

Webster University's renewal application to operate as  
an out-of-state institution in Maryland in accordance  
with COMAR 13B.02.01

## OOS RENEWAL

### MARYLAND HIGHER EDUCATION COMMISSION Application for Renewal Approval for Out-of-State Degree-Granting Institutions to Operate in Maryland

**Please Note:** A separate application form must be completed and submitted with all supporting documentation for each proposed location in Maryland. If an additional, new location is being proposed, an Application for Renewal of Approval must be submitted for that location.

#### PREVIOUSLY APPROVED LOCATION IN MARYLAND.

Please provide the complete mailing address.

Webster University  
Southern Maryland Higher Education Center  
44219 Airport Road  
California, MD 20619

#### PROPOSED START DATE OF CONTINUED OPERATION.

Applications should be submitted at least 5 months prior to the proposed start date.

#### NAME AND ADDRESS OF INSTITUTION APPLYING FOR APPROVAL.

**Name of Institution:** Webster University, 470 East Lockwood St., St. Louis, MO 63119

**Web Address:** www.webster.edu/demetro

**OPEID Code:** 00252100

U.S. Department of Education, Office of Postsecondary Education, ID Code -- Title IV eligibility.

**Chief Executives Officer:** Dr. Elizabeth Stoble

**Mailing Address:** Webster University, 470 East Lockwood St.

**Telephone:** 314-968-6996

**Email:** stoble@webster.edu

**Institutional Liaison:** Name and title of the individual who will serve as liaison to the Maryland Higher Education Commission:

**Name:** Sean Coleman

**Title:** Assistant Vice President, Office of Military Affairs and Regional Director, National Capital Region

**Mailing Address:** Webster University  
Joint Base Anacostia-Bolling, P.O. Box 8170  
Washington, DC 20032-8171

**Telephone:** 202-561-4382

**Email:** seancoleman95@webster.edu



The institution shall submit a non-refundable application fee in the amount of (a) \$7,500 for up to two degree programs and (b) an additional \$850 for each degree program over two programs. The institution's check should be made payable to: Maryland Higher Education Commission. The application renewal fee will be waived for renewals of out-of-state institutions operating at Regional Maryland Higher Education Center.

- Accreditation. (Must accompany all renewals) COMAR 13B.02.01.08B(4)(g)

Provide a copy of the most recent letter of approval (notification) from an organization recognized as an accrediting agency by the U.S. Department of Education. Along with your most recent notification of institutional accreditation, please provide evidence that you are in compliance with that organization's policies and procedures related to off-campus educational activities. If any of your proposed programs require program accreditation provide evidence of that accreditation.

- Registration as an Out-of-State Corporation. (Must accompany all renewals)  
COMAR 13B.02.01.08B(4)(f)

To transact interstate business in Maryland, the institution must qualify with the State Department of Assessments and Taxation by making the certification required in the Corporations and Associations Article, §7-202, Annotated Code of Maryland. A public institution is not required to qualify as a foreign corporation. However, a business entity affiliated with a public institution or a private institution (profit or non-profit) must qualify as a foreign corporation. The Foreign Corporation Qualification Form may be obtained from the Maryland Department of Assessments and Taxation, Room 809, 301 West Preston Street, Baltimore, Maryland 21201 or on-line at: www.dat.state.md.us. Once qualified, the institution must provide a copy of the certificate of good standing issued by the State Department of Assessments and Taxation.

- Certificate of Compliance With Fire and Safety Codes (Must accompany all renewals)  
COMAR 13B.02.01.08B(4)(o)

Please provide a certificate for each approved location for indicating that the proposed facility has been inspected and is found in compliance with local and State ordinances pertaining to fire and safety.

- Board of Trustees Resolution of Financial Solvency (Must accompany all renewals)  
COMAR 13B.02.01.08B(4)(e)

Please provide a resolution from your Board of Trustees addressed to the Secretary of Higher Education stating that your institution is financially solvent.

- Advertisements COMAR 13B.02.01.07D(3)(p)

Are there new advertisements in print format related to your programs in Maryland?

- Yes  No If yes, please provide copies of the new advertisements.

- Enrollment Data as Prescribed by the Secretary. (Must accompany all renewals)  
COMAR 13B.02.01.08B(4)(q)

Please provide the information requested on the Student Enrollment Data Form found at the end of this application.

- Teach-out Plan (Must accompany all renewals) COMAR 13B.02.01.08B(4)(j)(iv)

The institution must provide a copy of its teach-out plan allowing enrolled students to complete their programs if the institution decides to cease operation in Maryland.

## II. APPLICATION QUESTIONNAIRE

This questionnaire, properly completed with supporting documentation, shall serve as an application for approval to operate in Maryland under the *Code of Maryland Regulations* (COMAR) 13B.02.01. It must be completed for each proposed location.

### 1. Programs.

#### ➤ CURRENTLY OFFERED PROGRAMS.

**INSTRUCTIONS.** Please enter the requested information on your **CURRENTLY OFFERED PROGRAMS** in the spaces provided below, or create an attachment (labeled "A-1: Current Programs") to this application with the required information.

(a) Provide a list of your currently offered programs at this location. For each program provide the following information: (1) the full title of the program; (2) the degree or certificate to be awarded; (3) the mode of instructional delivery; (4) the number of credit hours (semester or quarter); and (5) whether they are offered at the parent campus.

Program Title	Degree	Mode of Instruction	Total Credit Hours	Offered on Main Campus Yes / No
<i>Example: Organizational Management</i>	<i>M.S.</i>	<i>Classroom</i>	<i>36 sem</i>	<i>Yes</i>
<i>Example: Business Administration</i>	<i>B.S.B</i>	<i>Distance Ed.</i>	<i>120 sem</i>	<i>Yes</i>
✓ Procurement and Acquisition Management	M.A.	classroom	36	yes
✓ Certificate in Government Contracting	certificate	classroom	18	yes
✓ Human Resources Management	M.A.	classroom	36	yes
✓ Master of Business Administration	M.B.A.	classroom	36	yes
✓ Management and Leadership	M.A.	classroom	36	yes

#### ➤ NEW PROGRAMS

**INSTRUCTIONS.** Is the institution proposing any new programs at this location?  Yes  No  
**If yes,** please enter the requested information in the spaces provided below, or create an attachment (labeled "A-1: New Programs") to this information with your responses to the following for each new program:

(a) Provide a list of the new programs at this location. For each new program provide the following information: (1) the full title of the program; (2) the degree or certificate to be awarded; (3) the mode of instructional delivery; (4) the number of credit hours (semester or quarter); and (5) whether they are offered at the parent campus.

Program Title	Degree	Mode of Instruction	Total Credit Hours	Offered on Main Campus Yes / No
<i>Example: Organizational Management</i>	<i>M.S.</i>	<i>Classroom</i>	<i>36 sem</i>	<i>Yes</i>
<i>Example: Business Administration</i>	<i>B.S.B</i>	<i>Distance Ed.</i>	<i>120 sem</i>	<i>Yes</i>

(b) If the information does not appear in the catalog or publication you submitted provide (1) a description of the curriculum; (2) the objectives of each course; and (3) a course schedule for the proposed location

(c) Please provide a brief description of the student population to be served by the proposed new programs.

✓ **2. Educational Need.** Before the Commission may evaluate the readiness of an out-of-State institution to operate or award new degrees in the State, including the offering of an instructional program or a degree level not previously approved, the institution shall present evidence demonstrating the educational need to establish operations, offer programs, and award the degrees in question in the State. In addition, the out-of-State institution shall demonstrate that the proposed program, for which the institution is making application, meets a critical and compelling regional or Statewide need and is consistent with the Maryland Postsecondary Education. COMAR 13B.02.01.06A&C

\*no new programs

**INSTRUCTIONS:** Please enter the requested information in the spaces provided below, or create an attachment (labeled "A-2: Educational Need") to this application and respond to the following questions for each new program:

(a) What critical and compelling Regional or Statewide (Maryland) need and demand do your proposed programs meet? In responding to this question provide documentation as indicated below:

(1) If the programs serve occupational needs, present data projecting market demand and the availability of openings in the job market to be served by the new programs for which the institution is making application. This information may include workforce and employment projections prepared by the federal and State governments, the availability of graduates in the State or region, marketing studies done by the institution or others, and material from professional and trade associations.

(2) If the programs serve societal needs (include the traditional liberal arts education), provide a Description of how the proposed programs will enhance higher education in Maryland and contribute society

(b) If similar programs exist in the State, what are the similarities or differences in your program in terms of the degrees to be awarded, the areas of specialization, and the specific academic content of the programs?

(c) Is a Maryland employer sponsoring/supporting the application for the program(s) to be offered at this location?

Yes  No

**If yes**, please attach a letter of support from the employer addressed to the Assistant Secretary, Planning and Academic Affairs. The letter should outline the employer's reasons for selecting the institution and its programs and state the benefits to the employees who participate in the program

**3. Administrative Staff.** The out-of-State institution shall provide for an on-site administrative staff responsible for overall administrative operation of educational activities including counseling, advising, testing orientation, financial aid services, and maintenance of academic records. In addition to being responsible for the administration of the policies and procedures of the parent institution, the designated administrators are responsible for meeting the expectations set forth in this chapter [of the Regulatory Standards of the State of Maryland for Out-of-State Institutions]. The duties and size of the staff shall be adequate for the size of the educational activities offered. COMAR 13B.02.01.15 ✓

**INSTRUCTIONS:** Has any previously reported Administrative Staff information changed since your last approval at this location?  Yes  No  
**If yes**, please enter the requested information in the spaces provided below, or create an attachment labeled (labeled "A-3: Administrative Staff Changes") to this application with any changes to the following questions:

(a) How are you planning to meet the above standard on Administrative Staff? ✓

The previous coordinator, Marybeth Darlington, moved to serve as Webster's Assistant Director for Joint Base Andrews campus. Jennifer Brown was hired in August 2014 as the new Coordinator for Webster at Southern Maryland Higher Education Center.

(b) Who will be assigned to carry-out each of these duties? Please include a curriculum vitae/resume for each administrator.

Jennifer Brown was hired in August 2014. Her resume is attached.

**4. Faculty**

**INSTRUCTIONS:** Has any previously reported Faculty information changed since your last approval at this location?  Yes  No

**If yes, please enter the requested information in the spaces provided below, or create an attachment labeled (labeled "A-4: Faculty Changes") with any changes to the following questions:**

- (a) List all faculty that are to teach in the first year (or cycle) of the programs at this location. For each faculty member provide the following information: COMAR 13B.02.01.08(4)(m)
- (1) the course(s) the faculty might soon teach;
  - (2) the degrees the individual holds
  - (3) the degrees areas of specialization; and
  - (4) whether or not the faculty member is full-time or part-time (adjunct) at your parent institution

(b) Please include a curriculum vitae/resume for each potential faculty member. For those faculty who are yet to be hired include a job description and minimal qualifications.

**5. Library Resources.** Out-of-State Institutions offering programs or courses, or both, in Maryland, shall provide adequate and appropriate library resources within State boundaries and within reasonable distance of the instructional site. Usage statistics shall be kept to determine to what extent these resources are available and accessible. COMAR 13B.02.01.17A

**INSTRUCTIONS:** Has any previously reported library information changed since your last approval at this location?  Yes  No

**If yes, please enter the requested information in the spaces provided below, or create an attachment (labeled "A-5: Library Changes") to this application with any changes to the following questions.**

(a) How are you planning to meet this standard on Library Resources? Briefly describe the types of materials and titles that you will make available to your students and how they will access them. Will there be provision for bibliographic instruction and/or library orientation?

Webster University maintains Emerson Library in the University's academic corridor and features the latest in information technology. The library provides a variety of online resources to faculty, students, and staff, including an online integrated research system (<http://library.webster.edu>).

The library services integrates online servies, internet resources, and online databases for student and faculty research. The library provides 24 hour access to resources, including:

\*Library catalogs and collections:

- Eden-Webster Libray System's online catalog - search the library's collection of 368,854 print and electronic volumes by author, title, subject, keyword, ISBN or call number.
- MOBIUS-search over 21 million items belonging to academic member libraries.
- Electronic reserves - allows faculty to place docuemnts on reserve over the Web for students to access and read these materials online, 24 hours a day, from this central site.
- Libraries Worldwide - direct links to catalogs and home pages from libraries around the world, including the Library of Congress.

\*Databases and Internet Resources:

- Online/Full-text Databases - over 125 subscription databases provide access to over 23,000 full-text journals, newspapers, business, news and legal information.
- Electronic books - over 19,000 titles online through the netLibrary database.
- WorldCat - searchable catalog of bibliographic records for over 110 million items in over 69,000 libraries worldwide.
- Refworks - online bilbiographic software program that allows researchers to gather, manage and store information, as well as to generate citations and create bibliographies in a variety of formats.

**6. Student Services.** COMAR 13B.02.01.18 concerns student services and activities. These shall realistically reflect the stated objectives, purposes, and philosophy of the out-of-State institution. Further, an out-of-State institution shall ensure that all students have access to a well developed program of counseling, testing, advisement, orientation, financial aid, career development, and placement. The institution may determine the specific organization of services, as well as the resources and staffing provided, as long as provision for these services are made. Student activities that complement the instructional program are particularly encouraged. COMAR Section .18 also requires that the out-of-State institutions keep complete and accurate records of admission, enrollment, grades, scholarships, transfer of credits, transcripts, graduates, and other essentials in accordance with standard practice. This includes the physical security and confidentiality of such records. The Section requires as well, a published statement of student rights, privileges, and responsibilities and the school's adherence to its student grievance procedures.

**INSTRUCTIONS:** Has any previously reported Student Services information changed since your last approval at this location?  Yes  No

**If yes, please enter the requested information in the spaces provided below, or create an attachment (labeled "A-6: Student Services") to this application with any changes to the following questions.**

(a) How do you plan to implement the requirements for Student Services cited above?

Qualified staff at the Southern MD campus and at the main campus in St. Louise with relevant experience are assigned to Southern Maryland Higher Education Center.

(b)Regarding student records describe the security measures the institution takes to ensure the confidentiality, physical, and electronic security of your record-keeping system.

Security guidelines of the parent campus will be implemented.

(c) Does the institution have a published statement of rights, privileges, and responsibilities of students?  
 Yes  No How will it make this available to its students at the proposed instructional site? \_\_\_\_\_  
If this statement is in the Catalog you submitted with the application, please indicate the page number: \_\_\_\_\_  
If not in the Catalog you submitted, please provide us with a copy of the statement.

(d) Does the institution have a published student grievance procedure?  Yes  No If this procedure is in the Catalog you submitted with the application, please indicate the page number \_\_\_\_\_. If not in the Catalog you submitted, please provide us with a copy of the grievance procedure.

**7. Facilities.** (See COMAR 13B.02.01.19).

**INSTRUCTIONS:** Has any previously reported Student Services information changed since your last approval at this location?  Yes  No

**If yes to either question, please enter the requested information in the spaces provided below, or create an attachment (labeled "A-7: Facilities") to this application with any changes to the following questions.**

(a) Has a specific facility been inspected and approved for use as a classroom/laboratory space and been found in compliance with local and State ordinance pertaining to fire and safety?  Yes  No

(1) If yes, please provide a copy of the Certificate of Compliance.

(2) If no, the Certificate of Compliance must be submitted at least 30 days prior to the start of classes.

(b) Describe any special instructional facilities and equipment (computers, audio-visual equipment, etc.) that will be used and available to students in this location.

A desktop computer and LCD projector will be required and provided for each classroom.

(c) Describe what provisions are being made for periodic repair and maintenance of buildings and grounds. What measures are being taken for campus security and fire protection? If dangerous or toxic materials are being handled, what provisions are being made for safe storage, handling and disposal?

Southern Maryland Higher Education Center provides all maintenance. Center will provide office space for faculty who teach at the center and space for the administrative staff who will work with students on a need basis.

(d) Describe the office (and conference) space available to full and part-time faculty and administrators.

The Center provides office space for faculty who teach at the center and space for administrative staff who will work with students on a need basis.

**8. Distance Education.** "Distance education" means course work for academic credit delivered by telecommunicated instruction to a physical space specifically reserved for the purpose of receiving the instruction, for example, a teleclassroom, and requires the payment of tuition or fees for the instruction. "Distance education" does not include telecommunicated instruction at the student's initiation via an individual personal computer. COMAR 13B.02.01.03(8). An institution operating in Maryland and delivering instruction in Maryland by distance education shall provide evidence to the Secretary of compliance with the standards of good practice found in COMAR 13B.02.01.21.

**INSTRUCTIONS.** Is the institution providing distance education as defined above?  Yes  No  
**If yes,** please contact the staff at the Maryland Higher Education Commission for a copy of the Standards of Good Practice and provide evidence of compliance as an attachment (labeled "A-8: Distance Education") to this application

## Accreditation



**Higher Learning Commission**  
A Commission of the North Central Association

230 South LaSalle Street, Suite 7-500 | Chicago, IL 60604-1411  
312-263-0456 | 800-621-7440 | Fax: 312-263-7462 | [ncahlc.org](http://ncahlc.org)

March 19, 2012

Dr. Elizabeth J. Stroble  
President  
Webster University  
470 E. Lockwood  
St. Louis, MO 63119-3194

Dear Dr. Stroble:

This letter is formal notification of the action taken concerning Webster University by The Higher Learning Commission. At its most recent meeting, the Institutional Actions Council voted to approve your request for change. The date on this letter is the effective date of those changes.

An attached Additional Locations Report indicates new active additional locations and modifications to additional locations that were approved and are now recognized by the Commission. The Commission's web site, [www.ncahlc.org](http://www.ncahlc.org), has been updated for the institution's Statement of Affiliation Status (SAS) and Organizational Profile (OP). The SAS is a summary of the institution's ongoing relationship with the Commission. The OP indicates demographic, additional location, or distance education information you reported in your Annual Institutional Data Update and reflects any relevant changes as requested.

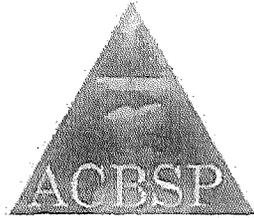
Please be aware of Commission policy on planned or proposed institutional changes that require Commission action before their initiation. If you have any questions about how planned institutional changes might affect your relationship with the Commission, please write or call Stephen D. Spangehl, your staff liaison.

On behalf of the Board of Trustees, I thank you and your associates for your cooperation.

Sincerely,

Sylvia Manning  
President

Attachment: Recent Update to the Site Report



*Association of Collegiate  
Business Schools and Programs*

*Proudly Recognizes*

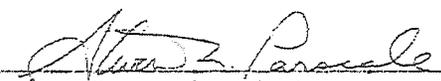
*Webster University*

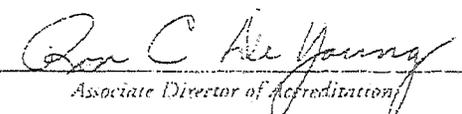
*and certifies that the requirements have been met for  
initial accreditation of its business school or programs by the  
Association of Collegiate Business Schools and Programs*

*attested to by the Baccalaureate/Graduate Degree Board of Commissioners on this 24th day of April, 2009*

  
\_\_\_\_\_  
*President, ACBSP Board of Directors*

  
\_\_\_\_\_  
*Chair, Baccalaureate/Graduate Board of Commissioners*

  
\_\_\_\_\_  
*Director of Accreditation*

  
\_\_\_\_\_  
*Associate Director of Accreditation*



Course descriptions from the College's catalog

to multifaceted human resources development problems in complex factual situations.

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### Program Curriculum

The 36 credit hours required for the master of arts (MA) or the 51 credit hours required for the master of business administration (MBA) must include the following courses for a major/emphasis in human resources development:

- HRDV 5000 Introduction to Human Resources Development (Requisite Course) (3 hours)
- MNGT 5590 Organizational Behavior (3 hours)
- HRDV 5610 Training and Development (3 hours)
- HRDV 5560 Group Development and Change (3 hours)
- HRDV 5630 Organization Development and Change (3 hours)
- HRDV 5700 Career Management (3 hours)
- HRDV 5750 Research and Assessment Methods in Human Resources Development (3 hours)
- HRDV 6000 Integrated Studies in Human Resources Development (3 hours)

In addition, the student chooses elective courses offered in this major and/or from the program curricula of other George Herbert Walker School of Business & Technology majors.

If the requisite course is waived, the student must choose an elective course from this major or from the program curriculum of another George Herbert Walker School of Business & Technology major. Students pursuing dual majors who have the requisite course(s) waived will complete only the remaining required courses for the dual majors.

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### Admission

Students who are interested in applying to this degree program should see the Admission Section of this catalog for general requirements.

#### Send all admission materials to:

Office of Admissions  
Webster University  
470 E. Lockwood Ave.  
St. Louis, MO 63119

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## Human Resources Management (MA)

*This program offered by Walker School of Business & Technology*

### Program Description

The goal of the human resources management degree is to prepare human resource professionals to address the complexities and challenges of managing today's workforce. The program content is designed to provide a comprehensive coverage of the major human resource functions, addressing strategic decisions and operational execution of HR service delivery. The courses involve both practical and theoretical considerations in the development of HR professionals in settings such as business, industry, government, and nonprofit organizations and institutions, both nationally and globally.

*The Walker School of Business & Technology is accredited by the Accreditation Council for Business Schools and Programs (ACBSP) for BS, BA, MBA, MA, MS, and doctoral programs in the Business and Management departments.*

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### Learning Outcomes

- Students will be able to explain the important terminology, facts, concepts, principles, analytic techniques, and theories used in human resources management.
- Students will be able to effectively apply important terminology, facts, concepts, principles, analytic techniques, and theories used in human resources management when analyzing situations.
- Students will be able to effectively integrate important facts, concepts, principles, and theories used in human resources management when developing solutions or analyzing situations.

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### Program Curriculum

The 36 credit hours required for the master of arts (MA) or the 51 credit hours required for the master of business administration (MBA) must include the following courses for a major/emphasis in human resources management:

- HRMG 5000 Managing Human Resources (Requisite Course) (3 hours)
- MNGT 5590 Organizational Behavior (3 hours)
- BUSN 5200 Basic Finance for Managers (3 hours)
- HRDV 5610 Training and Development (3 hours)
- HRMG 5700 Employment Law (3 hours)
- HRMG 5800 Staffing (3 hours)
- HRMG 5920 Compensation (3 hours)
- HRMG 5930 Labor-Management Relations (3 hours)
- HRMG 6000 Integrated Studies in Human Resources Management (3 hours)

In addition, the student chooses elective courses offered in this major and/or from the program curricula of other George Herbert Walker School of Business & Technology majors.

If the requisite course is waived, the student must choose an elective course from this major or from the program curriculum of another George Herbert Walker School of Business & Technology major. Students pursuing dual majors who have the requisite course(s) waived will complete only the remaining required courses for the dual majors.

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### Admission

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St. Louis, MO 63119

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The program in legal studies does not prepare students for the practice of law, and its graduates are not eligible for admission to the bar.

MA degree-seeking students with a declared major in legal studies may seek, concurrently with the degree, a certificate in paralegal studies. Some of the coursework is applied toward both the degree and the certificate. Students who are interested in the certificate program should refer to Graduate Certificates.

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### Learning Outcomes

Upon completion of the program, students should:

- Demonstrate the fundamentals of legal reasoning and analysis.
- Comprehend the Code of Professional Responsibility to be able to address ethical dilemmas faced by lawyers and legal assistants.
- Master the skills and knowledge necessary for understanding legal issues working from both theoretical and practical applications.
- Explain the essential goals of legal researching, legal and logical reasoning and begin to develop legal writing skills.
- Be able to apply the theory of legal research and writing to practical problems encountered in a legal environment.
- Distinguish the significant role that legal assistants have in the legal world and perform the practical skills necessary to function in it.

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### Program Curriculum

The 39 credit hours required for the MA degree must include the following courses for a major in legal studies:

- LEGL 5000 Introduction to Legal Studies (Requisite Course) (3 hours)
- LEGL 5100 Jurisprudence (3 hours)
- LEGL 5300 Ethics for the Legal Professional (3 hours)
- LEGL 5260 Methods of Legal Research and Writing I (3 hours)
- LEGL 5270 Methods of Legal Research and Writing II (3 hours)
- LEGL 5400 Anglo-American Legal History (3 hours)
- LEGL 5450 American Constitutional Law (3 hours)
- LEGL 5470 Civil Actions (3 hours)
- LEGL 5480 Criminal Actions (3 hours)
- LEGL 5490 Advanced Topics in Law (6 hours)
- LEGL 5800 Computerized Legal Research (3 hours)
- LEGL 6000 Research and Writing Project (3 hours)

The elective requirement can be satisfied by taking LEGL 5850 Advanced Legal Writing, an additional LEGL 5490 Advanced Topics in Law course, or LEGL 5550 Legal Studies Internship.

If a substitution has been approved for a required course, the student must choose either LEGL 5850 Advanced Legal Writing or an additional LEGL 5490 Advanced Topics in Law course.

The required courses and electives listed in this core may be taken as directed studies, subject to the conditions stated in the Directed Studies section listed under Academic Policies and Procedures.

**Note:** A legal assistant or paralegal is a person, qualified by education, training, or work experience who is employed or retained by a lawyer, law office, corporation, governmental agency or other entity and who performs specifically delegated

substantive legal work for which a lawyer is responsible. Paralegals or legal assistants may not provide legal services directly to the public, except as permitted by law. Webster University's St. Louis area paralegal programs have been approved by the American Bar Association.

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### Admission

Students who are interested in applying to this degree program should see the Admission Section of this catalog for general requirements.

#### Send all admission materials to:

Office of Admission  
Webster University  
470 E. Lockwood Ave.  
St. Louis, MO 63119

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## Management and Leadership (MA)

*This program offered by Walker School of Business & Technology*

### Program Description

This curriculum is designed for individuals who are seeking a graduate degree with a broad general management and leadership perspective. (*Note: This program is titled Management at our Ft. Leavenworth, Kansas, campus.*)

*The Walker School of Business & Technology is accredited by the Accreditation Council for Business Schools and Programs (ACBSP) for BS, BA, MBA, MA, MS, and doctoral programs in the Business and Management departments.*

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### Learning Outcomes

- Students will be able to explain the important terminology, concepts, principles, analytic techniques, and theories used in management and leadership.
- Students will be able to effectively apply important terminology, concepts, principles, analytic techniques, and theories used in management and leadership when analyzing situations.
- Students will be able to effectively integrate important concepts, principles, and theories used management and leadership when developing solutions to multifaceted problems in complex situations.

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### Program Curriculum

The 36 credit hours required for the master of arts (MA) or the 48 credit hours required for the master of business administration (MBA) must include the following courses for a major/emphasis in management and leadership:

- MNGT 5000 Management (Requisite Course) (3 hours)
- MNGT 5590 Organizational Behavior (3 hours)
- HRMG 5000 Managing Human Resources (3 hours)
- BUSN 5200 Basic Finance for Managers (3 hours)
- MNGT 5650 Management and Strategy (3 hours)
- MNGT 5670 Managerial Leadership (3 hours)

degrees

- HRDV 5630 Organization Development and Change (3 hours)
- MNGT 6000 Integrated Studies in Management (3 hours)

In addition, the student chooses elective courses offered in this major and/or from the program curricula of other George Herbert Walker School of Business & Technology majors.

If the requisite course is waived, the student must choose an elective course from this major or from the program curriculum of another George Herbert Walker School of Business & Technology major. Students pursuing dual majors who have the requisite course(s) waived will complete only the remaining required courses for the dual majors.

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Office of Admission  
Webster University  
470 E. Lockwood Ave.  
St. Louis, MO 63119

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## Marketing (MA)

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*This program offered by Walker School of Business & Technology*

### Program Description

The objective of the marketing core is to provide an opportunity for the student to study the dynamics of human behavior that affect marketing decisions. Included in this analysis is an examination of effective marketing practices and procedures and the analytical techniques required prior to basic marketing decisions.

*The Walker School of Business & Technology is accredited by the Accreditation Council for Business Schools and Programs (ACBSP) for BS, BA, MBA, MA, MS, and doctoral programs in the Business and Management departments.*

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### Learning Outcomes

- Students will be able to explain the important terminology, facts, concepts, principles, analytic techniques, and theories used in the field of marketing.
- Students will be able to effectively apply important terminology, facts, concepts, principles, analytic techniques, and theories used in the field of marketing when analyzing complex marketing situations.
- Students will be able to effectively integrate (or synthesize) important terminology, facts, concepts, principles, analytic techniques, and theories used in the field of marketing as demonstrated through the successful development of a marketing plan.

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### Program Curriculum

The 36 credit hours required for the master of arts (MA) or the 48 credit hours required for the master of business administration

(MBA) must include the following courses for a major/emphasis in marketing:

- MRKT 5000 Marketing (Requisite Course) (3 hours)
- MRKT 5800 Sales Management  
or MRKT 5890 Marketing Statistics (3 hours)
- MRKT 5920 Marketing Channel Management (3 hours)
- MRKT 5940 Promotional Management (3 hours)
- MRKT 5960 Marketing Management (3 hours)
- MRKT 5970 Marketing Research (3 hours)
- MRKT 5980 International Marketing (3 hours)
- MRKT 6000 Integrated Studies in Marketing (3 hours)

In addition, the student chooses elective courses offered in this major and/or from the program curricula of other George Herbert Walker School of Business & Technology majors.

If the requisite course is waived, the student must choose an elective course from this major or from the program curriculum of another George Herbert Walker School of Business & Technology major. Students pursuing dual majors who have the requisite course(s) waived will complete only the remaining required courses for the dual majors.

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### Admission

Students who are interested in applying to this degree program should see the Admission Section of this catalog for general requirements.

Send all admission materials to:

Office of Admission  
Webster University  
470 E. Lockwood Ave.  
St. Louis, MO 63119

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## Master of Business Administration (MBA)

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*This program offered by Walker School of Business & Technology*

### Program Description

The master of business administration (MBA) program provides training in business for students interested in understanding the working nature of business in a competitive environment. Courses in the MBA program integrate information and theories from various disciplines, including accounting, economics, finance, marketing, production operations, and strategic management. The objective of this program is to develop students into broadly educated business managers and executives who understand the nature of business as a whole, with the tools and techniques applicable to a wide variety of business situations.

The capstone for the MBA program gives students the chance to bring together all of the theories, skills, and tools studied during the program and integrate them into a learning experience that highlights the nature of competition and the kind of strategic maneuvering that must be done in order to succeed.

The degree requires satisfactory completion of 30 credit hours of the MBA curriculum and 6 credit hours of graduate electives for a total of 36 credit hours, OR, if the Global Track is selected for a total of no less than 42 credit hours, students, or if an area of emphasis is selected for a total of no less than 48 credit

hours. Students who require prerequisite courses may have to complete more than 36, 42, or 48 credit hours to receive the MBA. Electives for the MBA may be selected from any graduate School of Business offering. If a student has a particular interest in a graduate course outside of the School of Business, approval may be sought for such course(s).

The MBA is also available in an accelerated, 1-year format at select campus locations. The 1-Year MBA program is cohort based with a structured schedule that begins in the Fall 1 term. More information including admission requirements can be found at [www.webster.edu/1MBA](http://www.webster.edu/1MBA)

*The Walker School of Business & Technology is accredited by the Accreditation Council for Business Schools and Programs (ACBSP) for BS, BA, MBA, MA, MS, and doctoral programs in the Business and Management departments.*

### Program Learning Outcomes

- Students will demonstrate foundation knowledge in each of the primary functional areas of business.
- Students will be able to solve semi-structured business problems.
- Students will be able to solve unstructured business problems

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### General Requirements

The MBA degree-seeking student should consult the Admission, Enrollment, and Academic Policies sections under Academic Policies and Procedures for policies regarding application, admission, registration, and the academic policies of Webster University. Academic policies or exceptions to policies applicable to MBA students are noted under their respective general academic policies.

#### Prerequisites:

- BUSN 5000 Business (3 hours)
- BUSN 5600 Accounting Theory and Practice (3 hours)
- BUSN 5620 Current Economic Analysis (3 hours)

**Note:** Program prerequisites are to be completed before beginning coursework for the MBA for those students who have not completed prerequisite courses (or an appropriate equivalent) within five years of entering the program and having earned a grade of B or better.

If the appropriate prerequisite course content was completed more than five years prior to entering the program, the department will allow a waiver if the student demonstrates command of the content area by successfully completing a waiver examination. Prerequisite courses may not count as electives in the 36-credit-hour MBA.

#### The required courses in the MBA program are:

- MRKT 5000 Marketing (3 hours)
- MNGT 5590 Organizational Behavior (3 hours)
- BUSN 5760 Applied Business Statistics (3 hours)
- FINC 5000 Finance (prerequisites: BUSN 5600 and BUSN 5760) (3 hours)
- FINC 5880 Advanced Corporate Finance (3 hours) (prerequisite: FINC 5000)
- MNGT 5990 Corporate Responsibility and Society (3 hours)
- BUSN 6070 Management Accounting (3 hours) (prerequisites: BUSN 5600 and BUSN 5760)
- BUSN 6110 Operations and Project Management (3 hours) (prerequisite: BUSN 5760)
- BUSN 6120 Managerial Economics (3 hours) (prerequisites: BUSN 5620 and BUSN 5760)

- BUSN 6200 Strategy and Competition (3 hours) (prerequisites: all of the above)
- Additional elective credit hours (6 hours)

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### Global Track

*Please note that admitted students wishing to pursue the MBA Global Track must see an academic advisor before proceeding.*

A "track" is defined as a subject area related to a specific degree, which provides the student with a greater knowledge breadth or depth of the subject area. A track is a focused study of a topic that enhances the student's knowledge and understanding of their chosen degree program. A track consists of a specified number of courses (minimum of 12 credit hours) as specified by the academic department. Unlike an emphasis, a track is not a specialization of a major, nor is it the core of another discipline as with a sequential degree. A track is meant to enhance understanding within a defined and related area to the student's degree program.

Students pursuing the Global Track will gain an in depth familiarity with subject matter related to the global business marketplace, including a required travel course that will expose the student to international thought, culture, and business practices. Information about possible financial assistance available for the travel course can be found at [www.webster.edu/walkeraward](http://www.webster.edu/walkeraward)

### Curriculum

The MBA and the MBA-Global Track cover the same common core of coursework. The MBA-Global Track will require students to take specified courses which will enhance the global focus of the current MBA offerings cultivating global citizenship in each student.

Requirements for the GLOBAL TRACK in the MBA program require a minimum of 42 credit hours to include the MBA core (30 hours) as well as 12 hours of International courses as indicated below, in addition to any prerequisites that are required. A student may be required to complete electives to meet the minimum number of hours required. A student who pursues the Global Track may not also pursue an emphasis area in international business.

#### Degree earned: MBA

Minimum of 42 credits required, consisting of:

- 30 credit hours of core MBA courses, required
- 12 credit hours of international courses chosen from courses approved by the Business Department for the MBA – Global Track, as follows:
  - 3 hours: to include at least one 3-credit international experience course (either an overseas graduate level course OR an online-hybrid course involving approximately 1 week of international experience and company visits).
    - The list of online-hybrid courses approved for the track by the Business Department is available at [www.webster.edu/walkeraward](http://www.webster.edu/walkeraward)
    - Students wishing to use an overseas graduate level course for the 'international experience' requirement must get the approval of an academic advisor.
  - 9 hours: Students must take a minimum of 9 credit hours from the following two course lists, taking at least one course from each of the two lists. This insures that the student will have at least one international operations course, and one international world-view

degrees

#### International Business Operations Courses:

- INTB 5000 International Business (3 hours)
- INTB 5600 International Accounting (3 hours)
- INTB 5650 International Business Management (3 hours)
- INTB 5660 Global Competition & Strategies (3 hours)
- FINC 5840 International Finance (3 hours)
- MRKT 5980 International Marketing (3 hours)
- BUSN 5220 Global Logistics and Supply Chain Management (3 hours)

#### International world-view courses:

- MNGT 5710 Cross-Cultural Management (3 hours)
- INTL 5800 Globalization (3 hours)
- INTB 5970 International Business Language and Culture (3 hours)
- INTB 5730 Regional Economic and Geographic Perspectives (3 hours)
- INTB 5890 Issues in International Business (3 hours)
- INTB 5910 European and United States Economic Thought (3 hours)
- INTB 5920 Japanese and United States Economic Thought (3 hours)
- INTB 5930 Modern Europe: Economic, Political, and Business Development (3 hours)
- INTB 5940 Modern Asia: Economic, Political, and Business Development (3 hours)
- INTB 5960 Economic Development of the Third World (3 hours)

Note: Student may take no more than 2 Issues courses (INTB 5890) in the MBA- Global Track – a maximum of one on ground, and one online-hybrid.

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#### Areas of Emphasis

Requirements for an area of emphasis in the MBA program include the MBA core (30 hours), the core requirements for the emphasis area, and any prerequisites that are required. An MBA with an emphasis requires a minimum of 48 A student may be required to complete electives to meet the minimum number of hours required. Prerequisites may be used to meet the 48 hour requirement if all emphasis courses are accounted for. Students should see an advisor for details.

#### Areas of emphasis for the MBA degree are:

- Business and Organizational Security Management
- Environmental Management
- Finance
- Gerontology
- Human Resources Development
- Human Resources Management
- Information Technology Management
- International Business
- International Relations
- Management and Leadership
- Marketing
- Media Communications
- Procurement and Acquisitions Management

The student should consult the Locations and the MA and MBA Majors/Emphasis and Course Descriptions sections of this catalog for the locations where areas of emphasis are offered. Not all areas of emphasis are offered at every Webster University location.

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#### MBA with and Emphasis in Business and Organizational Security Management (54 credits)

The MBA with an emphasis in business and organizational management must include the following courses:

- SECR 5000 Security Management (Requisite Course) (3 hours)
- SECR 5010 Legal and Ethical Issues in Security Management (3 hours)
- SECR 5020 Security Administration and Management (3 hours)
- SECR 5030 Business Assets Protection (3 hours)
- SECR 5060 Emergency Planning (3 hours)
- SECR 5080 Information Systems Security (3 hours)
- SECR 5090 Behavioral Issues (3 hours)
- SECR 6000 Integrated Studies in Security Management (3 hours)

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#### MBA with an Emphasis in Environmental Management (54 credits)

The MBA with an emphasis in environmental management must include the following courses:

- ENMG 5000 Environmental Science (3 hours)
- ENMG 5100 Environmental Law (3 hours)
- ENMG 5200 Environmental Regulations and Compliance Auditing (3 hours)
- ENMG 5300 Environmental Accounting (3 hours)
- ENMG 6100 Management of Land and Water Resources (3 hours)
- ENMG 6110 Management of Air Quality (3 hours)
- ENMG 6120 Waste Management and Pollution Control (3 hours)
- ENMG 6200 Environmental Risk Management and Strategies (3 hours)

See also:

- MS in Environmental Management

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#### MBA with an Emphasis in Finance (48 credits)

The MBA with an emphasis in finance must include the following courses:

- FINC 5210 Investments (3 hours)
- FINC 5810 Capital Budgeting and Corporate Investments (3 hours)
- FINC 5830 Institutions and Financial Markets (3 hours)
- FINC 5840 International Finance (3 hours)
- FINC 6290 Financial Strategies (3 hours)
- One elective course to meet 48 credit minimum required for Finance emphasis (3 hours)

See also:

- MS in Finance

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#### MBA with an Emphasis in Gerontology (54 credits)

The MBA with an emphasis in gerontology must include the following courses:

- GERN 5000 Gerontology (Required Course) (3 hours)
- GERN 5600 Economic Issues for Older Adults (3 hours)

- GERN 5620 Physiology of Aging (3 hours)
- GERN 5630 Psychology of Aging (3 hours)
- GERN 5640 Management of Programs for Older Adults (3 hours)
- GERN 5660 Research and Assessment in Gerontology (3 hours)
- GERN 5670 Social Science Perspectives in Gerontology (3 hours)
- GERN 6000 Integrated Studies in Gerontology(6 hours)

See also:

- MA in Gerontology
- Graduate Certificate in Gerontology

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### **MBA with an Emphasis in Human Resource Development (51 credits)**

The MBA with an emphasis in human resources development must include the following courses:

- HRDV 5000 Introduction to Human Resources Development (Required Course) (3 hours)
- HRDV 5610 Training and Development (3 hours)
- HRDV 5560 Group Development and Change (3 hours)
- HRDV 5630 Organization Development and Change (3 hours)
- HRDV 5700 Career Management (3 hours)
- HRDV 5750 Research and Assessment Methods in Human Resources Development (3 hours)
- HRDV 6000 Integrated Studies in Human Resources Development (3 hours)

See also:

- MA in Human Resources Development

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### **MBA with an Emphasis in Human Resource Management (51 credits)**

The MBA with an emphasis in human resources management must include the following courses:

- HRMG 5000 Managing Human Resources (Required Course) (3 hours)
- HRDV 5610 Training and Development (3 hours)
- HRMG 5700 Employment Law (3 hours)
- HRMG 5800 Staffing (3 hours)
- HRMG 5920 Compensation (3 hours)
- HRMG 5930 Labor-Management Relations (3 hours)
- HRMG 6000 Integrated Studies in Human Resources Management (3 hours)

See also:

- MA in Human Resources Management

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### **MBA with an Emphasis in Information Technology Management (51 credits)**

The MBA with an emphasis in information technology management must include the following courses:

- ITM 5000 Information Technology Management: Overview (Required Course) (3 hours)
- ITM 5100 Information and Communications Systems and Networks (3 hours)

- ITM 5200 Project Management of Information Technology (3 hours)
- ITM 5300 Procurement and Contract Management for Information Technology (3 hours)
- ITM 5400 Systems Analysis, Design and Implementation (3 hours)
- ITM 5600 Information and Communications Security (3 hours)
- ITM 6000 Final Project in Information Technology Management (3 hours)

See also:

- MA in Information Technology Management

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### **MBA with an Emphasis in International Business (66 credits)**

The MBA with an emphasis in international business must include the following courses:

- INTB 5000 International Business (Required Course) (3 hours)
- INTL 5000 Introduction to International Relations (3 hours)
- INTL 5400 International Political economy (3 hours)
- INTB 5630 International Law and Business (3 hours)
- MNGT 5710 Cross-Cultural Management (3 hours)
- MRKT 5980 International Marketing (3 hours)
- BUSN 5220 Global Supply chain management (3 hours)
- INTB 5600 International Accounting (3 hours)
- FINC 5840 International Finance (3 hours)
- INTB 5740 Global Topics #1 (1 hour)
- INTB 5750 Global Topics #2 (1 hour)
- INTB 5760 Global Topics #3 (1 hour)
- INTB 6000 Integrated Studies in International Business (3 hours)

In addition, students are required to choose an elective course which meets one of the following criteria:

1. a study-abroad course experience
2. a hybrid course experience

See also:

- MA in International Business

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### **MBA with an Emphasis in International Relations (57 credits)**

The MBA with an emphasis in international relations must include the following courses:

- INTL 5000 Introduction to International Relations (3 hours)
- INTL 5100 Research Methods and Perspectives (3 hours)
- Two courses from the Comparative Politics Cluster (6 hours)
- Four courses from International Relations Cluster (12 hours)
- INTL 6000 Capstone In International Relations (3 hours)

Note: Additional INTL electives are not required for the MBA emphasis.

### **Comparative Politics Cluster (2 courses)**

- INTL 5050 Comparative Politics (3 hours)
- INTL 5570 Comparative Foreign Policy (3 hours)
- INTL 5580 Politics of Development (3 hours)
- INTL 5600 Area Studies (3 hours)
- INTL 5605 Topics in Comparative Politics (3 hours)
- INTL 5625 Middle East Area Studies (3 hours)

degrees

- INTL 5635 Western European Area Studies (3 hours)
- INTL 5645 Asian Area Studies (3 hours)
- INTL 5655 African Area Studies (3 hours)
- INTL 5665 South and Central Asian Area Studies (3 hours)
- INTL 5675 Central and Eastern European Area Studies (3 hours)
- INTL 5685 Latin American Area Studies (3 hours)

#### **International Politics Cluster (4 courses)**

- INTL 5400 International Political Economy (3 hours)
- INTL 5510 Theories of International Relations (3 hours)
- INTL 5530 International Law (3 hours)
- INTL 5540 International Organizations (3 hours)
- INTL 5550 War and Diplomacy (3 hours)
- INTL 5560 U.S. Foreign Policy (3 hours)
- INTL 5700 Humanitarian Issues in International Politics (3 hours)
- INTL 5800 Globalization (3 hours)
- INTL 5860 Issues in International Politics (3 hours)
- INTL 5870 International Law and Politics of Outer Space (3 hours)
- INTL 5890 Terrorism in World Politics (3 hours)

See also:

- MA in International Relations

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#### **MBA with an Emphasis in Management and Leadership (48 credits)**

The MBA with an emphasis in management and leadership must include the following courses:

- MNGT 5000 Management (Required Course) (3 hours)
- HRMG 5000 Managing Human Resources (3 hours)
- MNGT 5650 Management and Strategy (3 hours)
- MNGT 5670 Managerial Leadership (3 hours)
- HRDV 5630 Organization Development and Change (3 hours)
- MNGT 6000 Integrated Studies in Management (3 hours)

See also:

- MA in Management and Leadership

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#### **MBA with an Emphasis in Marketing (48 credits)**

The MBA with an emphasis in marketing must include the following courses:

- MRKT 5800 Sales Management  
or MRKT 5890 Marketing Statistics (3 hours)
- MRKT 5920 Marketing Channel Management (3 hours)
- MRKT 5940 Promotional Management (3 hours)
- MRKT 5960 Marketing Management (3 hours)
- MRKT 5970 Marketing Research (3 hours)
- MRKT 5980 International Marketing (3 hours)
- MRKT 6000 Integrated Studies in Marketing (3 hours)

See also:

- MA in Marketing

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#### **MBA with an Emphasis in Media Communications (51 credits)**

The MBA with an emphasis in media communications must include the following courses:

- MEDC 5000 Media Communications (Required Course) (3 hours)
- MEDC 5310 Media and Culture (3 hours)
- MEDC 5350 Media Organization and Regulations (3 hours)
- MEDC 5360 International Communications (3 hours)
- MEDC 5400 Media Production Management (3 hours)
- MEDC 6000 Seminar in Media Communications (3 hours)
- MEDC Elective-one additional core course from MEDC electives, as determined through consultation with an academic advisor

See also:

- MA in Media Communications

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#### **MBA with an Emphasis in Procurement and Acquisitions Management (48 credits)**

The MBA with an emphasis in procurement and acquisitions management must include the following courses:

- PROC 5000 Procurement and Acquisitions Management (Required Course) (3 hours)
- PROC 5810 Acquisitions Law (3 hours)
- PROC 5830 Pricing (3 hours)
- PROC 5840 Negotiations (3 hours)
- PROC 5850 Logistics (3 hours)
- PROC 6000 Integrated Studies in Procurement and Acquisitions Management (3 hours)

See also:

- MA in Procurement and Acquisitions Management
- Certificate in Government Contracting

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#### **Admission**

Students who are interested in applying to this degree program should see the Admission Section of this catalog for general requirements.

Admission requirements for the 1-Year MBA program include a 3.0 GPA and the completion of MBA prerequisites prior to the start of the program. For more information, visit [www.webster.edu/1MBA](http://www.webster.edu/1MBA)

**Send all admission materials to:**

Office of Admissions  
Webster University  
470 E. Lockwood Ave.  
St. Louis, MO 63119

*For information on dual degree and sequential degree options, see the appropriate sections in the Academic Policies and Procedures section of this catalog.*

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## **Master of Health Administration (MHA)**

*This program offered by Walker School of Business & Technology*

degrees

Accreditation Commission for Education in Nursing or Commission on Collegiate Nursing Education;

- Current licensure as a registered nurse in the United States and eligibility for licensure in Missouri;
- A minimum cumulative undergraduate GPA of 3.0 on a 4.0 scale;
- Completion of an undergraduate statistics course with a grade of C or better;
- A minimum of one year of clinical experience in nursing;
- Completion of the online application, along with the application fee and official transcripts from all colleges, universities, and schools of nursing;
- Three academic and/or professional recommendations;
- A curriculum vitae describing scope, responsibilities, and function of all work experience;
- A brief essay (500 words or less) clearly describing the applicant's educational and professional objectives for graduate study;
- A personal interview

**Send all admission materials to:**

Office of Admission  
Webster University  
470 E. Lockwood Ave.  
St. Louis, MO 63119

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### Continuous Enrollment

Students in the MSN program must maintain continuous and consecutive enrollment in this program at Webster University. Students who do not enroll for three or more consecutive eight- or nine-week terms will be withdrawn from the program. The student may request a waiver of this requirement.

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### Practicum Evaluation

In courses with a clinical/practicum component, students must receive a grade of "Satisfactory" in the clinical/practicum portion to pass the course. Unsatisfactory completion of the clinical/practicum component of the course results in automatic failure of the course.

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## Procurement and Acquisitions Management (MA)

*This program offered by Walker School of Business & Technology*

### Program Description

The curriculum is designed to provide a broad theoretical and applied background in the managerial disciplines required to manage effectively the development, procurement, contracting, and channeling of material, services, and major systems.

This program is offered at a number of extended campuses in the United States. Please see the Campus Locations section of this catalog or for a list of campuses where this program is offered.

*The Walker School of Business & Technology is accredited by the Accreditation Council for Business Schools and Programs*

*(ACBSP) for BS, BA, MBA, MA, MS, and doctoral programs in the Business and Management departments.*

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### Program Learning Outcomes

- Students will be able to explain the important terminology, facts, concepts, principles, analytic techniques, and theories used in the field of procurement and acquisitions management.
- Students will be able to effectively apply important terminology, facts, concepts, principles, analytic techniques, and theories used in the field of procurement and acquisitions management when analyzing complex factual situations.
- Students will be able to effectively integrate (or synthesize) important facts, concepts, principles, and theories in the field of procurement and acquisitions management when developing solutions to multifaceted procurement and acquisitions management problems in complex factual situations.

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### Program Curriculum

The 36 credit hours required for the master of arts (MA) or the 48 credit hours required for the master of business administration (MBA) must include the following courses for a major/emphasis in procurement and acquisitions management:

- PROC 5000 Procurement and Acquisitions Management (Requisite Course) (3 hours)
- PROC 5810 Acquisitions Law (3 hours)
- PROC 5820 Operations Management (3 hours)
- PROC 5830 Pricing (3 hours)
- PROC 5840 Negotiations (3 hours)
- PROC 5850 Logistics (3 hours)
- PROC 6000 Integrated Studies in Procurement and Acquisitions Management (3 hours)

In addition, the student chooses elective courses offered in this major and/or from the program curricula of other George Herbert Walker School of Business & Technology majors.

If the requisite course is waived, the student must choose an elective course from this major or from the program curriculum of another George Herbert Walker School of Business & Technology major. Students pursuing dual majors who have the requisite course(s) waived will complete only the remaining required courses for the dual majors.

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### Admission

Students who are interested in applying to this certificate program should see the Admission Section of this catalog for general requirements.

**Send all admission materials to:**

Office of Admissions  
Webster University  
470 E. Lockwood Ave.  
St. Louis, MO 63119

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## Graduate Certificates

Graduate Certificate (AGC) program provided that the courses are appropriate and relevant to that specific Advanced Graduate Certificate.

2. All AGC coursework must have a grade of B- or better.
3. Any graduate coursework completed may not be counted to two different certificate programs.
4. Courses may not be transferred from another university into any Webster University Advanced Graduate Certificate (AGC) program.

**Choose at least one course (3 hours) from each of the following three clusters:**

### **Cluster One: Identification and assessment of gifted and talented students**

- EPSY 5970 The Gifted Learner (3 hours)
- EPSY 5930 Screening, Assessing, and Evaluating Gifted Students (3 hours)
- EPSY 5990 Identifying Giftedness in Underserved Populations (3 hours)
- SPED 5360 Psychoeducational Assessment II (3 hours)

Prerequisites: SPED 5240 Psychoeducational Assessment I. Candidates must also have been accepted into the AGC program in Gifted Education and Talent Development and have successfully completed EPSY 5990 Identifying Giftedness in Underserved Populations or EPSY 5991 Issues in Assessment: Cultural and Linguistic Diversity.

### **Cluster Two: Social, emotional, and motivational development of gifted and talented students**

- EPSY 5920 Meeting the Affective Needs of Gifted Children (3 hours)
- EPSY 5980 Motivation in the 21st century classroom (3 hours)
- EPSY 5150 Resilience and Self-Concept Development (3 hours)
- EPSY 5100 Theories of Creativity: Implications for Education (3 hours)

### **Cluster Three: Curriculum, instruction, and professional leadership**

- EPSY 5910 Curriculum and Instruction for the Gifted (3 hours)
- EPSY 5880 Psychology of Memory, Learning, and Problem-solving (3 hours)
- EPSY 5750 Special Institute: Gifted Education and Response to Intervention (RtI) (3 hours)
- EPSY 5940 Systems Leadership: Gifted Program Planning and Evaluation (3 hours)
- **Required course:** EPSY 6000 Advanced Graduate Certificate Project: Gifted and Talented Students (3 hours)
- To complete the 18-hour Advanced Graduate Certificate, choose two electives from EPSY and/or SPED (6 hours).

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## **Admission**

Students who are interested in applying to this program should also see the Admission Section found in the front of this catalog for general requirements.

### **Admission Requirements**

- Master's degree in educational psychology or related area.
- Receipt of official transcripts from all post-secondary institutions.
- Overall cumulative GPA of 3.0 or higher.
- Essay: How do you think your participation in Webster's Advanced Graduate Certificate program in Gifted Education

and Talent Development will help you to accomplish your personal and professional goals?

### **Send all admission materials to:**

Office of Admission  
Webster University  
470 East Lockwood Ave.  
St. Louis, MO 63119

Completed application files will be reviewed by the Multidisciplinary Studies Department.

## **Government Contracting (Certificate)**

*This program offered by Walker School of Business & Technology*

### **Program Description**

The graduate certificate in government contracting program is designed for contracting practitioners new to government contracting who want to enhance their skills and understanding of contracting acquisition management. The program emphasizes both theory and practice allowing students to learn the underlying principles and use of the current tools in the field.

This program is offered at a number of extended campuses in the United States. Please see the Campus Locations section of this catalog for a list of campuses where this program is offered.

Webster University, in a strategic partnership with the Defense Acquisition University (DAU), provides classes for Department of Defense (DoD) workers in the Acquisitions, Technology and Logistics workforce. **For important information regarding the certificate in government contracting program equivalencies with DAU CON courses, visit the Webster/DAU Partnership website.**

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### **Program Curriculum**

The curriculum requires 18 credit hours of specialized courses in contracting, acquisitions management, pricing, negotiations, and procurement law. These government contracting certificate courses are equivalent to certain Defense Acquisition University (DAU) courses and can be used to meet the educational certification requirements of the Defense Acquisition Workforce Improvement Act (DAWIA). Specifically, the 18 credit hours required for the graduate certificate in government contracting must include the following courses:

- PROC 5000 Procurement and Acquisitions Management (3 hours)
- PROC 5830 Pricing (3 hours)
- PROC 5840 Negotiations (3 hours)
- PROC 5860 Government Contracting (3 hours)
- PROC 5870 Pricing and Contract Integration (3 hours)
- PROC 5890 Government Procurement Law (3 hours)

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## **Admission**

Students who are interested in applying to this certificate program should see the Admission Section of this catalog for general requirements.

presentation of data from the research. **Prerequisite:** Enrollment in the nurse anesthesia program.

### **BIOL 6370 Research/Thesis Project VII (1)**

The design of this course is progressive, culminating in a master's thesis/research project. The course offers the student the opportunity to do research under the direction of a member of the Webster University faculty. The student will begin with a proposal and progress through research project and design, literature search, implementation of the research project, and developing presentation of data from the research. **Prerequisites:** BIOL 6310, 6320, 6330, 6340, 6350, and 6360; enrollment in the nurse anesthesia program.

### **BIOL 6380 Research/Thesis Project VIII**

The design of this course is progressive, culminating in a master's thesis/research project. The course offers the student the opportunity to do research under the direction of a member of the Webster University faculty. The student will begin with a proposal and progress through research project and design, literature search, implementation of the research project, and developing presentation of data from the research. **Prerequisites:** BIOL 6310, 6320, 6330, 6340, 6350, 6360, and 6370; enrollment in the nurse anesthesia program.

### **BIOL 6420 Clinical Experience IX Advanced Level**

Clinical experiences at the advanced level continue to be supervised, but the nurse anesthesia resident is expected to demonstrate increasing autonomy and utilize appropriate critical thinking and decision-making skills in the management of all classifications of patients from ASA I-V and emergencies requiring anesthesia care. All case scheduling will lead toward the requirements for the National Certification Examination. Co-requisite: BIOL 5960. **Prerequisite:** Enrollment in the nurse anesthesia program.

### **BIOL 6430 Clinical Experience X Advanced Level**

Clinical experiences at the advanced level continue to be supervised, but the nurse anesthesia resident is expected to demonstrate increasing autonomy and utilize appropriate critical thinking and decision-making skills in the management of all classifications of patients from ASA I-V and emergencies requiring anesthesia care. All case scheduling will lead toward the requirements for the National Certification Examination. Co-requisite: BIOL 6050. **Prerequisite:** Enrollment in the nurse anesthesia program.

### **BIOL 6440 Clinical Experience XI Advanced Level**

Clinical experiences at the advanced level continue to be supervised, but the nurse anesthesia resident is expected to demonstrate increasing autonomy and utilize appropriate critical thinking and decision-making skills in the management of all classifications of patients from ASA I-V and emergencies requiring anesthesia care. All case scheduling will lead toward the requirements for the National Certification Examination. Co-requisite: BIOL 6160. **Prerequisite:** Enrollment in the nurse anesthesia program.

### **BIOL 6450 Clinical Experience XII Advanced Level**

Clinical experiences at the advanced level continue to be supervised, but the nurse anesthesia resident is expected to demonstrate increasing autonomy and utilize appropriate critical thinking and decision-making skills in the management of all classifications of patients from ASA I-V and emergencies requiring anesthesia care. All case scheduling will lead toward the requirements for the National Certification Examination. Co-requisite: BIOL 6260. **Prerequisite:** Enrollment in the nurse anesthesia program.

### **BIOL 6460 Neuroendocrinology (3)**

Covers the principles of hormonal regulation. Special attention to hormonal mechanisms and action and feedback will be studied. The relationship between the endocrine system and the nervous system will be emphasized regarding receptors related to anesthesia. **Prerequisite:** Enrollment in the nurse anesthesia program.

### **BIOL 6500 Immunology (2)**

Covers the structure and function of leukocytes and the classification of antibodies. The principles of immunosuppression and the mechanism of the immune response will be studied for the perianesthetic period. **Prerequisite:** Enrollment in the nurse anesthesia program.

### **BIOL 6600 Microbiology (2)**

Focuses on properties of bacteria, viruses, and fungi as well as the pathogen-host interactions. An introduction to the molecular genetics of bacteria and viruses. The relation of these organisms to anesthesia and their control will be explored. **Prerequisite:** Enrollment in the nurse anesthesia program.

### **BIOL 6640 Microbiology II (2)**

This course is a continuation of Microbiology. It continues the study of bacteria, viruses, and fungi as well as the pathogen-host interactions. An introduction to the molecular genetics of bacteria and viruses. The relation of these organisms to anesthesia and their control will be explored. **Prerequisite:** Enrollment in the nurse anesthesia program.

### **BIOL 6650 Developmental Biology (1)**

Focuses on the development of the anatomical and physiological process from embryo to newborn. Normal and pathological conditions will be compared, and anesthesia implications will be discussed. **Prerequisite:** Enrollment in the nurse anesthesia program.

## **BUSN - Business**

### **BUSN 5000 Business (3)**

This course is designed to provide a foundation in such general business concepts as economics, finance, accounting, business law, marketing, and other business systems.

### **BUSN 5200 Basic Finance for Managers (3)**

Managers and human resources management professionals must be able to understand financial information contained in financial statements and reports. Line managers must be able to understand financial information contained in financial statements and reports in order to evaluate their unit's financial performance, to communicate clearly with other managers, and to apply financial information when making decisions. Human resources management professionals must understand financial statements and principles if they are to effectively assist line managers and be strategic partners with other business functions. This course will focus on the interpretation and use of basic financial information by non-financial managers, not on the production of financial statements and reports. (FINC 5000 cannot be substituted for BUSN 5200.)

### **BUSN 5210 Financial Management and Budgeting in Nonprofits (3)**

This course will prepare students to understand and participate in the financial management of nonprofit organizations. The course will provide an overview and specifics of nonprofit

## Course Descriptions

financial management, including budgeting, resource allocation, accounting, financial reporting (internal, board, and governmental), and working with CPAs.

### **BUSN 5220 Global Supply Chain Management (3)**

This course is designed to increase understanding of the management of flows of materials/goods and information in a global supply chain network. The topics covered include supplier selection, procurement, production/outsourcing, transportation, warehousing, etc. in the context of global supply chain environment and global logistics strategy. Import/export as well as third party logistics (3PL), documentation, customs procedures, government regulations, and free trade zones (FTZ) are also reviewed.

### **BUSN 5500 Professional Seminars (1-3)**

Students participate in seminars designed to examine contemporary issues in business. The professional seminar supplements the core and elective courses in the area of business by focusing on issues of current and special interest. Course may be repeated for credit if content differs. Graduate students may apply a maximum of 3 credit hours of these seminars as electives to meet the credit-hour requirements for graduation. This course may not be completed by directed study.

### **BUSN 5600 Accounting Theory and Practice (3)**

Students examine the accounting function and its role in modern business. Basic accounting theory and principles are examined, and some of the more important contemporary accounting developments are reviewed. Case studies are analyzed with an emphasis on situations from the students' own work experiences. This course is designed for consumers as opposed to producers of accounting. **Prerequisite:** BUSN 5000 or HLTH 5000

### **BUSN 5620 Current Economic Analysis (3)**

Implications of current economic events are examined through the applications of economic theory. Emphasis is placed on acquainting the student with methods of economic analysis in the context of current economic issues.

### **BUSN 5630 Business Law (3)**

This course provides a basic understanding of laws that relate to business with emphasis on the law of contracts, negotiable instruments, secured transactions, business organization and structure, relationships among firms, and property. Case studies are analyzed in order to give the student an understanding of how these various laws have evolved.

### **BUSN 5680 Issues in Business (3)**

Current and significant issues in business are examined. The course focuses on existing theories and practices as well as on new and emerging topics in the field. Course may be repeated for credit if content differs.

### **BUSN 5760 Applied Business Statistics (3)**

The student examines the application of statistical analysis, hypothesis testing, and regression analysis in business decision making. The course should focus on the utilization of statistical methods as applied to business problems and operations.

### **BUSN 6050 Macroeconomic Analysis (3)**

The course provides the consumer of macroeconomic news a conceptual foundation in macroeconomic theory. The goal is to prepare the manager/analyst to consume macroeconomic news and analysis and to draw independent conclusions. **Prerequisite:** BUSN 5620.

### **BUSN 6070 Management Accounting (3)**

The student examines advanced topics in management accounting as these relate to management information needs for planning, control, and decision making. Topics include interpretation of standard cost variances; application of quantitative techniques; evaluation of divisional performance; activity-based costing; and the behavioral impact of accounting systems. **Prerequisites:** BUSN 5600 and BUSN 5760.

### **BUSN 6080 Business Information Systems (3)**

The student examines information systems in business organizations. This course will develop the framework for an information system and explore how systems that support the business functions of the organization are integrated and aid the manager with decision-making responsibilities within the operational, tactical, and strategic hierarchy of the company. Underlying the examination of various organizational information systems will be an exploration of emerging technologies that drive these systems. This course provides the student with the skills necessary to effectively understand and use information technology and shows how information technology provides organizations with a strategic competitive advantage. Students who have completed MNGT 5540 may not take BUSN 6080.

### **BUSN 6100 Quantitative Business Analysis (3)**

Students examine the techniques of optimum research allocation, emphasizing the application of the quantitative methods to practical problems. Topics covered include: optimum values, minimum and maximum values with and without constraints, queuing, linear models and techniques, and statistical methods. Emphasis is less on derivation than on application. Examples used for application come from all areas of business, manufacturing, and institutional experience.

### **BUSN 6110 Operations and Project Management (3)**

This is a course that focuses on the major managerial issues in manufacturing management and the tools that can be used to manage them. Special attention will be given to project management, including PERT, critical path scheduling, and time-cost models, in operations management and other business settings. The major operations management issues are quality management and control, capacity management, plant location, layout and design, production planning and scheduling, supply chain management, and inventory management. The analytical tools covered include queuing theory, statistical quality control, linear programming, and learning curves. Where appropriate, the use of operations management techniques in service and distribution organizations will be demonstrated. **Prerequisite:** BUSN 5760.

### **BUSN 6120 Managerial Economics (3)**

The student examines the application of microeconomic theory as applied to the managers' responsibilities within the organization. This course should emphasize the quantitative and qualitative application of economic principles to business analysis. **Prerequisites:** BUSN 5620 and BUSN 5760.

### **BUSN 6140 Business Research Analysis (3)**

The student examines the application of the tools and methods of research to management problems. The course focuses on the nature of research; the use of research in decision making; decision making; research concepts and methods for the collection, analysis, and interpretation of data from surveys, experiments, and observational studies; and the evaluation, use, and presentation of research findings.

**BUSN 6150 Business Communications and Technology (3)**

The student examines the methods, protocol, and appropriateness of various forms of communication for business decision making, which include written, oral, networking, teleconferencing, e-mail, and other modern methods of communication that are required in today's business world. The course should include all types of communications the student needs to operate in the national and international aspects of business, including sales promotions and financial promotions, as well as computer networking within the business structure.

**BUSN 6200 Strategy and Competition (3)**

The student examines the conceptual and practical aspects of business policies and policy decision making by utilizing all the concepts, theories, and tools that were presented in the previous courses. The student should be able to analyze and recommend a comprehensive and workable approach to the situation. The course should cover current business issues and developments. **Prerequisite:** completion of all other required courses in the MBA.

**BUSN 9910 Travel Course-Operations and Project Management (3)**

This is a course that focuses on the major managerial issues in manufacturing management and the tools that can be used to manage them. Special attention will be given to project management, including PERT, critical path scheduling, and time-cost models, in operations management and other business settings. The major operations management issues are quality management and control, capacity management, plant location, layout and design, production planning and scheduling, supply chain management, and inventory management. The analytical tools covered include queuing theory, statistical quality control, linear programming, and learning curves. Where appropriate, the use of operations management techniques in service and distribution organizations will be demonstrated. This course includes a mandatory short-term travel component. **Prerequisite:** BUSN 5760.

**BUSN 9950 Travel Course-Issues in Business (3)**

Current and significant issues in business are examined. The course focuses on existing theories and practices as well as on new and emerging topics in the field. Course may be repeated for credit if content differs. This course includes a mandatory short-term travel component.

**CHEM - Chemistry****CHEM 5500 Biochemistry (3)**

Investigates fundamental metabolic pathways, the biochemistry of acid-base metabolism, and the principles of ligand to protein interactions that may be applicable to anesthesia. **Prerequisite:** Enrollment in the nurse anesthesia program.

**CMAT - MAT Certification****CMAT 5000 Teaching in a Diverse Society (3)**

Students explore issues in teaching in a multicultural setting, examining the implications of diverse student populations and emphasizing values and beliefs about learning and teaching. The course explores the historical and philosophical foundations of education, focusing on the implications for current diverse classrooms. Students will examine traditional and contemporary

philosophies in their historical context and discuss the impact of these on student and teacher roles, curriculum, assessment and instruction, and classroom organization and management.

**CMAT 5010 Curriculum Theory, Development and Assessment (3)**

This foundation course is an overview of important educational theories. It is designed to examine global curriculum theories and practices and to analyze current educational issues through reading, writing, discussing and presenting ideas. Individuals explore historical perspectives, philosophical theories, and sociologic influences related to contemporary educational concerns. This course will also focus on how to develop curriculum plans that effectively teach all levels of students. Participants will learn how to write lesson plans and unit plans following School of Education guidelines that focus on rationale, description of learners and setting, accommodations for diversity, selection of appropriate goals and objectives, and pre-, during-, and post- assessment of learner's knowledge throughout the unit, as well as unit assessment of learner outcomes. Participants will learn to describe what P-12 students need to know and be able to perform by the end of the unit and will develop a daily general schedule for the lessons included. Participants will learn how to apply research from a variety of resources including print and media and will explore the multifaceted ways for using technology in the classroom. By the end of the course participants will understand how curriculum theory and practice affect the classroom and be able to reflect on their own strengths and weaknesses as a teacher of P-12 students. **Prerequisite:** CMAT 5000.

**CMAT 5015 Differentiated Instruction and Assessment (3)**

Based on curriculum theories of assessment, models will be developed for quality assessment using reliability and validity. Summative and formative assessments will be developed, based on student learning and meeting national, state, and organization standards; performance assessment, including teacher-work samples and portfolio assessment will be studied. Qualitative and quantitative measures of evaluation will also be described. Various methods of documenting assessments will be applied. Methods for creating and measuring student dispositions will be developed. In addition, strategies to promote the social and academic integration of all students in the general education classroom will be provided. Topics include the following: inclusive education philosophy and research, tiered academic intervention (RTI), collaborative practices, roles and responsibilities, parent collaboration and communication, curriculum adaptations, differentiated instruction and positive behavior supports. **Prerequisite:** CMAT 5010 or SOCS 5760.

**CMAT 5090 Practicum: Elementary School (3)**

The focus of this practicum is observation and participation in classrooms in an elementary school setting. Practicum occurs near the end of the candidate's program of study and may only be taken when the candidate has completed the majority of their program. Filing of appropriate forms must be completed one semester prior to placement, by the posted deadline. Private, public and parochial district placements will be made in the St. Louis County and/or St. Louis City areas.

**CMAT 5091 Apprentice Teaching: Elementary School (9)**

Teacher certification students only. This course is meant for students seeking certification in elementary school education. The apprentice teaching experience is an intensive, full semester field experience in which students are provided the opportunity to instruct under the expert supervision of university supervisors and cooperating teachers. **Prerequisites:** CMAT 5090 with B or better

### **EPSY 6500 School Psychology Internship (2)**

The purpose of EPSY 6500 School Psychology Internship is to assist in the preparation of school psychology graduate students for entry into the field. Included are topics and activities in the professional practice of school psychology. May be repeated for credit.

## **FINC - Finance**

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### **FINC 5000 Finance (3)**

The student examines the general nature of financial management, the American financial system, taxes, and the major financial decisions of corporations. Specific attention is given to present value and capital budgeting; risk and asset pricing; financial analysis and forecasting; financial decisions and market efficiency; and capital structure. Problem-solving methodology is used to illustrate the theories and tools in financial decision-making. **Prerequisites:** BUSN 5600 and BUSN 5760. (BUSN 5200 cannot be substituted for FINC 5000.)

### **FINC 5210 Investments (3)**

Principles and methods of investing in securities of business and government. This course is a study of practical management of portfolios containing both fixed-income and equity investments. The course will examine the issues in and the procedures for security analysis and portfolio management. The emphasis is on the application of analytical techniques and portfolio management theories for individual investors. **Prerequisite:** FINC 5000.

### **FINC 5810 Capital Budgeting and Corporate Investment (3)**

The student examines the corporate investment decision process which includes working capital management, financial statement analysis, determination of cash flows, risk return analysis, forecasting, and asset investment. **Prerequisite:** FINC 5000.

### **FINC 5830 Institutions and Financial Markets (3)**

Students develop a unified framework for understanding financial intermediaries and markets. They examine the structure, regulation, and operation of banking and non-banking financial institutions; analyze how central bank operations affect financial institutions; and develop an understanding of money and capital markets, the flow of funds through the economy, and the role of financial and futures markets. **Prerequisite:** FINC 5000.

### **FINC 5840 International Finance (3)**

Course content focuses on the environment in which the international financial manager operates. Students study the risks of doing business overseas and the tools available to minimize those risks. Foreign exchange risk, political risk, working capital management, long-term investments and financing, and accounting and control are examined within this context. **Prerequisites:** BUSN 5200, FINC 5000, or equivalents.

### **FINC 5850 Issues in Finance (3)**

Current and significant issues in finance are examined. The course focuses on existing theories and practices, with emphasis given to new and emerging topics in the field. Course may be repeated for credit if content differs. **Prerequisite:** FINC 5000.

### **FINC 5860 Entrepreneurial Finance and Venture Capital (3)**

The student examines the challenges of bringing new business and/or products to the marketplace and the strategies involved in obtaining a financing mix for these products. The focus is on

designing a capital plan; seeking funds from external sources (such as venture capitalists); and the financing mix needed to make new product promotion successful. The role of the Small Business Administration is discussed.

### **FINC 5870 Derivatives (3)**

This course shows how financial managers can use capital markets technology and explores how derivatives can be used to manage financial risks and position firms to exploit strategic opportunities, reduce financing costs, and structure incentives. Students learn the mechanics of options, forwards, futures, and swaps, and study uses of these instruments. **Prerequisites:** FINC 5210, FINC 5880, and BUSN 5760 or equivalent.

### **FINC 5880 Advanced Corporate Finance (3)**

This advanced study of corporate financial analysis and planning includes capital budgeting, cost of funds, and capital structure and valuation. Selected topics that may be covered are leasing, mergers, takeovers, business failure, reorganization, and liquidation. A combination of problem-solving and case study methodologies is used to illustrate theories and techniques helpful in financial analysis and planning. **Prerequisite:** FINC 5000.

### **FINC 5890 Financial Statement Analysis (3)**

Interpretation, analysis, and evaluation of financial reports from viewpoints of creditors, owners, investment firms, and others concerned with business strengths or weaknesses. The impact of general business and specific industry situations, behavior of financial markets, credit or lending criteria, and equity investment standards as related to financial statements to determine present and future financial condition are covered. **Prerequisites:** FINC 5000 and BUSN 5600 or equivalent.

### **FINC 5910 Advanced Investments and Portfolio Management (3)**

This course is a continuation and expansion of FINC 5210, which provides an introduction to the area of investments. Focus in this advanced class will be on portfolio theory and management. Additional work on advanced derivatives topics will also be included. **Prerequisite:** FINC 5210.

### **FINC 6290 Financial Strategies (3)**

This course will be a final, comprehensive finance offering with a focus on mergers and acquisitions. The course will make use of cases and/or simulations to enhance the real-world applicability of the finance degree and to integrate all previous coursework. **Prerequisite:** completion of all other required courses for the MS in finance.

### **FINC 9950 Travel Course-Issues in Finance (3)**

Current and significant issues in finance are examined. The course focuses on existing theories and practices, with emphasis given to new and emerging topics in the field. Course may be repeated for credit if content differs. This course includes a mandatory short-term travel component.

## **GERN - Gerontology**

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### **GERN 5000 Gerontology (3)**

This course introduces the student to the gerontology specialty area. The course provides the student with an overview of the psychological, sociological, political, and physiological processes related to aging and the elderly. This course includes an examination of basic theoretical perspectives, problems, and the future of gerontology.

and malpractice law are discussed as they apply to health professionals.

### **HLTH 6000 Integrated Studies in Health Administration (3)**

This course requires that the student synthesize and integrate the knowledge gained through the health administration management curriculum. This may be accomplished by means of an overarching management construct, such as health administration strategy, health administration cases, or through analyzing the health administration literature, and delivering oral presentations or writing critical papers on this review.

## **HRDV - Human Resources Development**

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### **HRDV 5000 Introduction to Human Resources Development (3)**

This course introduces the area of human resources development. The objective of the course is to expose students to the breadth of human resources development topics. The primary topics are training and development, career management, and organizational development and change. A wide variety of secondary topics may also be covered in this course, including learning principles, evaluation of human resources development interventions, employee orientation and socialization, performance management and coaching, diversity, and employee counseling.

### **HRDV 5500 Professional Seminars (1-3)**

Students participate in seminars designed to examine contemporary issues in human resources development. The professional seminar supplements the core and graduate elective courses in the area of human resources development by focusing on issues of current and special interest. Course may be repeated for credit if content differs. Graduate students may apply a maximum of 3 credit hours of these seminars as electives to meet the credit-hour requirements for graduation. This course may not be completed by directed study.

### **HRDV 5560 Group Development and Change (3)**

Effective groups and teams are critical in modern organizations, yet there are often dysfunctional dynamics and processes within the group. This course teaches the fundamental concepts relating to group dynamics, group decision making, and interpersonal conflict. The course also introduces students to different types of group-level interventions designed to improve group performance. The course also applies this conceptual knowledge to common group problems.

### **HRDV 5570 Planning Organization Development Programs and Interventions (3)**

This is an elective, advanced course in organization development in which students will learn to design and implement programs and interventions used in organization development. The course builds professional skills by having students learn a variety of conceptual models and intervention methods used in organization development, and then applying that knowledge by analyzing organizational problems and proposing effective OD programs. Students must complete HRDV 5630 prior to taking this course. **Prerequisite:** HRDV 5630

### **HRDV 5610 Training and Development (3)**

Rapid changes in technology and job design, along with the increasing importance of learning- and knowledge-based

organizations, make training and development an increasingly important topic in human resources development. In this course, the student will learn how to 1) identify training and development needs through needs assessments, 2) analyze jobs and tasks to determine training and development objectives, 3) create appropriate training objectives, 4) design effective training and development programs using different techniques or methods, 5) implement a variety of different training and development activities, and 6) evaluate training and development programs.

### **HRDV 5620 Interpersonal and Organizational Communications (3)**

Students in this course investigate the phenomenon of communication. Students learn the dynamics of the process of communication; the skills required to achieve successful communication; the importance of effective communication in work situations; methods of evaluating communication problems in the workplace; and methods for increasing productive communication in the workplace. The course affords students opportunities to explore a variety of personal and organizational methods of enhancing communication.

### **HRDV 5630 Organization Development and Change (3)**

Organization development (OD) is the process of planning and implementing interventions to create interpersonal, group, inter-group, or organization-wide change. This course presents the theoretical foundations of organization development as an applied behavioral science. Students will also be introduced to many types of interpersonal, intra-group, inter-group, and organizational interventions that are used to effect comprehensive and lasting changes.

### **HRDV 5660 Issues in Human Resources Development (3)**

Current and significant issues in human resources development are examined. The course focuses on existing theories and practices with emphasis given to new and emerging topics in the field. Course may be repeated for credit if content differs.

### **HRDV 5680 Ethics, Values, and Legal Issues in Human Resources Development (3)**

This course introduces the student to the various theories concerning values and human acquisition of values. Students explore personal value systems and how these systems influence their behavior and the behavior of others. Students examine ethical standards that can relate to human resources development and how these standards can affect actual workplace situations. This course investigates selected legal issues and situations that relate to the practice of human resources development.

### **HRDV 5700 Career Management (3)**

Career management is the process through which individuals and organizations jointly plan, guide, direct, and influence people's careers to meet the individual's and the organization's future needs. This course introduces students to current ideas about how organizations and individuals are trying to manage the problems created by the new rules of the workplace through career management.

### **HRDV 5710 Diversity in the Workplace (3)**

This course provides the student with foundational information concerning our multicultural society. Students explore the importance of learning to understand cultural similarities and differences and how this information relates to the workplace. The major subcultures are investigated in a workshop format. The second half of this course provides a specific investigation of social issues that are of current importance to the workplace.

**HRDV 5750 Research and Assessment Methods in Human Resources Development (3)**

This course introduces students to basic descriptive and inferential statistics, research principles, sampling designs, survey methodologies, and simple experimental and quasi-experimental designs. The course also introduces students to other assessment methods used in human resources development, such as learning assessments, performance evaluations, and program evaluation.

**HRDV 6000 Integrated Studies in Human Resources Development (3)**

The student is expected to synthesize and integrate the learning experiences acquired in human resources development and to evaluate the research and current topics relative to this major. Techniques used to accomplish these goals may vary. Prerequisite: completion of all other required courses in this major.

**HRDV 9950 Travel Course-Issues in Human Resources Development (3)**

Current and significant issues in human resources development are examined. The course focuses on existing theories and practices with emphasis given to new and emerging topics in the field. Course may be repeated for credit if content differs. This course includes a mandatory short-term travel component.

## HRMG - Human Resources Management

**HRMG 5000 Managing Human Resources (3)**

This course is a comprehensive view of personnel policy development with emphasis on the interdependence of personnel and operating functions. Students analyze personnel functions of recruitment, development, training, compensation, integration into the workforce, and maintenance of personnel for the purpose of contributing to organizational, societal, and individual goals.

**HRMG 5660 Issues in Human Resources Management (3)**

Students examine current and significant issues in human resources management. The course focuses on existing theories and practices, with emphasis given to new and emerging topics in the field. Topics such as cultural diversity, global competition, organizational downsizing, and self-directed work teams are covered. Course may be repeated for credit if content differs.

**HRMG 5690 Workforce Retention and Transitions: Theory and Practice (3)**

This elective course examines the concepts relevant to the development and maintenance of a loyal, satisfied, and productive workforce. This course will illustrate how human resources management practices affect workforce retention and transitions. After reviewing theories of employee motivation, organizational commitment, job satisfaction, and withdrawal cognition, students will examine common organizational strategies and practices for retaining valuable human resources. Students will learn methods for assessing the causes of employee turnover and transfers, how to maximize the retention of good employees, how to design fair and effective layoff or reduction in force policies, and how to design and implement promotion, succession planning, and transfer programs in organizations. This elective course builds upon and supplements the core human resources management courses. Students must complete HRMG 5000 before taking this course. It will be helpful to have completed HRMG 5800 as well.

**HRMG 5700 Employment Law (3)**

This course provides an overview of legal issues affecting human resources management. It focuses on the impact of law on individuals in organizations, recognition of legal problems, and the legal impact of human resource decisions. The course content includes laws, regulations, and court decisions covering labor-management relations.

**HRMG 5800 Staffing (3)**

This course introduces students to the basic principles and techniques of staffing the workplace. Students will be introduced to basic and intermediate level theories and strategies utilized in staffing, planning, recruiting, and selection. Topics covered include: job analysis, recruitment, selection, and performance assessment. Prerequisite: HRMG 5000.

**HRMG 5920 Compensation (3)**

This course addresses tangible and intangible compensation and the use of compensation to motivate and reward employee performance. The course also covers job analysis, job description, and job evaluation on the basis of compensable factors as well as designing an equitable pay structure. In addition, students analyze the influence of unions and government in determining the compensation of the labor force, including compensation of both hourly workers and managerial employees. Prerequisite: HRMG 5000.

**HRMG 5930 Labor-Management Relations (3)**

Students examine legislation concerning labor-management relations and focus special attention on contract negotiations, contract administration, and the creative resolution of employee-management differences in the context of a formal contract. The course focus is on employee relations characterized as being outside of a negotiated agreement.

**HRMG 5960 Employee Benefits (3)**

"Employee benefits" refers to compensation other than wages and salaries, such as health insurance, social security contributions, pensions and retirement plans, vacations, and sick days. This course introduces the "how and why" of employee benefits to students who are, or wish to be, in human resources management. First, the course introduces students to the entire range of employee benefits commonly used in the workplace. Second, the course will help students analyze employee benefits programs and identify the critical issues associated with different types of benefits. As an introductory course in benefits, this course does not cover in detail the tax consequences of different types of benefits or the Employee Retirement Income Security Act (ERISA). This elective course supplements the Compensation (HRMG 5920) core course. Prerequisite: HRMG 5000.

**HRMG 6000 Integrated Studies in Human Resources Management (3)**

The student is expected to synthesize and integrate the learning experiences acquired in human resources management and to evaluate the research and current topics relative to this major. Techniques used to accomplish these goals may vary. Prerequisite: completion of other required courses in this major.

**HRMG 9950 Travel Course-Issues in Human Resources Management (3)**

Students examine current and significant issues in human resources management. The course focuses on existing theories and practices, with emphasis given to new and emerging topics in the field. Topics such as cultural diversity, global competition, organizational downsizing, and self-directed work teams are covered. Course may be repeated for credit if content differs. This course includes a mandatory short-term travel component.

students may have pursued during their degree program, building on them to complete the large, comprehensive paper required in this capstone course. Students are encouraged to have their capstone research project topics approved prior to the start of class. **Prerequisite:** Completion of all other graduate courses in program. This should be the last course taken before graduation. Any exceptions must be approved prior to registration by submitting a program option request to be signed by the director of Graduate Studies and the dean of the School of Communications.

### **MEDC 6250 Thesis Project in Media Communications (3-6)**

The student synthesizes and integrates the learning experiences from all previous media communications courses and researches a specific topic to complete a thesis project relevant to the student's media communications major. The student must submit a written project proposal. **Prerequisite:** Completion of all other graduate courses and approval of written project proposal by the director of Graduate Studies and the dean of the School of Communications. The written project proposal must follow current thesis guidelines and include appropriate graduate thesis forms.

## **MNGT - Management**

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### **MNGT 5000 Management (3)**

In this course, the student is introduced to the basic concepts of management and organizations. Primary emphasis is given to three primary functions: planning, organizing, and controlling. Additional topics include: organization theory, the global environment, ethics, and decision making.

### **MNGT 5300 American Business and Management (3)**

*(For students who have satisfactorily completed English as a Second Language)*

The international student is introduced to the language and terminology of business and management in the United States. Students examine the fundamental concepts and practices of American business and management and the social, economic, and political implications in the application of these concepts.

### **MNGT 5500 Professional Seminars (1-3)**

Students participate in seminars designed to examine contemporary issues in management. The professional seminar supplements the core and elective courses in the area of management by focusing on issues of current and special interest. Course may be repeated for credit if content differs. Graduate students may apply a maximum of 3 credit hours of these seminars as electives to meet the credit-hour requirements for graduation. This course may not be completed by directed study.

### **MNGT 5590 Organizational Behavior (3)**

This course introduces students to the basic principles of human behavior that effective managers use when managing individuals and groups in organizations. These include theories relating to individual differences in abilities and attitudes, attribution, motivation, group dynamics, power and politics, leadership, conflict resolution, organizational culture, and organizational structure and design.

### **MNGT 5650 Management and Strategy (3)**

Strategic management refers to long-term managerial decisions and actions that shape the organization's pursuit of competitive advantage. This course introduces the concepts and processes underlying environmental scanning, and strategy formulation,

implementation and control. Students then apply this knowledge in case analysis. The course also addresses the roles of leadership and coordination in successful strategizing.

### **MNGT 5670 Managerial Leadership (3)**

Organizational leadership is the process of influencing other people to achieve organizational goals. This leadership course reviews and builds upon the basic knowledge of leadership provided in an introduction to organizational behavior course by expanding the scope and depth of the student's knowledge of leadership theories, by providing practice in basic leadership skills, and by developing the student's self-knowledge of his or her preferred leadership styles.

### **MNGT 5710 Cross Cultural Management (3)**

The cultural, attitudinal and behavioral differences that affect international business are examined. Course content focuses on the cultural differences between nations and how these differences affect social organizations. The management of multinational corporations from the perspective of environment, structure, process, and interfirm and intrafirm relations is considered.

### **MNGT 5870 Issues in Management (3)**

Current issues in management are examined. The course focuses on existing theories and practices, with emphasis given to new and emerging topics in the field. Total Quality Management, self-directed work teams, workplace innovation are recent examples. Course may be repeated for credit if content differs.

### **MNGT 5910 Ethical and Legal Issues in Management (3)**

Students examine current topics in the areas of law, regulatory controls, and ethical issues. Discussions focus on the implications of these legal situations in management.

### **MNGT 5950 The Woman Manager (3)**

Students examine the role of women in modern industrial society. Emphasis is placed on the particular difficulty women experience in assuming managerial roles in a predominantly male enterprise. Course content focuses on the managerial tools women managers may use to control their organizations.

### **MNGT 5960 Corporate Budgeting and Control (3)**

The student examines the method by which modern American business looks at the future and marshals its financial resources to cope with change. Course content focuses on the development of forecasting techniques, planning strategies, and the creative use of budgeting.

### **MNGT 5990 Corporate Responsibility and Society (3)**

In this course students evaluate the role of business in society and the demands managers face in maintaining moral integrity while fulfilling their obligations as agents of organizations and firms. Special emphasis is placed on ethical issues confronted by middle managers, as well as strategic implications of corporate responsibility.

### **MNGT 6000 Integrated Studies in Management (3)**

In this capstone course, the student is expected to synthesize and integrate the conceptual and theoretical knowledge and understanding acquired in the curriculum by use of case study analysis, a research project, or management plan. The emphasis is on the student's development of written analytic material that can be utilized for program assessment as well as individual student assessment. **Prerequisite:** completion of all other required courses in this major.

is given to questions such as: What kind of media works best where? What cultural expectations inform audience decisions and responses? Which techniques are accepted globally? Pitfalls and common errors are examined. Review of major worldwide media is included. Students develop global public relations strategies and communication plans. **Prerequisites:** MEDC 5000 and PBRL 5322

## PHYS - Physics

### PHYS 5500 Physics for Anesthesia (2)

Provides the student an opportunity to correlate physical properties as they apply to the physiology, pathology, and pharmacology of anesthesia. Major emphasis is on states of matter, gas laws, thermodynamics, fluids, theories of narcosis, oxygen and ancillary gas delivery devices, heat, humidification, and pressure regulation. The student engages in critical thinking regarding the effects of these various principles on homeostatic functions and its relation to the client's state of health/wellness as it interacts with culturally diverse populations in the twenty-first century. **Prerequisite:** Enrollment in the nurse anesthesia program.

## PROC - Procurement

### PROC 5000 Procurement and Acquisitions Management (3)

This course is an overview of acquisitions and materials management. Students examine the functional roles of those individuals having responsibility in this area. The course includes discussion of acquisition law, operations management, pricing, negotiations, and logistics.

### PROC 5220 Systems Procurement and Project Management (3)

Development, procurement, and management of major systems are studied. Systems management, life-cycle acquisition, and project management as a multifunction managerial and systems concept are examined.

### PROC 5270 Acquisitions Management (3)

Students examine the theory and practice of acquisitions management and the control of materials in a business enterprise. Engineering, production, marketing, finance, transportation, warehousing, and inventory control and the relationship of these activities to the acquisitions management function are investigated.

### PROC 5500 Professional Seminars (1-3)

Students participate in seminars designed to examine contemporary issues in procurement and acquisitions management. The professional seminar supplements the core and elective courses in the area of procurement and acquisitions management by focusing on issues of current and special interest. Course may be repeated for credit if content differs. Graduate students may apply a maximum of 3 credit hours of these seminars as electives to meet the credit-hour requirements for graduation. This course may not be completed by directed study.

### PROC 5810 Acquisitions Law (3)

The legal framework for acquisition contracts is examined. Students review the Uniform Commercial Code as it relates to acquisitions and basic contract law.

### PROC 5820 Operations Management (3)

Needs assessments are translated into facilities procedures and operating methodologies. The course includes an analysis of inventory, reliability and quality assurance, value analysis/engineering, and site and layout analysis.

### PROC 5830 Pricing (3)

The student reviews the competitive and financial environment related to price proposals utilizing the techniques of cost and price analysis, life-cycle costing, return on investment, and cost-benefit analysis.

### PROC 5840 Negotiations (3)

The course involves scope, strategies, and objectives related to negotiated acquisitions. The preparation, conduct, and documentation of the negotiation process are included.

### PROC 5850 Logistics (3)

The student reviews the area of physical distribution management, including warehouse management and layout, transportation, and customer service.

### PROC 5860 Government Contracting (3)

Students will examine contracting, focusing on complex, non-commercial acquisitions. Through lecture, case study, exercises, and other action teaming activities, students will be challenged to accept their roles as business advisors and to apply ethical principles and sound judgments to resolve contracting issues. **Prerequisite:** PROC 5000 or an equivalent introductory course in procurement and acquisitions management.

### PROC 5870 Pricing and Contract Integration (3)

This course reinforces pricing skills taught in the basic Pricing and Negotiation course and further develops skills in pricing, cost analysis, and managing contract issues. Integrated Program Teams (ITPs) are established to resolve simulated case studies. Each ITP is required to demonstrate its ability to recognize, resolve, and provide advice on pricing issues. Students will appropriately use price and cost analysis in developing pre-negotiation objectives so that a fair and reasonable cost or price position can be supported. **Prerequisite:** PROC 5830 or an equivalent basic pricing course, and a general understanding of the government acquisitions process.

### PROC 5880 Issues in Procurement and Acquisitions Management (3)

Current and significant issues in procurement and acquisitions management are examined. The course focuses on existing theories and practices, with emphasis given to new and emerging topics in the field. Course may be repeated for credit if content differs.

### PROC 5890 Government Procurement Law (3)

The law and legal processes associated with government procurement are explored. An overview of government procurement and acquisitions management is presented, with particular attention given to the legal framework in which these activities must take place.

**PROC 6000 Integrated Studies in Procurement and Acquisitions Management (3)**

The student is expected to synthesize and integrate the learning experiences acquired in procurement and acquisitions management and to evaluate the research and current topics relative to this major. Techniques used to accomplish these goals may vary. **Prerequisite:** completion of all other required courses in this major.

**PROC 9950 Travel Course-Issues in Procurement & Acquisitions Management (3)**

Current and significant issues in procurement and acquisitions management are examined. The course focuses on existing theories and practices, with emphasis given to new and emerging topics in the field. Course may be repeated for credit if content differs. This course includes a mandatory short-term travel component.

## **PSYC - Psychology**

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**PSYC 5000 Bases of Counseling Psychology (3)**

This course provides an introduction to the field of counseling psychology. Topics addressed include the history of the discipline, professions within it, and how counseling psychology relates to other disciplines in psychology and mental health. Participants learn about the development of the profession, examine the counseling process and the importance of the therapeutic relationship, discuss ethical and professional issues, and learn to understand the role of research and science in the field. In addition, students learn basic counseling and communication skills through lectures, small group discussions, role-plays, and helpful interviews conducted with others.

**PSYC 5100 Approaches to Counseling and Therapy (1-3)**

This course will explore underlying theories, principles, techniques, and areas of applications of the main approaches to counseling and psychotherapy. The unity and diversity among counseling and psychotherapeutic orientations will be explored with a focus on their implications for counseling and psychotherapeutic practice. Throughout the course participants will be encouraged to develop the skills of learning to select and/or integrate appropriate orientations for intervention. The course may be presented as a one credit hour course focused on a particular counseling orientation. Consequently, this course may be repeated for credit if content differs.

**PSYC 5200 Advanced Developmental Psychology (3)**

This course covers research and theory concerning the psychological development of the maturing human. Students examine the nature and needs of individuals at all developmental levels as the course covers physical, cognitive, social, and emotional development from conception through death. This advanced class emphasizes the scientific and theoretical bases of developmental psychology, and relates the material to counseling and psychotherapy. Included are such areas as human behavior (normal and abnormal), personality development, family relations and development, and life cycle issues. Moreover, the application of developmental theories to child and adolescent deviant development and the counseling/therapy process is explored.

**PSYC 5300 Psychopathology (3)**

This course focuses on the understanding and identification of the major psychological disorders as detailed in the current Diagnostic and Statistic Manual of Mental Disorders (APA) and the ICD (WHO). The behavioral manifestations and psychological

dynamics of mental disorders will be explored, focusing on therapeutic assessment issues and case conceptualization relevant to counselors and therapists. The course also includes a discussion of practical aspects of dealing with psychopathology in out-patient and in-patient settings.

**PSYC 5400 Research Design (3)**

This course both examines the role of science and research in counseling psychology and psychotherapy on a theoretical and philosophical level and introduces participants to some of the most relevant methodological issues involved in counseling and psychotherapy research. The first part of the course examines theoretical and general aspects of research in counseling psychology. The importance of process research, evaluation, and documentation for research in this field is also explored. The second part of the course is about how quantitative and qualitative methods are used to conduct research.

**PSYC 5500 Assessment (3)**

This course covers topics relevant to assessment in counseling psychology, including procedures for diagnostic interviewing, report writing, interpreting personality and performance assessment, and ethical issues in testing. The first part of this course acquaints students with key psychometric concepts and several commonly used assessment instruments in counseling psychology. The second part of this course focuses on specific aspects of assessment in therapeutic settings and in different schools of therapy. Students gain experience in interpreting psychological tests, writing psychological reports based on assessment data, providing and receiving feedback on assessment reports, and performing assessment procedures in an ethical, professional, and culturally-sensitive manner.

**PSYC 5600 Group Processes and Group Therapy (3)**

This course introduces participants to the theory of some of the most important processes and phenomena in groups. It explores various types of groups, the role of a group leader or facilitator, and the group process. Group phenomena discussed concern both therapeutic and non-therapeutic groups such as work groups and teams, and they come from such diverse areas as counseling, psychotherapy, social psychology, and organizational psychology. This course also provides participants with the possibility to experience group phenomena and group processes first-hand in the experiential setting of a group and allows them to connect research insights and theoretical knowledge about groups to their own experience.

**PSYC 5700 Psychopharmacology (1-3)**

This course explores the relationship between counseling psychology, psychopharmacology, psychotherapy, and psychotropic drugs. Brain neuroanatomy, various types of psychopharmacological agents, and their mechanisms are discussed. Students explore when treatment with psychotropic drugs is indicated, and effects and side effects of various types of psychotropic drugs. The class also provides an introductory overview of medical terminology relevant for psychotherapists and counseling psychologists. Students may be introduced to first aid in therapeutic practice and explore how to assess a variety of medical emergencies and how to react appropriately. The course may be presented as a one or two credit hours course focused on a particular aspect of psychopharmacology. Consequently, this course may be repeated for credit if content differs.

**PSYC 5800 Ethical and Legal Foundations (1-3)**

This course focuses on identifying and resolving ethical dilemmas, the relationship of personal values with ethical practice, and the philosophical foundations of ethical practice. The course also explores relevant national and international codes and guidelines of ethics in counseling and psychotherapy. In addition

Recent Approval Letter



Marlin O'Malley  
Governor

Anthony G. Brown  
Lt. Governor

Anwer Hasan  
Chairperson

Catherine M. Shultz  
Acting Secretary

June 20, 2014

Dr. Elizabeth Stroble  
President  
Webster University  
470 East Lockwood  
St. Louis, MO 63119

Dear President Stroble:

The Maryland Higher Education Commission has received an application from Webster University to continue its offerings at the Southern Maryland Higher Education Center. I am pleased to inform you that Webster University is authorized to offer the following programs at the Southern Maryland Higher Education Center until August 31, 2015.

Approved programs:

1. Master of Arts (M.A.) in Human Resources Management
2. Master of Arts (M.A.) in Management and Leadership
3. Master of Arts (M.A.) in Procurement and Acquisitions Management
4. Master of Business Administration (M.B.A.)
5. Certificate in Government Contracting

An electronic renewal form and the regulations for out-of-state institutions are available on the Commission's website under "Academic Approval Process" at [www.mhec.state.md.us](http://www.mhec.state.md.us). To operate the approved programs after the stated expiration date the renewal application should be completed and submitted to this office no later than five months before the institution proposes to commence operation for the academic year 2015-2016. If applicable, the use of VA benefits for this program should be coordinated through Ms. Trish Gordon-McCown, Veterans Affairs Coordinator. She can be reached at 410-767-3098.

Please keep us informed of any changes contemplated in your offerings in Maryland. We look forward to continuing the cooperative relationship developed between your institution and the Maryland Higher Education Commission.

Sincerely,

Catherine M. Shultz, J.D.  
Acting Secretary of Higher Education

CMS:SAB:n1

C: Mr. Sean Coleman, Regional Director, Webster University