Technology Applications</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>BBL 433</td>
<td>Building Organizational Climates</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BBL 373</td>
<td>Accounting for Business</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BBL 382</td>
<td>Principles of Economics</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>BBL 365</td>
<td>Leadership: Lessons from History</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BBL 381</td>
<td>Principles of Finance</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>BBL 352</td>
<td>Business Law and Government Regulations</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BBL 440</td>
<td>Managing Human Resources</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BBL 360</td>
<td>Business Research Methods*</td>
<td>3</td>
<td>*Overlapping Course – satisfies the math requirement</td>
</tr>
<tr>
<td>BBL 482</td>
<td>Principles of Marketing</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BBL 397</td>
<td>Leading and Coaching Teams</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BBL 473</td>
<td>Leadership Project</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

**Total BBL Core/Major** 41

*The University reserves the right to modify the curriculum as necessary.*
Bachelor of Business Administration (BBA, Upper-College Courses)

Overview
The Bachelor of Business Administration program is an upper-college undergraduate sequence of courses designed for working professionals.

The BBA core sequence provides students with knowledge and skills in management, leadership, finance, accounting, marketing, technology, economics, project planning and business law. Through this sequence of courses, students develop skills in problem solving, communication, organizational analysis, and technology as they apply to business.

The BBA degree requires the completion of 124 credit hours. The core sequence includes 41 credit hours of coursework required of all students. In addition, students must complete an additional 30 credit hours of general education requirements and 53 credit hours of electives.

The BBA core program is sequentially structured so that students concentrate on one course at a time and move through the courses in a specific order. Students complete the course sequence in the order recommended by the University.

Program Learning Outcomes
Upon completion of the program, the BBA graduate should be able to demonstrate the following skills and abilities:

• Demonstrate knowledge of managerial functions and organizational resources for efficient business management
• Apply technology to enhance organizational efficiency
• Collect and analyze data to help solve business problems
• Analyze global market opportunities and their influence on strategic marketing decisions
• Develop legal and ethical strategic plans that align with an organization’s mission
• Communicate effectively both in writing and orally

Graduation Requirements
• Successful completion of at least 124 credit hours
• Successful completion of the specified Bachelor of Business Administration core program and all other courses taken through SPGS
• A cumulative G.P.A. of 2.50 or higher
• A BBA core G.P.A. of 2.50 or higher
• Satisfaction of the 30 credit hours of general education requirements in arts and humanities, social science, and science, or an earned Associate of Arts degree or an Associate of Science degree from a regionally accredited institution
• Satisfaction of the 9 credit hour general education requirement in math, upper-college written English, and computer science. Depending on the program, this requirement may be partially or fully met by courses which overlap core/major residency requirements. Overlapping core/major courses cannot be counted toward total hours more than once, substituted, waived, or transferred to Baker. An overlapping core/major course does not decrease the total number of hours required for the degree (124 credit hours); rather, it allows students to complete additional elective coursework
• Payment of all tuition and fees
• Approval by the faculty and Board of Trustees
The Bachelor of Business Administration (BBA) degree requires 124 semester hours:

- 18 hours of arts and humanities (no more than 6 credit hours from any one discipline)
- 6 hours of social science (in addition to economics)
- 6 hours of science
- *3 hours of written English (upper-college)
- *3 hours of computer science
- 41 hours of BBA core/major (includes 9 credit hours of general education)
- 53 hours of electives

*Requirements satisfied in the BBA core/major program.

In the BBA program, the requirement to complete 3 hours in math, 3 hours in upper division written English, and 3 hours in computer science is met through courses which overlap core/major residency requirements. Overlapping core/major courses cannot be counted toward total hours more than once, substituted, waived, or transferred to Baker. An overlapping core/major course does not decrease the total number of hours required for the degree (124 credit hours); rather, it allows students to complete additional elective coursework.

The residency requirement is 41 semester hours of BBA courses which must be completed at Baker University SPGS to be eligible to earn the degree. Following is a table which outlines the core/major course requirements for the Bachelor of Business Administration program. The Bachelor of Business Administration course sequence is based on reasonable projections of faculty availability and appropriate curriculum considerations. Courses are subject to change based on changes in the circumstances on which these projections are based and as deemed necessary by Baker University to fulfill its role and mission.

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Credit Hours</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>BBA 342</td>
<td>Introduction to Management Concepts</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>BBA 310</td>
<td>Prior Learning and Writing Development*</td>
<td>3</td>
<td>*Overlapping Course - satisfies the upper division written English requirement</td>
</tr>
<tr>
<td>BBA 351</td>
<td>Management and Leadership</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BBA 446</td>
<td>Project Planning for Managers</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BBA 373</td>
<td>Accounting for Business</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BBA 482</td>
<td>Principles of Marketing</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BBA 484</td>
<td>Finance, Capital, and Management</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>BBA 311</td>
<td>Technology in the Workplace*</td>
<td>3</td>
<td>*Overlapping Course – satisfies the computer science requirement</td>
</tr>
<tr>
<td>BBA 382</td>
<td>Principles of Economics</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>BBA 353</td>
<td>Organizational Structure and Behavior</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BBA 371</td>
<td>Data Development and Analysis*</td>
<td>4</td>
<td>*Overlapping Course – satisfies the math requirement</td>
</tr>
<tr>
<td>BBA 352</td>
<td>Business Law and Government Regulations</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BBA 455</td>
<td>Business Policy Analysis</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td><strong>Total BBA Core/Major</strong></td>
<td></td>
<td><strong>41</strong></td>
<td></td>
</tr>
</tbody>
</table>
The University reserves the right to modify curriculum as necessary.
Bachelor of Science in Management
(BSM, Upper-College Courses)

Overview
The Bachelor of Science in Management degree is an upper-college undergraduate sequence of courses designed for working professionals.

The BSM core sequence provides students with knowledge and skills in management, human resources, finance, marketing, conflict resolution and international business. Through this sequence of courses, students develop skills in problem solving, team building, leadership, technology and communication as they apply to business.

The Bachelor of Science in Management degree requires the completion of 124 credit hours including a required 41 credit hour core. In addition, students must complete an additional 33 credit hours of general education and 50 credit hours of electives.

The BSM core program is sequentially structured so that students concentrate on one course at a time and move through the courses in a specific order. Students complete the course sequence in the order recommended by the University.

Program Learning Outcomes
Upon completion of the program, the BSM graduate should be able to demonstrate the following skills and abilities:

• Demonstrate management and leadership abilities in an organization
• Implement business policies that respect diverse environments and employees
• Employ negotiating and team building techniques to strengthen organizational relationships and achieve organizational goals
• Apply customer-focused strategies to generate business growth and expansion
• Use information systems and decision-making models to enhance organizational effectiveness
• Design ethical and socially responsible practices for an organization
• Communicate effectively both in writing and orally

Graduation Requirements
• Successful completion of at least 124 credit hours
• Successful completion of the specified Bachelor of Science in Management core program and all other course taken through SPGS
• A cumulative G.P.A. of 2.50 or higher
• A BSM core G.P.A. of 2.50 or higher
• Satisfaction of the 30 credit hours of general education requirements in arts and humanities, social science, and science or an earned Associate of Arts or Associate of Science degree from a regionally accredited institution
• Satisfaction of the 9 credit hour general education requirement in math, upper-college written English, and computer science. Depending on the program, this requirement may be partially or fully met by courses which overlap core/major residency requirements. Overlapping core/major courses cannot be counted toward total hours more than once, substituted, waived, or transferred to Baker. An overlapping core/major course does not decrease the total number of hours required for the degree (124 credit hours); rather, it allows students to complete additional elective coursework
• Payment of all tuition and fees
• Approval by the faculty and Board of Trustees
The **Bachelor of Science in Management (BSM)** degree requires 124 semester hours:

- 18 hours of arts and humanities (no more than 6 credit hours from any one discipline)
- 6 hours of social science
- 6 hours of science
- *3 hours of written English (upper-college)*
- 3 hours of math (College Algebra or higher)
- *3 hours of computer science*
- 41 hours of BSM core/major (*includes 6 credit hours of overlapping courses*)
- 50 hours of electives

*Requirements satisfied in the BSM core/major program.

In the BSM program, the requirement to complete 3 hours in upper-college written English and 3 hours in computer science is met through courses which overlap core/major residency requirements. Overlapping core/major courses cannot be counted toward total hours more than once, substituted, waived, or transferred to Baker. An overlapping core/major course does not decrease the total number of hours required for the degree (124 credit hours); rather, it allows students to complete additional elective coursework.

The residency requirement is 41 semester hours of BSM courses which must be completed at Baker University SPGS to be eligible to earn the degree. Following is a table which outlines the core/major course requirements for the Bachelor of Science in Management program. The Bachelor of Science in Management course sequence is based on reasonable projections of faculty availability and appropriate curriculum considerations. Courses are subject to change based on changes in the circumstances on which these projections are based and as deemed necessary by Baker University to fulfill its role and mission.

<table>
<thead>
<tr>
<th>Course #</th>
<th>Course Title</th>
<th>Credit Hours</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>BSM 342</td>
<td>Introduction to Management Concepts</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>BSM 310</td>
<td>Prior Learning and Writing Development*</td>
<td>3</td>
<td>*Overlapping Course - satisfies the upper division written English requirement</td>
</tr>
<tr>
<td>BSM 445</td>
<td>Project Planning and Management</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>BSM 358</td>
<td>Information Systems and Technology*</td>
<td>4</td>
<td>*Overlapping Course – satisfies the computer science requirement</td>
</tr>
<tr>
<td>BSM 351</td>
<td>Management and Leadership</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BSM 385</td>
<td>Group Dynamics</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BSM 357</td>
<td>Organizational Culture</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BSM 440</td>
<td>Managing Human Resources</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BSM 381</td>
<td>Principles of Finance</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>BSM 485</td>
<td>Negotiation and Conflict Resolution</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BSM 481</td>
<td>Sales Management and Strategies</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BSM 462</td>
<td>Multinational Management</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>BSM 491</td>
<td>Management Issues and Society</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>Total BSM Core/Major</td>
<td>41</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------</td>
<td>----</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*The University reserves the right to modify curriculum as necessary.*
Master of Arts in Organizational Leadership (MAOL)

Overview
The Master of Arts in Organizational Leadership degree is a graduate level business program designed for working professionals.

The Master of Arts in Organizational Leadership (MAOL) program provides future organizational leaders with the opportunity to develop collaborative, versatile leadership skills and abilities individually examined and organizationally practiced through interrelationships. During this program, students will acquire skills in social justice, global citizenship, and entrepreneurial spirit; program components include critical thinking emphases within ethical business practices, social responsibility, organizational diversity, group problem-solving, and innovative approaches to conflict resolution and negotiation.

The MAOL program has a 39 credit hour requirement. It is structured so that students concentrate on one course at a time and is completed in the order recommended by the University. It takes approximately 22 - 24 months to fulfill the curriculum requirements.

Program Learning Outcomes
Upon completion of the program, the MAOL graduate should demonstrate the following skills and abilities:

• Prepare a personal statement of ethics and social responsibility and a personal leadership development plan
• Demonstrate effective oral and written communication in leadership and inter-relational roles
• Demonstrate ability to critically assess and weigh various stakeholder needs within ethical and socially responsible leadership of the organization
• Employ effective use of technology and methodology to evaluate, analyze, and interpret organizational and environmental data supporting critical thinking and decision-making
• Through a vision of shared values, develop strategic plans capable of creating and sustaining superior organizational and inter-organizational performance
• Design, implement, and assess the preliminary effectiveness of a leadership project

Graduation Requirements
• Successful completion of the specified Master of Arts in Organizational Leadership curriculum (39 hours)
• A 3.00 overall G.P.A. with no more than one course completed with a “C” grade
• An MAOL core G.P.A. of 3.00 or higher
• Completion of all coursework within six years of the date of initial enrollment
• Payment of all tuition and fees
• Approval by the faculty and Board of Trustees
Master of Arts in Organizational Leadership (MAOL)

The Master of Arts in Organizational Leadership course sequence is based on reasonable projections of faculty availability and appropriate curriculum considerations. Courses are subject to change based on changes in the circumstances on which these projections are based and as deemed necessary by Baker University to fulfill its role and mission.

<table>
<thead>
<tr>
<th>Required Courses</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAOL 510 Introduction to Graduate Education</td>
<td>3</td>
</tr>
<tr>
<td>MAOL 515 Leadership Fundamentals</td>
<td>3</td>
</tr>
<tr>
<td>MAOL 520 Leadership and Organizational Behavior</td>
<td>3</td>
</tr>
<tr>
<td>MAOL 530 Corporate Social Responsibility and Accountability</td>
<td>3</td>
</tr>
<tr>
<td>MAOL 540 Maximizing Technology in Organizations</td>
<td>3</td>
</tr>
<tr>
<td>MAOL 550 Methods of Inquiry for Business Decisions</td>
<td>3</td>
</tr>
<tr>
<td>MAOL 560 Assessment of Organizational Performance</td>
<td>3</td>
</tr>
<tr>
<td>MAOL 570 Tradition, Trends, Treaties, and Trade-Offs</td>
<td>3</td>
</tr>
<tr>
<td>MAOL 580 Sustainability for Future Success</td>
<td>3</td>
</tr>
<tr>
<td>MAOL 585 Winds of Change</td>
<td>3</td>
</tr>
<tr>
<td>MAOL 590 Strategic Leadership: Vision to Implementation</td>
<td>3</td>
</tr>
<tr>
<td>MAOL 595 The Leadership Perspective</td>
<td>3</td>
</tr>
<tr>
<td>MAOL 598 Leadership Seminar</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Hours for MAOL = 39

Notes:
The University reserves the right to modify curriculum as necessary.
Master of Business Administration (MBA)

Overview
The Master of Business Administration degree is a graduate level business program designed for working professionals.

The MBA program develops leaders who employ technical, analysis and decision-making skills to solve complex organizational challenges. Coursework supports development of knowledge and skills in identifying, analyzing and solving today's business opportunities.

The Master of Business Administration program includes a foundation of skills in management, information technology, accounting, human resources, finance, economics, statistics, innovative thinking, marketing, leadership, international business and strategic planning. Graduates use a comprehensive approach in formulating strategies that generate a competitive advantage. Skill enhancements include advanced critical thinking development, practice in oral and written communication, and progressive technological applications.

The MBA program has a 43 credit hour requirement. It is structured so that students concentrate on one course at a time and is completed in the order recommended by the University. It takes approximately 22 months to fulfill the curriculum requirements.

Program Learning Outcomes
Upon completion of the program, the MBA graduate should be able to demonstrate the following skills and abilities:

• Assess the organizational environment to ensure management practices align with organizational vision and mission
• Develop ethical plans for ensuring business sustainability
• Analyze and interpret relevant data for effective organizational decision-making
• Identify and analyze internal strengths and weaknesses and external opportunities and threats to inform business decisions
• Employ innovative thinking in the solution of domestic and global business problems
• Demonstrate written and oral communication skills that enhance leadership and organizational effectiveness

Graduation Requirements
• Successful completion of the specified Master of Business Administration curriculum (43 credit hours)
• A 3.00 overall G.P.A. with no more than one course completed with a “C” grade
• An MBA core G.P.A. of 3.00 or higher
• Completion of all coursework within six years of the date of initial enrollment
• Payment of all tuition and fees
• Approval by the faculty and Board of Trustees
Master of Business Administration (MBA)

The Master of Business Administration course sequence is based on reasonable projections of faculty availability and appropriate curriculum considerations. Courses are subject to change based on changes in the circumstances on which these projections are based and as deemed necessary by Baker University to fulfill its role and mission.

<table>
<thead>
<tr>
<th>Required Courses</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MBA 510: Orientation to Graduate Education</td>
<td>3</td>
</tr>
<tr>
<td>MBA 524: Principles of Organizational Management</td>
<td>3</td>
</tr>
<tr>
<td>MBA 535: Human Resource Management</td>
<td>3</td>
</tr>
<tr>
<td>MBA 514: Legal Environment of Business</td>
<td>3</td>
</tr>
<tr>
<td>MBA 562: Economic Aspects of Business Decisions</td>
<td>3</td>
</tr>
<tr>
<td>MBA 557: Accounting Applications for Management</td>
<td>4</td>
</tr>
<tr>
<td>MBA 553: Marketing Management and Strategy</td>
<td>3</td>
</tr>
<tr>
<td>MBA 554: Managerial Finance</td>
<td>4</td>
</tr>
<tr>
<td>MBA 542: Business Statistics and Analysis</td>
<td>4</td>
</tr>
<tr>
<td>MBA 533: Innovative Business Thinking</td>
<td>3</td>
</tr>
<tr>
<td>MBA 531: Business in Today's Global Environment</td>
<td>3</td>
</tr>
<tr>
<td>MBA 580: Executive Leadership</td>
<td>3</td>
</tr>
<tr>
<td>MBA 595: Strategic Planning for Competitive Organizations</td>
<td>4</td>
</tr>
</tbody>
</table>

Total Hours for MBA = 43

Notes:

The University reserves the right to modify curriculum as necessary.
Master of Science in Management (MSM)

Overview
The Master of Science in Management degree is a graduate level business program designed for working professionals.

The MSM program emphasizes and refines essential management skills for success in business. Coursework supports the development of management and leadership skills in identifying emerging opportunities and directing efforts of organizations toward future success.

The Master of Science in Management curriculum provides students with a critical and practice-based understanding of management through organizational leadership, project management, finance, consumer behavior, human resource management, information systems, strategic planning and legal and ethical business conduct. The program prepares students for management and leadership positions in complex contemporary environments.

The MSM program has a 36 credit hour requirement. It is structured so that students concentrate on one course at a time and is completed in the order recommended by the University. It takes approximately 18 months to fulfill the curriculum requirements.

Program Learning Outcomes
Upon completion of the program, the MSM graduate should demonstrate the following skills and abilities:

• Assess implications of diverse cultures and global issues on organizational strategy
• Integrate information management technologies with organizational practices to create a competitive advantage
• Evaluate the impact of financial and environmental variables on an organization
• Establish and utilize criteria to evaluate organizational effectiveness
• Apply leadership and teamwork principles that enhance employee and organizational performance
• Align organizational operations with customer and market trends
• Design legal and ethical organizational policies that produce socially responsible business practices
• Communicate effectively both in writing and orally

Graduation Requirements
• Successful completion of the specified Master of Science in Management curriculum (36 credit hours)
• A 3.00 overall G.P.A. with no more than one course completed with a “C” grade
• A MSM core G.P.A. of 3.00 or higher
• Completion of all coursework within six years of the date of initial enrollment
• Payment of all tuition and fees
• Approval by the faculty and Board of Trustees
# Master of Science in Management (MSM)

The Master of Science in Management course sequence is based on reasonable projections of faculty availability and appropriate curriculum considerations. Courses are subject to change based on changes in the circumstances on which these projections are based and as deemed necessary by Baker University to fulfill its role and mission.

<table>
<thead>
<tr>
<th>Required Courses</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSM 511 Introduction to Graduate Education</td>
<td>1</td>
</tr>
<tr>
<td>MSM 524 Principles of Organizational Management</td>
<td>3</td>
</tr>
<tr>
<td>MSM 538 Project Management</td>
<td>4</td>
</tr>
<tr>
<td>MSM 570 Information Systems Decisions in Management</td>
<td>4</td>
</tr>
<tr>
<td>MSM 525 Organizational Culture and Dynamics</td>
<td>3</td>
</tr>
<tr>
<td>MSM 560 Consumer Behavior and Decision Making</td>
<td>3</td>
</tr>
<tr>
<td>MSM 515 Finance for Managers</td>
<td>3</td>
</tr>
<tr>
<td>MSM 535 Human Resource Management</td>
<td>3</td>
</tr>
<tr>
<td>MSM 533 Innovative Business Thinking</td>
<td>3</td>
</tr>
<tr>
<td>MSM 517 Legal and Ethical Environment of Business</td>
<td>3</td>
</tr>
<tr>
<td>MSM 532 International Management</td>
<td>3</td>
</tr>
<tr>
<td>MSM 555 Business Policy and Strategy</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total Hours for MSM</strong></td>
<td><strong>36</strong></td>
</tr>
</tbody>
</table>

Notes:

The University reserves the right to modify curriculum as necessary.
Areas of Concentration

Baker University SPGS offers concentrations in selected areas of study to complement a degree program. Each concentration is a collection of five courses within a related content area and may be taken concurrently with a student’s core program or following completion of the core. For undergraduate students, each area of concentration includes 15 credit hours. For graduate students, each area of concentration includes 12 credit hours. Depending on a student’s degree program, 3 credit hours for a concentration may be taken within the core program, with 12 additional credit hours taken outside the core program. See each concentration area for more details.

Concentrations are available in: accounting, conflict management & dispute resolution, finance, health care administration, human resources, information systems, international business, and marketing. Individual concentration courses are open to all students. Bachelor and Master degree students, who complete the requirements for a concentration prior to or simultaneously with their degree, will earn a concentration designation on their diploma. All completed concentrations will appear on the student’s transcript.

Concentration courses are offered online and are seven weeks in length. They are scheduled on a term basis with six terms per calendar year (Spring I, II; Summer I, II; Fall I, II). The concentration courses do not conflict with meeting times of other classes or activities. Requirements for enrollment in a concentration include: current enrollment in good standing, payment of all tuition and fees, and access to email and internet. Graduate-level concentration courses must be completed with a grade of “B” or higher.

Specific courses and concentration requirements for each area of study appear in the tables below.

### Accounting Concentration

<table>
<thead>
<tr>
<th>Undergraduate</th>
<th>Graduate</th>
<th>Course Name</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BBA 373</td>
<td></td>
<td>Accounting for Business</td>
<td>3</td>
</tr>
<tr>
<td>BBL 373</td>
<td></td>
<td>Accounting for Business</td>
<td>3</td>
</tr>
<tr>
<td>MBA 557</td>
<td></td>
<td>Accounting Applications for Management</td>
<td>3</td>
</tr>
</tbody>
</table>

**Concentration courses offered in addition to the core program(s):**

<table>
<thead>
<tr>
<th>Undergraduate</th>
<th>Graduate</th>
<th>Course Name</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 4701</td>
<td>MGE 8701</td>
<td>Financial Accounting Theory &amp; Reporting I</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4702</td>
<td>MGE 8702</td>
<td>Financial Accounting Theory &amp; Reporting II</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4703</td>
<td>MGE 8703</td>
<td>Auditing</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4704</td>
<td>MGE 8704</td>
<td>Managerial and Cost Accounting</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4705</td>
<td>MGE 8705</td>
<td>Accounting Information Systems</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4706</td>
<td>MGE 8706</td>
<td>Accounting Research and Taxation</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4707</td>
<td>MGE 8707</td>
<td>Non-Profit and Governmental Accounting</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Undergraduate Credit Hour Requirement: 15

Total Graduate Credit Hour Requirement: 12

* A course cross-listed with another concentration
### Conflict Management and Dispute Resolution

<table>
<thead>
<tr>
<th>Undergraduate</th>
<th>Graduate</th>
<th>Course Name</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 4600</td>
<td>MGE 8600</td>
<td>Principles of Mediation</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4601</td>
<td>MGE 8601</td>
<td>Communication and Negotiation</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4602</td>
<td>MGE 8602</td>
<td>Fund. of Conflict Mgmnt. And Dispute Resolution</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4625</td>
<td>MGE 8625</td>
<td>Ethics and Impartiality</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4630</td>
<td>MGE 8630</td>
<td>Contemporary Issues and Trends</td>
<td>3</td>
</tr>
</tbody>
</table>

| Undergraduate Credit Hour Requirement | 15 |
| Graduate Credit Hour Requirement     | 12 |

### Finance Concentration

<table>
<thead>
<tr>
<th>Undergraduate</th>
<th>Graduate</th>
<th>Course Name</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BBA 484</td>
<td></td>
<td>Finance, Capital and Management</td>
<td>4</td>
</tr>
<tr>
<td>BSM 381</td>
<td></td>
<td>Principles of Finance</td>
<td>4</td>
</tr>
<tr>
<td>BIS 3381</td>
<td></td>
<td>Principles of Finance</td>
<td>4</td>
</tr>
<tr>
<td>BBL 381</td>
<td></td>
<td>Principles of Finance</td>
<td>4</td>
</tr>
<tr>
<td>MBA 554</td>
<td></td>
<td>Managerial Finance</td>
<td>3</td>
</tr>
<tr>
<td>MSM 515</td>
<td></td>
<td>Finance for Managers</td>
<td>3</td>
</tr>
</tbody>
</table>

| Undergraduate Credit Hour Requirement | 15 |
| Graduate Credit Hour Requirement     | 12 |

* A course cross-listed with another concentration
### Health Care Administration Concentration

<table>
<thead>
<tr>
<th>Undergraduate Course</th>
<th>Graduate Course</th>
<th>Course Name</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 4251</td>
<td>MGE 8251</td>
<td>The American Healthcare System**</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4252</td>
<td>MGE 8252</td>
<td>Fundamentals of Healthcare Administration**</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4254</td>
<td>MGE 8254</td>
<td>Healthcare Policy and Politics</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4256</td>
<td>MGE 8256</td>
<td>Healthcare Ethics</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4258</td>
<td>MGE 8258</td>
<td>Information Systems for Healthcare Management*</td>
<td>3</td>
</tr>
</tbody>
</table>

Total Undergraduate Credit Hour Requirement: 15

Total Graduate Credit Hour Requirement: 12

** Required Course  * Applies to and is cross-listed with Information Systems Concentration

### Human Resources Concentration

<table>
<thead>
<tr>
<th>Undergraduate Course</th>
<th>Graduate Course</th>
<th>Course Name</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BSM 440</td>
<td></td>
<td>Managing Human Resources</td>
<td>3</td>
</tr>
<tr>
<td>BBL 440</td>
<td></td>
<td>Managing Human Resources</td>
<td>3</td>
</tr>
<tr>
<td>BIS 4440</td>
<td></td>
<td>Managing Human Resources</td>
<td>3</td>
</tr>
<tr>
<td>MBA 535</td>
<td></td>
<td>Human Resources Management</td>
<td>3</td>
</tr>
</tbody>
</table>

Concentration courses offered within the core program(s):

<table>
<thead>
<tr>
<th>Undergraduate Course</th>
<th>Graduate Course</th>
<th>Course Name</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>BUS 4740</td>
<td>MGE 8740</td>
<td>Employee Development and Retention</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4023</td>
<td>MGE 6023</td>
<td>Employment Law</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4741</td>
<td>MGE 8741</td>
<td>Staffing</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4742</td>
<td>MGE 8742</td>
<td>Global Human Resources*</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4743</td>
<td>MGE 8743</td>
<td>Employee Relations</td>
<td>3</td>
</tr>
</tbody>
</table>

Concentration courses offered in addition to the core program(s):

Total Undergraduate Credit Hour Requirement: 15

Total Graduate Credit Hour Requirement: 12

* A course cross-listed with another concentration
### Information Systems Concentration

<table>
<thead>
<tr>
<th>Undergraduate</th>
<th>Graduate</th>
<th>Course Name</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concentration courses offered within the core program(s):</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BBA 311</td>
<td></td>
<td>Technology at Work</td>
<td>3</td>
</tr>
<tr>
<td>BSM 358</td>
<td></td>
<td>Information Systems and Technology</td>
<td>4</td>
</tr>
<tr>
<td>MBA 570</td>
<td></td>
<td>Information Systems Decision Management</td>
<td>4</td>
</tr>
<tr>
<td>MSM 570</td>
<td></td>
<td>Information Systems Decision Management (Discontinued)</td>
<td>4</td>
</tr>
<tr>
<td>Concentration courses offered in addition to the core program(s):</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BUS 4760</td>
<td>MGE 8760</td>
<td>Managing Information Technology</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4761</td>
<td>MGE 8761</td>
<td>Ethics and Security</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4762</td>
<td>MGE 8762</td>
<td>Leveraging Business Data</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4763</td>
<td>MGE 8763</td>
<td>Telecommunications and Networking</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4764</td>
<td>MGE 8764</td>
<td>Assessment of Hardware and Software Solutions</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4765</td>
<td>MGE 8765</td>
<td>Enterprise Information Technology</td>
<td>3</td>
</tr>
<tr>
<td>Total Undergraduate Credit Hour Requirement</td>
<td></td>
<td></td>
<td>15</td>
</tr>
<tr>
<td>Total Graduate Credit Hour Requirement</td>
<td></td>
<td></td>
<td>12</td>
</tr>
<tr>
<td>* A course cross-listed with another concentration</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Marketing Concentration

<table>
<thead>
<tr>
<th>Undergraduate</th>
<th>Graduate</th>
<th>Course Name</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Concentration courses offered within the core program(s):</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BBA 482</td>
<td></td>
<td>Principles of Marketing</td>
<td>3</td>
</tr>
<tr>
<td>BIS 482</td>
<td></td>
<td>Principles of Marketing</td>
<td>3</td>
</tr>
<tr>
<td>BBL 482</td>
<td></td>
<td>Principles of Marketing</td>
<td>3</td>
</tr>
<tr>
<td>BSM 481</td>
<td></td>
<td>Sales Management &amp; Strategies</td>
<td>3</td>
</tr>
<tr>
<td>MBA 553</td>
<td></td>
<td>Marketing, Management and Strategy</td>
<td>3</td>
</tr>
<tr>
<td>MSM 560</td>
<td></td>
<td>Consumer Behavior and Decision Making</td>
<td>3</td>
</tr>
<tr>
<td><strong>Concentration courses offered in addition to the core program(s):</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>BUS 4750</td>
<td>MGE 8750</td>
<td>Consumer Behavior in American Society</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4751</td>
<td>MGE 8751</td>
<td>Advertising Strategies and Campaigns</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4752</td>
<td>MGE 8752</td>
<td>Creative Branding: Emotional Connection</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4753</td>
<td>MGE 8753</td>
<td>Community Based Marketing</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4754</td>
<td>MGE 8754</td>
<td>Changing Face of Marketing</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4201</td>
<td>MGE 5201</td>
<td>Entrepreneurial Start-Up Marketing</td>
<td>3</td>
</tr>
<tr>
<td>BUS 4782</td>
<td>MGE 8782</td>
<td>Growing Market Share in Diverse Cultures*</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total Undergraduate Credit Hour Requirement</strong></td>
<td></td>
<td></td>
<td>15</td>
</tr>
<tr>
<td><strong>Total Graduate Credit Hour Requirement</strong></td>
<td></td>
<td></td>
<td>12</td>
</tr>
</tbody>
</table>

* A course cross-listed with another concentration
Master of Liberal Arts (MLA)

Overview
The Master of Liberal Arts Program is a dynamic learning experience that promotes the integration of social sciences, the natural sciences, philosophy, arts/humanities, management/leadership, and post-secondary teaching. Rather than a single course of study, the MLA program offers students a way to pursue life-long learning and action, enriching their lives, as well as the lives of others.

The MLA learning environment promotes attention to empirical evidence, intuitive thinking, analysis, and synthesis in and across disciplines. Students gain skills of inquiry and critical thinking, while sharpening their written and oral language skills. Participants are encouraged to respectfully challenge differing views for the purposes of deepening understanding and clearly articulating their own philosophies and vision.

The Master of Liberal Arts Program is a 36 credit hour degree program especially designed for adults who wish to combine their personal and professional interests and explore new ideas. The program offers a unique variety of courses that emphasize the relationship of ideas and developments in:

• Creative Arts (art, communication, film, literature, music, or theatre)
• History and Ideas (culture, history, philosophy, or religion)
• Natural and Social Sciences (political science, psychology, sociology, or health)
• Gender Studies
• Management and Leadership
• Education

All courses work to sharpen skills in communication, problem solving, analysis and synthesis—skills essential to both personal and professional growth. Academic advising is available through the Student Services department to assist students in planning a program that meets individual needs and interests within the specifications of the program.

Program Learning Outcomes
The MLA program recognizes the uniqueness of each individual and honors that diversity by providing a multiplicity of creative and innovative learning experiences. While exploring the scope of courses that fulfill the purpose of the program, students will experience an educational culture that encourages them to consider differing possibilities and opposing views while developing their own strengths.

All students completing the program are expected to be able to demonstrate:
Critical thinking skills as evidenced by
• Ability to distinguish between opinion and reason
• Self-reflection on a deeper level than mere observation
• Questioning and evaluation of primary assumptions

Communication skills as evidenced by
• Graduate level writing
• Advanced research skills
• Effective presentation skills
• Productive group work

Application skills as evidenced by
• Acquisition of knowledge
• Ability to connect ideas among multiple courses and disciplines
• Creativity and originality
Portfolio Program Requirement

MLA degree-seeking students must submit completed assignments in a portfolio. This portfolio serves as:

- Part of each student's self-assessment to help ensure excellence in education with tangible representation of individual achievements.
- A learning resume, documenting each student's personal growth and professional development. Students receive guidance on conceptualization and documentation for inclusion in the portfolio, which is submitted prior to graduation.

During their last semester, students must enroll in HUM 5900 MLA Portfolio. A portfolio handbook is provided during the Interdisciplinary Liberal Arts introductory course. Students should contact the Chair of the Liberal Arts department to obtain more information about the program portfolio. Each portfolio presentation must contain a thesis statement, whereby the student shows the interconnections he or she has explored throughout the program. Students must successfully defend their portfolios prior to graduation. This is a non-credit-bearing course requirement.

Independent Study

Qualified degree-seeking students can seek a limited number of independent studies. Students can arrange an independent study project to complete three elective credit hours in the MLA program. A student must have demonstrated superior achievement (3.50 or better cumulative G.P.A.) and completed 24 credit hours toward the MLA degree. The 3-credit independent study project must be approved by the Director of Learning Services or Executive Director of Academics, the faculty member, and the Vice President/Dean of the School of Professional and Graduate Studies, in this sequence, to assure compliance with degree plan, academic credibility, and administrative approval prior to beginning the coursework.

The topics for independent study are limited. Generally, no catalog courses may be taken on an independent study basis. A careful statement must be prepared by the student prior to enrollment, providing a title, general outline, purpose, procedure, and bibliography for the study. Students interested in pursuing an independent study should contact the Chair of the Liberal Arts Department. If the independent study is approved, registration must be completed with the Academic Records office and tuition paid in advance.

The independent study requires a major research paper and meetings with the faculty member. The research paper should be no less than 20 pages in length for a three credit hour course, and the format should follow the MLA Handbook for Writers of Research Papers. The bound paper must be submitted in its entirety to be maintained by Baker University.

Program Scheduling

The MLA program offers six enrollment periods and the course schedule notes time, length, and credit hours of classes. The MLA degree program can be completed within two years.

Students are limited to a maximum enrollment of 12 credit hours in the fall and spring semesters (6 credit hours in each term) and 6 credit hours in each of the two summer terms. Requests for overloads should be directed to the Executive Director of Academics.

The University reserves the right to modify program requirements and content, as well as sequencing of curriculum as necessary.

Senior Scholars

Individuals age 62 or older who are not working full-time and wish to take graduate liberal arts courses or pursue the Master of Liberal Arts (MLA) degree may be eligible for admission as Senior Scholars. Senior Scholars who meet the admission criteria may enroll in MLA courses on a space available basis at the Senior Scholar tuition discount rate after the early tuition discount deadline (two
weeks prior to the class start date). Senior Scholar tuition per credit hour is 50% of the regular MLA credit hour tuition rate.

Graduation Requirements

• Successful completion of an approved 36 credit hour Master of Liberal Arts curriculum
• Completion of all Master of Liberal Arts core requirements (21 credit hours)
• Successful preparation, presentation, and defense of the MLA Portfolio
• A 3.00 overall grade point average with no more than one course completed with a “C” grade
• Completion of all coursework within six years of the date of initial enrollment
• Payment of all tuition and fees
• Approval by the faculty and Board of Trustees
# Master of Liberal Arts (MLA)

<table>
<thead>
<tr>
<th>Required Areas of Study</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Core Requirements</strong></td>
<td></td>
</tr>
<tr>
<td>HUM 5500</td>
<td>Interdisciplinary Liberal Arts (Must be taken during the first three terms of enrollment)</td>
</tr>
<tr>
<td>HUM 5900</td>
<td>MLA Portfolio</td>
</tr>
<tr>
<td>Creative Arts (ART, COM, FLM, LIT, MSC, or THR)</td>
<td>6</td>
</tr>
<tr>
<td>History and Ideas (CUL, HIS, PHL, or REL)</td>
<td>6</td>
</tr>
<tr>
<td>Natural and Social Sciences (HTH, POL, PSY, SCI, or SOC)</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total Core Requirements</strong></td>
<td>21</td>
</tr>
</tbody>
</table>

**Additional 15 credits**
(May be chosen from various areas of interest, listed below)

<table>
<thead>
<tr>
<th>Areas of Concentration</th>
<th>Minimum Credits</th>
<th>Maximum Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creative Arts (ART, COM, FLM, LIT, MSC, or THR)</td>
<td>12</td>
<td>18</td>
</tr>
<tr>
<td>History and Ideas (CUL, HIS, PHL, or REL)</td>
<td>12</td>
<td>18</td>
</tr>
<tr>
<td>Natural and Social Sciences (HTH, POL, PSY, SCI, or SOC)</td>
<td>12</td>
<td>18</td>
</tr>
<tr>
<td>Gender Studies (GNS)</td>
<td>12</td>
<td>18</td>
</tr>
<tr>
<td>Management and Leadership (MGE)</td>
<td>12</td>
<td>18</td>
</tr>
<tr>
<td>Education (EDU)</td>
<td>12</td>
<td>12</td>
</tr>
</tbody>
</table>

**Total Hours for MLA** = \{ 36 \}

**Notes:**
The University reserves the right to modify curriculum as necessary.
Students planning to declare a specific area of concentration must do so in the HUM 5500 course.
Master of Arts in Education (MAEd)

Overview
The MAEd program is a 36-credit-hour degree program designed to develop exemplary educational leaders in PreK-12 classrooms. Along with an emphasis on application in the classroom, the program combines the necessary knowledge base with opportunities for personal and professional growth, preparing teachers to meet today’s challenges in the teaching profession.

The complete MAEd program objectives and guidelines are included in the SOE Student Handbook: Master Programs which is updated each August. An MAEd student receives a digital Handbook at acceptance into the program and abides by the regulations of this catalog and the program Handbook.

Program Objectives
The MAEd program objectives are closely aligned with the National Board for Professional Teaching Standards (NBPTS). Course content and assessments focus on the propositions and indicators of these standards. The NBPTS propositions are listed below; the indicators of these standards are found in the Handbook referenced above.

1. Teachers are committed to students and their learning.
2. Teachers know the subject(s) they teach and how to teach those subjects to students.
3. Teachers motivate, manage, and monitor student learning.
4. Teachers think systematically about their practice and learn from experience.
5. Teachers are members of learning communities.

Graduation Requirements
A candidate must:
1. Successfully complete an approved 36-credit-hour MAEd curriculum:
   • 18 credit hours of required education core courses; and
   • 18 credit hours of graduate education electives in an approved concentration of the student’s choice.
2. Maintain a graduate G.P.A. of ≥ 3.00 with no more than one course completed with a “C” grade.
   “D” and “F” grades are not acceptable;
3. Complete an individually developed MAEd portfolio with an evaluation of “Proficient” or “Distinguished”;
4. Complete all coursework within six years of the date of initial enrollment;
5. Have paid all tuition and fees; and
6. Have program completion approved by the GSOE Faculty Senate.

Program Orientation
MAEd students enrolled in a cohort attend a scheduled orientation. Overland Park and Wichita open enrollment MAEd students must complete and submit completion of an online MAEd orientation during EDU 5111. The online orientation is found at www.bakeru.edu. Go to “Take me to,” choose “Current Student,” choose “Graduate School of Education,” choose “Manage My Program,” choose “MAEd,” find “MAEd open enrollment orientation.”

TaskStream
TaskStream is used by the University as a program accountability and management system. Each MAEd student must pay for a subscription and create a TaskStream account that holds course and self-assessments and results in the student’s final portfolio.

Program Portfolio
All MAEd candidates seeking program completion are required to develop a professional portfolio of educational artifacts and reflections addressing program objectives, course content and application. Each student’s developed portfolio serves as an individual learning resume, documents each student’s personal growth and professional development, and is a requirement for graduation. Portfolio requirements are covered in the required EDU 5111 Enhancing Communication and
Embracing Understanding. In the term before intended graduation, students who plan to graduate must enroll in EDU 5997 MAEd portfolio (non-credit/non-fee).

**Field Experience**
Experienced instructors lead students to best practice in PreK-12 classrooms. Each required course in the MAEd program includes assignments and information applicable to today’s learners. During the required EDU 5111 Enhancing Communication and Embracing Understanding, a student completes a 7-hour practicum in a diverse setting.
### Master of Arts in Education (MAEd)

with student’s choice of approved concentration electives

<table>
<thead>
<tr>
<th>Required Courses</th>
<th>Hours</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Required Education Core: 15 credit hours</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EDU 5111 Enhancing Communication and Embracing Understanding</td>
<td>3</td>
<td>This course must be completed prior to completing any other required core courses.</td>
</tr>
<tr>
<td>EDU 5101 Learning Theories and Instruction</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>EDU 5102 Assessment Strategies</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>EDU 5103 Curriculum Development and Design</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>EDU 5531 Today’s Learner</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>EDU 5997 MAEd Portfolio</td>
<td>0</td>
<td>Enroll in Portfolio the term before intended graduation.</td>
</tr>
<tr>
<td><strong>Required Research Course: 3 credit hours</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EDU 5120 Action Research in the Classroom –or-</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>EDU 5121 Inquiry and Research</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td><strong>Education Electives: 18 credit hours</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Select an MAEd approved concentration and choose graduate-level courses in the concentration to fulfill the 18 elective credit hours.</td>
<td>18</td>
<td></td>
</tr>
</tbody>
</table>

Total Hours for MAEd = \{36\}

**Notes:**
The University reserves the right to modify curriculum as necessary.

The complete MAEd program objectives and guidelines are included in the SOE Student Handbook: Master Programs which is updated each August. The Handbook is available at [www.bakeru.edu](http://www.bakeru.edu). A student abides by the guidelines within the Handbook at time of student’s enrollment.
Master of Arts in Education (MAEd)
Concentrations and Concentration Courses
To remain current with emerging trends and best practices in education, additional concentration courses are developed as needed.

<table>
<thead>
<tr>
<th>Technology concentration</th>
<th>Multi-cultural Classrooms and Student Diversity concentration</th>
<th>Curriculum and Instruction concentration</th>
<th>Generalist</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDU5312 The Connected Educator</td>
<td>EDU 5260 Methods of Teaching English as a Second Language</td>
<td>EDU 5031 Enhancing Meaningful Learning</td>
<td>Students choose 6 education electives from courses listed in any of the three concentrations.</td>
</tr>
<tr>
<td>ETC 5299** Classrooms for the Digital Age</td>
<td>EDU 5262 Sheltered Instruction Observation Protocol (SIOP) for ELL</td>
<td>EDU 6002 Connecting Data to Curriculum and Instruction</td>
<td>ETC 5299** Classrooms for the Digital Age</td>
</tr>
<tr>
<td>OTL 5100 Best Practices in Online Learning</td>
<td>EDU 5254 Teacher as Counselor</td>
<td>ETC 5299** Classrooms for the Digital Age</td>
<td></td>
</tr>
<tr>
<td>OTL 5300 Assessing and Evaluating Online Teaching and Learning</td>
<td>EDU 5255 Multicultural Literature for the Adolescent</td>
<td>EDU 5266 Focus on Comprehension Instruction</td>
<td></td>
</tr>
<tr>
<td>OTL 5400 Active Learning in the Online Learning Environment</td>
<td>EDU 5049** Inclusion: Students with Exceptionalities</td>
<td>EDU 5530 Validating Student Achievement</td>
<td></td>
</tr>
<tr>
<td>OTL 5500 Web 2.0 Tools for Tomorrow’s Learner</td>
<td>EDU 5506** Classroom Management and Student Engagement</td>
<td>EDU 5049** Inclusion: Students with Exceptionalities</td>
<td></td>
</tr>
<tr>
<td>EDU 5322 Issues and Ethics with Technology Integration</td>
<td>ETC 5299** Classrooms for the Digital Age</td>
<td>EDU 5373 Balanced Literacy: Reading and Writing Instruction</td>
<td></td>
</tr>
<tr>
<td>EDU 5033** School Improvement in the 21st Century</td>
<td>EDU 5033** School Improvement in the 21st Century</td>
<td>EDU 5506** Classroom Management and Student Engagement</td>
<td></td>
</tr>
<tr>
<td>EDU 5318 Advanced Technology: Educational Leadership</td>
<td>EDU 5530 Validating Student Achievement</td>
<td>EDU 5033** School Improvement in the 21st Century</td>
<td></td>
</tr>
</tbody>
</table>
| EDU 5313 Enhancing Instruction with Technology | EDU 5255 Multicultural Literature for the Adolescent | | **This course is applicable to more than one concentration.
Master of Science in School Leadership (MSSL)

Overview
The MSSL program is a 37-credit-hour degree program designed to meet the needs of teachers and qualified school personnel to secure PreK-12 school leadership licensure. Persons holding a previously earned masters degree in a field of education and wanting to obtain school leadership licensure should contact the GSOE licensure officer.

The fundamental program goal is to develop building level administrators who have the knowledge and leadership skills to cultivate and lead schools that promote success for all students. The MSSL degree fulfills Kansas State Department of Education (KSDE) standards for building leadership licensure PreK-12 and Missouri Department of Elementary and Secondary Education (DESE) standards for building administration certification at the elementary and secondary levels.

The complete MSSL program objectives and guidelines are included in the SOE Student Handbook: Master Programs which is updated each August. An MSSL student receives the Handbook in the MSSL orientation and abides by the regulations within this catalog and the program Handbook.

The MSSL program objectives are closely aligned with the ISLLC and KSDE professional standards for building administrators. Program assessments and candidate activities focus on the indicators of these standards. The MSSL program objectives are listed below. The indicators of these standards are found in the Handbook referenced above.

Program Objectives
1. An education leader promotes the success of every student by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by all stakeholders.
2. An education leader promotes the success of every student by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.
3. An education leader promotes the success of every student by ensuring management of the organization, operation, and resources for a safe, efficient, and effective learning environment.
4. An education leader promotes the success of every student by collaborating with families and stakeholders, responding to diverse community interests and needs, and mobilizing community resources.
5. An education leader promotes the success of every student by acting with integrity, fairness, and in an ethical manner.
6. An education leader promotes the success of every student by understanding, responding to, and influencing the political, social, economic, legal, and cultural context.

Graduation Requirements
A candidate must
1. Successfully complete at least 37 credit hours from the approved MSSL curriculum:
   a) 21 credit hours of required MSSL school leadership core courses;
   b) 12 credit hours of required MAEd graduate education core courses; and
   c) 4 credit hours of Directed Field Experience (DFE).
2. Maintain a graduate G.P.A. of \( > 3.25 \) with no more than one course completed with a “C” grade. “D” and “F” grades are not acceptable;
3. Complete all coursework within six years of the date of initial enrollment. Extension of this timeframe must be approved by Graduate Education Committee (GEC).
4. Maintain a composite average of \( > 3.50 \) on the Professional Skills Surveys;
5. Have a minimum of three years of experience in an accredited K-12 program by the completion of the MSSL program.
6. Successfully complete a program portfolio;
7. Have paid all tuition and fees; and
8. Have program completion approved by the GSOE Faculty Senate.
Program Orientation
An MSSL student attends a scheduled orientation before beginning his or her first MAS course.

TaskStream
TaskStream is used by the University as a program accountability and management system. Each MSSL student must pay for a subscription and create a TaskStream account that holds course and self-assessment and results in the final portfolio.

Program Portfolio
All MSSL candidates seeking program completion and/or licensure are required to develop a professional portfolio of educational artifacts and reflections addressing program objectives and program standards. This electronic portfolio is submitted on TaskStream. Portfolio expectations are discussed early in the MSSL program.

Field Experience
An MSSL student receives a Directed Field Experience Handbook at the first mandatory Directed Field Experience (DFE) meeting. The DFE is the MSSL capstone course, providing a program candidate (Intern) with the hands-on experiences necessary to transfer beliefs, values, theory, and knowledge into policy and practice. The DFE is an important element in the administration preparation process and as such is designed to assist the Intern in understanding the role change associated with becoming a building administrator.

DFE Expectations

• A DFE candidate is notified electronically of full or provisional admittance to the DFE.
• A candidate must submit a formal DFE contractual agreement prior to the DFE experience. The contractual agreement must be signed by 1) a district level administrator; 2) the administrator mentor; 3) the University DFE supervisor (after assignment by the GSOE); and 4) the candidate.
• The DFE is completed in a year-long time frame of either an August to May or December to August time frame in a state-accredited school. Exception to this time frame must be approved by GSOE administration.
• Interns are expected to engage in the DFE at a location within 100 miles of the site at which the Intern’s MSSL program of study is conducted. Exceptions to this maximum distance requirement must be approved by GSOE administration.
• An Intern who is not tenured must be in at least the second year of employment in the district in which the DFE takes place. Exceptions to this requirement must be approved by GSOE administration.
• At the beginning of the DFE, the Mentor indicates (by signature on the Contractual Agreement) the Intern is an employee in good standing, and the Intern must remain in good standing in the district and building in which he or she is employed during the DFE. An employee in good standing is defined in the SOE Student Handbook: Master Programs.
• An Intern participates in a minimum of 130 hours of administrative field experiences in 17 different areas and collects evidence of such on the "Log of Activities" form. The majority of the required 130 hours of DFE experiences is at the level of licensure that corresponds to the Intern’s level(s) of teaching licensure and service. An Intern completes 12 of the 130 hours fulfilling administrative tasks at a different level of instruction and 12 hours in either a diverse or non-diverse school setting (See Handbook for definition) for a total of 24 hours. An Intern may complete 20 hours (verified by the building Mentor) of field experience requirements in the semester prior to the DFE.
• An Intern is required to attend and participate in three class sessions during the DFE: an organizational session at the beginning of the DFE, a mid-term session, and a final session.
• The Supervisor schedules meetings with the Intern and building Mentor during the DFE for the purpose of discussing progress and experiences.
An Intern completes an MSSL portfolio containing documentations and reflections relating to the DFE.

Licensure
Interns who have completed the MSSL program of study may apply to the Kansas State Department of Education (KSDE) for a two-year initial license in PreK-12 school leadership licensure. Applicants for the initial license are required to submit a School Leadership Licensure Assessment (SLLA) score. For the cut score, see GSOE License Officer. Registration for the SLLA is online at www.ets.org/sls/. Results of the assessment must be sent to Baker University.

Interns who have completed the MSSL program of study may apply to the Missouri Department of Elementary and Secondary Education (DESE) for an Initial Administration Certificate. Application is for both an elementary (K-8) certificate and a secondary (7-12) certificate. For the cut score, see GSOE License Officer. Results of the assessment must be sent to both Baker University and DESE.

Detailed information concerning SLLA and licensure procedures is found in the SOE Student Handbook: Master Programs and is provided during DFE meetings in Overland Park, Wichita, and MSSL cohort locations. A student may also contact the GSOE License Officer.
# Master of Science in School Leadership (MSSL)

(Effective for candidates entering the program Fall 2013)

<table>
<thead>
<tr>
<th>Required Courses</th>
<th>Hours</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leadership Core: 24 Credit Hours</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAS 5010</td>
<td>Foundations of Educational Administration</td>
<td>3</td>
</tr>
<tr>
<td>MAS 5020</td>
<td>Organizational Health and Performance</td>
<td>3</td>
</tr>
<tr>
<td>MAS 5030</td>
<td>School Personnel</td>
<td>3</td>
</tr>
<tr>
<td>MAS 5040</td>
<td>Curriculum and Instruction for Administrators</td>
<td>3</td>
</tr>
<tr>
<td>MAS 5050</td>
<td>Student Services, Climate and Programs</td>
<td>3</td>
</tr>
<tr>
<td>MAS 5060</td>
<td>Legal and Ethical Issues of School Leadership</td>
<td>3</td>
</tr>
<tr>
<td>MAS 5070</td>
<td>School Planning, Operation, and Finances</td>
<td>3</td>
</tr>
<tr>
<td>MAS 5080</td>
<td>The Ethical Building Leader</td>
<td>3</td>
</tr>
<tr>
<td><strong>Education Core: 9 Credit Hours</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EDU 5102</td>
<td>Assessment Strategies</td>
<td>3</td>
</tr>
<tr>
<td>EDU 5121</td>
<td>Inquiry and Research</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Instructional Technology Course</td>
<td>3</td>
</tr>
<tr>
<td><strong>Field Experience: 4 Credit Hours</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MAS 5504</td>
<td>Directed Field Experience</td>
<td>4</td>
</tr>
</tbody>
</table>

Total Hours for MSSL = 37

Notes:
The University reserves the right to modify curriculum as necessary.

Enrollment in MAS core courses is limited to one course per term.

The complete MSSL program objectives and guidelines are included in the SOE Student Handbook: Master Programs which is updated each August. The Handbook is available at [www.bakeru.edu](http://www.bakeru.edu). A student abides by the guidelines within the Handbook at time of student’s enrollment.
Master of Science in Special Education (MSSE)

Overview
The MSSE program is a 33-36 credit hour degree program designed to prepare and license adaptive special education teachers. Persons holding a provisional license in special education must contact the GSOE enrollment representative for an individualized transcript evaluation. The fundamental program goal of the MSSE is to prepare teachers to effectively instruct K-12 students with adaptive needs. The MSSE degree satisfies the Kansas State Department of Education (KSDE) standards for K-6, 5-8, or 6-12 special education licensure.

The complete MSSE program objectives and guidelines are included in the SOE Student Handbook: Master Programs which is updated each August. An MSSE student receives the Handbook in the orientation and abides by the regulations in this catalog and in the Handbook.

The MSSE program objectives are based on program goals. These program goals are closely aligned with KSDE and CEC standards and NBPTS Core Propositions. Program assessments and candidate activities focus on providing evidence that program goals and objectives are met. The MSSE program objectives are listed below.

Program Objectives
Upon completion of the program, the MSSE graduate demonstrates the following:

1. An understanding of philosophical, historical, and legal foundations of education and special education;
2. An understanding of learners’ diversity and the need for support for students' cognitive, physical, social emotional, and career development;
3. Assessment, diagnosis, and evaluation of knowledge and skills;
4. Knowledge and skill in planning and implementing effective instruction based upon knowledge of the subject matter, student, community, and curriculum goals;
5. Promotion of learning by providing planned, orderly, supportive environments that encourage participation of individuals with adaptive learning needs;
6. Knowledge and skill in managing behavior, facilitating problem-solving, developing social skills and promoting self-advocacy of students with adaptive learning needs;
7. Effective communication and collaboration skills and knowledge related to individuals with adaptive learning needs; and
8. Professionalism and ethical knowledge and skills related to students with adaptive learning needs.

Graduation Requirements
A candidate must

1. Successfully complete the 33-36 credit hour approved MSSE curriculum;
2. Maintain a graduate G.P.A. of ≥ 3.25 with no grade lower than a “B.”
3. Complete all coursework within six years of the date of initial enrollment;
4. Have paid all tuition and fees; and
5. Have program completion approved by the GSOE Faculty Senate.

Program Orientation
An MSSE student attends a scheduled orientation before attending his or her first course.

TaskStream
TaskStream is used by the University as a program accountability and management system. Each MSSE student must pay for a subscription and create a TaskStream account that holds course and self-assessments and results in the final portfolio.
Program Portfolio
All MSSE candidates seeking program completion and/or licensure are required to develop a professional portfolio of educational artifacts and reflections addressing program objectives and program standards. This electronic portfolio is completed during SPED 716 and submitted on TaskStream.

Field Experience
Two practicum courses are required as a part of the MSSE. The first practicum course, SPED 704 Adaptive Instructional Strategies and Methods Field Practicum requires 45 hours of supervised teaching. SPED 716 Advanced Practicum requires 90 supervised hours. Before beginning either of the two required practicum courses, students must submit a Practicum Application form signed by a building principal or site supervisor and a cooperating teacher/mentor. This form must also be approved and signed by the SPED 704 or SPED 716 practicum course instructor. These forms are found in the Handbook and shared with students during the MSSE orientation. A student completes the practicum successfully when he or she receives a “Proficient” or “Distinguished.” A student cannot apply for a provisional license until successfully completing the practicum(s).

Licensure
Candidates who have completed the MSSE program of study may apply to the Kansas State Department of Education (KSDE) for a two-year initial license in K-6, 5-8, or 6-12 adaptive special education. MSSE program completers teaching in Missouri may add an endorsement in special education based on testing. Applicants for the initial license are required to submit passing scores on the Praxis Adapted Special Education test (“Special Education: Core Knowledge and Mild to Moderate Applications”). Registration for these tests is online at www.ets/praxis/register. Results of the assessments must be sent to Baker University.
## Master of Science in Special Education (MSSE)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Hours</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>SPED 700</td>
<td>Introduction and Characteristics of Students with Adaptive Learning Needs</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td><strong>Required Methods Course: 3 Credit Hours</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SPED 702</td>
<td>Adaptive Instructional Methods and Strategies: K-6 and/or 5-8 OR</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>SPED 703</td>
<td>Adaptive Instructional Methods and Strategies: 6-12</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>SPED 704</td>
<td>Adaptive Instructional Strategies and Methods Field Practicum</td>
<td>3</td>
<td>45-hour practicum</td>
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<tr>
<td>SPED 705</td>
<td>Educating Students with Social and Behavioral Needs</td>
<td>3</td>
<td></td>
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<tr>
<td>SPED 707</td>
<td>Methods – Reading/ Language Arts: K-6 5-8</td>
<td>3</td>
<td>Required for K-6 and 5-8 licensure.</td>
</tr>
<tr>
<td>SPED 711</td>
<td>Methods – Transitioning to Adulthood: 6-12 only</td>
<td>(3)</td>
<td>Required for 6-12 licensure.</td>
</tr>
<tr>
<td>SPED 708</td>
<td>Assessments of Students with Adaptive Learning Needs</td>
<td>3</td>
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<tr>
<td>SPED 710</td>
<td>Communication/Collaboration within the School Setting</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>SPED 712</td>
<td>Creating Optimal Learning Environments for Students with Adaptive Learning Needs</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>SPED 714</td>
<td>Inquiry, Data Collection, and Research</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>SPED 716</td>
<td>Advanced Practicum</td>
<td>3</td>
<td>90-hour practicum</td>
</tr>
<tr>
<td>SPED 720</td>
<td>Negotiation and Conflict Resolution</td>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

Total Hours for MSSE = \{33-36\}

### Notes:
The University reserves the right to modify curriculum as necessary.

The complete MSSE program objectives and guidelines are included in the SOE Student Handbook: Master Programs which is updated each August. The Handbook is available at [www.bakeru.edu](http://www.bakeru.edu). A student abides by the guidelines within the Handbook at time of student’s enrollment.
Restricted Licensure (RL)
The RL program is an initial teacher licensure program with the following restrictions for application to the program. An applicant must secure a teaching position in the content area at a Kansas school, and all applicants must

- Complete an application form and pay the RL application fee
- Send official transcript(s) to GSOE indicating a baccalaureate degree or higher in a content area
- Have a GPA of ≥ 2.75 in the final 60 hours of college work (undergraduate and graduate);
- Submit a current resume; names and contact information for 3 references; and two letters of recommendation
- Complete a satisfactory personal interview with the Director of Graduate Education Programs and complete a 30-minute writing sample on site

Prior to entering the RL program, a candidate must receive

- A passing score on the Praxis II “content knowledge” exam in specified content*

Overview
The RL program is a 27-credit-hour program designed to meet the needs of those desiring initial teacher licensure in secondary content. This RL program allows candidates with degrees in specific content areas* to teach for two years under a restricted license. After successfully completing the 27 RL credit hours and passing the Principles of Learning and Teaching (PLT) exam, candidates are eligible for an initial teaching license in a specified content area. After successful completion of the RL program, a candidate may complete 15 credit hours to satisfy the requirements of a masters degree in teaching (See MST degree requirements).

The complete RL program objectives and guidelines are included in the SOE Student Handbook: Master Programs, which is updated each August. An RL candidate receives this Handbook in the first course of the RL program and abides by the regulations in this catalog and in the Handbook.

The RL program objectives are closely aligned with the INTASC and KSDE professional standards for teacher educators. Program assessments and candidate activities focus on the indicators of these standards. The RL program objectives are listed below.

Program Objectives
Upon completion of the program, the RL program completer demonstrates the following:
1. The ability to use the central concepts, tools of inquiry, and structures of the discipline as s/he teaches, creating learning opportunities, including integrated learning experiences, that make these aspects of subject matter meaningful for all students;
2. The ability to engage students in learning through the use of multiple and effective instructional strategies appropriate to students' developmental levels and knowledge of content;
3. The ability to use information about students' interests, abilities, skills, backgrounds, and peer relationships to make knowledge accessible to all students, including students with exceptionalities and diverse learners;
4. The ability to use a variety of appropriate instructional strategies to encourage students' development of critical thinking, problem solving, and reading;
5. An understanding of individual and group motivation and student behavior that fosters positive and safe learning environments and encourages positive social interaction, active engagement in learning, and self-motivation;
6. The ability to use his/her knowledge of effective verbal, nonverbal, and media communication techniques to foster active inquiry, collaboration, and supportive interaction in the classroom;
7. The ability to design and plan instruction based on knowledge of content and pedagogy, knowledge of students, knowledge of resources, and knowledge of learning goals;
8. The ability to use multiple types of both formal and informal assessment strategies to evaluate and ensure the continual development for all learners;
9. The ability to be a reflective practitioner capable of being held to a high standard of ethical behavior, professional skills, and personal dispositions in the areas of family communications, accurate record-keeping, professional growth and responsibilities, and contributions to the school and district;
10. The ability to establish collegial relationships with school colleagues, parents, and agencies in the larger community to support students’ learning and well-being;
11. The ability to integrate across and within content fields to enrich the curriculum, develop reading and thinking skills, and facilitate all students’ abilities to understand relationships between subject areas;
12. The ability to use skills in technology to gather and analyze information, enhance instructional practices, facilitate professional productivity, assist with educational change, and help all students use instructional technology effectively; and
13. The ability to be reflective practitioners who use knowledge of historical, philosophical, and social foundations of education to guide educational practices.

Program Orientation
An RL candidate receives program orientation during ETT 750 Teaching Induction.

Admission to the Master of Science in Teaching (MST)

Required of applicants who have successfully completed the Restricted Licensure program with Baker University:
• A completed application form and fee
• A copy of a teaching license or certificate
• A cumulative G.P.A. of 3.0 from the Restricted Licensure program coursework

TaskStream
TaskStream is used by the University as a program accountability and management system. Each RL candidate must pay for a subscription and create a TaskStream account that holds course and self-assessments. See program Handbook.

Teacher Performance Assessment
Each RL candidate develops and submits a Kansas Professional Teacher Performance Assessment, a requirement for licensure.

Licensure Requirements
A candidate is recommended to KSDE for licensure when he or she
1. Successfully completes 27 credit hours from the approved RL curriculum;
2. Maintains a program GPA of > 2.75. “D” and “F” grades are not accepted;
3. Completes all RL requirements in two years of the date of initial enrollment;
4. Successfully passes the PLT exam;
5. Successfully completes the KPTP; and
6. Pays all tuition and fees.

A candidate who completes the RL program must meet certain requirements to enter the MST degree program. (See MST degree requirements.)

Candidates who have successfully completed the RL curriculum may apply to the Kansas State Department of Education (KSDE) for an initial license in a specified content area.* Applicants for the initial license are required to submit a content area Praxis (RL application requirement) and a PLT exam. Registration for these standardized tests is online at www.ets.org/praxis/register. Results of the assessments must be sent to Baker University.
Field Experience
Candidates accepted into the Restricted License program are employed and teaching while earning an initial teaching license. Therefore, field experiences are combined with coursework throughout the program and can be completed in the candidate's classroom. Completion of two Supervised Practicum courses (ETT 771 Supervised Practicum I (Spring and Fall) and ETT 772 Supervised Practicum II (Spring and Fall) are RL requirements.

- **RL Content Areas**

<table>
<thead>
<tr>
<th>Art</th>
<th>Pre K – 12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biology</td>
<td>6 - 12</td>
</tr>
<tr>
<td>Business</td>
<td>6 - 12</td>
</tr>
<tr>
<td>Chemistry</td>
<td>6 - 12</td>
</tr>
<tr>
<td>English</td>
<td>6 - 12</td>
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<tr>
<td>Foreign Languages:</td>
<td></td>
</tr>
<tr>
<td>French</td>
<td>Pre K - 12</td>
</tr>
<tr>
<td>German</td>
<td>Pre K - 12</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Spanish</th>
<th>Pre K - 12</th>
</tr>
</thead>
<tbody>
<tr>
<td>History &amp; Government</td>
<td>6 - 12</td>
</tr>
<tr>
<td>Mathematics</td>
<td>6 - 12</td>
</tr>
<tr>
<td>Music Education</td>
<td>Pre K - 12</td>
</tr>
<tr>
<td>Physical Education</td>
<td>Pre K - 12</td>
</tr>
<tr>
<td>Physics</td>
<td>6 - 12</td>
</tr>
<tr>
<td>Speech/ Theatre</td>
<td>6 - 12</td>
</tr>
</tbody>
</table>
## Restricted Licensure (RL)

<table>
<thead>
<tr>
<th>Required Courses</th>
<th>Hours</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RL Required Courses: 27 credit hours</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ETT 750 Teaching Induction</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>ETT 751 Introduction to Teaching</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>ETT 752 Planning for Instruction</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>ETT 753 Understanding the Learner</td>
<td>3</td>
<td></td>
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<tr>
<td>ETT 754 Working with Diverse and Exceptional Learners</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>ETT 765 Improving Instruction Through Reading and Writing</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>ETT 766 Becoming a Reflective Teacher</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>ETT 767 Understanding the Foundations of Education</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>ETT 771 Supervised Practicum I (Spring and Fall)</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>ETT 772 Supervised Practicum II (Spring and Fall)</td>
<td>2</td>
<td></td>
</tr>
</tbody>
</table>

Total Hours for RL = \{27\}

Notes:
- Restricted Licensure classes are online except for ETT 750, 771, and 772.
- The University reserves the right to modify curriculum as necessary.

The complete RL program objectives and guidelines are included in the SOE Student Handbook: Master Programs which is updated each August. The *Handbook* is available at [www.bakeru.edu](http://www.bakeru.edu). A student abides by the guidelines within the *Handbook* at time of student’s enrollment.
Master of Science in Teaching (MST)
The MST program is only available to RL candidates who have successfully completed the RL program at Baker University.

Overview
The MST program is a 42-credit-hour degree program, which includes the 27 graduate credit hours successfully completed by an RL candidate. At the completion of the first 27 credit hours, RL candidates enroll in the MST program and complete 15 graduate credit hours that satisfy the requirements for a masters degree in teaching.

The complete MST program objectives and guidelines are included in the SOE Student Handbook: Master Programs, which is updated each August. An MST student receives this Handbook at enrollment in the MST program and abides by the regulations in this catalog and in the Handbook.

Program Objectives
The MST program objectives are closely aligned with the National Board for Professional Teaching Standards (NBPTS). Course content and assessments focus on the propositions and indicators of these standards.

1. Teachers are committed to students and their learning.
2. Teachers know the subject(s) they teach and how to teach those subjects to students.
3. Teachers motivate, manage, and monitor student learning.
4. Teachers think systematically about their practice and learn from experience.
5. Teachers are members of learning communities.

TaskStream
TaskStream is used by the University as a program accountability and management system. Each MST student must pay for and create a TaskStream account that holds course and self-assessments.

Graduation Requirements
Candidates for the Masters of Science in Teaching (MST) degree must
1. Successfully complete the RL program by having a program GPA of 3.0 or higher on a 4.0 scale with no more than one “C” in the RL program. Successfully complete the MST within six years of the RL admission.
2. Complete 15 graduate credit hours from Baker University GSOE that includes
   a. A 3-credit-hour research course chosen from the following:
      • EDU 5120 Action Research
      • EDU 5121 Inquiry and Research
   b. A 3-credit-hour assessment course
      • EDU 5102 Assessment Strategies
   c. Complete 9 elective education credit hours. If a candidate desires an MST with a concentration, he or she must declare a concentration and complete a total of 18 credit hours from the elective education credit hours.
3. Maintain a minimum program GPA of 3.0 on a 4.0 point scale with no grade of “C” or below.
4. Pay all tuition and fees.
5. Have program completion approved by the GED Faculty Senate.
## Master of Science in Teaching (MST)

<table>
<thead>
<tr>
<th>Required Courses</th>
<th>Hours</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Restricted Licensure Required Courses (successfully completed in the Restricted Licensure program before beginning the MST program)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ETT 750  Teaching Induction</td>
<td>2</td>
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</tr>
<tr>
<td>ETT 751  Introduction to Teaching</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>ETT 752  Planning for Instruction</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>ETT 753  Understanding the Learner</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>ETT 754  Working with Diverse and Exceptional Learners</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>ETT 765  Improving Instruction Through Reading and Writing</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>ETT 766  Becoming a Reflective Teacher</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>ETT 767  Understanding the Foundations of Education</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>ETT 771  Supervised Practicum I</td>
<td>2</td>
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</tr>
<tr>
<td>ETT 772  Supervised Practicum II</td>
<td>2</td>
<td></td>
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<tr>
<td><strong>MST Required Courses: 6 credit hours</strong></td>
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<td></td>
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<tr>
<td>EDU 5102  Assessment Strategies</td>
<td>3</td>
<td></td>
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<tr>
<td>EDU 5120  Action Research –or-</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>EDU 5121  Inquiry and Research</td>
<td>3</td>
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<tr>
<td><strong>MST Electives: 9 credit hours from the MAEd concentration electives (See MAEd concentrations on page 93)</strong></td>
<td>9</td>
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</table>

Total Hours for MST = **42**

Notes:
An MST candidate must successfully complete 9 elective credits to finish the MST degree but can choose to complete an MAEd concentration by completing another 9 credit hours by declaring a concentration when applying for the MST and choosing courses from the approved concentration courses.

The University reserves the right to modify curriculum as necessary.

The complete MST program objectives and guidelines are included in the SOE Student Handbook: Master Programs which is updated each August. The Handbook is available at [www.bakeru.edu](http://www.bakeru.edu). A student abides by the guidelines within the Handbook at time of student’s enrollment.
Doctor of Education in Educational Leadership (Ed.D.)

Overview
The Ed.D. program is a 59+ credit hour degree program designed to prepare and license candidates for any district level administrative position and for leadership positions in a variety of educational settings including higher education. Candidates who complete this program may seek district level licensure in addition to the Ed.D. degree once building level licensure has been earned.

The complete Ed.D program objectives and guidelines are included in the Doctor of Education in Educational Leadership Policy and Programs Handbook which is updated each August. The student receives the Handbook at the program orientation and abides by the guidelines within the Handbook.

Ed.D. program objectives are closely aligned with KSDE and the Interstate Leadership Licensure Consortium standards for district leadership. The higher education concentration is aligned with the Council for the Advancement of Standards in Higher Education (CAS). Program assessments and candidate activities focus on providing evidence that program goals and objectives are being met. The Ed.D. program objectives are listed below.

Program Objectives for PK-12
1. An education leader at the district level applies knowledge that promotes the success of every student by guiding shared commitment for the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by all stakeholders.
2. An education leader at the district level applies knowledge that promotes the success of every student by advocating, nurturing, and sustaining a school culture and instructional program conducive to student learning and staff professional growth.
3. An education leader at the district level applies knowledge that promotes the success of every student by ensuring management of the organization, operation, and resources for a safe, efficient, and effective learning environment.
4. An education leader at the district level applies knowledge that promotes the success of every student by collaborating with faculty and school, home and community members, responding to diverse stakeholder interests and needs, and mobilizing external resources.
5. An education leader at the district level applies knowledge that promotes the success of every student by acting with integrity, fairness, and in an ethical manner.
6. An education leader at the district level applies knowledge that promotes the success of every student by understanding, responding to, and influencing the political, social, economic, legal, and cultural context.

Program Objectives for Higher Education
1. A higher education leader understands and promotes the institutional mission and its impact on student learning and development.
2. A higher education leader is guided by theories and knowledge of adult learning and development that promote student learning, development, persistence, and success through curriculum and co-curriculum activities as well as strategies for documenting learning outcomes and program accountability.
3. A higher education leader understands the role that strategic planning, supervision, management, communication (with both internal and external constituents) contribute to effective programs and services within the institution.
4. A higher education leader applies knowledge related to effective staff recruitment, retention, training, performance supervision and evaluation, using strategies that promote diversity, equity, and access.
5. A higher education leader applies ethical standards to personal, professional, and institutional actions.
6. A higher education leader understands relevant laws, regulations, (e.g., constitutional, statutory, regulatory, case law) and institutional policies that impact students, faculty, and staff.
7. A higher education leader understands the budgeting process and financial management of resources, including human, technology, facilities, and equipment.

Graduation Requirements
1. Successful completion of all program coursework requirements with a cumulative program G.P.A. equal to or greater than 3.50 (on a 4.00 scale) with no grade below a B;
2. Possession of a Professional Skills score equal to or greater than 4.00 (on a 5.00 scale);
3. Successful completion of the two Field Experiences, as evidenced by artifacts and reflections provided in the electronic portfolio, scoring “Proficient” or above;
4. Satisfactory recommendations with a mean score equal to or greater than 3.36 (on a 4.00 scale) from the educational mentor and University supervisor on program field experiences.
5. Successful completion and defense of program electronic portfolio scoring at the proficient level or above on the portfolio rubric;
6. Successful defense of the dissertation;
7. Successful completion of all program requirements, including the dissertation, within a six-year time frame;
8. Payment of all program fees; and
9. Recommendation by GSOE faculty to appropriate University governance.

Program Portfolio
Each Ed.D. candidate is required to develop a program portfolio of educational artifacts addressing program objectives and course content and application. The written portion of the portfolio is presented to the major advisor, DFE supervisor, and assigned committee member. Upon approval of the written document, the candidate prepares an oral defense, presented to the committee. Specific portfolio guidelines are found in the Doctor of Education in Educational Leadership Policy and Programs Handbook.

Field Experience
The goal of the Field Experience is to develop the candidate’s leadership and management abilities by engaging in problem analysis, data collection, and problem-solving activities with others at the work site. For PK-12 candidates, activities designed to address ISLLC standards are planned and guided cooperatively by the Supervisor, Mentor, and the candidate. Those selecting the higher education focus, activities designed to address CAS standards, will engage in working with leaders in Academic Affairs, Student Affairs, athletics administration, Foundation/Development Administration, or Fiscal Affairs in a college or university setting. Higher Education activities are designed to address the higher education program objectives (Council for the Advancement of Standards in Higher Education – CAS Standards) and are planned and guided cooperatively by the Supervisor, Mentor, and the candidate. Specific Field Experience I and II guidelines as well as standards and indicators are found in the Doctor of Education in Educational Leadership Policy and Programs Handbook.

Dissertation
The Doctoral dissertation is a clinical research study that
1. Reveals the candidate’s ability to analyze, interpret, and synthesize information;
2. Demonstrates the candidate’s knowledge of the literature relating to the research project and acknowledges prior scholarship on which the study is built;
3. Describes the methods and procedures used;
4. Presents results in a sequential and logical manner;
5. Displays the candidate’s ability to discuss fully and coherently the meaning of the results; and
6. Informs the field and improves practice.

The dissertation is the beginning of the candidate’s scholarly work, not the culmination. Clinical research is expected to provide the candidate with hands-on, directed experience in the primary research methods of the discipline and should provide for the type of research that is expected after the Doctor of Education degree is awarded. Specific dissertation information is found in the Doctor of Education in Educational Leadership Policy and Programs Handbook and the Dissertation Guidelines.
Licensure

An Ed.D. candidate holding a building leadership license/certificate is eligible to obtain a Kansas PreK-12 District Leadership License (DLL) upon successful completion of the Ed.D. licensure requirements. Upon completion of the doctorate degree, an Ed.D. candidate is eligible for a Missouri Superintendent Certificate K-12.

An Ed.D. candidate seeking Kansas DLL or a Missouri Superintendent Certificate as indicated above must hold a building leadership license or certificate and pass the ETS School Superintendent Assessment. The passing score on the School Superintendent Assessment in Kansas is 157; the passing score in Missouri is 158. Candidates can register for this test online at www.ets.org/sls. Results of the assessment must be sent to Baker University.

Specific licensure guidelines and application requirements for both Kansas and Missouri can be found in the Doctor of Education in Educational Leadership Policy and Programs Handbook.
# Doctor of Education in Educational Leadership (Ed.D.)

*(beginning August 1, 2013)*

<table>
<thead>
<tr>
<th>Required Courses</th>
<th>Hours</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>DED 9000 Foundations of Educational Leadership</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>DED 9001 Communication and Collaboration in Leadership</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>DED 9002 Leading Special and Diverse Populations</td>
<td>3</td>
<td></td>
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<tr>
<td>DED 9004 Curriculum, Learning and Instruction</td>
<td>3</td>
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<tr>
<td>DED 9005 Legal, Policy and Advocacy Issues in Leadership</td>
<td>3</td>
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<tr>
<td>DED 9006 Human Resources Management</td>
<td>3</td>
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<tr>
<td>DED 9007 Management of Finances, Facilities, and Resources</td>
<td>3</td>
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<tr>
<td>DED 9009 Systemic School Improvement and Evaluation</td>
<td>3</td>
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<td>DED 9010 Statistical Analysis</td>
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<tr>
<td>DED 9011 Methods of Inquiry and Research</td>
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<tr>
<td>DED 9013 The Ethics of District Leadership</td>
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<tr>
<td>DED 9020 Professional Colloquium II</td>
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<tr>
<td>DED 9021 Professional Colloquium II</td>
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<tr>
<td>DED 9900 Dissertation Development</td>
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<tr>
<td>DED 9032 Portfolio Presentation</td>
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<tr>
<td>DED 9902 Dissertation Completion and Presentation</td>
<td>10+</td>
<td>Continuous enrollment until completion</td>
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<tr>
<td>DED 9030 Field Experience I</td>
<td>2</td>
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<tr>
<td>DED 9031 Field Experience II</td>
<td>2</td>
<td>Field Experience II may be completed following DED 9030</td>
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Total Hours for Ed.D. = \{ 59+ \}

### Notes:

- The University reserves the right to modify curriculum as necessary.

- The complete Ed.D. program objectives and guidelines are included in the *Doctor of Educational Leadership Policy and Programs Handbook* which is updated each August. The student receives the Handbook at the program orientation and abides by the guidelines within the Handbook.
# Doctor of Education in Educational Leadership (Ed.D.)
with concentration in Higher Education

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<tr>
<th>Required Courses</th>
<th>Hours</th>
<th>Remarks</th>
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<tbody>
<tr>
<td>DED 9000 Foundations of Educational Leadership</td>
<td>3</td>
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<tr>
<td>DED 9001 Communication and Collaboration in Leadership</td>
<td>3</td>
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<tr>
<td>DED 9003 Developing Professional Learning Communities</td>
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<td>DED 9004 Curriculum, Learning and Instruction</td>
<td>3</td>
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<td>DED 9006 Human Resources Management</td>
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<td>DED 9008 Program Planning and Evaluation</td>
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<td>DED 9010 Statistical Analysis</td>
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<td>DED 9011 Methods of Inquiry and Research</td>
<td>3</td>
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<tr>
<td>DED 9012 Student Affairs and Enrollment Management</td>
<td>3</td>
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<td>DED 9015 Administration, Governance, and Accreditation in Higher Education</td>
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<tr>
<td>DED 9017 Finance, Legal &amp; Ethical Issues in Higher Education</td>
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Notes:
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Non-Degree Programs

Continuing Education for Graduate School of Education

Vision
The GSOE Continuing Education Department of Baker University will be nationally recognized for increasing access to excellent and innovative academic programming that advances the workforce by addressing state and national education standards, societal needs, and economic trends.

Mission
The mission of GSOE Continuing Education is to support the mission of Baker University by:
- Enhancing the agility of the institution to respond to workforce needs.
- Extending innovation in educational programming.
- Enriching the quality of life for participants through development of skills, attitudes and dispositions reflective of 21st century workforce skills.

Program Learning Outcomes
The aims and learning outcomes for participants in the GSOE Continuing Education program are to:
- Experience high quality, relevant, and innovative academic and professional programming;
- Engage in professional development that enhances knowledge and delivery methodology expected in the field;
- Develop graduate level problem-solving and analytical skills;
- Develop graduate level research and writing skills;
- Develop an understanding of current research, best practices, and new approaches to teaching and/or learning; and
- Develop and sustain meaningful, collaborative partnerships within the educational, business, government, and social services communities.

GSOE Continuing Education Enrollment
Anyone who has completed a Bachelor's Degree is eligible to enroll in CE courses. Baker University’s GSOE Continuing Education programs are designed for educators who seek additional graduate credit to meet state relicensing/recertification requirements, increase knowledge in a particular subject area, or enhance their earning power.

Students are encouraged to register at least two weeks prior to the start of a class to ensure enrollment availability. A confirmation letter is emailed following the receipt of registration. Baker University reserves the right to cancel a course due to insufficient enrollment. Students may register by mailing or faxing in the registration form or calling 913-491-4432.

Guidelines for excellence and quality indicate success is better ensured by the GSOE Continuing Education participant if he/she limits the number of credit hours of enrollment per academic session. A GSOE Continuing Education participant may make a written appeal to enroll in additional credit hours.

Graduate credit hours earned through GSOE Continuing Education can apply to a degree program. However, students are strongly encouraged to check with each university to which application is made for a degree program to learn the selected university’s specific transfer policies.

Refund Policy
Payment is due at the time of registration. Payments are refunded in full if written notification of withdrawal is received prior to the first class session of a course. A 90% refund is given if notification of withdrawal is received prior to the second class session. No refund is given for withdrawals received after the second class.
Course Descriptions
### SPGS Undergraduate Courses

#### Associate of Arts in Business (AAB)

**BI 120  Human Ecology**  
A biology course for the non-scientist, Human Ecology introduces the terminology and world view of biological science by examining the impact of modern technology on human ecology. (3 credits)

**BI 245  Human Nutrition**  
Human Nutrition introduces the student to the fundamentals of human nutrition as related to growth, development, and maintenance of good health. In addition to nutritional theory, students learn to analyze and plan nutritional regimes. (3 credits)

**BU 110  Introduction to Business**  
Take this introductory course for adult students pursuing a business degree. Topics include program planning, group interaction, written and oral communication skills, research skills, test-taking, note-taking, and time management. This course also instructs students in the methods of critical reading and reflection and in the application of these skills in writing. (3 credits)

**BU 220  Foundations of Business Management**  
Foundations of Business Management introduces the student to the operation of business and its position in domestic and international commerce. Examine the role of business in the creation and distribution of goods and services, and learn about business participation in civic and public affairs. Students get to know the basic business functions of management, marketing, human resources, accounting, and finance. The course explores career options in business. (3 credits)

**BU 230  Financial Planning**  
Learn about the role of consumers in the economy. Students will develop a basic financial plan, apply budgeting procedures in daily and monthly spending plans, calculate principal and interest, define types of consumer credit, and identify types of housing mortgages. Applying course concepts, the student should be able to determine individual insurance needs and be able to explain employee and retirement benefits. (3 credits)

**BU 240  Basic Economics**  
This course provides an introduction to the study of economics and applies economics to contemporary social issues, such as pollution, professional sports, crime, unemployment, and taxation. Students gain a framework of basic tools to support their understanding of fundamental economic principles. (3 credits)

**BU 250  Advertising and Promotion**  
Advertising and Promotion provides an introduction to the fundamental elements of customer communication and how to apply them to target market strategies. Get an introduction to advertising principles and practices and develop an advertising plan for a business organization. (3 credits)

**BU 260  Fundamentals of Accounting**  
An introductory accounting course describing accounting theory and practice, Fundamentals of Accounting emphasizes the use of financial statements for management control. (3 credits)

**EN 101  Written Communication**  
This course familiarizes the student with fundamental issues associated with the writing of effective expository prose, such as research sentences, principles of good organization, coherence, and redundancy, and grammatically correct sentence structure. (Satisfies written English requirement) (3 credits)

**EN 110  Literature and Ideas**  
Study the artistic conventions and techniques employed by writers to structure written language into literary works of art. Selections come from a wide spectrum of contemporary and historical works. (3 credits)

**HI 231  Decades of Change**  
In this course, students explore the significant events in American history from World War II to 1980 and the impact of these events on the present. Course content focuses on foreign and domestic policy, social and cultural change, politics, and the economy. (3 credits)

**MA 145  College Algebra**  
College Algebra includes a study of algebraic equations, inequalities, functions, graphs, exponential and logarithmic functions, arithmetic sequences, combinations and permutations, and simple probabilities. (Satisfies Math requirement) (3 credits)

**MC 140  Mass Media and Society**  
Mass Media and Society provides the student with a look at the world of mass communication and its interrelationship with our culture. The course presents the fundamentals of mass communication and shows the importance and relevance of the mass
media in our society in the information age. It focuses on describing the influence the mass media have on our lives and on popular culture. (3 credits)

**PH 111 Critical Thinking**
Critical Thinking is an introductory logic course designed to develop the ability to think clearly and critically, primarily through practice in inductive and deductive reasoning. The course emphasizes recognition of fallacious reasoning, unclear or misleading language, and manipulative techniques in various forms of communication. (3 credits)

**PS 115 Introduction to American Politics**
Introduction to American Politics introduces students to the basic concepts of American politics, including its classical roots and theoretical basis, the Constitution, the three branches of government, civil liberties, public policy, the mass media, and foreign policy. At the conclusion, students apply their understanding of the theories to specific current problems. (3 credits)

**PY 111 General Psychology**
General Psychology introduces the student to the functions of psychology and behavior in the daily interactions of work, family life, and leisure activities. Students study the role and methods of psychology in studying both individual and social behavior. The course examines basic psychological concepts in human development, personality, disordered behavior, and treatment methods; it also provides practical applications of knowledge and concepts. (3 credits)

**PY 258 Industrial and Organizational Psychology**
This course introduces students to the factors that influence human behavior in organizational settings, emphasizing scientific analysis of individual processes, group processes, and organizational structure and design. Investigate specific areas such as personnel psychology, organizational psychology, factors in the workplace, and consumer psychology. (3 credits)

**RE 350 The Bible and Leadership**
In this course, students examine principles of effective leadership as they are demonstrated by prominent biblical figures. The course applies these leadership principles to Joseph, King David, Peter, Paul, and Jesus. Students also explore their own leadership style as it relates to the leadership principles. (3 credits)

**SC 115 Oral Communication**
In this course, students build interpersonal, small group and public presentation skills. Course content focuses on the process of communication, self-concept, perception, listening, leadership in groups, language and nonverbal communication as well as research, design and delivery of public presentations. (3 credits)

**TH 111 Theatre Experience**
Through readings and discussion, The Theatre Experience introduces students to the process by which a script transforms into a theatrical production. Examine tragedies, comedies, and tragicomedies as products of their individual societies; study the corresponding period of theatre and cultural history. This examination of acting, directing, and technical theatre increases students' appreciation of theatre as a dynamic art form in contemporary culture. (3 credits)

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**Bachelor of Business Administration**

**BBA 310 Prior Learning and Writing Development**
Prior Learning and Writing Development assists students in improving writing skills while affording them the opportunity to complete a Prior Learning Assessment portfolio for additional credit. Students will review academic writing conventions with emphasis on content, organization, research methodology, critical thinking, and proofreading. This course introduces students to Bloom's Taxonomy and Kolb's Model of Experiential Learning. Students learn to evaluate their learning experiences in order to ascertain learning outcomes and improve their critical thinking skills through examination and analysis of life experience. (Satisfies written English requirement) (3 credits)

**BBA 311 Technology in the Workplace**
Technology in the Workplace presents the many forms of information systems that provide data to contemporary organizations, including databases, the Internet, and decision support systems. The course reviews system design, infrastructure, security, and electronic commerce. (This course satisfies the Computer Science requirement.) (3 credits)

**BBA 342 Introduction to Management Concepts**
This introductory course for adult students pursuing an undergraduate degree covers topics such as program planning, group interaction, written and oral communication skills, personality inventory, and other important skills. (2 credits)

**BBA 351 Management and Leadership**
Designed to provide an overview of the roles and responsibilities of managers in the day-to-day operation of organizations, this course examines the critical roles of leadership, decision making, and communication and explores aspects of motivation and managing conflict, change, and diversity in contemporary organizations. (3 credits)

**BBA 352 Business Law and Government Regulation**
Business Law and Government Regulation examines the formation and application of common law, the Uniform Commercial Code, and administrative agency law in relation to the business organization. (3 credits)

**BBA 353 Organizational Structure and Behavior**
In Organizational Structure and Behavior, students examine organizational theory and its applications. Theories of organizational structure, organizational behavior, and the interaction between the two are studied and applied. (3 credits)

**BBA 371 Data Development and Analysis**
Data Development and Analysis is an introduction to statistics. Students learn how to conduct proper data collection and analysis, and how to interpret and use statistics to enhance business decisions. (Satisfies math requirement) (4 credits)

**BBA 373 Accounting for Business**
Accounting for Business goes beyond the mechanics of financial accounting to provide a more advanced understanding of accounting practices. It incorporates financial and managerial accounting concepts, including statement of cash flows, budgeting for planning and control, cost accounting systems, and break-even analysis. (3 credits)

**BBA 382 Principles of Economics**
Principles of Economics presents the basic principles and concepts of economics, including cost, supply and demand, elasticity, costs and benefits, GDP, inflation, fiscal and monetary policy, and international trade. Learn about these principles with an emphasis on how they influence business decisions. (3 credits)

**BBA 446 Project Planning for Managers**
This course introduces the concepts and procedures essential to project-centered organizations. Learn about team development and conflict resolution, and use industry-leading software to enhance the project management process, including task assignment, project control, scheduling, and budgeting. (3 credits)

**BBA 455 Business Policy Analysis**
Find out about the contemporary policy issues facing business professionals, and integrate the various disciplines encountered in the BBA program. The course focuses on learning to evaluate alternatives and construct an effective policy statement. (3 credits)

**BBA 482 Principles of Marketing**
Principles of Marketing examines the nature of marketing and how it identifies and satisfies consumer needs. Learn about strategic marketing processes in an organization, the environmental factors that affect marketing, how consumers reach buying decisions, marketing research methodology, and the marketing mix elements, product, price, place and promotion. (3 credits)

**BBA 484 Finance, Capital, and Management**
Finance, Capital, and Management develops the basic financial skills used in decision making within the business organization for long-term financing, capital budgeting, working capital management, and related areas. (4 credits)

**BSM 310 Prior Learning and Writing Development**
Prior Learning and Writing Development assists students in improving writing skills while affording them the opportunity to complete a Prior Learning Assessment portfolio for additional credit. Students will review academic writing conventions with emphasis on content, organization, research methodology, critical thinking, and proofreading. This course introduces students to Bloom’s Taxonomy and Kolb’s Model of Experiential Learning. Students learn to evaluate their learning experiences in order to ascertain learning outcomes and improve their critical thinking skills through examination and analysis of life experience. (Satisfies written English requirement) (3 credits)

**BSM 342 Introduction to Management Concepts**
This introductory course for adult students pursuing an undergraduate degree covers topics such as program planning, group interaction, written and oral communication skills, personality inventory, and other important skills. (2 credits)

**BSM 351 Management and Leadership**
Designed to provide an overview of the roles and responsibilities of managers in the day-to-day operation of organizations, this course examines the critical roles of leadership, decision making, and communication and explores aspects of motivation and managing conflict, change, and diversity in contemporary organizations. (3 credits)

**BSM 357 Organizational Culture**
Organizational Culture focuses on cultural diversity as a factor that must be recognized, understood, and managed in the workplace. Topics include the effects of cultural elements on motivation and productivity, and strategies for managing a culturally diverse workforce. (3 credits)

**BSM 358 Information Systems and Technology**
Information Systems and Technology provides students with the basic philosophy and techniques of using business information systems to make managerial decisions. The course emphasizes computing concepts, terminology, the Internet, and societal issues affecting technology today. (Satisfies computer science requirement) (4 credits)

**BSM 381 Principles of Finance**
Principles of Finance introduces the principles of finance, including financial statements and ratio analysis, and introduces financial concepts such as time value of money, risk and return, and cash management. The course emphasizes the significance of finance on the decision making process. (4 credits)

BSM 385 Group Dynamics
Group Dynamics focuses on increasing understanding of group dynamics, behavior in organizations, and developing effectiveness in performing in groups. In-class study groups act as a laboratory, with activities and exercises designed to explore small group theory and dynamics. (3 credits)

BSM 440 Managing Human Resources
This course introduces students to the essential elements of personnel management. Students study employee recruitment, hiring, training, and evaluation. Students learn the processes of wage, salary, and benefit administration. The course also emphasizes the importance of labor relations. (3 credits)

BSM 445 Project Planning and Management
Project Planning and Management provides basic skills needed to successfully plan and complete projects in business and public environments. Students learn essential aspects of scheduling, cost estimation, purchasing, and monitoring quality, with special attention on the interaction between the project manager and the project team. (4 credits)

BSM 462 Multinational Management
This course concentrates on decision making as related to planning, organizing, and controlling multinational organizations. It addresses differences in overseas operations, including international finance, trade barriers, joint ventures, partnerships, political risks, and human resources. (3 credits)

BSM 481 Sales Management and Strategies
Sales Management and Strategies introduces sales as a social process. Students analyze principles and techniques of presenting goods and services to prospective customers and explore marketing as a human activity directed at satisfying needs and wants through exchange processes. (3 credits)

BSM 485 Negotiation and Conflict Resolution
Negotiation and Conflict Resolution focuses on contemporary processes in conflict resolution, as well as the psychodynamics of conflict. Students study the evolution and application of conflict resolution. The course also examines application of behavioral science concepts and skills within the programs, operational units, or systems of an organization. (3 credits)

BSM 491 Management Issues and Society
Management Issues and Society explores the interrelationships among business, society, and the government. It examines issues such as corporate responsibility, ethics, ecology, public affairs, and the complex roles government plays in business in a global economy. (3 credits)

Bachelor of Arts in Business Leadership

BBL 310 Prior Learning and Writing Development
Prior Learning and Writing Development assists students in improving writing skills while affording them the opportunity to complete a Prior Learning Assessment portfolio for additional credit. Students will review academic writing conventions with emphasis on content, organization, research methodology, critical thinking, and proofreading. This course introduces students to Bloom’s Taxonomy and Kolb’s Model of Experiential Learning. Students learn to evaluate their learning experiences in order to ascertain learning outcomes and improve their critical thinking skills through examination and analysis of life experience. BBL 310 satisfies the written English general education requirement distribution. (3 credit hours)

BBL 342 Introduction to Management Concepts
This introductory course for adult students pursuing an undergraduate degree covers topics such as program planning, group interaction, written and oral communication skills, personality inventory, and other important skills. (2 credit hours)

BBL 352 Business Law & Government Regulations
Business Law and Government Regulation examines the formation and application of common law, the Uniform Commercial Code, and administrative agency law in relation to the business organization. (3 credit hours)

BBL 360 Business Research Methods
Students explore investigative methodologies including quantitative and qualitative design structures. Focus is placed on interpreting studies and understanding the limitations of such, as well as designing methods of collecting information to aid in problem solving. BBL 360 satisfies the math general education requirement distribution. (3 credit hours)

BBL 365 Leadership: Lessons from History
Students evaluate leadership lessons learned across time by surveying leaders and applying leadership theory to their styles. Readings will illuminate the actions taken by many leaders as they struggled with making ethical decisions, thinking critically and building teams of people. (3 credit hours)

BBL 373 Accounting for Business
Accounting for Business goes beyond the mechanics of financial accounting to provide a more advanced understanding of accounting practices. It incorporates financial and managerial accounting concepts, including statement of cash flows, budgeting for planning and control, cost accounting systems, and break-even analysis. (3 credit hours)

**BBL 381 Principles of Finance**
Students are introduced to the principles and concepts of finance, including financial statements, ratio analysis, time value of money, risk and return, and cash management. The course emphasizes the significance of finance in the decision-making process. (4 credit hours)

**BBL 382 Principles of Economics**
Principles of Economics presents the basic principles and concepts of economics, including cost, supply and demand, elasticity, costs and benefits, GDP, inflation, fiscal and monetary policy, and international trade. Learn about these principles with an emphasis on how they influence business decisions. (4 credit hours)

**BBL 394 Technology Applications**
In this course, students establish computer skills for productivity using spreadsheets, graphical presentations, and database tools. Course content teaches students confidence and familiarity with professional-level computing suites and applications in a hands-on format. (2 credit hours)

**BBL 397 Leading and Coaching Teams**
Students experience an applied approach to effectively leading and coaching models and apply these concepts. Students develop structures, processes, and strategies to create and maintain effective teams. (3 credit hours)

**BBL 433 Building Organizational Climates**
Students discover the elements that create organizational climates. After reviewing the literature and foundations of organizational climates, students develop systematic methods of building climates within organizations. (3 credit hours)

**BBL 440 Managing Human Resources**
This course introduces students to the essential elements of personnel management. Students study employee recruitment, hiring, training, and evaluation. Students learn the processes of wage, salary, and benefit administration. The course also emphasizes the importance of labor relations. (3 credit hours)

**BBL 473 Project Leadership**
Students analyze common mistakes and pitfalls made in project management. The course surveys broad concepts including successful project planning, organization, and implementation. Topics include the project management lifecycle, work planning technologies, and evaluation techniques. (2 credit hours)

**BBL 482 Principles of Marketing**
Students examine the nature of marketing and how it identifies and satisfies consumer needs. Learn about strategic marketing processes in an organization, the environmental factors that affect marketing, how consumers reach buying decisions, marketing research methodology, and the marketing mix elements, product, price, place, and promotion. (3 credit hours)
Undergraduate Elective Courses

AR 4234 History of Rock and Roll
Students explore an overview of the history of rock and roll and popular music. Students examine the evolution of these genres as they relate to history and culture. Emphasis is placed on creating both individually designed and collaborative lessons. Topics include current trends in music, current media, and popular culture as they relate to historical events, trends, and social implications of music. (3 credits)

ART 4046 Social Issues in Theatre and Film
Students explore how a variety of social issues, including gender, race, the environment, sexual orientation, war, and politics are reflected in plays and films. Students investigate selected works as both artistic creations and social commentaries. (3 credits)

ART 4125 World Cinema
This course analyzes film alongside themes of race, gender, sexuality, and class. The goal of the course is to look at classical Hollywood films contrasted with Independent films. (3 credits)

BUS 4021 Generational Issues in the Workplace
Diversity in the workplace can prove to be a challenging situation for new or even the most experienced managers and leaders. Students identify and discuss the sources of differences between the generations and determine the necessary managerial steps and behavioral adjustments required to engage each generation successfully and maximize productivity. (3 credits)

BUS 4029 Environmental Leadership
Environmental issues require leadership skills, approaches, and styles to guide positive change towards a sustainable balance between the environment and human needs. Students investigate influences on environmental leadership including science, engineering, market economies, and radical ecology, focusing on the tensions between the provision of social goods, economic development, population growth, and consumer culture which often conflict with environmental protection and sustainability. (3 credits)

BUS 4501 Computer Applications in Business
In this course, students will survey the role of computer information systems in the business environment. Students will learn appropriate terminology and concepts related to the internet, application software, system components, peripherals, storage, operating/utility systems, communication/networking systems, database management, security, ethics, system development, and enterprise computing. Students will apply these terms and concepts to current business environments in order to develop an understanding of the value chain technology provides in today’s organizations. (3 credits)

GE 436 Business Policy: Change & Survival
This course is about personal and organizational change. The course provides a panoramic view of the changing corporate terrain and examines how large and small firms can be more effective and efficient both in today and tomorrow’s arena of business. Participants examine creativity that leads to change and explore the impact of change on organizations that they influence. Classes are designed to stimulate new ideas and promote innovative thinking at both personal and organizational levels. (3 credits)

GE 437 Group and Team Leadership
This course is designed to provide students with an understanding of group and team communication theories and practices as applied to organizational leadership. The course will integrate theory with practical application. In this course the emphasis of effective group and team communications is presented and incorporates the roles of leaders in creating a collaborative environment where group and team communications can thrive. (3 credits)

GE 4417 Corporate Social Responsibility
Students investigate the responsibility of corporate America to support the welfare of society. The course pays particular attention to social movements including ecology, consumerism, civil rights, student activism, and labor unions. Students evaluate today’s corporations and their responsibility in supporting these movements. (3 credits)

HIS 4200 Decade of the Sixties
Students examine numerous issues that were in conflict in 1960s, including Indochina, race relations, the role of federal government, youth culture, the status of women, the private enterprise system, and fabric of the "good life." (3 credits)

HI 4362 Propaganda: Manipulation of Public Opinion
This course focuses on the study of propaganda, including information from history, political science, social psychology, media, and general semantics. Students in the interdisciplinary course will study propaganda in both totalitarian and democratic societies and the ability it has for both good and evil. (3 credits)

HI 445 Civil Rights Movement
Students investigate the struggle for civil rights in the United States during the twentieth century. Readings, lectures, and films discuss the movement’s major methods, personalities, achievements, and failures from the Reconstruction Era through the 1990s. Special emphasis is given to the direct action and black power phases of the movement between 1955 and 1968. (3 credits)
**HTH 4009 Issues in Aging**
This course focuses on life passages from birth to late life, with special emphasis issues of the later years of the lifespan. Physical, emotional, and social issues in the aging are analyzed through a variety of learning experiences. (3 credits)

**HUM 4618 Communicating in a Global Society**
Students develop an understanding and an appreciation of the dynamics of intercultural communication and of communication processes that are necessary in promoting positive interactions in today's “global society.” Students develop and refine their own worldviews, use a cultural anthropological lens to explore histories and points of view from various cultures, interpret cultural norms, and learn techniques to communicate and work effectively with people in multicultural settings. (3 credits)

**LIT 4026 American Detective Novel**
This course introduces some students and further exposes others to the rich range of American detective fiction and to a dozen or so of the most significant works within the genre. (3 credits)

**LIT 4121 The Mythology of Heroes and Villains**
Literary tales, both entertaining and instructive, typically feature heroes and villains. Some emerge from folklore; some from history. By far, the most compelling come from the world of myth, ancient and modern. Students in this course study the relationships among mythology, heroes, and villains. (3 credits)

**LIT 4333 Sports in Literature and Film**
Students critically analyze literature and film that represent sport to understand the influence of sports and their contributions to the world. By using critical thinking and rhetorical analysis, students deconstruct and interpret the impact and messages that literature and film have on individuals or society by using sports as a tool. Sports are unique in that they touch a wide audience and when using them as a means to promote a message or entertain, they can become influential. An emphasis in this course is to develop an understanding of rhetorical organization, diction, and critical thinking analysis along with interpretation. (3 credits)

**PC 4044 Window on Planet Earth**
In this course, students study the complexity of the biosphere and the effect it has on humans. Students will analyze the geo-sphere, hydrosphere, and the atmosphere to understand the impact of the earth on human affairs. Topics also include the dynamic nature of these systems and scientists' attempts to forecast future changes. (3 credits)

**PC 4400 Bioethics: Issues and Conflicts**
Focusing on issues in contemporary clinical ethics, this course presents principles, theories, and language ethics. Students examine such ethical issues as imperiled newborns, allocation of health care resources, end of life issues, care of persons who are HIV positive, and reproduction. (3 credits)

**PHL 4013 Philosophy of Everyday Life**
This course examines the impact of philosophy in contemporary society. Students will study key philosophical tenets as well as look to literature and film for proof of these theories. We will consider the way that philosophical guidelines function in the greater world and in our everyday lives. (3 credits)

**PH 410 Ethics in an Age of Self-Interest**
This course presents a methodology for analysis and decision making about contemporary moral issues. Students reflect upon their own value system in light of their personal experiences and major ethical theories. (3 credits)

**RE 370 World Religions**
This course examines the major religions of our world by looking at their historical development and the major tenets of their systems of belief. Lecture, discussion of the text, dialogue, and video are used to encourage an understanding of the ideas behind the formation and practice of the world's major religions. (3 credits)

**REL 4601 Religions of the Western World**
Students examine the three major religious traditions of the Western world: Judaism, Christianity, and Islam, comparing what these three Abrahamic religions uniquely share and exploring the significance of the cultural, intellectual, and spiritual heritage of each. By tracing the long and rich histories of Judaism, Christianity, and Islam, we will study not only present-day practitioners but their impact on Western civilization itself. (3 credits)

**SCI 4030 Community Health**
Students examine health characteristics of biological communities. Emphasis is placed on protecting and improving the health of human populations through education, promotions of healthy lifestyles, and research for disease and injury prevention. Related to this is the role of biostatistics, epidemiology and disease reporting as tools to analyze the health of communities and how they can be used for the development of population-based public health services. The impact of political, economic, social, environmental, and cultural concerns on the health of populations is examined. (3 credits)

**SCI 4325 Animal Behavior**
Students examine the fundamental principles and concepts of animal behavior (or ethnology) in order to get a better understanding of the animals we live with or encounter in our daily lives. (3 credits)

**SO 405 Psychology of Humor**
Students examine and analyze humor as it appears in various mediums (film, comics, television, jokes, stories, stand-up, plays, and live performance), and discuss why some people find one form to be brilliantly funny while others do not. Additionally, students review various definitions of humor, the value of humor in various settings, the social benefits, and liabilities of comedy. (3 credits)

SO 421 Sports and Society  
This course addresses sociological dynamics as they relate to sports in American society. Students will include the history, theory, and current reality of American sport. Students will explore the codependent nature of sport and society and attempt to separate fact from fiction to aid in the understanding of the true role of sport as it fits into society. Topics to be addressed include the potentially personal areas of religion, race politics, and gender. Youth sports, education, violence, economics of sport, and the role of the media will also be explored. (3 credits)

SO 431 Drugs and American Society  
Students examine the origins of illegal drug influence in America and the growing trend toward violence throughout American history and society. Topics include the sociological influence of the drug culture and its impact on current policies in American business, education, politics, and the arts. (3 credits)

SO 442 Marriage and Families in a New Century  
The family, because of its relatively small size, face-to-face relationships, tendency to involve the whole person, and the intimate relationships between members, is a primary group. It is important to be able to define family because so many social resources are distributed based on family membership, on the basis of who is and who is not a member of a family. Several definitions of the family are presented and discussed, including the nuclear family, the modern family, and the post-modern family. (3 credits)

SO 446 Death and Dying  
This course examines social perspectives on the topic of death and dying. Topics include social attitudes, customs, institutions for dying, and the meaning of death and dying in society. Current research and theory on the topic of death and dying is explored and applied to student experiences and observations. Special attention is given to cross-cultural and intergenerational perspectives. (3 credits)

SO 455 Popular Culture  
This course provides an interdisciplinary look at critical issues and approaches in the study of popular culture. Students examine the relationship between mass culture and society as it is reflected in television, film, advertising, cyber-culture, fiction, non-fiction, music, and other mass media of late twentieth century Western society. (3 credits)

SOC 4160 Sociology of Disasters  
Disasters, both natural and technological, have been a part of human society throughout history, but population growth and industrialization have led to the creation of disasters and an increase of the impact of disasters on society. This course explores the impact of disasters on social relationships, communities, nations, and the globe. We will investigate disaster preparedness, response, and recovery, as well as, factors that contribute to technological (human-made) disasters including corporate and bureaucratic structures. We will also look at regulatory systems in place to help prevent technological disasters. Issues of inequality in disaster risk will also be explored. (3 credits)

SOC 4510 Power, Politics, and Ethics: The World in Which We Live  
In this course, students will study international relations in the “new” globalized world. What causes conflict? What are the prospects for cooperation? To what extent does economics affect the behavior of international actors? What are the most ethical approaches to these problems? Students will answer these questions by examining theories of international relations, comparing foreign policies of various countries, and analyzing historical and contemporary world events. Moreover, by considering multiple perspectives of a diverse set of global actors, students will develop their own perspectives as they discuss and debate the prospects for transformation and even solutions to major international problems. (3 credits)

SOC 4515 Sociology and History of the Mafia  
Students analyze the Sicilian Mafia in Italy and America through a historical, social, and cultural perspective, tracing its progression from the unification of Italy to the 21st century in America. The Mafia is examined from a sociological point of view, reviewing structures, relationships, codes, and communication. (3 credits)

THR 4060 Music and the Movies  
Students develop an awareness of the functions of film music and learn about its prominent role in the cinema. Students survey film music from its silent film era origins to the present, including prominent and some lesser known film composers. (3 credits)
MAOL 510 Introduction to Graduate Education
This course makes students aware of graduate education expectations and responsibilities. It focuses on understanding individual and group requirements and resources that students need to be successful in a graduate degree program. (3 credits)

MAOL 515 Leadership Fundamentals
In this course, students will define leadership, differentiate between management and leadership, create a personalized leadership development plan, and outline individual and peer assessment and accountability measures. (3 credits)

MAOL 520 Leadership and Organizational Behavior
In this course, student-leaders will focus on how managers become effective leaders by addressing the human side of business. Student-leaders will integrate effective communication skills, through study of conflict resolution and negotiation, coaching and mentoring techniques, and evaluation of individuals, teams, and overall organizational performance levels. (3 credits)

MAOL 530 Corporate Social Responsibility and Accountability
This course is designed for awareness of social, cultural, economic, political, financial implications and vulnerabilities. Personal values, legal requirements, ethical standards will be explored in relation to balancing equity for shareholders, customers, internal/external audiences. Topics will include labor laws, outsourcing, fiscal management, and transparency. (3 credits)

MAOL 540 Maximizing Technology in Organizations
In this course, students explore the implications of using technology across the organization to manage product development and production, data collection and storage as well as human capital. Students focus on how technology has changed the nature of organizational data. (3 credits)

MAOL 550 Methods of Inquiry for Business Decisions
This course will focus on methods and resources for collection and analysis of business data. Statistical procedures, research methodology, and application to real-world scenarios will be explored. Additionally, students will learn how to apply analyses of commonly used documents such as annual reports, financial statements, performance reviews, and production reports to make sound business decisions. (3 credits)

MAOL 560 Assessment of Organizational Performance
This course will examine the assessment of organizational performance from a holistic perspective. Students will study the techniques of assessment for a variety of groups and individuals in the organizational setting. Additionally, emphasis will be placed on using multiple forms of performance data for strategic planning, group and individual performance enhancement, mission and goal development, and industry comparison. (3 credits)

MAOL 570 Tradition, Trends, Treaties, and Trade-Offs
In this course, student-leaders will transport from the world of traditional markets into conversions of trend analysis and market-driven research to navigate the macroeconomic environment in international communities. (3 credits)

MAOL 580 Sustainability for Future Success
This course will look at growth and sustainability strategies with a focus on current models, frameworks, and measurement systems for long-range business success. Students will develop and determine sustainable business plans for current companies looking at industry trends, consumer research, financial success, and community responsibility. Creative and innovative approaches to business sustainability will be reviewed and applied. (3 credits)

MAOL 585 Winds of Change
This course is designed to ascertain the impact of internal and external environmental issues (e.g., social, cultural, economic, ethical, legal, political, financial) on opportunities and risks in global marketplace. After in-depth analysis, student-leaders will determine which dynamics provide a competitive advantage. (3 credits)

MAOL 590 Strategic Leadership: Vision to Implementation
In this course, student-leaders will explore how successful leaders develop a vision for the future, align the organization behind that vision, and motivate people to achieve the vision. The design of effective organizations is dependent upon managing change to achieve superior performance. Students will develop plans for creating and sustaining a climate for corporate growth that adapts through strategic agility and resilience. (3 credits)

MAOL 595 The Leadership Perspective
In this course, student-leaders will interact with a number of corporate and community leaders who will outline their philosophies of organizational growth and define the forces that drive a competitive environment. Guest speakers will offer
strategy, predictions, and secrets to leadership success. Students will research each company and prepare questions for interactive interviews. (3 credits)

**MAOL 598 Leadership Seminar**
In this course, students will design and implement a leadership project. Students will propose and implement a project that aligns with their area of interest. Projects will be approved by the instructor and should relate to the students’ present or future position. (3 credits)

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<th>Master of Business Administration (MBA)</th>
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| **MBA 510 Orientation to Graduate Education**  
This course makes students aware of graduate education expectations and responsibilities. It focuses on understanding individual and team requirements and resources that students need to be successful in a graduate degree program. (3 credits) |
| **MBA 514 Legal Environment of Business**  
Examine the legal environment and its effects on business decisions. Study contracts, commercial law, consumer law, business regulation, and ethics. (3 credits) |
| **MBA 524 Principles of Organizational Management**  
Principles of Organizational Management develops students’ managerial skills as organizers, facilitators, communicators, and team builders. It defines specific management skills and functions, presents actions that contribute to goal achievement, and identifies attributes that enhance successful organizational performance. (3 credits) |
| **MBA 531 Business in Today’s Global Environment**  
This course provides material describing the institutions and operations involved in international businesses. Students learn to adapt managerial policies and practices to the global business environment. (3 credits) |
| **MBA 533 Innovative Business Thinking**  
Using principles of creative thinking, graduate students discover goal setting and life balance techniques to enhance professional decision making. In addition, students develop an appreciation for innovations that change the way we live. Learn how to use that knowledge to identify future world-changing innovations. (3 credits) |
| **MBA 535 Human Resource Management**  
This course deals with recruitment, training, evaluation, and promotion of today’s increasingly diverse employees. Study how to attract, secure, enable, and retain productive employees as part of a multicultural workforce. The course also covers issues related to compliance with employment laws and regulations. (3 credits) |
| **MBA 542 Business Statistics and Analysis**  
This course introduces students to descriptive and inferential statistics and their applicability to business decisions. Explore measures of central tendency and variability, probability theory, estimation and hypothesis testing, and regression models. (4 credits) |
| **MBA 553 Marketing Management and Strategy**  
This course presents strategies for optimal marketing and distribution of products and services. Examine how marketing consequences influence the decisions marketing managers make. The course emphasizes product planning, promotion, distribution, and pricing based on theories of consumer behavior and market segmentation. (3 credits) |
| **MBA 554 Managerial Finance**  
Learn about methods for determining the optimal volume and composition of firm assets, liabilities, and equity in this course. Focus on the theory and practice of capital budgeting and asset financing. Prerequisites: MBA 557. (4 credits) |
| **MBA 557 Accounting Applications for Management**  
This course teaches students to understand accounting principles so they can interpret financial statements. Learn to make proper managerial and investment decisions by getting to know revenue estimation, cost accounting, inventory valuation, depreciation, ratio analysis, and funds flow statements. (4 credits) |
| **MBA 562 Economic Aspects of Business Decisions**  
Managers and aspiring managers learn to use economic concepts to make sound business decisions. The course focuses on determining product prices, minimizing organizational costs, and maximizing company profits. (3 credits) |
| **MBA 580 Executive Leadership**  
This course focuses on the development of leadership potential to meet the challenges and opportunities of today’s dynamic environment. Students learn about values alignment, knowledge, and skills that foster positive relationships and promote organizational progress. (3 credits) |
| **MBA 595 Strategic Planning for Competitive Organizations**  
This capstone course teaches students to develop long-range strategies for an organization. Applying the skills and knowledge they have gained in MBA courses, students identify an organization’s competitive advantages and apply them in designing and
implementing strategic plans. Use case studies and simulation exercises to support and illustrate the decision-making process. (4 credits)

Master of Science in Management (MSM)

**MSM 511 Introduction to Graduate Education**
Introduction to Graduate Education makes students aware of graduate education expectations and responsibilities. It focuses on understanding individual and team requirements and resources that students need to be successful in a graduate degree program. (1 credit)

**MSM 515 Finance for Managers**
Designed for non-financial managers, this course presents principles of finance, including balance sheet composition, cash flow management, and capital budgeting. (3 credits)

**MSM 517 Legal and Ethical Environment of Business**
Gain an in-depth understanding of the legal environment and its effect on business decisions and operations. Students study contracts, torts, governmental regulation of business, commercial law, and consumer law. Examine ethical awareness and pragmatic guidelines for ethical decision making in business, too. (3 credits)

**MSM 524 Principles of Organizational Management**
Principles of Organizational Management develops students’ managerial skills as organizers, facilitators, communicators, and team builders. It defines specific management skills and functions, presents actions that contribute to goal achievement, and identifies attributes that enhance successful organizational performance. (3 credits)

**MSM 525 Organizational Culture and Dynamics**
Organizational Culture and Dynamics helps students develop the ability to guide individual people and teams to company objectives. By focusing on relationships and recognizing diversity among their peers and colleagues, students evaluate social and psychological dynamics within their organizations. They also learn communication techniques that contribute to organizational effectiveness. (3 credits)

**MSM 532 International Management**
In International Management students learn to apply management techniques in a multinational business environment. Focus on recognizing the interrelated aspects of diverse customs and local norms, and learn how to effectively communicate organizational expectations across cultures. (3 credits)

**MSM 533 Innovative Business Thinking**
Using principles of creative thinking, graduate students discover goal setting and life balance techniques to enhance professional decision making. In addition, students develop an appreciation for innovations that change the way we live. Learn how to use that knowledge to identify future world-changing innovations. (3 credits)

**MSM 535 Human Resource Management**
This course deals with recruitment, training, evaluation, and promotion of today’s increasingly diverse employees. Study how to attract, secure, enable, and retain productive employees as part of a multicultural workforce. The course also covers issues related to compliance with employment laws and regulations. (3 credits)

**MSM 538 Project Management**
Project Management covers the key factors involved in project management. Topics include project planning, organization, scheduling, budgeting, and controlling. Students also learn about project auditing and evaluation. (4 credits)

**MSM 555 Business Policy and Strategy**
Business Policy and Strategy examines the strategic planning process and presents important examples of various aspects of business policy and strategic planning. The course provides business professionals with the necessary information to assist their companies in developing appropriate strategies for a changing environment. (3 credits)

**MSM 560 Consumer Behavior and Decision Making**
Consumer Behavior and Decision Making examines the processes of marketing in the contemporary customer-oriented environment. Students explore the dimensions of the consumer market and examine analysis of consumer buying behavior and decision-making processes. (3 credits)

**MSM 570 Information Systems Decisions in Management**
Information System Decisions in Management allows students to explore and evaluate the roles of information systems in making strategic organizational decisions. The course introduces different approaches to contemporary issues in electronic business and commerce. (4 credits)
SPGS Concentration Courses

**Accounting Concentration**

**BUS 4701/ MGE 8701 Financial Accounting Theory and Reporting I**
Financial Accounting Theory and Reporting I is the first of a two-course sequence designed to 1) help students understand the theories and principles behind the pronouncements issued by regulatory bodies and used by companies to present their financial information, and 2) emphasize the proper application of these theories with consideration of ethical issues and the best benefit to investors. Topics include financial accounting theory, including concepts such as revenue and expense recognition, capitalization, asset valuation, earnings per share, and implementation of international financial reporting standards (IFRS). Further, students explore regulatory requirements and key components of financial reporting. This course is a pre-requisite. (3 credits)

**BUS 4702/ MGE 8702 Financial Accounting Theory and Reporting II**
This is a continuation and expansion of topics introduced in Financial Accounting Theory and Reporting I. Topics include and in-depth examination of financial accounting theory, including concepts such as revenue and expense recognition, capitalization, asset valuation, earnings per share, and implementation of international financial reporting standards (IFRS). Further, students explore regulatory requirements and key components of financial reporting. This course is a prerequisite. (3 credits)

**BUS 4703/ MGE 8703 Auditing**
Students study a general overview of the auditing function and the audit cycle. Through real-world examples, students gain knowledge of how auditing influences company policy and behavior, including risk assessment, internal controls and Sarbanes-Oxley regulations. (3 credits)

**BUS 4704/ MGE 8704 Managerial and Cost Accounting**
Students analyze managerial accounting concepts, including cost systems, profit analysis, budgeting, control of manufacturing and distribution costs, performance evaluation, and product pricing. Emphasis is placed on managerial planning and analyzing internal company information to make decisions that influence company directions and successes. (3 credits)

**BUS 4705/ MGE 8705 Accounting Information Systems**
To explore the continuing need for automated financial data and transaction processing, students in this course investigate needs analysis, systems development and operation, technology evaluation, system requirements, security, planning, and training as they relate to accounting and auditing principles. Emphasis is placed on analyzing business operations and management decision-making based on information systems controls, communications, and reporting. Students evaluate current databases and other systems and determine if new systems design is required for optimum performance. (3 credits)

**BUS 4706/ MGE 8706 Accounting Research and Taxation**
Students implement various research techniques to understand accounting regulations and taxation. Students gain an advanced knowledge of the financial Accounting Standards Board (FASB) and other governing entities, including how to apply the standards put forth by such organizations. Further, through an overview of corporate taxation, students obtain an understanding of the effects of taxation on the strategic decision-making process.

**BUS 4707/ MGE 8707 Non-profit and Governmental Accounting**
Students learn the concepts, principles, and unique needs of non-profit and governmental accounting. Students examine fund accounting rather than financial accounting, focusing on resource allocation rather than profitability.

**Conflict Management and Dispute Resolution Concentration**

**BUS 4600/ MGE 8600 Principles of Mediation**
Students explore the theory and practical skills necessary to be a mediator. Students learn about mediation skills and techniques such as how to initiate discussions with mediation participants, how to plan mediations, how to make the best use of mediation in various personal and professional situations, and how to apply ethical standards and accountability in mediation. (3 credits)

**BUS 4601/ MGE 8601 Communication and Negotiation**
This course explores the communication process used to put deals together and to resolve conflicts. Students study negotiation as the core element in resolving disputes and managing conflict in a voluntary process where the parties involved control the outcome. The course extrapolates the benefits and weighs the shortcomings of distributive and integrative bargaining. (3 credits)

**BUS 4602/ MGE 8602 Fundamentals of Conflict Management and Dispute Resolution**
An introduction to the field of dispute resolution, this course provides the solid foundation necessary for further inquiry and application. You will study academic thinking about conflict analysis and resolution and learn to think systematically and analytically about conflict and conflict resolution. (3 credits)

**BUS 4625/MGE 8625 Ethics and Impartiality**
Students gain a thorough understanding in ethical principles. The course focuses on core concepts and case studies as well as applications of ethics to conflict management and dispute resolution with a special emphasis on maintaining third-party neutrality and impartiality.

**BUS 4630/MGE 8630 Contemporary Issues and Trends**
Students will complete a conflict management proposal addressing contemporary conflicts and projected trends for a specific organization. They will apply appropriate information learned about conflict management and integrate it into a proposed conflict management systems design. The system will include a continuum process for resolving conflicts, training and continuing education awareness of changing cultural, racial and economic issues and trends. (3 credits)

### Finance Concentration

**BUS 4720/ MGE 8720 Investments**
In this course, students will discriminate the complexities of investments, portfolio management and security analysis. Students will manage an investment portfolio, distinguishing risk and return, diversification, and the impact of economic and market variables. (3 credits)

**BUS 4721/ MGE 8721 International Finance**
This course introduces students to the financial complexities of operating a multinational firm. Students will examine the international financial environment, specifically the risks and opportunities created by changes in exchange rates and the use of the global markets as sources of financing. Students will debate taxation and current issues in international finance. (3 credits)

**BUS 4722/ MGE 8722 Financial Institutions**
In this course, students will appraise the world of financial institutions including money and banking. Valuing stocks, bonds, derivatives, and other capital assets are central topics in this course. Students will analyze how technology shapes emerging trends in cash management and investing. (3 credits)

**BUS 4723/ MGE 8723 Corporate Finance**
In corporate finance students examine the financial operations of a business, focusing on capital budgeting and cash flow. Trend analysis and the ethical management of financial documents are included in the study. (3 credits)

**BUS 4724/ MGE 8724 Advanced Financial Planning**
In this course, students create a financial plan that addresses the entire spectrum of personal finance from credit and insurance needs to estate and retirement planning. Students assess the impact of government requirements related to estate planning issues and the tax advantages of certain investments. (3 credits)

**BUS 4725/ MGE 8725 Government Finance**
Students in Government Finance examine the revenues and expenditures of Federal and State government. Students review government budgeting practices and policies, taxation, spending and their impact on society. (3 credits)

### Healthcare Administration Concentration

**BUS 4251/ MGE 8251 The American Healthcare System**
This course is a comprehensive overview of one of the largest industries in the United States, healthcare. Students explore the effects of social, political, organizational, cultural, economic and historical forces on this industry. Features and contours of this evolving and highly complex system are explored including levels of care, technology, and health outcomes. Current trends related to regulation, cost, quality and access are analyzed, with particular emphasis on the complexities and inherent counter purposes of commerce and ethical obligations manifest in healthcare. (3 credits) *(Students are recommended to take this course prior to enrolling in subsequent HA concentration courses.)*

**BUS 4252/ MGE 8252 Fundamentals of Healthcare Administration**
Students analyze organizational dynamics and complex operational and regulatory factors that must be aligned to ensure the highest quality care, greatest efficiency and cost effectiveness. Operational divisions, functions, and groups including professional providers, care givers, and support services such as finance management, information services, human resources, plant services, and marketing are explored in relation to their integral value, purpose and function, and their unique perspectives. Emphasis on the creation of an environment of continuous improvement and organizational adaptability and success are explored. Measures and benchmarks of success are integrated throughout the course. (3 credits) *(Students are recommended to take this course immediately following BUS 4251/MGE 8251 The American Healthcare System and prior to enrolling in subsequent HA concentration courses.)*

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BUS 4254/ MGE 8254 Healthcare Policy and Politics
In this course students examine current public, health profession, and organizational policy at macro and micro levels, as well as trends for the future related to or affecting healthcare organizations and its consumers. Health industry manager/leader responsibility for organizational assessment, application, and operational change related to policy and politics is explored. Relevant public, professional, and organizational politics are examined within various types of health organization and support industry contexts. Distinction between policy and politics are elucidated throughout. (3 credits)

BUS 4256/ MGE 8256 Healthcare Ethics
Students explore the ethical components, dilemmas and obligations in American healthcare organizations and systems. Specifically, ethical issues related to care giving and bioethics, demographic trends, relationships among organizational professionals and staff, delivery models, securing and allocating scarce resources, and technology are examined. Healthcare organizational ethics and obligations are analyzed, emphasizing the role of manager/leader in creating an ethical culture of care delivery and cost effectiveness. Various ethical decision making models are compared and applied to case scenarios. (3 credits)

BUS 4258/ MGE 8258 Information Systems for Healthcare Management
Students focus on the increasing presence and reliance on information technology and information systems in healthcare organizations and systems of all sizes and purposes. Today's healthcare manager/leader must understand the use, types, benefits and limitations of information technology on structure, processes and work design. Infrastructure requirements and cost, security, and related regulation and law are reviewed. Selection and alignment of information management with organizational strategic planning to achieve high levels of performance are emphasized throughout. (3 credits) (This course applies to and is cross-listed with the Information Systems concentration.)

Human Resources Concentration

BUS 4023/ MGE 6023 Employment Law
In this course students will investigate the legal and regulatory backdrop for the management of organizational Human Resources. Students will analyze legislation and legal precedents that guide employers' actions and decisions and affect their relationships with their employees. (3 credits)

BUS 4741/ MGE 8741 Staffing
In this course, students will examine strategies and procedures for the lawful selection of employees. Students will explore effective selection techniques and the organization's legal responsibilities in recruiting, interviewing, selecting, and hiring employees. (3 credits)

BUS 4740/ MGE 8740 Employee Development and Retention
In this course, students explore the employer's role and responsibility in developing and retaining a highly motivated workforce in a competitive employment environment. Students will also analyze employees' roles in managing their own career growth. (3 credits)

BUS 4742/ MGE 8742 Global Human Resources
Students will examine the challenges of international business and the role of Human Resources in worldwide organizations. Students will differentiate between domestic and international policies, procedures, and strategies for effectively managing human resources in the global environment. (3 credits)

BUS 4743/ MGE 8743 Employee Relations
Students will explore strategies for effectively managing the ongoing relationship between employers and employees. Students will focus upon Human Resource's role in fostering organizational ethics, justice, and the fair treatment of employees. (3 credits)

Information Systems Concentration

BUS 4763/ MGE 8763 Telecommunications and Networking
Students will examine trends, issues and assessment of voice/data convergence, communication tools, data transmission, content delivery methods, networking options and interconnectivity, and networking security and ethics. (3 credits)

BUS 4764/ MGE 8764 Assessment of Hardware and Software Solutions
This course provides students an opportunity to actively learn about the processes, issues and tools used in assessing operating systems and platforms, open source, peripherals and novel devices, off the shelf vs. custom applications, and thin clients. Students will focus on evaluation of resources, benchmarking analysis, data conversion issues and testing, and performance evaluations of hardware and software solutions. (3 credits)

BUS 4762/ MGE 8762 Leveraging Business Data
In this course, students will gain advanced skills in how successful business organizations leverage their data in order to gain competitive advantages in the marketplace. The course will cover data mining, third party data, legacy data conversion, data storage, business intelligence, data visualization and retrieval, and knowledge management. (3 credits)

BUS 4765/ MGE 8765 Enterprise Information Technology
Students will enter the complex world of enterprise IT. Topics include customer relationship management, enterprise resource management, supply chain management, integration solutions, success and failure analysis of enterprise IT systems, middleware and process re-engineering and implementation. (3 credits)

**BUS 4761/ MGE 8761  Ethics and Security**
In this course, students will decompress IT security issues that create ethical dilemmas in the current business environment. Topics include privacy, copyright, intellectual property, piracy, virus, spam, phishing protection, acceptance of IT changes and ethics of outsourcing. (3 credits)

**BUS 4760/ MGE 8760  Managing Information Technology**
Students will integrate the decision making processes of both the management and information technology areas successful business organizations. Students will gain a broad perspective of the following strategic IT management issues Aligning Business and Information Technology Strategies, Outsourcing, Vendor Evaluations, Succession Planning, Analytic Studies for IT Planning, Valuation of Information Technology, Technology Audits, and Project Management. (3 credits)

### International Business Concentration

**BUS 4742/ MGE 8742  Global Human Resources**
Students will examine the challenges of international business and the role of Human Resources in worldwide organizations. Students will differentiate between domestic and international policies, procedures, and strategies for effectively managing human resources in the global environment. (3 credits)

**BUS 4780/ MGE 8780  Global Business**
Students will examine international practices and the influence of the World Trade Organization. Students will investigate global economic development through study of free trade and international restrictions, regionalization, and international policies. (3 credits)

**BUS 781/ MGE 8781  Cross-cultural Risk Analysis**
Students will differentiate marketplace influences of legal, historic, economic, and cultural issues to maximize international productivity and minimize risk. The course will focus on identifying and characterizing domestic and international cultures. (3 credits)

**BUS 4721/ MGE 8721  International Finance**
This course introduces students to the financial complexities of operating a multinational firm. Students will examine the international financial environment, specifically the risks and opportunities created by changes in exchange rates and the use of the global markets as sources of financing. Students will debate taxation and current issues in international finance. (3 credits)

**BUS 4400/ MGE 5400  North America and the European Union : London , England**
Students in this course experience an interdisciplinary perspective focusing upon the concept of the European Union (EU). The historical examination, beginning with midcentury interstate reconciliation, encompasses a balanced view of what the EU is and what it can be. Students examine the infinite complexities of the EU to gain an understanding of the historical, economic, international relations, political, educational, and legal implications. Course outcomes are formulated to ensure relevance for business management professionals, educators, attorneys, or anyone involved in international matters. The course includes travel to a European country and cultural immersion to more fully facilitate development of conceptual knowledge. (Finance or International Business Concentration elective.) (3 credits)

**BUS 4782/ MGE 8782  Growing Market Share in Diverse Cultures**
In this course, students will appraise the planning and processes of entry into diverse cultural and economic environments. They will investigate the challenges of product adaptation, export pricing, international distribution, and international communication. (3 credits)

**BS 4345/CUL/MGE 5345 The Business of Culture in Australia**
This course provides students a basic overview of the business of culture in Australia, including an introduction to Australia’s economy, history, and culture. Lectures and experiences explore a wide range of areas focusing on vineyards, sports, culture, and tourism. The course includes lectures, case studies, guest lectures, site visits, projects, and cultural events.

**BUS 4783/ MGE 8783  Political Environments**
In this course, students will discern the effect of international relations on American business—analyzing foreign policies, human rights and nonprofit organizations, terrorism, and the development of nations. (3 credits)

**BUS 4025/ MGE/SOC 5025 Contemporary View of Wall Street: New York**

### Marketing Concentration
BUS 4201/ MGE 5201 Entrepreneurial Start-Up Marketing
In this course, students will focus on successful marketing entrepreneurship that could be applied to small businesses in the early stages of growth. An analysis of marketing solutions will engage students in the strategies, execution, and return-on-investment challenges unique to a start up enterprise. (3 credits)

BUS 4752/ MGE 8752 Creative Branding: Emotional Connection
In this course, students will develop awareness and appreciation for the strategies successful brands utilize to distinguish their positionings. Students will apply creative branding principles to conceive their own personal brand. This process requires distinguishing unique individual attributes, tangible and intangible, to build higher level emotional connections with the key professional influences they interact with every day. (3 credits)

BUS 4751/ MGE 8751 Advertising Strategies and Campaigns
In this course, students will design an advertising campaign. Students will focus on marketing communication including, targeting, branding, promotion, media and the purchase decision process. Agency management will be included along with insights from contemporary industry perspectives. (3 credits)

BUS 4782/ MGE 8782 Growing Market Share in Diverse Cultures
In this course, students will appraise the planning and processes of entry into diverse cultural and economic environments. They will investigate the challenges of product adaptation, export pricing, international distribution, and international communication. (3 credits)

BUS 4750/ MGE 8750 Consumer Behavior in American Society
Students will analyze the consumer decision process in the current marketplace. Consumer perceptions and attitudes, the role of group influence, and the essential nature of customer satisfaction are key components of this course. (3 credits)

BUS 4753/ MGE 8753 Community Based Marketing
Students will compare how marketing tactics are customized to successfully connect with individual customers in local markets. Leveraging unique differences requires examination of key demographics, ethnic diversity, generational influence and specific interests. (3 credits)

BUS 4103/ MGE 8103 Changing Face of Marketing
Students explore the marketing revolution that is currently underway including the evolution of customer targets such as ethnic, gender, media, resource allocation, and migration from national marketing to grassroots marketing strategies and tactics. Students will analyze emerging marketing tools such as the internet, event and key influences, and advocacy. (3 credits)
Graduate Liberal Arts Courses

The following courses are available in all graduate liberal arts areas of study, pending approval by the Chair of Graduate Liberal Studies.

XXX 5998 Special Topics 1-4 hrs.
These are specialized courses designed to examine topics within a discipline or area of study not otherwise addressed by an established course at Baker, selected according to faculty interests and student needs. Prerequisite: varies by course. This course can be repeated for credit as long as the student does not repeat the course featuring the same topic.

XXX 5999 Independent Study 1-4 hrs.
Independent study provides an opportunity for the competent or highly motivated student to pursue a course of study in an advanced topic or in an area that is not represented by an established course at Baker (more details provided in the Master of Liberal Arts section of this catalog)

ANR 5032 Evolution, Apes and Angels
Students survey biological anthropology. Topics include, evolutionary theory and principles, the human and nonhuman primate fossil record, nonhuman primate behavior, population and Mendelian genetics, and human diversity and variation. Students examine the relationship between humans, primates, and other animals, and unique human features. (3 credits)

ART 5003 Cinematic Sagebrush
The exploration of the classic western film and later “hoss-operas” provides students with an overview of this American genre in relation to our national identity. Topics include: early popularity and later loss of appeal, perception of gender roles and attitudes toward others. (3 credits)

ART/FLM 5011 The Art of Film
Through a variety of films from different periods, students examine how artistic handling of editing, photographic composition, visual/sound effects, lighting, and music affect viewer response and determine why and how a film is successful. (3 credits)

ART/FLM 5012 Cinematic Reflection of Society
This course explores the connections between our lives and entertainment, the extent American films may influence lives by mirroring or perverting images. Students also explore the ways American fads, problems, humor, and conflicts have been reflected on screen. (3 credits)

ART 5014 Arts of China
Students explore the major arts of China from early items to the recent past. Topics include ceramics, ritual bronzes, secular and Buddhist sculpture, jades, lacquer ware, calligraphy, painting, and architecture. Special attention will be given to both the cultural context and stylistic developments. (3 credits)

ART 5018 Art and Ideas
Students examine the principle styles of Western art in selected masterpieces of literature, philosophy, architecture, sculpture, painting, and music. This course requires no prior knowledge of the arts, but rather attempts to reflect on various periods of high cultural achievement, and draw together the interactions of art, history, and philosophy. (3 credits)

ART 5025 Renaissance to Post-Impressionist Art
This course is a broad survey of the most important works of selected painters and sculptors from the latter 15th century to the early 20th century. (3 credits)

ART/MUS 5026 Gotta Sing, Gotta Dance: American Film Musicals
Students study musical films throughout history and analyze how films comment upon the eras. Students will also explore the history of the musical genre as it reached its peak of appeal and the downward movement. (3 credits)

ART 5027 History of Photography
This comprehensive survey of the history of photography spans the 19th and 20th centuries. Also considered are the technology and cultural motives that have contributed to the proliferation of images in our world. (3 credits)

ART 5029 Photography, Landscape and Architecture
Students investigate the evolution of architecture and landscape design through the work of photographic masters and sophisticated imaging technology. Topics include the development of photographic technologies from 1839 to the present as they are exposed to changing approaches to the “built environment.” The course touches on human psychology, physiology, the history of Western art, architecture, agriculture, and the ways in which land and materials serve human purposes. (3 credits)

ART/GNS 5035 Women in Art
Students examine images of women and art made by women from the prehistoric period through the 20th century. Special topics include the contributions of important women artists from the Renaissance through today, including Mary Cassatt, Georgia O'Keefe, and Artemesia Gentileschi. Revisionist and feminist approaches expand upon the artists' traditional biographical and stylistic information. A background in art history is not necessary to succeed in this course. (3 credits)
ART/THR 5038  Film, Theatre, and the American Dream
This course examines the aspects of American mythology which have been termed “The American Dream.” Students explore the ways in which the dream has been defined, as well as how it has been examined, promulgated, and criticized by playwrights and filmmakers. (3 credits)

ART 5043 Early 20th Century Arts & Ideas
Students examine the principal styles of early twentieth century Western art, including masterpieces of architecture, sculpture, painting and music. This course requires no prior knowledge of music and art, but rather presents reflection of a period of high cultural achievement. (3 credits)

ART/FLM/THR 5046 Social Issues in Theatre & Film
This course explores a variety of social issues (including gender, race, the environment, sexual orientation, war and politics) by examining the way in which these issues are reflected in plays and films. Students investigate the chosen works as both artistic achievements and social commentaries. (3 credits)

ART/THR 5047 Kansas City Theatre
Students explore the diversity of the Kansas City theatrical environment by attending local performances and meeting with theatrical artists in the area. (3 credits)

ART/GNS 5049 Women: Both Sides of the Camera
Students investigate women on both sides of the cinematic camera. Our goal in this course is to understand how the film medium has functioned, historically and aesthetically, in its representations of women and to understand how and why women filmmakers have created alternative visions of women in film. We will explore cinematic representations of women and feminist criticism of some of the major film genres and directors, as well as a peek into the world of women’s independent film. (3 credits)

ART/MSC 5060 Music and the Movies
Film is one of our most prominent art forms. In many ways, it is a reflection of our culture, a primary means of entertainment, and often the place we learn or revise our history and ponder our mortality. The purpose of this course is to obtain an increased awareness of the many functions of film music and to learn about its prominent role in the cinema. Students survey film music from its silent film era origins to the present, including prominent film composers, as well as some of the lesser known ones. (3 credits)

ART 5069 Current Art Issues and Events
Students evaluate art as a way to understand the world, both past and the present. Topics include museums, preservation, patronage, public art, censorship, business of art, multiculturalism, global arts, art & technology, philosophy of art, and contemporary themes. (3 credits)

ART/LIT 5104 The Graphic Novel: Sequential Literature of the 20th Century
As unique literary forms, graphic novels, comic books, and sequential art reveal and reflect critical perspectives on historic and contemporary culture. Students explore the literary and cultural theory that informs these forms, focusing on how graphic novels inform and informed by popular culture.

ART 5106 Jazz: An American Art Form
This course studies the African roots of jazz, coupled with the western influences that surround it. Different styles, such as swing, bebop, Latin, and fusion are examined. Listening assignments and video archives are utilized to develop an appreciation for the American art form. (3 credits)

ART 5120 Comedy & Satire: Shakespeare’s Comedies
The serious but not solemn study of classical and contemporary comedy. We will read plays and novels, see films and television, listen to old radio comedies. Aristophanes, Lysistrata, Shakespeare, Twelfth Night, Congreve, The Way of the World, Amis, Lucky Jim; films by Charlie Chaplin, W.C. Fields, and Woody Allen; TV comedy All in the Family and radio Jack Benny, George Burns, Amos and Andy. (3 credits)

ART 5150 Arts in the City
This course allows students to explore the rich and dynamic arts community in the Kansas City area, while learning to appreciate the importance of arts education in the classroom and in life. Topics include classical and cutting edge theatre, dance, music, and art, and how Kansas City plays host to some of today’s most exciting authors and provides the landscape for major Hollywood films. (3 credits)

ART 5170 Aesthetics of Personal Adornment
Students study the development of jewelry as personal adornment from Neolithic times through the twenty-first century. This course emphasizes the interrelationships between jewelry, dress, and other forms of body adornment, as well as the connections between jewelry as personal and societal statement. Students will create a piece of personal adornment for this course.(3 credits)

ART/THR 5180 Broadway & Beyond: A New York Theatre Tour
Students explore the diversity of the nation’s theatre capital by visiting the city, attending six theatre performances, touring designated theatres, and visiting with theatre artists in the city. The focus of the course is on theatrical production and the role of the performing arts in New York City. Emphasis also will be on theatrical criticism. (3 credits) Travel course
ART 5234 History of Rock and Roll
Students explore an overview of the history of rock & roll and popular music. Students examine the evolution of these genres as they relate to history and culture. Emphasis is placed on creating both individually designed and collaborative lessons. Topics include current trends in music, current media, and popular culture as they relate to historical events trends, and social implications of music. (3 credits)

ART/REL/CUL 5237 Aboriginal Art and Spirituality
This course provides students with an opportunity to examine Australia's indigenous cultures, particularly Aboriginal belief systems, spirituality, and art. Students will explore Aboriginal cosmology and its relation to the environment, the effects of colonial history on indigenous cultures, and expressions of Aboriginal identity in art. (3 credits)

ART/GNS 5261 Women and Creativity
Students examine women's perspectives on the creative process and product. The course content reveals how psychology, culture, race, and class affect women's creativity. The lives, personalities, and works of selected creative women are studied to gain insight, and students consider their own creative potential. (3 credits)

ART/REL 5300 The Arts and Christianity
Students in this class examine the role the arts play in the Christian tradition. Art forms discussed in the course include the visual arts, church architecture, sacred drama, sacred dance, literature, poetry, and film, through play readings, poetry readings, visits to local museums and churches, and learning to “read” church architecture. (3 credits)

AST 5005 Astronomical Views
This course explores astronomical terms and concepts about the planets, stars, galaxies, clusters, nebulae, and practical information about how to make observations. From the history of astronomy to the origins of the Universe, students will discuss constellations that can be seen from both the northern and southern hemispheres. Topics include neutrino astronomy, the grand unified theory, curvature of spacetime, lunisolar precision, Mayan astronomy, novae, and the Next Generation Space Telescope. (3 credits)

BIO/HTH 5350 Nutrition for Health & Wellness
This course addresses the varied nutrition guidelines and lifestyle factors related to our current American diet and its associated health risks. Topics include physical fitness, body composition, nutrition, weight control, basic nutrition supplementation, and the relationship of food, its nutrients and other components, to the promotion of health and wellness. (3 credits)

COM/SOS 5008 Mass Communication Contemporary Issues
Students develop the ability to comprehend, evaluate, and make decisions when confronted with mass media in the community and in their personal lives. Students weigh contemporary topics and use critical thinking skills to enhance their academic, professional, and personal lives. (3 credits)

COM 5035 Writing for the Liberal Arts
Students examine selected short works of literature by major writers on a broad range of topics. Special emphasis is placed on how critical reading connects to effective writing. Students write critical/analytical papers using specific writing techniques and experience discovery through the process of writing. (3 credits)

COM 5058 Counseling for the Non-Counselor
This course is designed to teach communication and people helping skills to adults who need such skills in their work and professional settings, but who are not, and do not intend to be, professional counselors. Students practice counseling skills in the classroom and receive feedback from peers and professionals. Special topics include crisis intervention and referrals to professional therapists. (3 credits)

CRJ/SOC 5102 Contemporary Issues in Law Enforcement
Students conduct an in-depth analysis of the critical and controversial issues that affect law enforcement and society. Both sides of controversial topics such as maintaining a balance between the needs of society for protection and the rights of the individual will be examined. Students analyze how law enforcement procedures and policies attempt to create an effective system of protection for society. (3 credits)

CRJ 5116 Juvenile Justice in America
Students examine the dilemma of dealing with juvenile crime and juvenile justice. Students develop an understanding of why the country is experiencing an increase in school shootings and gang activity. Topics include how juvenile offenders are treated in the criminal justice system and how the American juvenile population is viewed. (3 credits)

CRJ 5137 Images of Crime and the Criminal
Students explore the sinister role of the modern-day serial murderer in our society and examine behavioral patterns and societal influences present in serial murderers. Investigation, detection, and apprehension techniques are covered, as are local and national cases. (3 credits)

CUL 5019 Islamic Culture: World Impact
This course provides insight on the turbulent background of religious cultures in the Middle East. It traces religious history from pre-Christianity through the founding of Islam to its contemporary regional conflicts. Learning the origin of the religion provides foundation for understanding its widespread heterogeneous culture today. (3 credits)
CUL 5033 World Cultures
Students examine an array of cultures from around the world. The focus of the course is on comparing and contrasting cultures with similar subsistence strategies including hunting-gathering, pastoralism, horticulture, and intensive agriculture. Students investigate historical cultural practices as well as current issues facing each cultural group. (3 credits)

CUL/SOC 5126 Drugs and American Culture
Students examine the origins of illegal drug influence in America and the growing trend toward violence throughout American history and society. Topics include the sociological influence of the drug culture and its impact on current policies in American business, education, politics, and the arts. (3 credits)

CUL 5152 Media Environment and Culture in Australia
This two-week travel course to Australia allows cultural immersion to more fully facilitate development of conceptual knowledge of the media, environment, and culture. The course provides the learner with an interdisciplinary perspective of major aspects of Australian culture, architecture, art, media, music, geography, flora and fauna. The itinerary includes Sydney, the Hunter Valley vineyards, the outback, and the Great Barrier Reef. Our goal is to experience the diversity of the environment and the culture of the continent. (3 credits) Travel course

FLM/LIT 5009 Literature into Film
Students examine the fundamental differences in the way writers communicate ideas and film makers interpret these ideas in attempting to construct a cinematic equivalent. The style and structure of these adaptations are studied to determine the success or failure of the transition to film. (3 credits)

FLM/THR 5039 Film and Theatre of the Jewish Holocaust
Students examine the history of the Jewish Holocaust through plays and films of the period. Topics include the methods incorporated by playwrights and filmmakers to give artistic treatment to the subject matter, as well as the issues and themes they address. (3 credits)

FLM/HIS 5044 Past Imperfect: History and the Movies
Students examine how movies and television have shown history, often more faithfully than they are given credit for by social critics, journalists, politicians, and others. Students consider the obligation commercial film makers have to historical accuracy and the questions of responsibility involved in presenting truth about the past. (3 credits)

FLM/CUL/ART 5125 World Cinema
This course analyzes film alongside themes of race, gender, sexuality, and class. The goal of the course is to look at classical Hollywood films contrasted with Independent films. (3 credits)

GNS/ART 5070 Feminist Muse: Shaping the Arts
Students in this course explore the condition of women's lives, in and of themselves, in relation to each other and to men. Through a critical analysis of a diverse selection of texts -- theoretical, literary, and visual -- by and about women, students will be encouraged to develop their own ideas about the ways that feminist thought and practice aid in the processes that transform self, community, and society. Issues explored include women, work and the division of labor, sexuality and health, violence against women, women's social and political activism, the influence of the media, family ideologies, and changing gender roles. (3 credits)

GNS 5110 The Role of Women in American History
Students explore the varied roles women played in shaping American history, with particular focus on how class, ethnicity, and race influenced American women's work, family life, and organized activities. Topics include Native American women's lives, gender and family life under slavery, the impact of industrialization, women's political activities including the antislavery movement, the suffrage movement, the 19th Amendment, and the resurgence of feminism in the 1960's, and transformations in the lives of modern women. (3 credits)

GNS 5111 The Eternal Feminine
Students construct cultural context of women beginning with "Eve" and moving through western civilization to the present. Special topics include the idea of the individual maintaining a sense of self, relating to members of one's own sex and the opposite sex, and finding a way to deal with gender related social and political issues in today's world. (3 credits)

GNS/HIS 5106 Revolutionary War Women
Students in this course will explore the lives of women who kept the everyday world in order before and during the Revolutionary War. Abigail Adams, Deborah Read Franklin, Eliza Lucas Pinckney, and many other lives will be examined in terms of actions they took during the war, and what influence they had on policy at the formation of the new nation. (3 credits)

GNS/HIS 5140 Women in Media
Students explore what it means to be a woman in the media spotlight. Using current and historical case studies of such women as Hillary Clinton and Marilyn Monroe, students assess the media's codes for female success and how the rules for women differ from those for men. In addition, the students explore the historical importance of beauty and motherhood and the role that cultural expectations of femininity play in creating female stars in politics and entertainment. (3 credits)

GNS 5230 Men & Masculinity
Students examine societal views of men and masculinity including construction of masculinities, male/female relationships, and sexual identities. Diverse gender issues among men such as race, ethnicity, sexuality, age, and class will be researched as they impact the men’s movement, fatherhood, media representation, sports, violence, work and family relationships. (3 credits)

GNS/LIT 6105 Gender Roles in Vampire Literature and Films
Students examine prominent 19th, 20th, and 21st century texts and films that explore the relationship between vampires and their victims. Students focus on the dimensions of why people – both fictional and real – are drawn to vampires and how vampires reflect social concerns relating to identity, violence, sexuality, gender roles, adolescence, ethnicity, and religious belief. (3 credits)

HIS 5003/SOC 5014 Race and Ethnicity in America
Students examine the melting pot of American pluralism and investigate the unique challenges and experiences faced by minority groups in United States history. Students address the complexities of a pluralistic society in terms of identity, discrimination, and acculturation. (3 credits)

HIS/CUL 5004 History and Culture of China
This course provides a broad overview of Chinese history and culture from the Shang Dynasty to the end of the 20th Century, with a primary focus on Modern China from 1800 to 2000. Using a chronological approach, the course outlines continuity and change in the areas of politics, security, society and culture, religion and philosophy, economics, and art. The instructional approach is student-centric seminars, guided discussions, and presentations. The underlying philosophy of the course is to study Chinese history and culture to better understand the foundations and context of current events in today’s China and Asia. (3 credits)

HIS 5005 History of Great Britain
Students explore Great Britain’s heritage from its prehistoric roots to modern times. The course focuses on key elements and events, including the Age of Wessex, Medieval England, the Tudor Age, the Commonwealth, two World Wars, and 21st century England. (3 credits)

HIS 5006 Kansas History
This course surveys the major events, movements and personalities that worked together to create today’s Kansas. Topics include the state’s singular geographical setting, various ethnic and commercial migrations, and the central role Kansas has played throughout its history in most major U.S. political and social movements. (3 credits)

HIS 5013 The Holocaust
Students examine the political and social structure of the period of 1933-1945, when Adolf Hitler and the Nazi government of Germany engaged in a premeditated, systematic program to rid Europe of Jews. This course focuses on what happened to the Jews of Europe before, during, and after the Holocaust, and attempts to understand how and why such an atrocity occurred. (3 credits)

HIS 5014 History of the American Presidency
Students examine the institution of the American presidency from a historical perspective. Topics include the changing role of the president in our system of government, the different interpretations of the role of the president as practiced throughout our nation’s history, the unique aspect of our chief executive as compared to other forms of governmental leadership, and the power and influence of media in shaping and affecting our nation’s highest office. (3 credits)

HIS 5015 America 1945-60
Students study the period in America between 1945 to 1960, in which the U.S. abandoned isolationism, embarked on the search for racial justice, and fundamentally changed the role of government in the economy. Topics include the growth of the suburbs, the interstate highway system, television, McCarthyism, and the postwar era as an age of reconstruction. (3 credits)

HIS 5018 The American Indian Experience
Students explore the American Indian experience from 1492 to the present. Students compare and contrast American Indian cultures other American cultures to gain an understanding of the complexity of ethnic, racial and cultural diversity within the populations of the U.S. and the world. (3 credits)

HIS 5019 Civil War: Times of Torment
Students examine the historical period between 1854 to 1865 on the western border of the United States. Students explore the origins of “Bleeding Kansas,” the burning of Lawrence, implementation of General Order No. 11 and such figures as Brown, Lane, Anderson, Todd, Jennison, Price, Ewing, and Quantrill. Students also formulate their own historical perspectives of this tumultuous period. (3 credits)

HIS 5024 Civil War: My Brother in Battle
Students explore the Civil War, the origins of disunity, the strengths and weaknesses of the Union and Confederacy, the strategies of the North and South, the wartime roles of women, African Americans, and Native Americans, and the aftermath of the first presidential assassination. (3 credits)

HIS 5026 Richard Nixon
Students examine the life of Richard Nixon and his role in American politics. Topics include Nixon's life and public career beginning in Yorba Linda, California, during the early years of this century, Nixon's White House years, Watergate, and his post-presidential years into the 1990s. (3 credits)
HIS/CUL 5029  The Colonial American Experience
Students explore the history of the English-speaking settlements that became the thirteen United States of America. The course focuses on the colonial period as an entity in itself, not merely a prelude to the American Revolution. Students study how Europeans attempted to transplant their traditional society to their new world on the Atlantic seaboard and how they learned to live in the new land as a distinctly new society. (3 credits)

HIS 5031/SOC 5074 Civil Rights Movement
Students investigate the struggle for civil rights in the United States during the twentieth century. Readings, lectures, and films discuss the movement’s major methods, personalities, achievements, and failures from the Reconstruction Era through the 1990s. Special emphasis is given to the direct action and black power phases of the movement between 1955 and 1968. (3 credits)

HIS 5052 Foreign Policy since the Cold War
Through a combination of reading, research, discussion and film, this course presents some of the striking events of the Cold War era, from roughly 1945 – 1991. Topics covered include the Berlin blockade, McCarthyism and the Rosenberg spy case. Also, the Korean War and the beginnings of involvement in Southeast Asia, the Hungarian Revolution, the Berlin Wall and the fall of Communism. (3 credits)

HIS 5040 John F. Kennedy
Students examine the life and presidency of John F. Kennedy. Topics include Kennedy’s early years, his road to the White House and his presidency. (3 credits)

HIS 5041 World War I
Students examine how the events of 1914-1918 changed the face of the world: empires fell, geo-political maps changed, and America lost its international innocence. Topics include colonialism, militarism and nationalism. Also examine how the resolution of this conflict produced fertile soil for WWII. (3 credits)

HIS 5043 Adams Family American Dynasty
Students examine the Adams Family of Massachusetts and its leading role in American history for two centuries. The course begins with the Colonial era and John and Abigail through the post-War I period with Brooks. Topics include how the family dynasty gave leadership in many fields of endeavor from statesmanship to intellectual pursuits and business, and how this remarkable group of people painted a portrait of lasting greatness and human shortcoming. (3 credits)

HIS 5060 The Civil War Through Native American Eyes
This course examines the reaction of Indian peoples to the American Civil War. Topics include the root causes of the Civil War, its aftermath, and the issues of racism, slavery, states’ rights, westward expansion, and regionalism in the light of the terrible conflict of 1861-1865. Students compare Union and Confederate Indian policy and investigate treaty-making between the US government and Indian nations. (3 credits)

HIS 5128 Decade of the Sixties
Students examine the causes and effects of the characteristic restlessness and turbulence of the 1960s. Special attention will be paid to the maturing restlessness beneath the placid exterior of American society in the late 1950s, the conflict in Indochina, race relations, the role of federal government, youth culture, the status of women, the private enterprise system, and the fabric of the good life. (3 credits)

HIS 5190 Benjamin Franklin
Students investigate Ben Franklin in contemporary, pop-culture terms, as well as historical terms. Topics include Franklin’s accomplishments, contributions to society, and how the life of “America’s First Renaissance Man” directly affected the course of national events. (3 credits)

HIS/SOC 5225 Revolution! The Beatles and the 1960s
Students view the major historical and cultural events of the 1960s through the perspective of the Beatles. Students trace the development of this decade as the Beatles and their generation changed from clean-cut musical escapists to shaggy confrontational revolutionaries. How did music and art collide with political and social issues to create a storm of discontent and transformation? When it came to “revolution,” did people want to be counted in or out? How do the events of this decade continue to affect discourse today? (3 credits)

HIS 5228 America in the Seventies
Decade-wise, the 1970’s have not fared well at all. They have been written off as the “Forgotten Decade,” sandwiched between the cultural upheavals of the 1960’s and the conservative counterrevolution of the 1980’s. The 1970’s, however, was a complex and transitional decade characterized by a series of important political, social, and cultural transformations that influenced the nation into the twenty-first century. (3 credits)

HIS/SOC 5332 History of Sports in America: 1850 to Present
Students examine the development of sports in American history, examining a variety of sports to ascertain what influence rules, leagues, race, and gender have had on the evolution of modern sports. Students gain an understanding of sports’ impact in American history and why sports are an important cultural phenomenon in American society. (3 credits)

HIS 5400 History of Ancient Egypt
Students examine more than five millennia of Egyptian civilization from the Pre-dynastic Period beginning 5000 B.C. through the end of Roman rule in Egypt in the early centuries A.D. (3 credits)
HIS/REL 5615 Christianity in Crisis: The Reformation and Counter-Reformation
Students explore the impact of the Protestant Reformation and subsequent Roman Catholic Counter-Reformation over several hundreds of years of European history. Students examine the effects of the movements on the Americas, Asia, and the rest of the world. Topics include examination of the lives of major personalities, the issues they debated, and the results of those confrontations. Students consider the depth and breadth of the political, social, and religious repercussions these movements had upon not only the events of the times, but also upon happenings of today. (3 credits)

HIS 6020 The Life and Legacy of Abraham Lincoln
The sixteenth president's rise from humble origins in Kentucky to the pinnacle of the presidency reveals the development of Lincoln's character and demonstrates how his private life helped to develop his public career. This candid investigation of Lincoln paints a portrait of both human shortcomings and lasting greatness which rivet the attention of Americans even today, revealing a Lincoln more complex than the image of the simple rail-splitter most Americans learned about in their school days. (3 credits)

HIS/MGE 6101 Leadership Lessons from the Civil War
Students focus on a historical perspective on decisions made by American military leaders during the Civil War. Specific topics include major military engagements, military organization transformations, tactics, doctrine, and political/economic constraints. Students extrapolate leadership lessons from the Civil War and apply them to today's corporate world. (3 credits)

HIS 6362 Propaganda: Manipulation of Public Opinion
This course focuses on the study of propaganda, including information from history, political science, social psychology, media, and general semantics. Students in this interdisciplinary course will study propaganda in both totalitarian and democratic societies and the ability it has for both good and evil. (3 credits)

HTH/SCI 5065 Death and Dying
This course examines social perspectives on the topic of death and dying. Topics include social attitudes, customs, institutions for dying, and the meaning of death and dying in society. Current research and theory on the topic of death and dying is explored and applied to student experiences and observations. Special attention is given to cross-cultural and intergenerational perspectives. (3 credits)

HTH/SCI 5026 Disease & Contemporary Culture
Disease has been part of mankind's history since Homo sapiens first appeared. Thousands of years BC, Chinese and Indian herbals were prescribing treatments for diseases. Similarly, Persian, Greek, Roman, and succeeding western cultures sought ways to treat diseases that plagued their people. This century science began to understand their causes. Watson and Crick's discovery of DNA's structure helped to unlock the structures of human, viral and bacterial genes. With this understanding of life's processes new ways to cure or prevent disease are becoming available. This powerful approach, however also presents a moral dilemma since gene therapy may potentially be used unethically. This class will review the history of disease and how modern medical knowledge can possibly prevent or cure all diseases. The study of this new approach and the moral implications created will be performed via class discussion, formal lectures and multimedia presentations. A formal science background is not required. (3 credits)

HTH 5030 Natural Health and Wellness
Students will explore the influences of Eastern, Native American, and Western medicine on the field of holistic medicine. After surveying foundational studies in physical, emotional, and bio-chemical disciplines, students will explore techniques and modalities used by practitioners including kinesiology, aromatherapy, acupuncture, massage, reflexology, and homeopathy. Students will explore the relationship between physical symptoms and the influence of emotions on illness. (3 credits)

HTH 5518 Stress Management
In this course, students explore the effects of stress on the human body and learn techniques for coping with and reducing stress. Students will investigate how stress influences disease processes, as well as emotional health, mental fitness and a general sense of wellness. This course focuses on the application of stress reducing and coping strategies. (3 credits)

HTH/GNS 5351 Women's Health Issues
This course examines physical and psychological health issues that are common among women in the United States. Participants learn about various diseases and illnesses, explore risk factors, examine characteristics associated with women's health issues, identify behavioral health risks, and learn methods for minimizing women's health risks. Topics include cardiovascular health, female cancers and gynecological health, nutritional and fitness-related health, and women's emotional and psychological health. (3 credits)

HTH/MSC 5360 Mind, Muscle and Movement
This course will explore the Alexander Technique (movement reeducation) principles and Laban Movement Analysis. Through an in-depth investigation of these theories, students will evaluate their own movement patterns and develop an enhanced internal perception of their anatomy. Students will critically analyze a selection from a chosen discipline in context of Laban's eight Effort elements. (3 credits)

HTH/SCI 6315 The Diet Dilemma
Students will study the physical, mental, emotional and social aspects of eating. Topics include fad diets, herb and supplemental strategies, and issues of supplements as etogenic aids; effective use of nutrition information from professional
organizations and reliable sources; and personal responsibility. Students will complete nutritional self-evaluations and examine the varying nutritional needs for children, adults, and the aged. (3 credits)
LIT 5019 American Prairie Literature
This course explores the rich heritage of the prairies through the works of major writers and their depiction of the life of pioneers who settled the prairie at the turn of the century. The major focus is on the works of Willa Cather, relating land and
documenting the challenges and experiences of pioneers who settled the prairies. (3 credits)
character to classical myth and archetype. Selections from Garland, Morris, Ole, Rolvaag, Sandoz, and Smiley are studied. (3 credits)

LIT 5026 American Detective Fiction
Students explore the rich range of American detective fiction. Topics include the traditions of the private eye and the great detective, the genre's revisioning of the American Dream and/or Nightmare, classic works by Dashiell Hammett and S. S. Van Dine, contributions by African American writers to the genre, and feminist influences on the form. (3 credits)

LIT 5028 Classics in Children's Literature
Students explore classic children's literature, specifically fairy tales and works from the Golden Age of literature. (3 credits)

LIT 5030 Stories Tell More Than They Say
Students explore ethics, literature, and how fiction has the ability to influence us to become conscientious, ethical human beings. Topics include how literature and ethics create symbolic and conceptual frameworks, provide structures to tell the difference between right and wrong, and help us weight what is fair and what is unfair. (3 credits)

LIT 5034 Multicultural American Literature
This course examines the ways in which multicultural literature differs from traditional literature. Students investigate the value systems within the culture of the works studied and the places where these moral barometers differ from dominant culture. (3 credits)

LIT 5038 Visions of America: A Writer's Eye
This course focuses on the role of popular, classic, and contemporary novels in creating images and myths of America. Topics include how writers interpret American society and the American soul, as well as Kate Chopin's Awakening, F. Scott Fitzgerald's The Great Gatsby, John Steinbeck's The Grapes of Wrath, Harper Lee's To Kill a Mockingbird, and Jonathan Franzen's The Corrections. (3 credits)

LIT 5041 African American Literature
Students examine a cross-section of African American writing, beginning with slave narratives and concluding with Zora Neale Hurston's Their Eyes Were Watching God. The course focuses on autobiographical material inherent in African-American experience in the United States. Typical readings include selections from Harriet Jacobs, Booker T. Washington, W. E. B. DuBois, and Langston Hughes. (3 credits)

LIT 5044 Fable and Allegory
Students explore fable and allegory in modern prose, poetry, and theatre. Topics include the elements of fables, definitions of allegory, the connections between fable and allegory, "modern" examples of fable and allegory, and how modern forms compare to Aesop, Bunyan, Chaucer, Bible stories, and other classic precedents. (3 credits)

LIT 5105 Adolescent Literature
Students explore adolescent literature popular for reading and study in middle and high school classes, examining issues relevant to the reading and teaching of adolescent literature, among them current debates about the appropriateness of adolescent literature; censorship of adolescent literature and ways to address it before and during a crisis; various approaches to reading adolescent literature, including reader response criticism, close reading strategies, and contemporary critical theories; the imagined reader(s) of young adult texts, and, by extension, the recent history of the cultural construction of the "teenager"; the application of cultural theories to analyses of adolescent literature as not only literary texts but also as cultural artifacts and mass-produced products; issues of multiculturalism, globalization, and diverse audiences and subject matter; the relation of adolescent literature to "classic" adult literature; the role of adolescent literature in interdisciplinary studies; and adolescent literature as an incentive to extracurricular reading. (3 credits)

LIT/GNS 5108 Women, Madness and Creativity
In this course students will examine prominent 19th and 20th century women writers and explore the relationship between their creative gifts and mental health. For centuries, a link has been recognized between genius, creativity, and "madness." The students will define "madness" paying particular attention to gender-constructed definitions of mental disorders. In addition, participants will analyze this link between creativity and genius by studying the work and lives of accomplished women writers and poets. (3 credits)

LIT 5320 The Gothic Novel
Students examine the classic works of gothic terror, focusing on three great gothic novels: The Monk, Frankenstein, and Dracula. Students consider classic gothic elements, including hero-villains, naive innocents, molding castles and damp dungeons. Students explore the relationship between dominant culture and the dark underside of that culture, as well as the themes of sex, sin, family dynamics, politics and nature. Special attention is paid to belief in the supernatural, representations of violence, the significance of fantasy and fear, and the role of gender, race, class and sexuality. (3 credits)

LIT/GNS 5340 Re-Reading the Romance Novel
Students examine the role of the romance novel in American culture, specifically in American women's lives. Often touted as "trash" reading or "escapism," this course analyzes Janice Radway's theory that, contrary to stereotypical opinion, these novels fill needs for women that the culture is not providing. Radway posits that by (re)reading the romance novel scholars can uncover hidden needs and desires of the women who occupy the culture. Students also examine three "popular" romance novels and look at the way, historically, that female romance writers have demonstrated the (un)spoken lives of women. (3 credits)
LIT/CUL 5400  Australian Literature
Students explore the fiction of Australia and the parallels with literature in the United States. Students read historical and contemporary short stories and novels to explore the Aboriginal people, colonial settlers and convicts, bush farmers and bushrangers and contemporary men, women, and children. (3 credits)

LIT 5401  World Fiction
Students will explore world fiction in the age of global English. The focus of study will be how contemporary literature in English has been reshaped by globalization. Emphasis will be placed on literary, cultural, and human significance of selected works of the Western and non-Western literary traditions to promote understanding of works in their cultural/historical contexts. (3 credits)

MGE 5113  Leading Groups and Teams
Within an organization, a community, or a family, many people have the opportunity to influence and lead others in group situations. Students will develop an understanding of group dynamics and improve their skills in facilitating group process. Students will study successful work groups and teams and apply that information to their own situations. (3 credits)

MGE/PHL 5115  Leadership Ethics
Students focus on the moral and ethical behaviors that lead to decisions that have an impact on others. Students consider ethical issues, identify their own core values, develop critical thinking skills, and practice decision-making with moral dilemmas. (This course requires interviewing select Kansas City business leaders. Students will record, analyze, and present a final document on findings as part of the course requirements.) (3 or 6 credits)

MGE 5116  Leader Communications
This course is designed to provide Master of Liberal Arts students with a graduate-level understanding of group and team communication theories and practices as they apply to organizational leadership. The course will integrate theory with practical application, as well as introduce students to the views of guest speakers from multiple disciplines, when appropriate. Group and Team Leadership and Communications addresses the roles of individuals to group and team communications, emphasizes the importance of sharing leadership to the processes that lead to effective group and team communications, and incorporates the roles of leaders in creating a collaborative environment where effective group and team communications can thrive. The course will consist of a combination of facilitative lecture, student-conducted presentations and discussions, guest presentations and discussions, exercises, and cases. (3 credits)

MGE/GNS 5250  Gender in the Workplace
This course examines the world of business from the points of gender, race, and social class. The students read current theory on these three perspectives and apply them to today's workplace. Students create a "workplace analysis" of their own work environment (3 credits)

MGE 5301  Strategic Planning
This course examines the discipline of strategic planning and how it relates to all aspects of organizations. During the course, students create a strategic plan using systematic methodology that is supported through current reading assignments. Participants also prepare a personal assessment of their professional lives and outline ways to increase their productivity and value to their organizations. (3 credits)

MGE/EDU 5320  Effective Leadership for Education and Business Professionals
Participants committed to becoming effective leaders in the 21st century examine a scope of leadership topics, including theory, application, and "hands on" organizational problem-solving simulations designed to hone leadership skills both personally and with others. (3 credits)

MGE 5380  Problem Solving
The central theme of this course is critical analysis and problem solving. It draws heavily on student experience, both with regard to the issues discussed and in developing problem solving techniques that are relevant to individuals in the class. Problem solving skills are applied to interpersonal relations, ethical choices, career development, and the search for meaning in life. Case studies and methods drawn from the fields of philosophy and law are examined. (3 credits)

MGE 5381  Grants Development
Students will analyze salient components to successful grant writing. Students will explore governmental and non-governmental funding opportunities as well as the procedures for developing a successful proposal. (3 credits)

This course provides the learner with an interdisciplinary perspective focusing upon the concept of the European Union (EU). The historical examination, beginning with mid-century interstate reconciliation, encompasses a balanced view of what the EU is and what it can be. Students will examine the infinite complexities of the EU to gain an understanding of the historical, economic, international relations, political, educational, and legal implications. Course outcomes have been formulated to ensure relevance for business management professionals, educators, attorneys, or anyone involved in international matters. The course includes travel to a European county and cultural immersion to more fully facilitate development of conceptual knowledge. (3 credits) Travel course

MGE 5014  Business Policy: Change & Survival
This course is about personal and organizational change. The course provides a panoramic view of the changing corporate terrain and examines how large and small firms can be more effective and efficient both in today and tomorrow’s arena of business. Participants examine creativity that leads to change and explore the impact of change on organizations that they influence. Classes are designed to stimulate new ideas and promote innovative thinking at both personal and organizational levels. (3 credits)

MGE/SOC 5160 Sociology of Disasters
Disasters, both natural and technological, have been a part of human society throughout history, but population growth and industrialization have led to the creation of disasters and an increase of the impact of disasters on society. This course explores the impact of disasters on social relationships, communities, nations, and the globe. We will investigate disaster preparedness, response, and recovery, as well as, factors that contribute to technological (human-made) disasters including corporate and bureaucratic structures. We will also look at regulatory systems in place to help prevent technological disasters. Issues of inequality in disaster risk will also be explored. (3 credits)

MGE 5610/SOC 5609 Bullying: At School, Home, and Work
Students examine various types of bullying amongst children at school and adults in the workplace. Through review of theory, research, and application, students increase understanding of bullying and explore practical strategies for how to prevent and respond to the problem. Rather than presenting just one of the many existing anti-bullying programs, we consider what elements make programs effective, so the learners can develop a customized system for their environment or be informed consumers of marketed products. (3 credits)

MGE/SOC 6317 Corporate Social Responsibility
Students investigate the responsibility of corporate America to support the welfare of society. The course pays particular attention to social movements including ecology, consumerism, civil rights, student activism, and labor unions. Students evaluate today’s corporations and their responsibility in supporting these movements. (3 credits)

MGE 8029 Environmental Leadership
Environmental issues require leadership skills, approaches, and styles to guide positive change toward a sustainable balance between the environment and human needs. Students investigate influences on environmental leadership, including science, engineering, market economics, and radical ecology, focusing on tensions between the provision of social goods, economic development, population growth, and consumer culture which often conflict with environmental protection and sustainability. (3 credits)

MSC 5036 Opera Appreciation
This course offers a broad survey of the most important composers and operas from the 18th century to the present. This course is intended for the opera beginner or the reluctant listener. (3 credits)

MSC 5232 World Music
Students explore the fundamentals of music of the world, including China, Japan, India, Bali, Ethiopia, Iran, the Arabic Near East, and South America. (3 credits)

PHL 5000 Art of Wondering
Students develop a philosophical awareness through the exploration of classical and modern concepts and by relating philosophical inquiry to individual human experience. (3 credits)

PHL 5003 Six Great Ideas
This course examines the foundations of the six great ideas of humankind, according to philosopher Mortimer J. Adler. Adler’s text will guide this study of the ideas we use to judge truth, goodness, and beauty and the ideas we use to act on liberty, equality, and justice. (3 credits)

PHL 5004 The Great Philosophers
This course examines philosophers’ confrontation with questions regarding the nature of the human condition, man’s place in society, the good life, the existence of suffering and evil, and appearances versus reality. Philosophers studied include Plato, Aristotle, St. Augustine, Descartes, Kant, Nietzsche, Hegel, and Sartre. (3 credits)

PHL 5005 Critical Thinking on Current Issues
The purpose of this course is to learn the discipline of critical thinking and apply it to issues of current media interest. Students relate ethical, social, philosophical, theological, and economic considerations to fundamental issues such as the value of a human life compared to other life on earth. (3 credits)

PHL 5013 Philosophy of Everyday Life
This course examines the impact of philosophy in contemporary society. Students will study key philosophical tenets as well as look to literature and film for proof of these theories. We will consider the way that philosophical guidelines function in the greater world and in our everyday lives. (3 credits)

PHL 5014 Ethics in an Age of Self Interest
This course presents a methodology for analysis and decision-making about contemporary moral issues. Participants reflect upon their own value system in light of their personal experiences and major ethical theories. This course provides an opportunity for participants to explore society’s heterogeneous value systems and thus discover and/or refine their own. (3 credits)

PHL 5015 Issues and Ethics in Technology
This course provides participants with an awareness, understanding, and appreciation for the issues and ethics involved with technology use. The course includes presentations, readings, activities, student presentations, lab work, and analysis of student/teacher learning environments and the impact technology has made therein. (3 credits)

**PHL 5021 21st Century IQ in a Digital Society**
The twenty-first century is a digital community. The rapid pace of living in the new millennium requires a sound social, emotional, and cultural footing. Students examine the development of our digital society and gain an understanding and appreciation of the ideas that are structuring business, society, and thus personal lives. (3 credits)

**PHL/SCI 5200 EDU 5319 Science, Technology, and Ethics**
Students explore the epistemological, ontological, and ethical questions raised by science and technology, including views of science and the different metaphysical views behind them, views of nature and human nature, and the different kinds of ethics that result from these competing epistemologies and ontologies. (3 credits)

**POL 6357 Contemporary Political Thought**
The focus of this course is the examination of how political actors get what they want and how this knowledge can help regular citizens achieve their goals and protect them from manipulation. Participants study political thought as it relates to complex modern society: alienation, mechanization of life, and fear of political impotence. They debate practical and ethical issues related to political leadership and decision making; conflict and cooperation, and communication and the media. (3 credits)

**PSY 5004 Human Sexuality**
This course offers a survey of the contemporary research on human sexuality and related economic, legal, and social issues. Topics include sexual anatomy and physiology and the psychology of sexual behavior as it is developed across the life span. Students will consider how sexuality impacts interpersonal relationships, reproductive issues and social norms from a variety of perspectives. (3 credits)

**PSY 5011 Psychology of Humor**
Students will examine humor as it appears in various mediums including film, comics, television, jokes, stories, stand-up, plays, and live performance. We will also explore various kinds of comedy and will discuss why some people find one form to be brilliantly funny while others do not. In addition, we will review various definitions of humor, the value of humor in various settings and the social benefits and liabilities of comedy. (3 credits)

**PSY 5025 The Brain, Learning, and Personality**
Scholars and researchers from many disciplines have combined their efforts in the quest for more adequate understanding of the brain and its functioning. Although spectacular advances have been made in the past two decades, the unsolved questions are large and numerous. The brain should be of interest to everyone, but most are intimidated by the scope of the topic and the numerous technical concepts and principles associated with neuropsychology. Resources are available, however, that allow lay persons who are motivated to do so to advance in a meaningful fashion towards an understanding of where we are today in comprehending this astounding organ. (3 credits)

**PSY 5135 Psychology of Attitudes**
Students apply psychological research on attitudes to a variety of real-world situations including public opinion polls, voting, jury decision making, advertising, cults, prejudice and discrimination, attraction, and health. (3 credits)

**REL 5001 World Religions**
This course examines the major religions of our world by looking at their historical development and the major tenets of their systems of belief. Lecture, discussion of the text, dialogue, and video are used to encourage an understanding of the ideas behind the formation and practice of the world’s major religions. (3 credits)

**REL 5002 Images of Jesus**
This course provides an opportunity to view Jesus of Nazareth through the eyes of generations of believers and non-believers from the writers of the Gospels to film-makers. By viewing Jesus from various points, participants gain a deeper understanding of the significance of Jesus within our Western culture. (3 credits)

**REL 5004 Geography and History of the Old Testament**
In this course students expand their knowledge and understanding of the Bible’s geographical, historical, cultural, and archaeological settings. (3 credits)

**REL 5007 Existence of God**
Students examine theories about the existence of God. The course analyzes the historical foundations of current theories in order to place these ideas within a context. An examination of the approach of various philosophers to the metaphysics of God in the Christian tradition and influential writings in philosophical theology is included. The course focus is both on the Christian tradition within monotheism; as well as philosophy and its relationship with science. (3 credits)

**REL 5008 Overview of Hebrew and Christian Scriptures**
This course examines the history, makeup, and common ideas shared in the Hebrew and Christian scriptures. Students study the origin and the process of canonization for Old and New Testaments. Extant versions and Apocryphal literature are included. The differences in genre of the variety of books that compose the two sets of scriptures are explored. (3 credits)

**REL 5016 Bible Prophecy**
Through a combination of readings, research and discussion, this course presents views of biblical prophecy which cover the entire spectrum of thought. Topics will include biblical covenants and prophecy, rapture theories, doctrine of the second advent and the kingdom concept. (3 credits)
REL/GNS 5030  Women's Roles in Organized Religion
This course investigates women's religious practices and beliefs in organized religion, focusing on observable patterns in a wide range of traditions, ancient and modern. Religions considered include Buddhism, Christianity, Dionysian devotion (ancient Greece), Hinduism, Islam, and Judaism. Students examine the nature and functions of women's religious beliefs and practices within the institution. (3 credits)

REL 5031  Mary Magdalene
This course explores the myth and legends of Mary Magdalene as portrayed in popular literature as well as the Biblical New Testament scripture and historical documents. The course examines how the Gnostic literature as well as legends from the early centuries portrays her and how Mary Magdalene came to epitomize the condition of women in the Church and society. (3 credits)

REL 5033  Dead Sea Scrolls
Students will explore the story of the discovery and preservation of the scrolls as well as deciphering and interpreting them. Discovered in 1947 by a Bedouin shepherd boy exploring a cave in the bluffs, the Dead Sea Scrolls revolutionized our understanding of Judaism in the Second Temple period. Attention will be given to the relationship between the Dead Sea Scrolls and the Hebrew Bible/Old Testament as well as other early Jewish literature, including Christian New Testament. (3 credits)

REL/GNS 5210  Women of the Bible: Good, Bad, Ugly
Students will perform in-depth analysis of strong women Bible characters, from the revered Virgin Mary to the beguiled Jezebel. Their lives and voices have much in common with modern day women. Even though some noted women remain unnamed, their lives can still be examined in the context of their exploits, accomplishments and commitments. These complex and multifaceted personalities have messages relevant to all generations. (3 credits)

REL/SOC 5620  Religion: Faith in Conflict
Students explore the relationship between the major monotheistic religions, conflict and its resolution. In some cases, religion is the cause of the conflict while in other cases it can be the foundation for the resolution of conflict. The potential for religion to powerfully impact either overtly or covertly individuals, communities and nations in conflict is significant. Toffler predicted as he looked to the 21st century that we would not understand the conflicts in the world if we do not understand the religions of the world. The understanding of conflict as it is influenced by religion is the focus of the course. (3 credits)

SCI 5250  Cosmology: The World View
This course addresses the origin, structure, composition, and evolution of the universe. It explores the cosmos as an evolving phenomenon and examines the destiny of humans as self-conscious resident organisms. (3 credits)

SCI 6400  Bio-Ethics: Issues and Conflicts
Focusing on issues in contemporary clinical ethics, this course presents principles, theories, and the language of ethics. Students address such ethical issues as imperiled newborns, allocation of health resources, terminal care issues, AIDS, and reproduction. (3 credits)

SCI 5005  Global Warming
This course is an interdisciplinary examination of the human dimensions of global climate change, its anthropogenic causes, potential impacts on human societies, mitigation strategies, policy responses, and ethics. (3 credits)

SCI 5012  Animal Behavior
Students examine the fundamental principles and concepts of animal behavior (or ethology) in order to get a better understanding of the animals we live with or encounter in our daily lives. (3 credits)

SCI 5044  Window on Planet Earth
Students study the complexity of the biosphere and the effect it has on humans. Students will analyze the geosphere, hydrosphere, and the atmosphere to understand the impact of the earth on human affairs. Topics also include the dynamic nature of these systems and scientists' attempts to forecast future changes. (3 credits)

SCI 5250  Cosmology
Students learn about the universe as an object and the cosmos as an evolving phenomenon. Topics include the universe, its origin, its development, and its makeup. Special attention is paid to humans as self-conscious organisms and their place in the cosmos. (3 credits)

SCI/POL 5401  Science & Public Policy
This course examines the relationship between science, technology, and public policy and how it interferes with medicine, agriculture, artificial intelligence, energy use and development, the space program, environmental quality, population growth, and public health. The course also includes various political perspectives of these topics within the United States and globally. (3 credits)

SOC/ECO 5028  Human Ecology
This course explores the relationship of humans to their physical and biological environment. A strong emphasis is placed on the damage the planet is incurring due to activities of humankind and what needs to be accomplished to counteract the environmental damage. (3 credits)
SOC/GNS 5029  Gender Roles
This course examines the impact of gender in contemporary society. Students study the gender roles of women and men and the political agendas that form gender definitions. Also considered are strict gender boundaries that are created for both sexes. (3 credits)

SOC/GNS 5112  Majority and Minority Relationships
This course will explore theoretical perspectives, concepts and processes that impact on group relations in society. We will examine how majority and minority group status are established. Through the process of lectures, class discussions and an examination of current events depicting majority/minority relations, participants will obtain information to apply in examining patterns of group relationships. Through the use of hand out materials, video tapes and current events, we will review the historical and present day patterns of group relations in America and other nations of the world. (3 credits)

SOC/CRJ 5117  Teenage Wasteland
Students examine the relationship between film and culture through a critical study of classic crime novels, modern films, and television dramas depicting crime, criminals, victims, and police. Students explore the appeal and popularity of the crime genre, its reflection of society, and the connections between these works and other forms of entertainment. (3 credits)

SOC/CUL 5120  Crime, Culture and Celluloid
Students examine the relationship between film and culture through a critical study of classic crime novels, modern films, and television dramas depicting crime, criminals, victims, and police. Students explore the appeal and popularity of the crime genre, its reflection of society, and the connections between these works and other forms of entertainment. (3 credits)

SOC/COM 5131  Television Sitcoms
This course examines the development and evolution of television sitcoms from their beginning in radio up to the present time. Also analyzed are the dramatic structure and content of sitcoms, as well as how programming has shaped and reinforced values in society. (3 credits)

SOC/CUL 5132  Terrorism and Violence in the United States
Students investigate terrorism and violence in the United States from the colonial period to today. Students identify patterns of terrorism in different periods and discuss the response to terrorism by the federal government and its citizens. (3 credits)

SOC 5138  Sports and Society
This course addresses sociological dynamics as they relate to sports in American society. Students will include the history, theory, and current reality of American sport. Students will explore the codependent nature of sport and society and attempt to separate fact from fiction to aid in the understanding of the true role of sport as it fits into society. Topics to be addressed include the potentially personal areas of religion, race politics, and gender. Youth sports, education, violence, economics of sport, and the role of the media will also be explored. (3 credits)

SOC 5141  Stages of Adult Development
Students explore the developmental stages of adult life as a series of unfolding transformations. Topics include analysis of the stages of maturing and the aging process, literary and cinematic representations of gender difference in life experience, and a variety of psychological and analytical case studies. Models of biological and personal developments will be compared to each other and to the students’ life experiences. Other issues include evolution, the nature/nurture controversy, genetic manipulation, daycare, gender issues, divorce, single parenting, violence, and euthanasia. (3 credits)

SOC 5142  Marriages and Families in a New Century
The family, because of its relatively small size, face-to-face relationships, tendency to involve the whole person, and the intimate relationships between members, is a primary group. It is important to be able to define family because so many social resources are distributed based on family membership, on the basis of who is and who is not a member of a family. Several definitions of the family are presented and discussed, including the nuclear family, the modern family, and the post-modern family. (3 credits)

SOC 5107  The Study of Food: From Pasture to Plate
Students study the global politics of food. What we eat, how we eat, when we eat, and how that food is produced impacts local, national, and international societies. Students examine those who raise, plant, nurture, cultivate, pick, pack, process, transport, inspect, sell, and cook the food that provides sustenance but also helps mold our identity. (3 credits)

SOC/CUL 5227  Popular Culture
This course provides an interdisciplinary look at critical issues and approaches in the study of popular culture. Students examine the relationship between mass culture and society as it is reflected in television, film, advertising, cyberculture, fiction, non-fiction, music, and other mass media of late twentieth century Western society. (3 credits)

SOC 5330  Behavior Modification
The purpose of this course is to stimulate thinking concerning behavior methodology relating to life and various professions. Students will be asked to demonstrate the ability to logically analyze and criticize behavioral evidence. Alternative responses will be created consistent with some value orientation. (3 credits)

SOC 5401  Generation Text
For today's youth, technology such as computers, the Internet, cell phones, and iPods are an assumed and functional presence and a fundamental part of everyday life. For parents, however, emerging issues challenge traditional parenting styles. This course examines ways in which children’s identities are shaped by the world around them and how families can develop reasonable strategies for addressing the unique issues faced by children who are surrounded by infinite choice. (3 credits)

**SOC 5614 Hate Groups in America**
Students examine the influence of hate groups in America. The course focuses on why hate groups form, how they function, what type of people they attract, and what goals drive the groups. Students explore inflammatory topics including those related to religious belief systems. (3 credits)

**SOC 5615 Understanding Celebrity**
Students will explore the different facets of celebrity culture, including representation, the star industries, identity politics, and fan cultures. Within the framework of film and media studies, students will explore the meanings of celebrity and how it shapes our relationship to popular culture. (3 credits)

**SOC 6377 Speech and Body Language in Modern Society**
The ability to communicate effectively is essential to success in contemporary society. Students explore and analyze verbal and nonverbal communication, exploring the function of nonverbal cues in society in conjunction with a critical analysis of visual, auditory, and invisible communication systems. Specifically, cues derived from the various areas of nonverbal communication: facial, body, eye movements, kinesics, proxemics, haptics, physical appearance, paralanguage, olfactics, and chronemics. (3 credits)

**SOC 6705 Law and Societal Values**
Students examine societal laws and values and the impact of conflict and changing norms on our legal system. Topics include the basis for the American system of jurisprudence, important court decisions, and current topics concerning constitutional rights. (3 credits)

**SOC 6330 Work and Family**
Students analyze the interaction between work and family in American society. Examination of the roles created by work and family including the integration of employment, marriage, parenting, and home life are major themes in the course. Students take a historical perspective on the changes in family structure including an investigation of the shifts in paid and unpaid labor. (3 credits)

**THR 5045 Voices in American Theatre**
If nothing else, the audience can depend upon the American stage to examine the turmoil of our contemporary world. While we Americans grapple with social, political, and economic change, our most exciting dramatists have demonstrated that rare gift of not only “holding a mirror up to nature,” but forcing, us the audience, to make a thorough and often brutal examination of how we handle the present, recount the past, and prepare for the future. Who are these playwrights and how have their dramatic works effected our own cultural psyche? (3 credits)

**THR 5048 Dark World of Film Noir**
This course focuses on film noir, or black film, as a truly American contribution to world cinema. Special emphasis is placed on the novels of Dashiell Hammett, James Cain, and Raymond Chandler, and the common thread of the hardboiled American who finds himself in the darkest corners of a sick society and ferrets out corruption. (3 credits)
Graduate School of Education Courses

The following courses are available in all graduate education programs of study, pending approval by the Dean of the School of Education.

**XXX 5998 Special Topics 1-4 Hours**

These are specialized courses designed to examine topics within a discipline or area of study not otherwise addressed by an established course at Baker, selected according to the faculty interests and student needs. Prerequisite varies by course. This course can be repeated for credit as long as the student does not repeat the course featuring the same topic.

**XXX 5999 Independent Study 1-4 Hours**

Independent study provides an opportunity for the competent or highly motivated student to pursue a course of study in an advanced topic or in an area that is not represented by an established course at Baker.

**DED 9000 Foundations of Educational Leadership**

This course provides a beginning foundation for the knowledge and performance areas needed for leading an educational community. Leadership issues addressed include the nature of leadership; leadership research, best practices, styles, cultures, and models; beliefs and values related to leadership; developing organizational goals, mission, and a strategic plan; the impact of leadership on the learning culture; communicating with diverse publics and political entities; decision-making and critical thinking skills; responsibilities for financial, human, and material resources; community political, social, and economic issues; and ethical issues impacting leadership. (3 credits)

**DED 9001 Communication and Collaboration in Leadership**

Candidates examine the philosophy, principles, practices, and agencies and organizations involved in or influencing school or organization community programs and initiatives. Special attention is focused on the role of leaders in planning and implementing system-wide communications and involvement networks. Candidates explore their creativity and expand their ability to lead complex teams effectively and to influence collaborative problem-solving processes as both a leader and a follower in the team process. This course will address the identification and utilization of community resources and the creation of family engagement partnerships, community linkages, and collaborative efforts to provide for the educational, cultural, health, lifelong learning, vocational, and out-of-school needs of students and citizens in a community. The term "community" will be defined for both P-12 and higher education. Candidates will be expected to address "community" according to their individual work settings and/or career aspirations. (3 credits)

**DED 9002 Leading Special and Diverse Populations**

This course is designed to examine the role and responsibilities of leaders of diverse organizations, including the administrator, director, or supervisor of special education at the school district, state and federal levels, and leaders in organizations and agencies that serve and employ individuals with diverse skills, needs and abilities. Participants become better skilled in leading programs through familiarity with state and federal statutory requirements, fiscal basis, organizational structures, relations to general school administration, and instructional and related services delivery systems. Current issues in educating students with special needs and preparing and employing individuals in today’s workforce are explored. Trends in the nation's increasing cultural, ethnic, and religious diversity and the impact of these trends on organizations are examined. (3 credits)

**DED 9003 Developing Professional Learning Communities**

This course examines professional development with the intent that candidates as future leaders in school districts and organizations will be equipped to bring about improvements in student achievement through professional learning. Candidates engage in topics that include the development of learning communities through constructivist leadership and educational reform including the uses of technologies to bridge gender and race gaps in traditional professional development initiatives. The course discusses the important issues related to the basic principles of professional behavior and ethics with respect to students, peers, administrators and teachers from all environments. Strategies designed to increase an understanding of adult learning will be emphasized. (3 credits)

**DED 9004 Curriculum, Learning, and Instruction**

This course addresses the supervisory process for curriculum and instruction at the district and organizational level, including current research on teaching and issues in instructional supervision. The course provides candidates with leadership skills necessary to bring about a curriculum and instructional program that results in high levels of achievement by all students. Candidates focus on the alignment of district curriculum with state and national initiatives and regulations and on the processes needed to garner input and ownership of a district curriculum from a broad and diverse constituency. Advocating, nurturing, and sustaining a district culture/climate and instructional program conducive to student learning and staff professional growth is emphasized. (3 credits)

**DED 9005 Legal, Policy, and Advocacy Issues in Leadership**

This course develops a candidate's knowledge and performance skills in the areas of beliefs and attitudes, effective management, policy development, planning, organizational structure and performance, rights and confidentiality, and district or organization administrative legal issues that impact both human and physical resources, staff evaluations, ethical values, and integrity. (3 credits)

**DED 9006 Human Resources Management**

This course is a study of human resources development practices at the system level with emphasis on responsibilities for attracting, selecting, developing, evaluating, and retaining competent faculty, staff, and employees. The course provides a
conceptual and technical background in the human resources function within the organization. Candidates have an opportunity to research and practice problem-solving and leadership skills as applied to human resources. Classes promote the sharing of professional expertise while avoiding problems associated with the sensitive nature of personnel issues. The guiding question of this course is, “How can leaders employ, develop, and manage human resources effectively to improve student achievement and productivity?” (3 credits)

DED 9007 Management of Finances, Facilities, and Resources
This course develops the knowledge and performance areas needed to manage district or organizational budgets, facilities and material resources. Issues addressed by this course include working with boards of education, employees, and community members; aligning facilities and financial resources to the district’s or organization’s mission and goals; planning, developing, and overseeing budgets, facilities, and material resources; using technology to support effective management practices; understanding legal issues and ethical practices relating to fiscal matters; and communicating with and meeting the needs of all community populations, including special needs populations. (3 credits)

DED 9008 Program Planning and Evaluation
This course is a study of the theory of program evaluation, techniques used in program evaluation, and the standards of quality for professional evaluation practice. The focus is on application of program evaluation processes in administering district and organization level programs. A candidate is expected to apply the principles and processes of evaluation in a study of a district or organization program. (3 credits)

DED 9009 Systemic School Improvement and Evaluation
This course examines systems thinking concepts to allow students a district-wide school improvement process. Candidates will engage systemic implementation of the professional learning community as a system of educational reform for academic achievement. Additionally, students will investigate program evaluation models for results based decision making as a district leader. (3 credits)

DED 9010 Statistical Analysis
This course addresses the application of descriptive and inferential statistical techniques for organizing research data and testing simple hypotheses. Candidates learn techniques for reporting statistical results including the generation of charts and graphs to describe data and to draw conclusions based on data. The course is practical in orientation. (3 credits)

DED 9011 Methods of Inquiry and Research
This course is divided into two parts: qualitative and quantitative methods. The course presents basic research design. The qualitative paradigm is presented as complementary to quantitative methods rather than contradictory and competitive. Students begin developing ideas and researching topics for the dissertation. (3 credits)

DED 9012 Student Affairs and Enrollment Management
This course develops the knowledge and performance areas needed to develop, implement, and assess a program of student services. Those services include but are not limited to: admissions, advising and counseling, financial aid, career services, discipline, housing, and athletics. Candidates will develop skills and knowledge for building a program of enrollment management, including marketing, recruitment, and retention. (3 credits)

DED 9013 The Ethics of District Leadership
This course addresses the professional ethics involved in educational leadership. The course provides candidates with leadership skills necessary to act with integrity and fairness in supporting district policies and staff practices that ensure every student’s academic and social success; create an infrastructure that helps to monitor and ensure equitable district practices; formulate a district-level leadership platform grounded in ethical standards and practices; analyze district leadership decisions in terms of established ethical practices; understand the effect of ethical behavior on one’s own leadership; develop, implement, and evaluate district policies and procedures that support democratic values, equity, and diversity issues; develop appropriate communication skills to advocate for democracy, equity, and diversity; formulate sound district strategies to educational dilemmas; evaluate district strategies to prevent difficulties related to moral and legal issues; review and critique district policies, programs, and practices to ensure that student needs inform all aspects of schooling within the district; and develop the resiliency to uphold core values and persist in the face of adversity. (3 credits)

DED 9015 Administration, Governance, and Accreditation in Higher Education
This course utilizes both historic perspectives and current trends to develop knowledge of the varying governance structures guiding contemporary institutions. It will include the theory along with practical applications needed to develop skills in the administration and management of both two- and four-year institutions. Case studies will be utilized to demonstrate an understanding of multiple stakeholders influencing higher education. And special topics such as accreditation requirements will be addressed. (3 credits)

DED 9017 Finance, Legal and Ethical Issues in Higher Education
This course develops the knowledge and performance areas needed to understand and manage university a) financial responsibilities and operations including funding, accounting methods, assets, and facilities b) federal and state legal issues and policy development, and c) beliefs, attitudes, responsibilities and behaviors that support high ethical values and integrity. (3 credits)

DED 9020/ 9021 Professional Colloquium I & II
The professional inquiry colloquium provides candidates with opportunities to interact with the cohort and with program mentors, to strengthen the cohort through increased communication, and to focus on the dissertation and electronic portfolio. (2 credits each)
DED 9030/9031 Field Experience I & II
Candidates plan and carry out two field experiences of a minimum of 60 hours each under the direct supervision and mentoring of an organization’s leadership. During one of the two directed field experiences, a minimum of 12 clock hours must be spent working in a diverse setting. The two field experiences may be within the same district or higher education institution if with two different mentors. Field experience activities must be chosen from a listing of activities that coincide with program objectives and standards. These activities are expected to provide real-world opportunities to gain effective experiences. (2 credits each)

DED 9032 Portfolio Presentation
The electronic portfolio is considered the key assessment piece for the candidate. The portfolio exhibits the knowledge, dispositions, and performances gained in the program and serves as a major vehicle for the candidate to apply theory to practice. The portfolio is organized and aligned with the KSDE and ISLLC standards for district leadership or the Council for the Advancement of Standards in Higher Education Standards. A candidate is required to achieve a minimum of “Proficient” on each of the portfolio areas prior to the completion of Field Experience II. The candidate uses a variety of technology tools and applications to enhance the portfolio and to present its contents before a committee of adjudicators. Defense of the portfolio will be considered a major exhibit of the candidate’s abilities as a leader. (2 credits)

DED 9900 Dissertation Development/
DED 9902 Dissertation Completion and Presentation
The doctoral dissertation is a research study that provides the candidate the means to demonstrate breadth of scholarship, depth of research, and the ability to investigate problems independently and efficiently. The dissertation is an extended, coherent, written work of original research, demonstrating the candidate’s comprehensive knowledge and mastery of methodological, historical, topical, empirical and theoretical issues relevant to the chosen research subject. The dissertation contains the results of extensive critical research of documentary source materials and field work. (16+ credits)

EDU 5031 Enhancing Meaningful Learning
This course is designed to challenge students to reflect on current strategies, innovations, and philosophies that are impacting education and the classroom today. Participants create learning activities to enhance classroom learning. (3 credits)

EDU 5033 School Improvement in the 21st Century
Candidates research current school improvement efforts on policy, curriculum, and instruction and examine relevant educational trends’ influence on student achievement. Candidates turn research into action by choosing, adapting and implementing ways to help students become active partners in their learning. Candidates recognize their own abilities to think critically and find ways to promote their students’ lifelong critical thinking skills. (3 credits)

EDU 5049 Inclusion: Students with Exceptionalities
Candidates examine current legislation and litigation of special education services, including least restrictive environment and due process procedures. Candidates identify the essential characteristics of inclusive education and apply theory to practice by examining educational plans and finding ways to modify instruction for students with exceptionalities. (3 credits)

EDU 5101 Learning Theories and Instruction
Past and present learning theories are examined. Participants expand their awareness in the area of research-based instructional strategies and effective lesson design. Beliefs about learning and best teaching practices are reviewed. Students reflect on their learning and practice of instruction and teaching. MAEd Core Course (3 credits)

EDU 5102 Assessment Strategies
This course expands awareness of multiple strategies for assessing the progress of students and increases abilities to utilize standardized tests, for both formal and informal modes of assessment. Students design a project that outlines the use of varied modes of assessment. MAEd and MASL Core Course (3 credits)

EDU 5103 Curriculum Development and Design
This course assists students in understanding and applying the rationale for integrated studies. Current and projected styles of curriculum are assessed and the course project features designing a model curriculum. MAEd Core Course (3 credits)

EDU 5108 Differentiated Classroom Instructional Practices
The purpose of this course is to help teachers continue to learn, grow, and improve as they practice the art of teaching. This course helps teachers to examine the impact of instructional practices on student understanding and learning. Students participate in an action research project. Students reflect on their instructional and teaching practices and the impact on student performance. (3 credits)
EDU 5111 Enhancing Communication and Embracing Understanding
This course includes lessons in both written and oral communication and lessons to increase understanding of student diversity. The course content covers MLA standards and provides opportunity to practice pre-writing, writing, editing, and reflection. Candidates confront issues of diversity that affect student learning through a 7-hour practicum that includes interaction with exceptional students from diverse groups* (students not their own) in P-12 diverse settings*. (3 credits)

*Diverse groups and settings include at least two of the following different from your own classroom: ethnic/racial/ cultural, socioeconomic, disability/special education, and linguistic (ELL).

EDU 5120 Action Research in the Classroom
This course provides students with tools to reflect on their teaching practices, assess their performance, and make informed decisions about their teaching. Through this process teachers create an environment of improved student learning. (3 credits)

EDU 5121 – Inquiry and Research
This course gives educators a simple, practical, believable way to conduct and interpret their research for the general betterment of both their instructional practices and the profession of teaching. (3 credits)

EDU 5244 Teacher as Counselor
Candidates learn to recognize how the uniqueness of each student’s personality style, different life experiences, and physical and emotional development increases or decreases learning in the classroom. Candidates learn to motivate students by improving oral/verbal communication and increasing affirmation skills. Candidates practice counseling techniques such as listening, questioning, and reflecting emotions with feedback from peers and instructor. Candidates examine crisis intervention, policies and procedures for reporting abuse, and when and how to refer students to a professional therapist. (3 credits)

EDU 5255 Multicultural Literature for the Adolescent
Candidates are introduced to the world of adolescent literature and explore works by authors and about characters from diverse cultures and different ethnicities. Through a multicultural lens, candidates examine adolescent literacy and its implications in the classroom. Candidates focus on common themes in multicultural adolescent literature, on adolescent learning theory, on the needs of struggling adolescent readers, and on the latest research of instructional methods in adolescent literacy. (3 credits)

EDU 5260 Methods of Teaching English as a Second Language
Candidates explore instructional methods, language acquisition, and the foundations for working with English Language Learners (ELL). Candidates investigate ways to differentiate instruction for this student population based on the domains of language as well as a level of proficiency in second language acquisition. (3 credits)

EDU 5262 Sheltered Instruction Observation Protocol (SIOP) for ELL
Candidates examine the instructional model of Sheltered Instruction Observation Protocol (SIOP). The SIOP model explores lesson preparation, building background, comprehensible input, strategies, interaction, practice and application, lesson delivery, and review and assessment for students acquiring a second language. Candidates evaluate each component and analyze how the component is used in the classroom. (3 credits)

EDU 5266 Focus on Comprehensive Instruction
This course emphasizes the relationship between reading comprehension and student learning. Readings and discussions focus on effective comprehension strategy instruction across the curriculum. Candidates look loosely at utilizing schema, making inferences, using effective questioning, visualizing for understanding, prioritizing information, and summarizing main points. Lesson planning, lesson reflection/evaluation, and comprehension assessment are addressed. (3 credits)

EDU 5312 The Connected Educator
Candidates exhibit knowledge, skills, and work processes representative of an innovative professional in a global and digital society. Candidates use social media and personal learning networks to create, promote, and sustain a dynamic, digital-age learning culture. Candidates use digital tools and resources to enhance their personal productivity, organization, and professional practice and model lifelong learning. (3 credits) Technology course

EDU 5313 Enhancing Instruction with Technology
This course teaches computer applications that enrich classroom experiences. Students learn to design newsletters and brochures, including graphics and clipart, and they develop a slideshow using Microsoft PowerPoint. Techniques for creating graphs, inventories, and grade books are presented. Previous computer experience is necessary. (3 credits) Technology course

EDU 5318 Advanced Technology: Educational Leadership
In this course, students will develop skills, knowledge, and values needed to understand and use technology in their leadership role in a school. Course topics include basic terminology, important technology skills for teachers and students, using the Internet in school settings, writing an Acceptable Use Policy for the Internet, developing an action plan, funding, and outline for a technology plan. (3 credits) Technology course
EDU 5322 Issues and Ethics with Technology Integration
Candidates increase awareness of national standards, copyright laws, and district policies governing technology and show understanding of the meaning of digital citizenship and the effect on today’s students. Candidates address ethical behavior and etiquette in the integration of technology in their classrooms and show an understanding of safe, legal, and responsible technological social interactions. Candidates use digital tools to create educational activities through technology for a diverse student population and to promote student learning, higher order thinking skills, and communication and collaboration with the larger digital society. (3 credits) Technology course

EDU 5373 Balanced Literacy: Reading & Writing in the Classroom
Students are introduced to the components of Balanced Literacy for all students. Topics included are the organization of a classroom to facilitate balanced literacy, implementation of reading workshops and writing workshops, and development of reading and writing calendars and units of study. (3 credits)

EDU 5506 Classroom Management and Student Engagement
Candidates review proactive classroom management strategies that improve student learning. Candidates practice strategies that increase student motivation and student engagement and explore ways to increase student self-control and problem solving skills. (3 credits)

EDU 5530 Validating Student Achievement
Candidates research common characteristics of high achieving schools, examine truths about the achievement gap, craft assignments for student learning, and validate practice that results in student success. Candidates examine their district’s mission and school improvement plan and incorporate understanding of the plan into practice in their classrooms. (3 credits)

EDU 5531 Today’s Learner
This course explores the changing face of classroom students through current research on academic success. This course examines how classroom diversity has implications for curriculum, instruction, and school climate. Participants learn about building strengths in their classroom students, fostering resiliency, and creating supportive environments and relationships to encourage academic and social growth. MAEd and MASL Core Course (3 credits)

EDU 5997 MAEd Portfolio
Each MAEd student seeking program completion must submit a professional portfolio that consists of course artifacts and reflections. The MAEd portfolio is a learning resume, documenting each student’s personal growth and professional development and addressing program and course objectives and application of course content in PreK-12 classrooms. Students receive guidance on conceptualization and documentation for inclusion in the portfolio in EDU 5111, and an explanation of the MAEd portfolio is found on the Baker University web site. Students enroll in the portfolio the term before the intended graduation, completing and submitting the portfolio to TaskStream. (0 credits)

EDU 6002 Connecting Data to Curriculum and Instruction
This course is designed as the second course in the teacher leadership concentration. Through the incorporation of basic statistical concepts participants are provided with the knowledge and skills necessary to facilitate the process of selecting essential learning targets from a comprehensive curriculum based on the diverse needs of a given student population; contrast assessment of learning and assessment for learning, and analyze your school’s current practices in this area; describe the range of assessment options and purposes at the classroom, grade, and school levels; align essential learning targets to specific assessment methods; plan for culturally responsive, differentiated instruction to meet the goals of a standards-driven classroom; identify different types of data that can be used to inquire about learning: the questions that can be answered by each type of data and how to access them within the context of your district or school; and identify key strategies for facilitating group(s) as part of a dialogue that is focused by data. (3 credits)

EDU 6104 Foundations of Graduate Level Writing
Writing well is a component of many graduate course assignments. This course provides practical experience in writing and provides students with the necessary skills to succeed at graduate-level writing tasks. The course content covers prewriting, proofreading, peer- and self-editing, revision, reflection, and final results. “Writer’s grammar” – sentence structure, word choice, and punctuation – is also explored. (3 credits)

ETC 5299 Classrooms for the Digital Age
Candidates evaluate and use a variety of digital tools and design activities to promote student learning, higher order thinking skills, and communication and collaboration in a digital-age learning environment. Candidates review the ISTE’s NETS for Teachers and Students and increase awareness of current research and theories on how 21st century students learn in a digital world. Candidates examine how to empower learners through effective technology integration and design an online portfolio of technology-rich activities and resources for classroom use. (3 credits) Technology course

ETT 750 Teaching Induction
This induction to teaching course is an intense one-week workshop to orient prospective teachers to the field of education. Students must have been accepted into the Restricted Licensure program of the Midwest Associated colleges Consortium (MACC). Course topics include disciplining with dignity, lesson planning, assessment, motivation, active participation, content reading strategies, pedagogical content knowledge, and dispositions. Students are expected to attend all five days with a minimum of thirty hours of contact time. (2 credits)

ETT 751 Introduction to Teaching
This online course provides students with an introduction to the critical elements of teaching that teachers encounter during their initial experience in schools. Students examine school as a workplace: classroom management, effective practices and
Prerequisite MAS 5010.

**ETT 752 Planning for Instruction**
This online course provides information about curriculum planning and instructional design. Students look specifically at best practice in teaching methods and instructional strategies, the addition of technology to the curriculum, and the integration of state standards. Students learn how structuring the classroom environment and self-reflection can make a difference in effective instruction. (3 credits)

**ETT 753 Understanding the Learner**
This online course provides an opportunity for the student to study human development and the psychology of learning as it pertains to adolescence. Recent developments in brain research and the links of emotion, memory, and learning are topics covered in this course. Students gain an understanding of and practice the use of differentiated instruction in the classroom. (3 credits)

**ETT 754 Working with Diverse and Exceptional Learners**
During this on-line course, students gain an understanding of working with diverse and exceptional students. This course discusses the topics of Foundations (law, standards, values and beliefs); Collaboration (families, professionals, and community members); Identification of Students with Exceptionalities and Linguistic Diversity (from pre-assessment to service delivery); Characteristics of Exceptionality and Linguistic Diversity and Impact on Learning; Inclusion of Students with Exceptionalities and Linguistic Diversity Through Use of Adaptations/Modifications and Assistive Technology; and Assessing for and Reporting Student Progress. (3 credits)

**ETT 755 Improving Instruction through Reading and Writing**
This online course covers principles and strategies used in effective instruction, including comprehension, reading, and writing skills needed to become more literate in content areas. In addition, students receive training on how to use the 6-trait Analytical Rating Guide for assessing writing, the method used to score Kansas writing assessment. (3 credits)

**ETT 756 Becoming a Reflective Teacher**
This online course stresses the use of teacher self-reflection to facilitate and increase student learning and achievement. Students are expected to synthesize knowledge and performance from the previous Restricted Licensure courses into actions that foster a professional teaching career. Emphasis for course delivery is on modeling, practice, and reflection. (3 credits)

**ETT 757 Understanding the Foundations of Education**
This online course covers the history and philosophy of education, including a discussion of ethics in the workplace. School governance as it relates to legal and policy issues for teachers is also studied. In this course, students devise an educational philosophy statement and develop a program portfolio. (3 credits)

**ETT 758 Supervised Practicum I**
This is a field-based practicum in a school setting during the first year of the Restricted Licensure program. (2 credits)

**ETT 759 Supervised Practicum II**
This is a field-based practicum in a school setting during the second year of the Licensure Restricted program. (2 credits)

**MAS 5010 Foundations of Educational Administration**
This course includes a study of personal and educational leadership applicable to building-level administration at the elementary and secondary level. Participants develop the ability to transfer beliefs and values, leadership theories, and educational research into policy and best practice. Participants study a number of topics related to leadership and administration, including team and community building, time management, theories of motivation, communication practices, societal expectations, organizational change, and the process of achieving ‘win-win.” Participants are introduced to the standards provided by the Interstate School Leader Licensure Consortium (ISLLC) in preparation for the licensing examination later in the program.

**Prerequisite MAS 5010. MASL Core Course (3 credits)**

**MAS 5020 Organizational Health and Performance**
This course provides participants with leadership skills needed to manage, make decisions, and guide a healthy organization. Participants develop an understanding of organizational culture and climate characteristics important in a collaborative learning organization. Participants increase skills for using the technology needed to collect and analyze data for classroom enhancement.

**Prerequisite MAS 5010. MASL Core Course (3 credits)**

**MAS 5030 School Personnel**
This course provides participants with the expertise to select, supervise, evaluate, empower, and provide development for school personnel. Participants study important constitutional, moral, legal, liability, ethical, and policy issues that relate to employment rights and practices. Participants enhance interpersonal skills that develop two-way communications with personnel. The course introduces the skills to maintain personnel records, develop policies and procedures handbooks, document personnel recommendations, and budget for personnel needs. Participants learn to use technology for personnel management and classroom enhancement.

**Prerequisite MAS 5010. MASL Core Course (3 credits)**
MAS 5040 Curriculum and Instruction for Administrators
This course provides participants with the leadership skills to develop a building mission and vision relating to curriculum and instruction. Participants become knowledgeable about how to create curriculum and instruction consistent with the district’s program and objectives. A variety of instructional strategies and models supported by research and best practices, and a variety of methods and tools used to monitor and assess the curriculum are examined. Prerequisite MAS 5010. MASL Core Course (3 credits)

MAS 5050 Student Services, Climate, and Programs
The course is designed to provide students with the leadership skills necessary to create discipline practices and a school environment that maintains a safe, orderly, and student centered climate; provide for student governance, organizations, clubs, and co-curricular activities; provide for the many different needs of a diverse student population; and provide for student support services, including sponsors for activities, counseling, transportation, and food service. Participants develop an understanding of the processes and responsibilities of monitoring student activities, legal liability issues, due process procedures relating to suspension and expulsion, and disciplinary procedures. Participants demonstrate the interpersonal, communication, and processing skills necessary to involve students in the creation, improvement, and maintenance of student and school policies, activities, and programs. Prerequisite MAS 5010. MASL Core Course (3 credits)

MAS 5060 Legal and Ethical Issues of School Leadership
This course is designed to prepare aspiring building level leaders to address issues in the legal structure of public education and to become skilled in locating and using resources pertaining to changing laws and court decisions. Problems will be presented for solution that will increase understanding of ethical issues facing school leaders. Prerequisite MAS 5010. MASL Core Course (3 credits)

MAS 5070 School Planning, Operations, and Finances
This course will prepare building level leaders to manage the planning, maintenance, and support of the school for the best learning environment. Major topics include issues of financial policies and practices, budgeting, funds control and accountability, and school planning and operations. Legal issues to be considered in school operations and management will be addressed. Prerequisite MAS 5010. MASL Core Course (3 credits)

MAS 5080 The Ethical Building Leader
Candidates gain perspective of the ethical and moral aspects of building level leadership and of how building leaders impact and influence the larger community. Candidates examine moral conflicts within sustainable leadership practice, increasing leadership skills that assure success of all students and acting with integrity, fairness, and in an ethical manner. Candidates develop and demonstrate leadership skills in the following: understanding and modeling ethical behavior; professional values of democracy, equity, and diversity; moral and legal consequences of decision-making; and social justice. (3 credits)

MAS 5504 Directed Field Experience (DFE)
The DFE is the MSSL capstone course that provides a program candidate with the hands-on experiences necessary to transfer beliefs, values, theory, and knowledge into policy and practice. The 100 hours of administrative field experiences take place in a state-accredited school setting under the direction and supervision of a university supervisor and a building administrator. A candidate can choose either an August to April or January to October DFE timeframe. The candidate attends 3 mandatory meetings at the University. (4 credit hours)

OTL 5100 Best Practices in Online Learning
Students study and consider best practice in cybergogy by developing strategies, concepts, and areas of consideration when beginning or revising an online course. Content includes a consideration of course aesthetics, online activities, and course enhancement although many aspects of cybergogy compare to a face-to-face course, certain nuances and differences need particular consideration. Successful completion of this course assists future online instructors consider those differences. (3 credits)

OTL 5300 Assessing and Evaluating Online Teaching and Learning
Students in this course plan assessment strategies to accommodate differences among online student learners, including their unique knowledge, experiences, ability, learning styles, multiple intelligences, motivations, behaviors, and attitudes. The outcome of the course is the development of multiple timely and appropriate instructional and assessment activities closely aligned to learning objectives that provide students regular feedback about their performance in an online course. (3 credits)

OTL 5400 Active Learning in an Online Environment
Active learning refers to techniques where students DO something, typically discovering, processing, and applying information. In this class, students focus on learning as an active endeavor, cognizant that different people learn in different ways.

OTL 5500 Web 2.0 Tools for Tomorrow’s Learner
Students explore and implement Web 2.0 tools for online learning and topics that support development and exploration of such innovative tools in the educational environment. Following the International Society for Technology in Education (ISTE) National Educational Standards and Indicators, students identify different features and benefits of using Web 2.0 tools that will support effective teaching and learning practices. The course is required in the cybergogy concentration. (3 credits)

SPED 700 Introduction and Characteristics of Students with Adaptive Learning Needs
This course prepares the teacher with an understanding of students’ diverse learning needs and characteristics that support their cognitive, physical, social, emotional, and career development needs. The teacher will develop an understanding of the philosophical, historical, and legal foundations of the interrelatedness of education and special education. (3 credits)

SPED 702  Adaptive Instructive Methods and Strategies: K-6 and/or 5-8
This course prepares the teacher to plan and implement effective instructional methods and strategies to meet the needs of diverse adaptive learners in the K-6 and/or 5-8 classrooms. Prerequisite SPED 700. (3 credits)

SPED 703  Adaptive Instructional Methods and Strategies: 6-12
This course prepares the teacher to plan and implement effective instructional methods and strategies to meet the needs of diverse adaptive learners in the 6-12 classrooms. Prerequisite SPED 700. (3 credits)

SPED 704  Adaptive Instructional Strategies and Methods Field Practicum
The teacher in this field-based practicum demonstrates knowledge and skill in planning and implementing effective instruction, which is built upon standards-based goals for content, students, and community. The teacher promotes a supportive learning environment that encourages student participation. Prerequisite or concurrent enrollment in SPED 702 or SPED 703. Forty-five hours of supervised practicum required. (3 credits)

SPED 706  Collaboration with Parents and Agencies
This course instructs the teacher in effective communication and collaboration skills in working with parents and agencies. Proven strategies in problem solving and conflict resolution will be covered. Prerequisite SPED 700. (3 credit hours)

SPED 708  Assessments of Students with Adaptive Learning Needs
This course prepares the teacher to screen, assess and identify the needs of adaptive learners and then effectively link the information gathered to intervention strategies and methods. Prerequisite SPED 700. (3 credits)

SPED 710  Communication/Collaboration within the School Setting
The course prepares the teacher to develop and refine communication and collaborative skills and knowledge to work effectively with students, Para educators, administrators, teachers, volunteers, and other school personnel to foster a supportive learning environment. Prerequisite SPED 700. (3 credits)

SPED 712  Creating Optimal Learning Environments for Students with Adaptive Learning Needs
This course prepares the teacher to develop the knowledge and skills in behavior management to foster positive relations, promote student self-advocacy and student problem-solving to facilitate learning. Prerequisite SPED 700. (3 credits)

SPED 714  Inquiry, Data Collection, and Research
This course assists the teacher in developing knowledge of data collection and research techniques that will enable him/her to design a research project that addresses a specific educational practice in a classroom setting with students with adaptive learning needs. This plan will be implemented in SPED 716. Prerequisites SPED 700, SPED 702 or 703, SPED 704, SPED 706, SPED 708, SPED 710, SPED 712. (3 credits)

SPED 716  Advanced Practicum
This advanced field-based practicum focuses on the teacher as a facilitator of effective instruction, developer of supportive learning environments, and a promoter of social skills demonstrating professional, ethical, collaborative, and effective communication skills. The research project designed in SPED 714 will be conducted during this practicum. Prerequisite SPED 714. Ninety (90) hours of supervised teaching required. (3 credits)

SPED 720  Negotiation and Conflict Resolution
This course examines the process of negotiation and conflict resolution and prepares the teacher to develop problem-solving strategies with parents, educators, and other community professionals. A variety of effective strategies and techniques will be presented through simulation, role-playing, readings, lectures, and discussions. Prerequisite SPED 700. (3 credits)

SPED 722  Communication Disorders
This course prepares teachers to address the common communication problems of students with special needs. Course topics include strategies to accommodate the special needs of students with speech and language disorders including English language learners. Prerequisite SPED 700. (3 credits)
Directory
Administration and Directors

<table>
<thead>
<tr>
<th>Patricia N. Long, Ed.D.</th>
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<td>University President</td>
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**Kelly Belk**
*Vice President of Enrollment for Business SPGS Programs*
Ms. Belk is responsible for the overall functions of marketing, enrollment, and accounting for the business and management programs in Greater Kansas City and Topeka. Located at the Overland Park campus.

**Michelle Case**
*Executive Director of SPGS Enrollment and Marketing-Wichita Campus*
Ms. Case works with SPGS staff to stimulate enrollment in existing programs and provide direction for new program innovations. She provides leadership in the planning, coordination, and administration of all marketing, enrollment, and operations initiatives in the Wichita facility.

**Anne Daugherty, Ph.D.**
*Associate Professor and Chair of Liberal Arts*
Dr. Daugherty provides support for both faculty and students in the Masters of Liberal Arts program and teaches full-time. She also creates the liberal arts schedule, assists with faculty recruitment and development, and serves on the SPGS Peer Review Team.

**Jeanne Duncan**
*Director of Assessment and Accreditation*
Ms. Duncan oversees assessment and the accreditation process for SOE and SPGS.

**Verneda Edwards, Ed.D.**
*Associate Professor and Director of Continuing Education, School of Education*
As the Director of Continuing Education, Dr. Edwards oversees all facets of the School of Education Continuing Education program.

**Sylvia Ellis**
*Associate Director of Financial Aid*
Ms. Ellis is responsible for the processing of all Title IV funds and applications. She certifies all loan applications and awards for financial aid and provides assistance with completion of necessary forms.

**Dan Falvey, Ph.D.**
*Associate Professor and Chair of Business and Management*
Dr. Falvey provides support for both faculty and students in the business and management programs and teaches full-time. He also assists with faculty recruitment and development and serves on the SPGS Peer Review Team.

**Mary Jo Gall**
*Director of Accounting*
Ms. Gall oversees the department that manages student accounts for SPGS business and management programs.

**Peggy Harris, Ph.D.**
*Vice President and Dean of the School of Education*
Dr. Harris provides overall leadership for all programs within the School of Education and serves as a liaison with University-wide colleges and schools.
Andy Jett  
*Chief Information Officer*

Mr. Jett manages the computerized student administrative system that integrates all aspects of student, faculty, and staff communication at all Baker University campuses.

Russ Kokoruda, Ed. D.  
Assistant Professor of Education and Director of MSSL Directed Field Experience

Dr. Kokoruda guides field supervisors and mentors for candidates completing building-level licensure requirements.

Susan Lindahl, Ph.D.  
*Executive Vice President for Administrative Services and Chief Operating Officer*

Dr. Lindahl is responsible for finance and operations university-wide.

Tes Mehring, Ph.D.  
*Associate Dean of SOE and Chair of the Graduate School of Education*

Dr. Mehring serves as team leader for the School of Education graduate faculty and is responsible for all academic aspects of education degree programs.

Ruth Miller  
*Registrar*

Ms. Miller oversees the academic records office, as well as admission and registrar functions. She is responsible for monitoring academic policy compliance and for preparing institutional reports.

Matt Mills, CPA  
*Director of SOE/SPGS Finance, Internal Auditor, and SPGS Operations*

Mr. Mills oversees purchasing and operational decision making for SOE and SPGS. He is responsible for budgeting, internal audit reviews, and financial planning.

Linda Reynolds  
*Director of School of Education Graduate Enrollment*

Ms. Reynolds oversees recruitment, enrollment, and marketing for all SOE graduate degree programs.

Susan Smith, J.D.  
*Associate Professor of Business and Management*

Ms. Smith provides support for SPGS faculty at the Wichita campus and teaches full-time. She also assists with SPGS faculty recruitment and development and serves on the Wichita Peer Review Team.

Brad Tate, Ed.D.  
*Assistant Professor and Coordinator for Ed.D. Directed Field Experience Program, School of Education*

Dr. Tate guides field supervisors and mentors for candidates completing district level licensure requirements.

Bethany Teppe  
*Director of Graduate Education Programs- School of Education*

Ms. Teppe oversees graduate education programs in Overland Park, including open enrollment and cohort scheduling and curriculum development and instruction. She also coordinates faculty recruitment, assignment, and evaluation.
## Instructional Staff

### SPGS Full-time and Part-time Faculty

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>University or School</th>
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<tbody>
<tr>
<td>Able, Barbara</td>
<td>M.S., Texas Women’s University</td>
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<tr>
<td>Ahlf, Tom</td>
<td>Business &amp; Management. M.S.</td>
<td>Southwestern College</td>
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<td>Aldridge, Michael</td>
<td>Business &amp; Management. M.B.A.</td>
<td>Baker University</td>
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<td>Altman, Shawn</td>
<td>Master of Liberal Arts. M.S.</td>
<td>Washburn University</td>
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<td>Alumbaugh, David</td>
<td>Business &amp; Management.M.B.A.</td>
<td>Baker University</td>
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<td>Anthony, Kyle</td>
<td>Business &amp; Management. Ph.D.</td>
<td>University of Kansas</td>
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<td>Avant, Cheryl</td>
<td>Business &amp; Management. Ph.D.</td>
<td>University of Missouri</td>
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<td>Ballou, Kathy</td>
<td>Business &amp; Management. Ph.D.</td>
<td>University of Kansas</td>
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<td>Barnes, Pam</td>
<td>Business &amp; Management. Ph.D.</td>
<td>Kansas State University</td>
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Campus Security Information

Baker University’s School of Professional & Graduate Studies and Graduate School of Education’s Annual Campus Security Report can be accessed online at: http://www.bakeru.edu/spgs-current-students/academic-tools/campus-security. It includes statistics for the previous three years concerning reported crimes that occurred on campus; in certain off-campus buildings owned or controlled by Baker University; and on public property within, or immediately adjacent to and accessible from, the campus.
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