

The  
Graduate  
Catalog of

North  
Central  
College

2012-13



# TABLE OF CONTENTS

(See index for detailed references)

Academic Calendars . . . . .	4
Contact Directory . . . . .	5
This is North Central . . . . .	7
Admission . . . . .	9
Student Expenses . . . . .	14
Financial Aid. . . . .	15
Student Services . . . . .	16
Policies and Procedures . . . . .	17
Master of Arts Degree in Liberal Studies. . . . .	23
Master of Leadership Studies Degree. . . . .	33
Master of Business Administration Degree . . . . .	41
Master of International Business Administration Degree . . . . .	51
Master of Science Degree in Management Information Systems . . . . .	57
Master of Science Degree in Web and Internet Applications. . . . .	63
Master of Arts Degree in Education. . . . .	69
Graduate Certificates . . . . .	79
Support Courses . . . . .	83
Our Graduate Faculty . . . . .	85
Index . . . . .	92
Campus Map. . . . .	94

# ACADEMIC CALENDARS

	2012-13	2013-14
<b>Fall Term</b>		
Classes Begin	September 10	September 16
Classes End	November 21	November 27
Thanksgiving Recess Begins	November 21	November 27

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<b>Interim</b>		
D-Term Begins	November 26	December 2
D-Term Ends	December 14	December 20

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<b>Winter Term</b>		
Classes Begin	January 2	January 6
Classes End	March 13	March 19
Spring Break Begins	March 13	March 19

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<b>Spring Term</b>		
Classes Begin	March 25	March 31
Easter Weekend Begins	March 29	April 18
Classes Resume	April 1	April 21
Memorial Day Holiday	May 27	May 26
Classes End	June 5	June 11
Commencement	June 8	June 14

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<b>Summer Term</b>		
Classes Begin	June 11	June 16
Independence Day Holiday	July 4	July 4
Classes End	August 2	August 8

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# CONTACT DIRECTORY

North Central staff are happy to answer your questions. Inquiries by mail should be addressed to the specific offices listed below at North Central College, 30 N. Brainard St., Naperville, IL 60540-4690. The College office hours are 8 a.m.-5 p.m. Central Standard Time during the academic year and 8 a.m.-4 p.m. during the summer months. Direct dial telephone numbers for specific offices are listed below. The College's main number is 630.637.5100.

**Academic Issues - 630.637.5362**

Academic programs, academic personnel, competence, and curriculum

Contact: Dean of Graduate and Continuing Education

**Admission - 630.637.5840**

Information on graduate programs and admission to North Central

Contact: Director of Graduate Admission, Old Main

**Alumni Affairs - 630.637.5200**

Information about alumni and alumni programs

Contact: Director of Alumni Relations, Old Main

**Athletics - 630.637.5500**

Information about athletic events, programs, and use of facilities

Contact: Director of Athletics, Merner Fieldhouse

**Career Development Center - 630.637.5141**

Career planning, summer jobs and internships, job search preparation and placement, and self-assessment programs

Contact: Director of Career Development, Old Main

**Community Development - 630.637.5560**

Educational programs for personal and professional growth, non-credit programs, conference planning and facilities utilization.

Contact: Office of Community Development; Cardinal Stadium

**Continuing Education - 630.637.5555**

Adult and continuing education.

Contact: Office of Graduate and Continuing Education

**Development - 630.637.5211**

Information on annuity investment opportunities, gifts, bequests, and the Annual Fund

Contact: Vice President for Institutional Advancement, Old Main

**Financial Aid - 630.637.5600**

Financial aid forms and requirements; Stafford student loans

Contact: Director of Financial Aid, Old Main

**Graduate Programs - 630.637.5555**

Advising and registration for graduate programs

Contact: Office of Graduate and Continuing Education

**Marketing and Communications - 630.637.5300**

Information about the College, the calendar, and special events during the year

Contact: Director of Public Information, Old Main

**Registrar - 630.637.5258**

Information on courses of study and grades, graduation requirements, registration, acceptance of transfer credit, and requests for transcripts

Contact: The Registrar, Old Main

**Student Affairs - 630.637.5151**

Information about enrolled students, housing, counseling services, student activities, health services, and campus security

Contact: Dean of Students, Old Main

**Student Accounts - 630.637.5682**

Payment of tuition and fees, room deposits, and questions about student accounts

Contact: Business Office, Old Main



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# THIS IS NORTH CENTRAL

**North Central College is a community of learners dedicated to preparing informed, involved, principled and productive citizens and leaders over a lifetime.**

## **History**

North Central College was founded in 1861 by the Evangelical Association a forerunner of the United Methodist Church. Until 1870 the College was located in Plainfield, Illinois, and was originally known as Plainfield College. The name of the College was changed to North-Western College in 1865 and to North Central College in 1926. The College's founders expressed the advanced thought for that day that "Christian commitment and intellectual attainments are compatible," and from the beginning the College was non-sectarian in its hiring and admission practices. This pioneering concept – along with the commitment to the inclusiveness and diversity of the United Methodist Church – is part of the heritage of North Central and continues to add depth and meaning to its programs.

## **Degrees awarded**

North Central College offers seven graduate degrees which complement and enhance the College's distinctive educational mission and liberal arts heritage by providing opportunities for advanced scholarly work and professional development: Master of Science Degree in Web and Internet Applications, Master of Business Administration Degree, Master of Science Degree in Management Information Systems, Master of Arts Degree in Liberal Studies, Master of Arts Degree in Education (Leadership and Administration track and Curriculum and Instruction track), Master of Leadership Studies Degree, and Master of International Business Administration Degree. Additionally, students may earn dual degrees with the Master of Business Administration and Master of Science in Management Information Systems Degrees, and the Master of Science in Web and Internet Applications, and Master of Science in Management Information Systems Degrees. North Central also offers graduate certificates for individuals who have earned an undergraduate degree or graduate degree, and now seek short, more focused programs of study.

## **Accreditation and Affiliation**

North Central College is accredited by the Higher Learning Commission and is a member of the North Central Association of Colleges and Schools. The College is also accredited by the University Senate of the United Methodist Church. It maintains membership in the American Council on Education, the Council of Independent Colleges and Universities, the Council for the Advancement and Support of Education, the Federation of Independent Illinois Colleges and Universities, the Associated Colleges of Illinois, and The New American Colleges & Universities (as a founding member). The North Central Association of Colleges and Schools can be reached at 230 S. LaSalle St, Suite 7-500, Chicago, IL 60604-1411, by calling 312.263.0456, by email [info@hlcommission.org](mailto:info@hlcommission.org), or via the internet at <http://www.ncahlc.org>.

## **Compliance with Legal Requirements**

North Central College does not discriminate in its admission policy, programs, or activities on the basis of race, religion, gender, age, national origin, ancestry, marital status, sexual orientation, handicap, disability, veteran status, or unfavorable discharge from military service. Nor does the College discriminate on the basis of race, color, religion, gender, age, national origin, ancestry, marital status, sexual orientation, handicap, disability, veteran status, or unfavorable discharge from military service in its educational policies, scholarship and loan programs, athletic and other college-administered programs, or hiring practices and programs. In addition to meeting fully its obligations of non-discrimination under federal and state laws, North Central College is committed to maintaining a community in which a diverse population can live and work in an atmosphere of tolerance, civility, and mutual respect for the rights and sensibilities of each individual, regardless of difference in economic status, ethnic background, political views, or other personal characteristics and beliefs.

The College is also committed to providing all of its students, faculty, staff and visitors with access to its programs, events, and facilities. To this end, and in compliance with the Americans with Disabilities Act of 1990, the College has made and continues to make modifications to its facilities and programs so as to provide access for individuals with disabilities. Inquiries, requests for modifications beyond those already completed, appeals regarding assistance to accommodate individual needs, or complaints regarding compliance with these federal regulations should be directed to the vice president for business affairs or the vice president for enrollment management and student affairs.

Statistics related to the Student Right to Know and Campus Crime and Security Act are published annually in the Student Handbook and are available in the Office of Student Affairs.

## **Family Educational Rights and Privacy Act**

North Central College complies with all of the rules and regulations of the Family Educational Rights and Privacy Act of 1974, as amended. Copies of the policy are available in the Office of the Registrar, and the policy is also published in the Student Handbook.

The College designates the following categories of student information as public or “directory” information: name; address (local and home); telephone numbers; e-mail address; date and place of birth; class; major; participation in officially recognized activities and sports; physical factors (height and weight of athletes); photographs/video for College and other publications; the most previous educational institution attended; dates of enrollment; degrees and awards conferred, including dates; and current course load.

The above information may be disclosed by North Central College for any purpose at its discretion. Currently enrolled students can withhold disclosure of the information classified as “directory” information by notifying the Office of the Registrar in writing on or before August 15 each year. Requests for non-disclosure are in effect until the student notifies the Office of the Registrar in writing to remove the restriction.

Questions concerning the Family Educational Rights and Privacy Act should be directed to the Office of the Registrar.

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# ADMISSION

To apply for admission to a graduate program at North Central College, please contact the Office of Graduate Admission for an application.

North Central College does not discriminate on the basis of race, color, national or ethnic origin, age, sex, or religion in its policies and programs of admission. The College believes that the master's programs should be accessible to as many students as possible. It also affirms that the programs should reflect the highest standards of quality.

A student may take selected courses for professional development only. A student who selects this option must have at least a four-year bachelor's degree and meet the specific course prerequisites, but may also have completed a master's or doctorate degree or courses beyond the bachelor's degree without having completed a graduate degree. Students may take no more than three classes while classified a student-at-large.

A student may be accepted into a graduate program, but still need to complete one of the Requirements for Admission. A student accepted in such a situation is PROVISIONALLY admitted. The remaining admission requirements must be met before a student is allowed to register for a second term of classes.

## ADMISSION REQUIREMENTS FOR DEGREE CANDIDACY AND CERTIFICATES

The following items are necessary for admission to the program as a degree candidate or as a certificate student. It is suggested that applicants submit all materials at least 45 days before the start of the term for which they apply. (Note: A student not having submitted one of the documentation items may be admitted as a provisional student for a maximum of one term of study.)

### Requirements for all Programs and Certificates

To be considered for admission to any of North Central College's master's programs, applicants must meet the following requirements:

1. Complete an application for admission, including the \$25 application fee.
2. Hold an earned four-year bachelor's degree from a regionally accredited college or university.
3. Provide official transcripts from all undergraduate-and graduate-level work.

Candidates may also be required to complete an interview with the appropriate Faculty Coordinator or Graduate Advisor.

### International Applicants

An applicant whose primary language is not English and who graduated from a college or university in a country other than the United States must complete the following additional requirements in order to be considered for admission:

1. Apply at least 60 days before the term begins. Students who are currently not in the United States may need to allow additional time.
2. Show evidence of English competency in one or more of the following ways:
  - a. Provide official results of the TOEFL, with a score of at least 90 internet-based test/233 computer-based test/577 paper-based test. Individual programs may require higher TOEFL scores for admission.
  - b. Complete a minimum of two years, full-time university-level study in the United States, Canada, United Kingdom, Ireland, Australia, New Zealand (within the past five years).
  - c. Hold a recent degree from a college or university in the United States, Canada, United Kingdom, Ireland, Australia, New Zealand.
  - d. Contact the Office of International Programs for alternative testing information.

- e. A native speaker of English who graduates from a college or where instruction is conducted in a language other than English can submit a high school/secondary school transcript.
  3. Provide the Office of Graduate Admission with a detailed evaluation of all foreign transcripts. All foreign transcripts require evaluation, at the applicant's expense, by an outside firm designated by the College.
  4. Complete an interview with the College's International Student Advisor, in addition to the regular admission requirements.
  5. For all non-immigrant applicants present in the United States, provide a copy of a valid passport, U.S. Visa page, current I-94, and Form I-20, if applicable. Permanent residents, provide a copy of Form I-551, Resident Alien or Permanent Resident card.
  6. For applicants requiring a Form I-20, provide evidence of financial support. Submit a notarized Declaration of Finances and bank letter.
- On-campus housing may be available for graduate students on a limited basis.

### **International Student Contact Information**

TOEFL Services, Educational Testing Service, P.O. Box 6151, Princeton, NJ 08541-6151, USA Telephone 609.771.7100, E-mail: [toefl@ets.org](mailto:toefl@ets.org), <http://www.toefl.org>.  
Educational Credential Evaluators, Inc., P.O. Box 514070, Milwaukee, WI 53203-3470 Telephone 414.289.3400, E-mail: [eval@ece.org](mailto:eval@ece.org), <http://www.ece.org>

### **Program Specific Requirements**

**Master of Arts Degree in Education** Students applying for the Leadership and Administration program or the Curriculum and Instruction program must provide proof of full time work in a school. For both programs, please submit a letter from your district's personnel office indicating the length of your teaching experience. **Candidates must possess a valid Illinois teaching certificate.** School service personnel must submit a copy of their Type 73 certificate.

The North Central Educational Leadership and Administration Master's Degree addresses the new Illinois State Board of Education requirements whereby *applications submitted on or after February 1, 2012, candidates must meet each of the following requirements:*

1. Two years of full-time teaching experience shall have been accrued while the individual held a valid early childhood, elementary, secondary, special K-12, or special preschool-age 21 certificate.
2. Two years of full-time school service personnel experience shall have been accrued while the individual held a valid school service personnel certificate.

**Master of Arts Degree in Liberal Studies** Students applying to enter any of the Liberal Studies programs must submit writing samples and be interviewed by the MALS coordinator and/or graduate programs staff. Writing samples should reflect the ability to research and to write critically. Contact the faculty coordinator or an admission counselor for more details.

### **Master of Leadership Studies**

Students applying for this program must submit a writing sample. Samples should reflect the ability to research and to write critically. Contact the faculty coordinator or an admission counselor for more details.

**Master of Science Degree in Web and Internet Applications**

Students may fulfill the prerequisite requirements for this degree by either completing four undergraduate computer science courses and displaying proficiency in technical writing, or by completing CSC 500 Foundational Concepts of Computer Science with a grade of B or better.

**Master of Science Degree in Management Information Systems** All *Management Foundation* requirements must be completed before a student may register for their second MGT course.

**Master of Business Administration Degree** There are seven undergraduate prerequisite courses in business areas. (Note: Students may be admitted as degree seeking students in the graduate program while they complete needed prerequisite courses.)

**Master of International Business Administration Degree**

There are seven undergraduate prerequisite courses in business areas. (Note: Students may be admitted as degree seeking students in the graduate program while they complete needed prerequisite courses.)

**Graduate Entrance Exams**

Graduate entrance exams, such as the Graduate Record Examination (GRE) are optional. Students who take the entrance exams and score above a certain level, as indicated in the formulas below, may take courses in the order they choose.

**Master of Arts Degree in Education Curriculum and Instruction**

$\text{MAT} + (\text{GPA} \times 10) = 65$

**Master of Arts Degree in Education Leadership and Administration**

$\text{MAT} + (\text{GPA} \times 10) = 65$

**Master of Arts Degree in Liberal Studies**

$\text{Verbal GRE} + (\text{GPA} \times 100) = 762$

**Master of Business Administration**

$\text{GMAT} + (\text{GPA} \times 200) = 1000$

**Master of International Business Administration**

$\text{GMAT} + (\text{GPA} \times 200) = 1000$

**Master of Leadership Studies**

$\text{Verbal GRE} + (\text{GPA} \times 100) = 762$

**Master of Science Degree in Web and Internet Applications** no exam required

**Master of Science Degree in Management Information Systems**

$\text{GMAT} + (\text{GPA} \times 200) = 1000$

Students who decide not to take entrance exams, or who score below the required level, must follow these program requirements specified below.

**Master of Arts Degree in Education Curriculum and Instruction**—First six classes must include 1) EDN 501, 2) EDN 510.

**Master of Arts Degree in Education Leadership and Administration**—First six classes must include, 1) EDN 500, 2) EDN 515, and 3) EDN 534.

**Master of Arts Degree in Liberal Studies** Careful monitoring by Faculty Coordinator of first three classes.

**Master of Business Administration** First six MBA classes must include three quantitative courses as approved by the MBA Faculty Coordinator or Director of Graduate and Continuing Education.

**Master of International Business Administration** First six MBA classes must include three quantitative courses as approved by the IMBA Faculty Coordinator or Director of Graduate and Continuing Education.

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**Master of Leadership Studies** Careful monitoring by Faculty Coordinator of first three classes.

**Master of Science Degree in Web and Internet Applications** All undergraduate prerequisite coursework must be completed before a student may register for their fourth graduate-level Computer Science class.

**Master of Science Degree in Management Information Systems** First six classes must include 1) a Computer Science class, 2) a quantitative course from Accounting, Economics, Finance, or Business, and 3) a qualitative course with a writing component.

### **Transfer Credit**

A maximum of two graduate courses from other schools may be transferred into the master's program. Such work must have course grades of B- or higher, be appropriate to the program and must have been completed within the five year period immediately preceding admission as a degree candidate. In addition, the work must have been completed for graduate credit or designated for possible graduate credit, and taken in excess of credit required for the student's undergraduate degree. Transfer credit is granted by the Dean of Graduate and Continuing Education, in consultation with the specific Program Coordinator and Director of Graduate and Continuing Education.

A North Central undergraduate student may take a graduate course if he or she has senior standing and/or receives special permission from the faculty member teaching the course, the Director of Graduate and Continuing Education or Program Coordinator, and the Dean of Graduate and Continuing Education. This does not include courses that are cross-listed at the undergraduate and graduate levels.

### **Dates of Entry and Matriculation**

A graduate student's matriculation date is the first day of the term in which he or she enrolls in a 500- or 600-level course at North Central. All course work and other requirements for each master's degree must be completed within five years after a student's date of matriculation. A student retains this date of entry, and follows the terms of the catalog then in effect, as long as he or she does not drop out for more than one term, not including summers, or receives approval for a Leave of Absence as described below. A student who is not in attendance for two or more consecutive terms, not including summer, and who does not obtain a Leave of Absence, (see page 19) must enroll under the terms of the catalog in effect on the first day of the term in which he or she is readmitted to the graduate program at North Central College.

### **State Regulations for Immunizations**

Illinois law requires all new, incoming students born after January 1, 1957, and taking more than three credit hours per term, to provide a documented, up-to-date immunization record. You may use a copy of your high school, college, or military service immunization record. A Certificate of Immunity form may be requested from the Director of Health Services if you do not have an immunization record. Please note that Illinois legislation requires the College to prohibit a student from registering for subsequent terms, if the information has not been submitted or is incomplete. Your medical record is confidential. Information is requested only to comply with State requirements

## STUDENT EXPENSES

### 2012-2013 TUITION AND FEE SCHEDULE

<u>Hour/Course</u>	<u>Amount per credit</u>
Master of Business Administration. . . . .	\$786/\$2,358
Master of International Business Administration. . . . .	\$786/\$2,358
Master of Science in Management Information Systems. . . . .	\$658/\$1,974
Master of Science in Web and Internet Applications. . . . .	\$658/\$1,974
Master of Arts in Liberal Studies . . . . .	\$650/\$1,950
Master of Leadership Studies. . . . .	\$650/\$1,950
Master of Arts in Education . . . . .	\$518/\$1,554

#### **Credit hour**

The unit of credit used at North Central College is the Credit Hour. A 3 credit hour course is the equivalent of 3 semester hours or 4.5 quarter hours.

#### **Part-time vs. full-time status**

Students enrolled for 6 or more credit hours in a term are classified as full-time students *for that term*. All other students are classified as part-time students. Student status is critical when determining financial aid eligibility.

#### **Notice**

While the College has every intention of maintaining the stated tuition and fee charges for the entire academic year, North Central College reserves the right to change tuition and fees at any time without prior notice.

#### **Refunds**

Because North Central College contracts with faculty and staff and incurs other expenses in advance of the academic year, a refund formula has been established to reflect the equitable sharing of the loss when a student withdraws from classes. Refunds due to official withdrawal, suspension, or dismissal will be made on the following basis:

Tuition—A student who officially withdraws from the College or a course(s) may receive a full or partial refund (credit) according to the following schedule computed from the first official day of the academic term as identified by the Registrar, excluding summer and interim (which, in general, is the first weekday of the term in which classes are held):

- During first 8 calendar days—100%
- 9th through 14th calendar day—90%
- 15th through 21st calendar day—50%
- After 21st calendar day—0%

A current schedule with specific effective dates is published in advance of each term. The date of withdrawal is established by the student's completion of all official steps for completing the process and will be based on the date that the Registrar's Office records the withdrawal. If a student withdraws from the College or any courses at any time without having completed the official process, no refund/credit will be made. Non-attendance in a class does not automatically withdraw the student from the course. The appropriate paperwork must be turned in to the Office of Graduate and Continuing Education to be recorded. The College reserves the right to modify the refund schedule as circumstances may dictate.

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# FINANCIAL AID

## Federal Student Loans

For financial aid purposes graduate students fall into two classifications:

Full time: 6 or more credit hours per term

Half-time: 3 to 5 credit hours per term

**William D. Ford Direct Stafford Federal Student Loan Program** (Unsubsidized Interest) The Unsubsidized Federal Stafford Loan is not based on need but the student is required to complete the Free Application for Federal Student Aid. The maximum loan amount per academic year for this program is \$20,500 for Graduate students. Graduate students are allowed to borrow an aggregate cumulative maximum of \$138,500 (including undergraduate borrowing).

Principal payments on the loan are not required while the student is enrolled at least half-time. Students have the option to pay the interest on the loan while they are in school or let it accrue and capitalize onto the principal balance. The interest rate is fixed at 6.8% and the student will be charged a 1% origination fee.

## Electronic Funds Transfer

North Central College participates in electronic funds transfer (EFT). Through EFT your student loan proceeds will credit directly to your account at North Central College.

## Loan Counseling

**Entrance:** All schools are required by Federal regulations to provide “entrance counseling” to first-time Federal Stafford Loan borrowers. The “**entrance counseling**” is designed to provide the student with information about the loan program and his/her rights and responsibilities as a borrower. This “entrance counseling” must be completed prior to the disbursement of any loan funds.

**Exit:** Students who receive Federal Stafford Loan (formerly known as a Guaranteed Student Loan), a Federal Unsubsidized Stafford Loan, a Supplemental Loan for Students (SLS), an Illinois Opportunity Loan or a combination of these are required to complete an “**exit counseling session**” to prepare and inform you about the repayment process. Completion of this exit interview is required by Federal law.

Both the “**entrance and exit counseling sessions**” are found on the internet at <http://mapping-your-future.org>. To begin the session, click on the graphic called ENTRANCE COUNSELING or EXIT COUNSELING.

## Payment of Tuition and Fees

All tuition and fees are due in full on or before the beginning of each term. Exceptions must be cleared through the Business Office. Billing statements are normally mailed three to four weeks in advance of the due date. A student must confirm his or her preregistration through REGISTRATION CONFIRMATION on the first day of classes to be sure the accounts are clear. The location and time schedules of registration confirmation are published prior to each term. A late payment fee will be charged for any unpaid balances.

The College reserves the right to withhold a student’s diploma, the degree, a transcript of credits, or course grades, as long as any bills owed the College remain unpaid. The College reserves the right to deny registration to any student with unpaid bills from a previous term.

Because the College contracts with faculty and staff, and incurs other expenses in advance of the academic year, a refund formula has been established to reflect an equitable sharing of the loss when a student withdraws, is suspended or is dismissed. A current schedule with specific effective dates is published by the Student Accounts Office in advance of each term. The refund schedule is subject to change. For details, contact the Office of Graduate and Continuing Education.

The date of withdrawal is established by a student's completion of all official steps for withdrawal. If a student withdraws from the College at any time without completing the official steps, no refund will be made. Requests for exception to this policy must be made in writing through the College's General Petition procedures. Exceptions may be granted for reasons such as an institutional error, documented medical condition, a call to military service, or other circumstances beyond the student's control. Prior to petitioning for an exception, the student should pursue alternative means of completing the course, including an incomplete grade and/or extended study. Petitions which are granted may be assessed a \$50.00 processing fee. **Non-attendance of class does not constitute withdrawal.**

## STUDENT SERVICES

### Student Services

A variety of services and organizations are available for all North Central College students, both graduate and undergraduate alike. These include, but are not limited to Campus Ministry, Multicultural Affairs, and the Community Service Center. A complete listing may be found in the North Central College Student Handbook.

### Library Services

The mission of North Central College library services is to actively support the College's educational programs. The library staff offers orientations, workshops, and classes to teach patrons how to access the wealth of information available to them. In addition to books, periodicals, videos, cds, and electronic reference resources housed in Oesterle library, the library's webpage (<http://library.nocctrl.edu/>) offers access to online catalog, databases, and online reference sources. Members of the College community may also borrow materials from 56 other academic libraries in Illinois, either in person, online.

### Career Development Center

The staff in the Career Development Center (CDC) provides career counseling, computerized assessment, programming on relevant issues, developing job search strategies, plus resume, cover letter and interview preparation. The office houses a library with resource books, CD-ROMs, directories, and computers where students can research companies and prepare themselves for the job market. The services of the Career Development Center also include on-line job listings, job and internship fairs, resume referrals, credential files, resume critiques, and mock interviews. Lists of part-time and full-time job vacancies are also available. The CDC may be accessed online through the website <http://www.northcentralcollege.edu/x3708.xml>.

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# POLICIES AND PROCEDURES

## General Degree Program Guidelines and Graduation Requirements

1. Satisfactory completion of a minimum of 27 credit hours at the graduate level (any course at the 500 or 600-level or any course allowed to count for graduate credit by the Dean of Graduate and Continuing Education) in the discipline offering the degree program. Each program has specific requirements for completing the individual degree.
2. A culminating experience is required for each student earning a graduate degree. The form of the experience (capstone course, master's project, master's thesis, or other culminating experience) is determined by individual programs and must be approved by the Academic Programs and Policies Committee and the faculty. A student is only allowed to complete one such culminating experience per degree. A student earning a dual master's degree need only complete one such capstone experience, not one in each degree area, unless a specific program chooses to require otherwise.
3. At least one interdisciplinary support course (at the graduate level) outside the discipline must be included in each degree program. These courses focus on human, ethical, societal issues of concern to the discipline offering the degree program.

The Dean of Graduate and Continuing Education, with recommendations from the Committee on Graduate Academic Standing, will decide on cases of academic probation and dismissal, as well as on appeals. The Dean of Graduate and Continuing Education may waive specific requirements in exceptional cases.

## Course Audits

Students may choose to audit 500- and 600-level graduate courses. When courses are audited, grades are not determined and course credit is not granted. Audited courses will not be applied to any master's or certificate program. There is no limit on the number of courses a student may audit.

## Certificate Program Guidelines and Requirements

1. North Central College Graduate Certificates are predicated on the following:
  - a. Graduate certificate programs utilize graduate courses.
  - b. Students take courses for a grade.
  - c. Courses taken as part of a graduate certificate program can be counted toward a master's degree, provided a grade of B- or better is earned, the course is appropriate for the graduate degree applied to, and it is taken within three years of beginning the degree program.
  - d. Professors/Instructors maintain current pedagogy and content in courses designated for use in graduate certificate programs.
2. Graduate Certificate Specific Rules
  - a. Completion of at least nine credit hours are needed to earn a graduate certificate.
  - b. Courses used to complete specific graduate certificate requirements will be chosen from specific lists approved by the Faculty.
  - c. Students must have completed the same prerequisites or have the same

equivalent work experience as graduate degree candidates to enroll in specific courses.

- d. Each specific graduate certificate topic, proposed by graduate programs in conjunction with the appropriate department(s), will be brought through the governance process at the most local level appropriate, but also with approval of the Dean of Graduate and Continuing Education.
3. Graduate Certificate Course Requirements

Students are required to complete the same assignments as are required for graduate degree candidates. No differentiation in course requirements will exist between students enrolled in graduate certificate programs and those in graduate degree programs. However, a student may meet the requirements for a graduate certificate by receiving a grade of C- or better. Nevertheless, courses taken as part of a graduate certificate program can be counted toward a master's degree only if a grade of B- or better is earned, the course is appropriate for the degree applied to, and it is taken within three years of beginning work in a graduate degree program for which the previous certificate work can apply. However, no more than 18 credit hours (generally six courses) of graduate certificate work may be applied to any one graduate degree program. Once enrolled as a degree candidate, students may not use courses to count toward both their degree requirements and a Certificate Program.

### **Certificate Program Candidates**

Students enrolled in Certificate Programs must attain a grade of C- or better in order to qualify for a certificate. Any Certificate Program student receiving a grade below a C- in any course will be placed on probation, and will be required to retake the course and attain a grade of C- or better to meet the requirements of his/her chosen Certificate Program. A Certificate Program student receiving a second grade below a C- will be dismissed from the program.

### **Academic Advising**

Each student's file is transferred to the Office of Graduate and Continuing Education 14 days after the start of the student's first term. Students receive academic advising through the Office of Graduate and Continuing Education. With help from the Office of Graduate and Continuing Education and/or the specific program coordinator, the graduate student plans a course schedule usually a year in advance. Term by term adjustments can be made to the schedule as needed or desired by the student in order to facilitate steady progress toward completion of the master's degree.

### **Registration and Changes in Registration**

Registration for graduate courses is normally completed prior to the beginning of a term through the Office of Graduate and Continuing Education. After a term begins, all enrollments in courses and withdrawals from courses are governed by published deadline dates. Informal attendance in a class is not recognized as constituting registration in the course. Informal absence from class is not recognized as constituting withdrawal from the course. A student who wants to withdraw must contact the Office of Graduate and Continuing Education. This responsibility falls on the student and the student alone. See the sections below, "Dropping Courses" and "Withdrawal from North Central." Please complete all registrations in writing and forward via fax, e-mail, mail or submit directly to the Office of Graduate and Continuing Education. Some On-line registration capabilities are allowed through Merlin at <https://merlin.noctrl.edu>.

### **Adding Courses**

After the first day of a term and up to the first class meeting, a student may enroll in new courses only through the Office of Graduate and Continuing Education. After the first class meeting, the consent of the instructor must also be obtained.

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The instructor's signature is required to add a class through the add/drop period.

### **Dropping Courses**

A student may drop courses as follows (excluding summer term):

1. Through the eighth calendar day of a term, a student may cancel enrollment in a course without a grade or notation on the record, by request to the Office of Graduate & Continuing Education.
2. From the ninth calendar day of a term through the end of the sixth week of class, a student may withdraw with the notation WD on the record by request to the Office of Graduate and Continuing Education.
3. After the sixth week of class, any student who withdraws from a course will receive an F in the class.
4. The official date of withdrawal is the date when the Office of Graduate and Continuing Education completes withdrawal procedures. The amount of refund is determined by the official date of withdrawal. Consult current tuition and fee information for details. **Absence from class does not constitute withdrawal from a course.**

Students should contact the Office of Graduate and Continuing Education for official drop dates for summer terms.

### **Repeating Courses**

A student who wishes to repeat any 500- or 600-level course where a grade of "C+" or lower was earned may do so. Both grades will appear on the student's transcript. However, only the most recent grade will be used in calculating the student's cumulative grade point average.

If a student repeats a course in which the original grade was a C+ or lower, and the subsequent grade is also a C+ or lower, the student is subject to academic dismissal. For advice on repeating coursework, a student should consult the Office of Graduate and Continuing Education.

### **Leave of Absence**

It may be necessary from time to time for a student to interrupt his or her studies for two or three terms in order to accommodate a heavy work schedule or other demands. Under such circumstances, a student may apply for a Leave of Absence. The main advantage of being granted a Leave of Absence is that the student retains the program requirements that were in effect at the date of entry. Without a Leave of Absence, a student who interrupts course work for two or more terms, excluding summers, must be readmitted under the requirements of the catalog in effect at the time of readmission. The maximum Leave of Absence time period is one calendar year. For a degree candidate, the Leave of Absence is counted as part of the five year program time limit. A student must apply for a Leave of Absence during the term prior to the beginning of the Leave of Absence. Application is made through the Office of Graduate and Continuing Education. A student on Leave of Absence must notify the Office of Graduate and Continuing Education if his/her intention is to resume graduate study.

### **Undergraduate Students Enrolling in Graduate Coursework**

A maximum of six credit hours of graduate coursework may be available to seniors with the approval of their faculty advisor and special permission from the Dean of Graduate and Continuing Education. An approval form, which must accompany the registration, is available in the Office of Graduate and Continuing Education.

If an undergraduate course is not available, a parallel graduate course may apply toward an undergraduate degree. A maximum of six graduate credit hours counts toward the 120 credit hours required for an undergraduate degree. Graduate courses taken for credit toward an undergraduate degree will not later

be applied toward a graduate degree at North Central College.

Alternatively, graduate coursework taken as an undergraduate may apply toward a graduate degree at North Central. This coursework will not be applied toward the 120 hours required for an undergraduate degree or any other undergraduate requirement.

## Grades and Graduation Requirements

North Central College uses the familiar letter grades A, A-, B+, B, B-, C+, C, C-, D, and F. Courses in which a student receives grades of D or F cannot be used to meet the course requirements of the graduate program and must be repeated. D and F grades are used in calculation of grade point averages. For computation of grade point averages, an A grade counts as 4.0, A- as 3.7, B+ as 3.3, B as 3.0, B- as 2.7, C+ as 2.3, C as 2.0, C- as 1.7, D as 1.0, and F as 0.0.

A student must pass the Master's Project or Thesis with a grade of Pass or Pass with Distinction. If the Project or Thesis course cannot be completed by the end of the first term, the student will be assigned a grade of PR, indicating a course in progress. Students should consult their program coordinator or advisor regarding the maximum number of terms allowed for completion. Students are automatically registered for a second term (or more if program rules allow) unless a formal leave of absence is requested and approved. A student must complete the Project/Thesis within the time length allowed, including summers, or receive a grade of No Pass. **Lack of contact with project/thesis advisor does not constitute a withdrawal or leave of absence from the project/thesis.**

An I, or Incomplete grade, may be given to a student who has carried a course at an A or B level until near the end of the term and then, because of circumstances beyond the student's control, has been unable to complete it. A grade of I on a student's record must be changed to a letter grade by the fifth week of the following term, or it will lapse into an F.

Excluding the Project or Thesis grade, averages are computed for each term and cumulatively. Graduate work taken elsewhere and accepted as transfer credit is included in the computation of cumulative grade averages. A cumulative grade average of B (3.00) or higher is required for graduation. No more than one course in which a C+, C, or C- was earned may be applied toward a graduate degree. No grade below C- may be applied to a degree program.

## Student Classifications

The following classifications apply to graduate students:

1. First year graduate student: earned fewer than 18 graduate credit hours.
2. Second year graduate student: earned 18 or more graduate credit hours.
3. Full-time graduate student: enrolled in six or more graduate credit hours per term.
4. Part-time graduate student: enrolled in less than six credit hours per term.

## Writing and Speaking Proficiencies

Good writing and speaking skills are emphasized throughout all graduate degree programs. Each Master's Project or Thesis must be presented in both written and oral form. A Project or Thesis will not be judged acceptable until both the written content and oral presentation are evaluated as satisfactory.

The College has developed a support program to identify and remedy deficiencies that a student might have regarding written and oral communication skills. Based on evaluations, either at the time of admission, or in early course work, the Dean of Graduate and Continuing Education or a Program Coordinator may require a student to improve communication skills through the Writing Center, tutoring, additional undergraduate course work, or other means.

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## Degrees and Commencement

An application for graduation must be submitted to the Office of Graduate and Continuing Education prior to the term in which a student's degree program will be completed. Contact the Office of Graduate and Continuing Education for current submission deadlines.

A student completing all degree requirements in any term will receive a diploma on completion of that term and will be recorded as a member of the graduating class of that academic year. All work for the degree must be completed and documentation received by the Office of Graduate and Continuing Education by the last day of the examination period for that term. All graduates of the master's programs are encouraged to participate in the June Commencement ceremony. **If a student has completed the Project or Thesis by the end of the spring term** and has only one class remaining, he or she may participate in the Commencement ceremony.

## Academic Probation and Dismissal

A cumulative grade point average of 3.0 or higher is required for graduation. A graduate student shall be placed on probation after any term in which his or her cumulative grade point average is below 3.0, or any term in which he or she receives a graduate course grade of C+ or lower. Probation status warns the student that serious academic performance problems exist and that these problems must be diagnosed and corrected.

A student shall be dismissed when:

1. the grade point average earned during a single term falls below 1.0, or
2. the cumulative grade point average is below 3.0 for three consecutive terms of attendance, or
3. a graduate course grade of C+ or lower is received and all previous graduate course grades of C+ or lower have not been replaced with grades of B- or higher (see page 20 on Repeating Courses)

A dismissed student may apply for readmission after one year, upon demonstrating an improvement in motivation or preparation for graduate work. In the case of academic dismissal, an appeal may be made to the Dean of Graduate and Continuing Education.

## **Academic Dishonesty**

Any instructor who has assembled evidence of plagiarism will first offer the student a chance to provide an alternate explanation of the evidence or to admit fault. If the inference of plagiarism remains, the instructor may choose one of these options, listed in order of increased severity according to the extent and evident deliberateness of the deceit. The first two options suppose that the plagiarism is not extensive, that it would not have given the student substantial academic advantage such as full course credit or high course grade, or that the instructor has clear reasons to believe that the plagiarism can be accounted for by ignorance, which, though subject to discipline, is genuine.

1. Reprimanding the student and requiring either a revision of the work or an additional paper or exam

2. Lowering the grade for the paper or exam (even as far as F) without opportunity to regain the lost credit

The remaining three options come into play if the plagiarism is extensive, if it gave the student substantial academic advantage, or if the student had previously been warned against it.

3. Directed withdrawal of the student from the course

4. Failure of the student for the course

5. Referral of evidence to the dean of faculty for appropriate disciplinary action (which may go so far as suspension or dismissal)

Any sanction beyond 1) will be reported to the Dean of Faculty for notation in the student's file. The record of past plagiarism for a given student may affect the disposition of any new case. No notation will appear on the student's permanent transcript, nor will any notation be sent off campus with the student's records.

## **Withdrawal from North Central**

A student considering withdrawal from North Central must contact the Office of Graduate and Continuing Education. The amount of refund due upon complete withdrawal is determined by the date that permission to withdraw is received from the Office of Graduate and Continuing Education.

## **Learning Outcomes Assessment**

In order to provide for continual improvement in the quality of a North Central education, the College has developed an Outcomes Assessment Program, not just to find out how much and how well students learn, but also how and where they learn. What is discovered through the assessment program is used to make decisions about everything the College does, from curriculum planning to student activities to support services.

While not all students participate in every aspect of the assessment program, each student at North Central is expected to participate as needed in this important effort. Student contributions provide a clearer picture of what it means to be a North Central College graduate. Consequently, the College can communicate to employers and others the qualities which they can expect in a North Central graduate.

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# Master of Arts Degree in Liberal Studies

**Mission Statement:** The Master of Arts in Liberal Studies provides students with a broad, integrative, and interdisciplinary vision of the most important issues of modern culture. Students will be able to communicate with more precision, grace, and power, and to think and lead more creatively and critically at work and in their communities.

The Master of Arts in Liberal Studies (MALS) brings North Central College's deep commitment to interdisciplinary learning up to the intensity and maturity of graduate studies. The program has been one of the most respected in the nation, twice hosting the international conference of the Association of Graduate Liberal Studies Programs.

Within the MALS degree are three interrelated programs:

1. The Ethics and Public Service Program

A program combining ethics with knowledge about how to help the public understand the increasingly complex world of policy and choice concerning key issues of our time.

2. The Writing, Editing, and Publishing Program

A unique combination of professional and creative writing, plus editorial and management skills, preparing individuals to write, edit, and publish in today's wide-open writing environment.

3. The Culture and Society Program

A flexible master's program allowing students to combine MALS courses to create a coherent curriculum *specifically tailored* to their needs and interests

**Core Values:** All three programs are committed to writing and communicating with grace, power, and precision; thinking critically, creatively, and ethically; combining knowledge from many disciplines to gain a more holistic view of crucial issues; and bringing social change that betters family, work, and community.

**Students and Professors:** The three programs in the Master of Arts in Liberal Studies offer extraordinary personal attention and feature the college's best teachers and scholars. They attract an extraordinarily diverse student body—teachers, artists, scientists, managers, administrators, marketers, community volunteers, health care professionals, and leaders, or those who aspire to lead—from many walks of life and life circumstances. Students have also come to the Master of Arts in Liberal Studies to prepare for further graduate work in such areas as law, history, English, and anthropology, or to advance careers in many areas such as business or education.

**Requirements:** Each program requires 33 credit hours, roughly ten courses and a concluding thesis or project. The programs share three common core courses (MLS 506 - Ethics in Contexts, MLS 590 - Public Discourse, and MLD 683 - Leadership for Social Change) which reflect values of central importance to the College: ethics, public engagement, and social change.

*Five-Year Option:* Advanced undergraduates may apply for admission to the Master of Arts in Liberal Studies and, if accepted, begin taking graduate courses in their junior year. Up to four graduate courses may be taken as an undergraduate student. These four will count for both their undergraduate and graduate degrees so that after completion of undergraduate requirements, students may complete their master's program by staying just one additional year as full time students.

### **THE ETHICS AND PUBLIC SERVICE PROGRAM**

The Ethics and Public Service Program (EPS) brings to the level of graduate study one of North Central College's central missions: to produce principled, active, citizen leaders. The program's focus on ethics and public service aims to deepen our understanding of the crucial relationship of these two during a time which has witnessed enormous ethical lapses in public life by those who purport to serve the public. Besides gaining greater insight into various avenues of public service, students will also gain a greater ability to act as public intellectuals who can help the general public analyze and navigate the growing complexity of policy, its consequences, and its relationship to ethics. This program will be of special interest to those wishing to prepare for other advanced study or to work as writers and consultants on various issues of public concern, for working in the non-profit sector, or for becoming agents of change in their communities at any point in their lives and careers.

#### Common Core (9 credit hours)

MLS 506 Ethics in Contexts

MLS 590 Public Discourse

MLD 683 Leadership for Social Change and Renewal

#### Emphasis Courses (15 hours)

MLS 560 Introduction to Public Policy and the Legal Process

MLS 562 The U.S. Healthcare System and Patient Advocacy

MLS 564 Ethics, Public Interest Groups, and the Political Process

MLS 566 Culture, Place, and Policy

MLS 660 Natural Resources and Environmental Economics

#### Project or Thesis (3 hours)

MLS 695 or MLS 696

#### Elective Courses (6 hours)

Students are strongly urged to take one or two of the emphasis courses from the other programs within the Master of Arts in Liberal Studies—for example, given the importance of writing, MLS 540 Writing Life Stories, or ENG 455/555, Professional and Grant Writing from the Writing, Editing, and Publishing Program. Many of the emphasis courses may connect students to internships or other hands-on experiences in public service, but students may also choose a formal internship/independent study experience as one of their elective courses via MLS 599, MLS 693, or MLS 600, Independent Study or Internship.

Other recommended courses

EDN 515 The Institutional and Political Environment of Schools

MLD 558 Conflict Resolution

MLS 510 Changing Models of the Universe: Plato to Kepler

MLS 512 Religion, Ritual, and Symbol

MLS 530 The City

MLS 534 Gender in Public Life and the Professions

MLS 550 Ethics and Imagination

MLS 610 From Certainty to Chaos

MLS 612 Changing Concepts of the Earth and Its Life

MLS 632 Race, Ethnicity, and the American Experience

MLS 648 The Social Consequences of New Media

MLS 680 Justice, Care, and Community

### **THE WRITING, EDITING, AND PUBLISHING PROGRAM**

The Writing, Editing, and Publishing Program offers an innovative curriculum specially designed for people from diverse backgrounds committed to sharing their work with a wider audience. The program cultivates a mature workshop environment, both challenging and nurturing writers as they draft, refine, and market their work. Focused on the craft of writing, the ways forms of writing are related to and can be transformed into one another, and the process of bringing personal and professional projects to fruition, the program also builds crucial professional skills in editing and managing. It offers writers practical strategies for navigating today's wide-open writing environment and for understanding the entrepreneurial spirit, elements of design, and aspects of the digital world that will help them do so. The program's breadth and flexibility, its concern with the importance of writing for career and community, and its conviction that writers today must be able to write in many forms and for many audiences are carefully balanced with the individual writer's desire for self-expression, for mastery of specific genres and content areas, and for locating popular and literary markets where well-crafted work is appreciated.

#### Common Core (9 hours)

MLS 506 Ethics in Contexts

MLS 590 Public Discourse

MLD 683 Leadership for Social Change and Renewal; or ENG 462

Writing for Social Change (extra work required for graduate students)

#### Emphasis Courses (15 hours)

ENG 455/555 Professional and Grant Writing (Revised); or MLS 648

The Social Consequences of New Media

MLS 540 Writing Life Stories

MLS 542 Writing Fictions

MLS 544 Writing Performances

MLS 640 Finding Markets (1.5 credit hours)

MLS 642 Finalizing Manuscripts (1.5 credit hours)

Project or Thesis (3 hours)

MLS 695 or MLS 696

Elective Courses (6 hours)

Students are strongly urged to take courses from any of the emphasis courses in the other programs within MALS. For example, students interested in writing on public and policy issues, should seriously consider courses in the Ethics and Public Service program. The growing need for people to understand health care argues for taking the course MLS 562 - The U.S. Healthcare System and Patient Advocacy. Other core courses in the EPS program take on the importance of public interest groups, city planning, and the environment. Other MALS courses help students build expertise in such issues as race and ethnicity, gender, ethics, or science. And the importance of new media suggests that students consider MLS 648-The Social Consequences of New Media if they have not already taken it as one of the emphasis courses above.

Many of the emphasis courses may connect students to internships or other hands-on experiences in writing, editing, or publishing, but students may also choose a formal internship/independent study experience as one of their elective courses via MLS 599, MLS 693, or 699 Independent Study or Internship.

If students want more work in a particular writing form, they may also choose *one* of the ENG 400-level writing courses in poetry, fiction, or creative non-fiction with approval of the MALS program coordinator and the course instructor. Extra work, specified by the course instructor, will be required to attain graduate credit. Finally, any of the courses in the Sports Leadership course of study in the Master of Leadership Studies degree would be appropriate for those interested in sports writing.

**THE CULTURE AND SOCIETY PROGRAM**

The Culture and Society Program is the most flexible of the options in The Master of Arts in Liberal Studies, allowing students to most freely combine courses from anywhere in the MALS catalog to create a coherent curriculum *specifically tailored* to their needs and interests, whether on the job, or in their families and communities. In addition, students have created focused programs to prepare them for further graduate studies in such subjects as law, history, English, and anthropology. Historically, MALS courses have been combined to form strong concentrations not only in these subjects, as well as the two other formal programs described above, but also in areas such as multiculturalism and diversity, gender and women's studies, history of science, and ethics-four areas represented below under Emphasis Courses. Examples of ways to create concentrations are given in the Elective Courses section below.

Common Core (9 hours)

MLS 506 Ethics in Contexts

MLS 590 Public Discourse

MLD 683 Leadership for Social Change and Renewal

Emphasis Courses (9 hours)

1. Any course from the "History of Science" sequence  
MLS 510-Changing Models of the Universe: Plato to Kepler  
MLS 610-From Certainty to Chaos  
MLS 612-Changing Concepts of the Earth and Its Life
  
2. Any two of the following:  
MLS 512 Religion, Ritual, and Symbol  
MLS 518 Gender and Art  
MLS 534 Gender in Public Life and the Professions  
MLS 538 Sport in a Multicultural World  
MLS 550 Ethics and Imagination  
MLS 632 Race, Ethnicity, and the American Experience  
MLS 634 The "Third World"

Project or Thesis (3 hours)

MLS 695 or MLS 696

Elective Courses (12 hours)

Any MLS course is allowed, though students are expected to work with the MALS program coordinator, MALS faculty, and graduate programs staff to construct a coherent program focused on an area most suited to their needs and interests. For example, students interested in history might take the entire "History of Science" sequence, as well as such history-based courses as MLS 530 The City, long a popular, signature course in MALS. Students may choose to focus on issues of diversity and multiculturalism by taking all such courses under the Emphasis Courses section above (512, 538, 632, 634). They may choose to focus on ethics by taking MLS 550 Ethics and Imagination and choosing from the list of Emphasis and Elective courses in the Ethics and Public Service Program above, including MLS 564 Ethics, Public Interest Groups, and the Political Process, and MLS 660 Natural Resources and Environmental Economics. Students are also strongly urged to look at the emphasis courses in the other programs within MALS either as a way to further focus or to add necessary skills or further breadth to their studies. For example, the importance of writing and media suggests serious consideration of the emphasis courses in the Writing, Editing, and Publishing Program, including MLS 648 The Social Consequences of New Media. Though the program cannot be all things to all people, it has served a very wide set of interests in the past.

Independent Study (MLS 599 or 693) is also a strong option for those wishing even more focus to prepare, for example, for applying to a Ph.D. program in a specific subject such as English.

## **COURSE DESCRIPTIONS**

All of the following courses are worth three credit hours unless otherwise noted.

### **EDN 515 The Institutional and Political Environment of Schools**

The governance of schools today is characterized by a fundamental shift in structure, organization, and administration. This course will examine these changes and the political, social, and business context in which school administrators make decisions. The course will include the historical foundations and evolution of schools as a social institution, as well as the issues that shape policy-making at the local school level. This course is an elective in the C&I strand.

### **EDN 536 The School/Home/Community Partnership**

An interactive, participatory graduate course designed to explore the administrator's role in the school, home, and community relationship. Through discussion, interactive exploration, group analysis, and networking, the student will experience ways to be an educational leader in this triad. Focus will be on parent and community involvement, communication with stakeholders, school-business partnerships, school board relations, and additional areas of interest that involve the community as a key component.

### **ENG 555 Professional and Grant Writing (Same as ENG 455)**

An advanced study of and practice of professional writing for various audiences, addressing style, structure, and ethical considerations pertaining to a variety of document forms and publishing platforms. Special attention will be given to writing effective grant applications.

### **MGT 621 Organizational Behavior**

An examination of the development of organization theory, as well as individual and group motivation and behavioral factors within organizations. Topics include organizational change, conflict, structure, development, communication, decision making, and leadership. Prerequisite: None.

### **MGT 645 Organizational Leadership Theory and Group Performance**

An analysis of the development of various leadership theories and the practice of leadership. Profit and not-for-profit sectors are examined. The intellectual, psychological, political, and social sources of leadership are studied for their theoretical foundation and for practical application. The concept of transformational leadership, contrasted with transactional leadership, is stressed. Students are encouraged to practice leadership roles in class and to apply their knowledge in a course project. Prerequisite: None.

### **MGT 683 Innovation and Organizational Change**

An analysis of the management of innovation and change in organizations; the technical, economic, and social dynamics associated with the change process; and the role of the leader as a change agent. Case studies of organizations undergoing change and biographies of leaders and change agents are examined. Several models of change are studied, including the matrix of possible change strategies and actors in the organization. Students are encouraged to undertake a project of consequential change in an organization of their choice. Prerequisite: MGT 645, MGT 675, or consent of MBA coordinator.

### **MLD 558 Conflict Resolution**

This course studies the prevailing theories and methods of conflict resolution from a variety of perspectives and in a number of settings—including interpersonal, business, cross-cultural, and international. Special attention will be given to

developing facilitative communication and negotiation skills. Prerequisite: None.

### **MLD 683 Leadership for Social Change and Renewal**

A study of contemporary leaders who have developed organizations and programs addressing critical environmental and social issues. Their strategies for building consensus and constituencies will be considered in light of social and ethical theory. Prerequisite: Student must have completed at least one course in all three theme areas and one elective.

### **MLS 506 Ethics in Contexts**

A survey of normative theories of ethics (consequential, deontological, virtue, and justice based), and their application to personal moral decision making and contemporary issues in public and professional contexts. Topics include: ethical pluralism; identifying ethical aspects of public policy and organizational issues, and analysis of potential conflicts between civic, professional, religious and personal morality.

### **MLS 510 Changing Models of the Universe: Plato to Kepler**

An examination of the interdependence of religion, philosophy, and scientific theories. Focus is on the cosmologies and physical theories of Plato, Ptolemy, Copernicus, and Kepler, and how these led to radical changes in our concept of the structure, size, and meaning of the universe. First of a three-course sequence on the nature and history of science (see MLS 610 and 612). Prerequisite: None.

### **MLS 512 Religion, Ritual and Symbol**

A cross-cultural examination of how religious beliefs and institutions, concepts of the magical, and myths and rituals shape our view of reality. The course will survey some of the major ways our understanding of these things has evolved, focusing particularly on structural analysis of symbol systems. Prerequisite: None.

### **MLS 518 Gender and Art**

The study and critique of feminist strategies for analyzing art and culture. The course explores how women have portrayed their experience in literature and the visual arts in comparison to how men have traditionally depicted their experience. Prerequisite: None.

### **MLS 530 The City**

A comparative study of urban development and the nature and growth of urban populations in various parts of the world. The course also explores various images, theories, and attitudes toward the city, and how these are related to ways we perceive the social problems arising with urban growth and propose solutions to them. Prerequisite: None.

### **MLS 534 Gender in Public Life and the Professions: Literature, Theory, and Practice**

Through a consideration of literature, theory, and practice, this course will examine constructions of gender as they impact such issues as community, problem solving, leadership, and organizational structure within a national and global setting. Literary texts will be read in conjunction with interdisciplinary readings drawn from such fields as the arts, business, education, law, medicine, communication, technology, and social sciences. Prerequisite: None.

### **MLS 538 Sport in a Multicultural World**

This course explores the function of sport in American society as utilized by various constituencies. It assumes an interdisciplinary format that draws from

historical, sociological, anthropological, and literary texts, as well as film analysis. Reading and class discussions will analyze the role of sport in the construction of culture, the nature of cultural change over time and the various meanings of sport among sub-cultures. Ethical questions, such as the role of sport in establishing, reinforcing, or resisting dominant social values will be considered. This course aims to improve critical thinking and analytical skills by learning and applying theoretical frameworks. Students should develop a historical perspective on the construction of culture, and particularly, on the uses of sport in that process. Students should also gain an appreciation and respect for alternative cultures. Prerequisite: None.

### **MLS 540 Writing Life Stories**

An innovative workshop course offering advanced practice in the creation of popular and/or literary autobiography and biography-based manuscripts. Students learn to transform and draft meaningful life stories into traditional and mixed-genre pieces suitable for publication or agenting. Particular emphasis will be given to market-ready creative nonfiction and literary journalism, memoir, and travel writing, and may also include long-form poem cycles and personal essays.

### **MLS 542 Writing Fictions**

An innovative workshop course offering advanced practice in the creation of saleable literary fictions and meta-fictions. Via a variety of eclectic workshops students learn to transform and draft core story ideas into writer-selected, market-ready subgenres such as genre fiction, autobiographical novels, novellas, parables, fables, allegories, and other experimental and/or cross-genre fictions.

### **MLS 544 Writing Performances**

An innovative workshop course offering advanced practice in writing for performance. Students learn to transform and adapt compelling nonfiction, fiction, and poetic situations and scenarios into market-ready performance pieces such as plays, dramatic sketches, monologues, audio commentaries, lyrics, oral storytelling, and spoken word poetry.

### **MLS 550 Ethics and Imagination**

A thematic introduction to roles played by the imagination in developing, sustaining, and transforming morality. The course will approach critical thinking about the moral life from the dual perspectives of ethics and of arts such as literature, painting, and film. Prerequisite: None.

### **MLS 560 Introduction to Public Policy and the Legal Process**

An introduction to the general history of public policy and the field of public policy studies, combined with an introduction to the legal history and legal processes required to create public policy. Sample cases may include public policy formation regarding justice, race, healthcare, housing, and other important issues.

### **MLS 562 The U.S. Healthcare System and Patient Advocacy**

An examination of the various components of the U.S. healthcare system, both public and private, emphasizing the ways that healthcare in the United States is organized, delivered, and financed. Special attention will be paid to moral issues as they relate to the healthcare system and to the practical implications of this discussion in advocating for patients and their families.

**MLS 564 Ethics, Political Interest Groups & the Political Process**

A study of the rise of interest groups and their enormous effects on the American political system. The course explores the workings of various groups related to how they target potential members, lobby Congress and other governmental bodies, and conduct campaigns to advance their interests. The ethical dilemmas of such activities, including the often corrosive effect of money and the often uneasy relationship of interest group activity and federal regulations, will also be a major concern.

**MLS 566 Community Development: Planning, Housing and Social Justice**

An exploration of the role of place and social justice in community development, primarily in cities, and particularly as it relates to issues of housing and city planning.

**MLS 570 Critical Thinking**

A study of various perspectives concerning critical thinking. In particular, the course will explore various relationships between creative and critical thinking with specific attention to what such relationships mean for the pursuit of truth, the development of writers, and the methods teachers and others who lead can use to enhance critical and creative thinking in others. Prerequisite: None.

**MLS 572 Creative Writing and Public Discourse**

A workshop in the writing and analysis of poetry and prose fiction as a means of helping students use creative writing techniques to broaden the nature of public discussion, and of encouraging them to articulate attitudes toward social and ethical issues creatively. Prerequisite: None.

**MLS 590 Public Discourse**

A study of the many levels of public discourse, as well as a broad range of public discussions, past and present. The course seeks to foster a sense of public responsibility, and to enable students to write effectively for the general public awareness, debate, and action.

**MLS 599 Independent Study**

Designed for students who want to do an introductory study of a topic not covered in a regular course. Prerequisite: Consent of instructor.

**MLS 610 From Certainty to Chaos**

This course begins with Isaac Newton, whose brilliant ideas led scientists and philosophers to envision a time when all facts about the universe would be known and precisely based on mathematical knowledge. It then investigates how continuing work in theoretical mathematics, logic, computability and the new theory of chaos has seriously questioned this vision and placed severe limits on how broad and precise human knowledge can get. Prerequisite: MLS 510 recommended.

**MLS 612 Changing Concepts of the Earth and Its Life**

An investigation of the history of geology and evolutionary biology. The course begins with Darwin's theory of adaptive evolution under uniform and regular geological conditions and ends with Gould's theory of punctuated equilibrium acting under cyclically catastrophic geological conditions. The effects of an increasingly contingent view of our origin as a species will also be investigated. Prerequisites: MLS 510 and 610 recommended.

**MLS 632 Race, Ethnicity, and the American Experience**

An analysis of how race, ethnicity, and concepts about these have shaped the American experience. Focusing on selected groups from both minority populations and the "white" majority population, students will study how these groups have sought to define themselves against the larger backdrop of American culture and society. Social, historical, and economic perspectives will be considered and supplemented by literature and analytical methods drawn from contemporary critical theory. Prerequisite: None.

**MLS 634 The "Third World"**

A study of literature, culture, politics, and psychology aimed at understanding both the so-called "Third World's" struggle for identity, as well as ways the West has imposed its political and cultural constructs upon this world. Prerequisite: None.

**MLS 640 Finding Markets (1.5 credit hour)**

A highly individualized and small-group course in which students not only gain an understanding of the wide spectrum of markets for a writer's work, but also find specific markets for each student's particular works.

**MLS 642 Finalizing Manuscripts (1.5 credit hour)**

A highly individualized and small-group course in which students finish manuscripts by fine-tuning them in relationship not only to the norms of a genre and carious standards of submission, but also to the demands of the specific markets and outlets to which they will be submitting.

**MLS 648 Social Consequences of New Media**

A study of the confluence of "new media" technology and its implications for profound social change, impacting everything from the way we raise our children to the way we conduct war. This course explores both the beneficial and detrimental aspects of new media, focusing especially on solutions to probable detrimental effects before long term trends set in.

**MLS 660 Natural Resources and Environmental Economics**

An examination of the shortcomings of the market system and the impact of economic activity on the environment, focusing on the application and use of economic instruments in improving environmental quality. Other topics covered include the valuation of environmental resources and prospects for sustainable development, plus traditional regulation of the U.S. economy, including command and control policies.

**MLS 680 Justice, Care and Community**

A critical investigation of contemporary debates over the moral basis of justice between advocates of liberalism, communitarianism, and feminist ethics.

The course focuses on ways in which these different perspectives produce alternative responses to topics in distributive and retributive justice, as well as the notion of justice-based community itself.

**MLS 692 Special Topics**

Topics will vary depending on faculty and student interests. Topics and prerequisites will be announced in advance. May be taken more than once with different content. Prerequisite: Consent of Instructor.

**MLS 693 Independent Study**

Designed for students who want to do advance study of a topic previously covered in a regular course but not offered in another course. Prerequisite: Consent of instructor.

**MLS 695 Master's Project**

Prerequisite: Students typically must have completed at least one course in each theme area, one elective, and one capstone course. Before registering, students must also complete a proposal essay and obtain signatures from their faculty director and second reader attesting approval of the proposal.

**MLS 696 Master's Thesis**

Prerequisite: Students must have completed at least one course in each theme area, one elective, and one capstone course. Before registering, students must also complete a proposal essay and obtain signatures from their faculty director and second reader attesting approval of the proposal.



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# Master of Leadership Studies Degree

**Mission Statement:** The Master of Leadership Studies Degree program enables students to develop a broadened perspective in ethics, social sciences and humanities to advance into leadership positions within a community or organization. In their studies, students will identify and assess the common challenges of leadership that cut across business, social and cultural contexts.

## Master of Leadership Studies Degree Program Structure

The Master of Leadership Studies Degree (MLD) program enables students to develop a broadened perspective about themselves and others so as to better inform and practice leadership within their communities and work places. The courses track both the behavioral and humanistic strains of research in the study of leadership, identifying the common challenges of leadership that cut across, business, community and cultural contexts. Students engage in reading and discussion with peers about the big issues of leadership that lead to the development of the whole person, beginning with questions of values and integrity.

Students must complete a total of 33 credit hours to receive the Master of Leadership Studies Degree: 18 credit hours in the core, 12 credit hours in a course of study, and 3 credit hours in a project. Students must take at least five 600-level courses to complete degree requirements, including the Leadership Studies Capstone or Thesis.

## CORE REQUIREMENTS (ALL MLD DEGREE SEEKERS):

6 Courses (18 credit hours)

MLD 525 Theories & Models of Leadership

MLD 545 Ethical Challenges of Leadership

MLD 565 Global Leadership

MLD 683 Leadership for Social Change & Renewal

MLD Skills Electives (Choose Two):

MLD 558 Conflict Resolution

MLS 590 Public Discourse

BUS 595 Small Business Entrepreneurship

## COURSES OF STUDY

### Professional Leadership Course of Study

All Courses Required; 4 courses (12 credit hours)

The course of study in Professional Leadership prepares students for successful careers in a variety of contexts by enabling them to further develop their knowledge of leadership, organizational behavior, and group dynamics. Students interested in leading within a business or organization will benefit from the coursework discussion and case studies that are required in the program. Students will study issues involving leading across cultures, and will explore how to lead during a crisis and in a variety of other contexts and settings. Through an in-depth study of leadership, students will develop strategies that will enable them to gain more followers, make better decisions, and lead more effectively.

MGT 621 Organizational Behavior  
MGT 645 Organizational Leadership & Group Behavior  
MLS 506 Social & Ethical Responsibilities of Management  
MLD 692 Special Topics in Leadership

### **Sports Leadership Course of Study**

Four of Five Courses (12 credit hours) Required

The course of study in Sports Leadership prepares students to start or advance careers in a wide variety of sports-related areas. Students interested in administrative roles, whether coaching or athletic program direction, in either K-12 or higher education settings, will benefit from the coursework required in this degree program. Similarly, students wishing to pursue careers in the front offices of sports organizations will also find the mix of pre-professional and writing-intensive liberal arts courses very useful. Finally, students with long-term interests in representing athletes in an agency capacity, could, very helpfully, complete this degree before attending law or business school.

MLS 538 Sport in Multi-Cultural Society  
MLD 618 The Business of Sport  
MLD 628 The Science of Sport  
MLD 638 The Social Significance of Sport  
MLD 692 Special Topics in Leadership or MLD 693 Practicum

### **Higher Education Leadership Course of Study**

All Courses Required; 4 courses (12 credit hours)

The course of study in Higher Education Leadership prepares students for successful careers in college and university administration in a variety of areas; student affairs, admission, athletic, and academic administration. The program is designed to prepare practitioners for positions of leadership in higher education through an integration of theory-based course work and extensive experiential work in a graduate assistantship or practicum setting. Students completing the program will be able to successfully incorporate leadership and human development theory with day-to-day operational experience and professional reading, writing, and thinking skills into essential areas of college and university administration.

MLD 614 Administration of Higher Education  
MLD 624 College Student Development - Theory and Practice  
MLD 634 Legal and Ethical Issues in Higher Education  
MLD 692 Special Topics in Leadership or MLD 693 Practicum

### **Social Entrepreneurship Course of Study**

All Courses Required; 4 courses (12 credit hours)

The course of study in Social Entrepreneurship prepares and encourages students to start and manage businesses and other organizations that contribute to the public good by helping to create more fair trade opportunities, manage environmental resources more responsibly, alleviate poverty, and pursue justice, peace, and health issues.

Social entrepreneurship organizations may be non-profit or for-profit ventures, and new or already established businesses. Students may focus on the broader aspects of visioning, starting, and marketing such organizations, or on the more technical, day-to-day and long-term business, financial, or management aspects of such ventures. The social entrepreneurship program builds on several North Central College programs, both graduate and undergraduate, curricular and extracurricular, which have for years encouraged involvement in social causes. The program also builds on the college's church-related origins and its long history of ministry and service to the world.

MLD 611 Social Entrepreneurship and Human Resources

MLD 631 Financing, Accounting, and Reporting for Social Entrepreneurship

MLD 641 Creating and Managing Sustainable Ventures

MGT 621 Organizational Behavior

**CAPSTONE** 1 course (3 credit hours)

MLD 697 Leadership Studies Capstone or MLD 696 Master's Thesis

Upon evaluation of a student's transcript and life experiences, the Graduate Committee on Leadership Studies may waive requirements in certain areas, thereby allowing a student more flexibility in choosing his or her remaining courses.

**COURSE DESCRIPTIONS:** All of the following courses are worth three credit hours unless otherwise noted.

### **BUS 595 Small Business Entrepreneurship**

A study of the skills and business strategies necessary for creating a successful small business. Additional topics include analysis of the economic climate, securing technical and financial assistance, new product development, and business concepts applicable to entrepreneurial situations in a corporate environment.

### **MGT 621 Organizational Behavior**

An examination of the development of organizational theory, as well as individual and group motivation and behavioral factors within organizations of different kinds and sizes. Topics include organizational change, conflict, structure, development, communication, decision making, and leadership. Prerequisite: None.

### **MGT 645 Organizational Leadership and Group Performance**

An analysis of organizational leadership and the practice of leading and managing corporations and small businesses and not-for-profit associations or governmental agencies. The intellectual, psychological, political, and social sources of leadership are studied for their theoretical foundation and practical application. The concepts of transformational and transactional leadership are continually examined and students are encouraged to develop their leadership skills through case analysis, role development, and research projects. Prerequisite: None.

**MLD 525 Theories & Models of Leadership**

Students will study the theories and models of leadership, including situational leadership, trait and skill theory and servant leadership. Explores self-awareness through assessment tools, as well as strategies for personal, team and organizational leadership. Emphasis on application of theoretical concepts to actual leaders and leadership situations.

**MLD 545 Ethical Challenges of Leadership**

An examination of the ways in which ethics provides the grounding for the practice of leadership. Attention given to how leadership involves use of a set of values and an ethical stance to engage followers. Leadership is defined as more than occupying an organizational position or wielding power. Topics covered include ethical systems, the nature of values, the reciprocal relationship between leaders and followers, the exercise of power and decision-making. Prerequisite: None.

**MLD 558 Conflict Resolution**

This course studies the prevailing theories and methods of conflict resolution from a variety of perspectives and in a number of settings—including interpersonal, business, cross-cultural, and international. Special attention will be given to developing facilitative communication and negotiation skills. Prerequisite: None.

**MLD 565 Global Leadership**

Students in Global Leadership will explore the role of a leader in our expanding, culturally diverse world. Students will consider the effect of globalization on leadership, and define the characteristics necessary to successfully lead internationally. They will explore concepts such as nationalism, study international notions of power and justice, and examine international regions and leaders within a wide range of contexts. The impact of cultural diversity and multi-cultural awareness will also be explored.

**MLD 611 Social Entrepreneurship & Human Resources**

Introduction to human resource issues involved in establishing and operating an entrepreneurial organization with a mission of social change. Focus will be placed on conceptual and practical methods of attracting, deploying, developing, and retaining employees and volunteers. Emphasis will be placed on developing an understanding of prevailing employment law and legal structures within which small businesses operate.

**MLD 614 Administration of Higher Education**

This course studies the prevailing theories and research regarding the role of the administrator in American higher education. Students will examine the organizational and governance context in which the administrator operates and develop skills that will broaden their capacity to respond to the changing managerial and leadership needs in higher education.

**MLD 618 The Business of Sport**

An introduction to the business of sport management, with a special emphasis on sport finance. This course provides students with an opportunity to study and learn skills relative to financial issues in sport management, including the basics of sport finance, how to obtain funds, entrepreneurial ventures, financial analysis, capital structuring, financial management, profit management, and exit strategies. It is intended for students with an interest in sport business careers.

**MLD 624 College Student Development**

An overview of college student development theory. This course is designed to give students the opportunity to study, critique, and apply student development theories and models as they relate to teaching, advising, and working with diverse college student population.

**MLD 628 The Science of Sport**

Scientists use technology and other tools to examine a wide range of sport phenomena ranging from the measurement of baseball pitch velocity to the design of new football equipment to make the game safer. This course will allow you to understand and use some of these tools to examine athletic performance, perhaps even your own, and to investigate the design and production of sports equipment. Variable topics, such as the physics of sport performance, psychological aspects, or the role of exercise and brain function for performance health and learning will be considered.

**MLD 631 Financing, Accounting, and Reporting for a Social Entrepreneurial Enterprise**

Introduction to finance and accounting topics needed to establish and operate an entrepreneurial organization with a mission of social change. Focus will be placed on the methods of analysis necessary to gauge the financial viability of an organization and its projects and the reporting methods used to communicate results to stakeholders. Additional emphasis will be placed on the techniques used and information needed to secure financing through micro-lending or other more traditional financing techniques.

**MLD 634 Legal & Ethical Issues in Higher Education**

An examination of the legal and ethical issues relevant in college and university environments. Students will be introduced to the law as it relates to higher education and will be asked to critically examine the impact of legal issues on practitioners. Approaches for managing the ethical challenges of higher education administration are also explored.

**MLD 638 The Social Significance of Sport**

This course will consider topics of historic and current cultural interest, such as the role of sport in the construction of race, gender, social class, or ethnicity; the use of sport to achieve political ends; the socio-political purposes of urban and suburban sport spaces; the religious nature of sport; the globalization of sport as an economic and cultural function; and the role of sport in socialization processes. The seminars are intended to provide students with a greater understanding of the theoretical and practical roles of sport in society.

**MLD 641 Creating & Managing Sustainable Ventures**

This course provides historical and ethical perspectives on our thinking about the environment and sustainability. It helps students to recognize emerging opportunities for social entrepreneurs, to plan ventures in sustainability, and to understand ways to help existing enterprises incorporate sustainability within their operations. It helps students to articulate the social responsibility of becoming a more sustainable society, and to think strategically about managing such efforts.

**MLD 683 Leadership for Social Change and Renewal**

A study of contemporary leaders who have developed organizations and programs addressing critical environmental and social issues. Their strategies for building consensus and constituencies will be considered in light of social and ethical theory. Prerequisite: Student must have completed at least one course in all three theme areas and one elective.

**MLD 692 Special Topics in Leadership**

A topical course offering a study of the leadership skills and strategies necessary for success in a wide variety of contexts including business, higher education, athletics and social entrepreneurship. Repeatable once, if on different topic.

**MLD 693 Practicum**

An applied leadership course requiring independent work conducted in an on-campus office or program which is project driven and completed on an individual basis under faculty supervision. Both instructor and MLD Program Coordinator/Dean of Graduate Programs approval required for enrollment.

**MLD 696 Thesis**

Production of a journal quality written research document addressing a narrow leadership issue with significant depth. Both instructor and MLD Program Coordinator/Dean of Graduate Programs approval required for enrollment. Taken in lieu of MLD 697.

**MLD 697 Leadership Studies Capstone**

An advanced leadership learning experience with a significant written component, done as groups or individually, and tailored, to the extent possible, to the interests of particular courses of study.

**MLS 506 Ethics in Contexts**

A survey of normative theories of ethics (consequential, deontological, virtue, and justice based), and their application to personal moral decision making and contemporary issues in public and professional contexts. Topics include: ethical pluralism; identifying ethical aspects of public policy and organizational issues, and analysis of potential conflicts between civic, professional, religious and personal morality.

**MLS 538 Sport in a Multicultural Society**

An exploration of the role of sport in the construction of culture, the nature of cultural change over time, and the many meanings of sport among various sub-cultures. Ethical questions such as the role of sport in establishing, reinforcing, or resisting dominant social values will also be considered. Through a study of historical, sociological, anthropological, and literary texts, including film, students will develop an historical perspective on the construction of culture, and particularly on the role of sport in that process, as well as an appreciation and respect for alternative cultures. Prerequisite: None.

**MLS 590 Public Discourse**

A study of the many levels of public discourse, as well as a broad range of examples of public discussion past and present. The course seeks to foster a sense of public responsibility, and to enable students to understand ways their own interests and academic concerns may be brought effectively into the arena of public awareness, debate, and action.

# Master of Business Administration Degree

**Mission Statement:** The purpose of the Master of Business Administration program at North Central College is to expand a student's analytical ability in problem recognition and resolution by educating the student as to the broad scope of business, economic, technological, social and ethical, and management issues in the present day. The goal of the MBA program is to prepare students for career advancement. In providing students the opportunity for intellectual growth through small and interactive classes, balancing theoretical and practical perspectives, we assist our students in reshaping their potential and their capabilities.

**Master of Business Administration Degree Program Structure** The curriculum consists of 10 to 16 courses (30 to 48 credit hours), that balance management theory with applications in a broad spectrum of organizational settings. The program contains four coordinated and cohesive components: (1) a set of six prerequisite courses that may be fulfilled partially or completely, with a student's previous course work at the undergraduate or graduate level; (2) a common core of six courses at North Central College including a capstone experience; (3) a set of three courses in an "Area of Focus"; and (4) a single elective course taken from any graduate program. Entry into the program requires the student to have earned a bachelor's degree from an accredited college or university, or to have been accepted into one of the College's five-year integrated undergraduate/graduate programs. In addition, a grade of "B-" or better must have been earned to meet a prerequisite. Students needing to take one or more prerequisites may not count these courses towards the minimum 10-course degree requirement. Students must take at least five 600-level courses to complete degree requirements. Although each student's timetable and abilities are different, it is possible to complete the program in less than two years.

## PREREQUISITE COURSES (with North Central College courses)

Course	Undergraduate Course	Graduate
Financial Accounting	ACC 201	ACC 501
Managerial Accounting	ACC 202	ACC 502
Business Law	BUS 105	BUS 505
Statistics	BUS 241	BUS 541
Economics	ECN 250 & ECN 252	ECN 500
Financial Management	FIN 350	FIN 550

## **CORE COURSES (6 COURSES, 18 CREDIT HOURS)**

BUS 546 - Operations Research or BUS 641 - Econometrics

MGT 645 - Organizational Leadership

MGT 675 - Strategic Management

MKT 570 - Marketing Management

MLD 545 - Ethical Challenges of Leadership or MLS 506 - Ethics in Contexts

### **Capstone (1 course, 3 credit hours)**

MGT 676 Strategic Decision Making or ACC/FIN/MGT/MKT 696 Thesis\*

\*Students may choose to complete a Thesis instead of MGT 676.

For details on the differences between these two options, consult the MBA program Coordinator or the Director of Graduate and Continuing Education.

## **AREA OF FOCUS (3 COURSES, 9 CREDIT HOURS)**

A set of three courses with a common disciplinary theme. The specific courses used to complete the Area of Focus require the approval of the MBA coordinator or Director of Graduate and Continuing Education. This “set” may be a traditional area of study, including

- Change Management
- Human Resource Management
- Marketing
- Finance
- Management
- International

or it could be a unique combination of courses taken from several disciplines, including graduate courses from International Business Administration (MIBA) or non-business areas, such as

- Web and Internet Applications (MS-Web)
- Leadership Studies (MLD)
- Management Information Systems (MS-MIS)
- Education (MA-Ed)
- Liberal Studies (MALS)

Students work closely with their graduate advisor to define an Area of Focus suited to their individual needs and educational aspirations.

## **ELECTIVE (1 COURSE, 3 CREDIT HOURS)**

Students round out their program with one elective course (three credit hours). These electives offer students the opportunity to extend their educational experience into new topics or to pursue additional coursework in their Area of Focus. Generally, students may choose elective courses from any of the College’s seven graduate programs, provided they are approved by the MBA Coordinator. Prerequisite courses may not be used in this area.

## **MBA TO MS-MIS DUAL DEGREE**

Students who earn the MBA degree through North Central College may, with careful planning, earn the MS-MIS degree with a minimum of 18 additional graduate credit hours. Students who are interested in pursuing this option should work closely with the Faculty Coordinator from the MS-MIS program, as well as with the Director of Graduate and Continuing Education.

Students must complete the required undergraduate level prerequisite courses (or their equivalent as determined by the Faculty Coordinator) for the MS-MIS program.

At a minimum, students must complete the MS-MIS Core and one additional computer science elective.

### **Residency Requirement**

All MBA students must complete a residency requirement of 24 credit hours. Prerequisite courses taken at North Central College do not count toward the residency requirement. Students may transfer up to six credit hours of graduate coursework from other accredited institutions. The Strategic Decision Making course (MGT 676) or Thesis must be completed in residence at North Central College. Two of the three "Area of Focus" courses must be completed in residence at North Central College.

**COURSE DESCRIPTIONS** All of the following courses are worth three credit hours unless otherwise noted. All courses offered annually unless otherwise noted.

#### **ACC 501 Financial Accounting**

Measurement and reporting of financial information, including revenue recognition, inventory valuation, depreciation theory, liability recognition, and corporate equity measurement. Prerequisite: None.

#### **ACC 502 Managerial Accounting**

Development, analysis, and interpretation of accounting data for management decision-making. Topics include allocation of manufacturing overhead, budgeting, break-even and variance analysis, and methods of reporting costs that are essential to managerial decisions. Prerequisite: Knowledge of external and internal accounting reports is recommended.

#### **ACC 530 Taxes I (Same as ACC 430)**

Basic concepts of federal income tax laws and their application in individual taxation. Topics include gross income, excluded income, deductions (business, non-business, and employee), tax credits, depreciation, capital gains and losses, installment sales, nonrefundable credits, and bad debts and losses. Prerequisite: ACC 202.

#### **ACC 531 Taxes II (Same as ACC 431)**

Basic concepts of federal income tax laws and their application primarily to business entities. Topics include corporations, corporate distributions, partnerships, securities and retirement plans, administrative procedures, and S corporations. Prerequisite: ACC 430.

#### **ACC 540 Advanced Accounting (Same as ACC 440)**

A study of accounting principles concentrating on the preparation of consolidated financial statements and related topics. Prerequisites: ACC 318, IFS 104.

#### **ACC 560 Accounting for Not-For-Profits (Same as ACC 460)**

A study of fund accounting as used by not-for-profit organizations such as government agencies, colleges, hospitals, and charitable organizations. Prerequisites: ACC 318, IFS 104.

**ACC 570 Auditing (Same as ACC 470)**

A study of Generally Accepted Auditing Standards, procedures used to examine clients' financial statements and the auditors' decision-making process. Additional topics include internal control environment, evidence-gathering procedures, sampling, and the preparation of the auditors' report. Prerequisites: ACC 310, ACC 318, ECB 241.

**ACC 590 Seminar: Financial Accounting (Same as ACC 490)**

Topics in financial accounting with an emphasis on emerging issues and the nature of financial accounting standard setting. Repeatable with different topic. Prerequisite: ACC 318.

**ACC 599 Independent Study**

Designed for students who intend to conduct an introductory study of a topic not covered in regular coursework.

**ACC 601 Financial Analysis and Control**

Building upon financial and managerial accounting principles, we will study and perform financial statement analysis. Recent requirements to strengthen reporting controls will be explored. Other relevant topics will be discussed.

**ACC 692 Special Topics**

Topics will vary depending on faculty and student interests. Topics and prerequisites will be announced in advance. May be taken more than once with different content. Prerequisite: Consent of instructor.

**ACC 693 Independent Study**

Designed for students who intend to conduct an advanced study of a topic introduced previously in a graduate course.

**ACC 696 Thesis** Prerequisite: Approval of MBA Coordinator and faculty supervisor.

**BUS 505 Legal Environment of Business**

An introduction to the influence of public policy, as implemented through the legal system and governmental regulatory bodies, on the formation and operation of businesses in a competitive environment. Topics include issues such as environmental, safety, labor, and antitrust legislation; affirmative action; product liability; interstate commerce regulation; and consumerism. Prerequisite: None.

**BUS 541 Business Statistics**

Statistical theory and methodology, with applications of principles of probability, sampling and estimation, hypothesis testing, regression, and correlation in a wide range of business decisions under conditions of risk and uncertainty. Same as: EDN 541. Prerequisite: College algebra or equivalent.

**BUS 546 Operations Research (Same as BUS 446)**

Applications of mathematical models in managerial decision making. Statistical decision theory and optimization techniques including matrices, linear programming, decision theory, simulations, game theory, Markov processes, queuing theory, and network analysis. Prerequisite: BUS 541.

**BUS 567 Project Management (Same as BUS 467)**

Skills and knowledge needed to effectively manage projects. Topics include methods of planning, estimating, scheduling, tracking and controlling projects. Address group process issues and leadership concerns. Prerequisite: BUS 241 or BUS 541.

**BUS 595 Small Business Entrepreneurship**

A study of the skills and business strategies necessary for creating a successful small business. Additional topics include analysis of the economic climate, securing technical and financial assistance, new product development, and business concepts applicable to entrepreneurial situations in a corporate environment.

**BUS 599 Independent Study**

Designed for students who intend to conduct an introductory study of a topic not covered in regular course. Prerequisite: Consent of instructor.

**BUS 641 Econometric Applications for Business**

Applications of multivariate-analysis methods in a business setting. Students will be expected to define business-related problems; develop research proposals; collect, analyze, and interpret data; and prepare oral and written reports. Assignments include case studies and student/instructor defined projects. Prerequisite: BUS 541 or equivalent.

**BUS 692 Special Topics**

Topics will vary depending on faculty and student interests. Topics and prerequisites will be announced in advance. May be taken more than once with different content. Prerequisite: Consent of instructor.

**BUS 693 Independent Study**

Designed for students who intend to conduct advanced study of a topic introduced previously in a graduate course. Prerequisite: Consent of instructor.

**ECN 500 Principles of Economics**

Concepts relevant to the analysis of the economic environment of the business firm, including factors of supply and demand, elasticity, competition, unemployment, inflation, national income analysis, and resource allocation decisions by government, businesses, and households. Prerequisite: None.

**FIN 550 Financial Management**

A survey of the tools, concepts, and models used in financial analysis. Specific topics include discounted cash flow analysis, capital budgeting, risk and return, valuation models, financial markets, statement analysis, mergers and acquisitions, and multinational finance. Prerequisite: ACC 501 or ACC 502, ECN 500. BUS 541 recommended.

**FIN 599 Independent Study**

Designed for students who intend to conduct an introductory study of a topic not covered previously in a regular course. Prerequisite: Consent of instructor.

**FIN 600 Investments, Portfolio Analysis, and Financial Planning**

A broad survey of investments, portfolio analysis, and financial planning. Topics include stock and bond market analysis and valuation; portfolio analysis and management; efficient markets; modern portfolio theory; and personal investment planning. Prerequisite: FIN 550, BUS 541.

**FIN 610 Personal Financial Planning**

A broad-based course covering topics in personal financial planning and personal finance. Topics include the financial planning process, creating and evaluating personal financial statements, tax planning, insurance planning, investment planning, evaluation of credit sources and financial services, retirement planning, estate planning, and investment advising. The course is intended for a wide audience including students interested in taking a first step toward careers in personal financial consulting, advising, and financial services (financial planning, investment advising, personal banking), who already work in financial services fields and seek a greater understanding of personal financial topics to better serve clients, or who seek to better manage their own financial affairs. Prerequisite: FIN 550.

**FIN 635 Advanced Financial Management**

The analysis of long term strategic financial decisions. Topics include the cost of capital, capital budgeting, cash flow estimation, capital structure theory and policy, leasing, multinational finance, bankruptcy and reorganization, mergers, and acquisitions. Prerequisite: FIN 550, BUS 541.

**FIN 685 International Finance**

Theory and application in the realm of financial decision making in the international sphere. Topics may include the global financial environment, foreign exchange risk management, financing international transactions and asset management including short-term and long-term multinational corporate finance decisions. Prerequisite: FIN 550.

**FIN 692 Special Topics**

Topics will vary depending on faculty and student interests. Topics and prerequisites will be announced in advance. May be taken more than once with different content. Prerequisite: Consent of instructor.

**FIN 693 Independent Study**

Designed for students who intend to conduct advanced study of a topic introduced previously in a graduate course. Prerequisite: Consent of instructor.

**FIN 696 Thesis**

Prerequisite: Approval of MBA Coordinator and faculty supervisor.

**MGT 591 Quality Management**

An elective course for graduate business students, at any stage of their degree program, which is designed to provide an overview of the importance of quality in a rapidly changing competitive environment. The course explores the applicability of total quality management concepts of all types of organizations. Prerequisite: None.

**MGT 599 Independent Study**

This course is designed for students who want to do introductory study of a topic not covered in a regular course. Prerequisite: Consent of instructor.

**MGT 620 Operations Management**

A systems approach applied to operational tasks such as the production and control functions. Topics covered include production and operations scheduling, activity based costing, total quality control, productivity, inventory planning models, CAD/CAM, flexible manufacturing systems, computer integrated manufacturing, and the interaction between production and other functional areas. Prerequisite: BUS 546.

**MGT 621 Organizational Behavior**

An examination of the development of organizational theory, as well as individual and group motivation and behavioral factors within organizations. Topics include organizational change, conflict, structure, development, communication, decision making, and leadership. Prerequisite: None.

**MGT 623 Human Resource Management**

Examines factors, both inside and outside the organization, which influence the personnel planning function. Topics include employee selection, development, motivation, evaluation and remuneration, and labor relations. Instructional methods include the case approach, laboratory exercises, and small group discussions. Prerequisite: None.

**MGT 645 Organizational Leadership and Group Performance**

An analysis of organizational leadership and the practice of leading and managing corporations and small businesses and not-for-profit associations or governmental agencies. The intellectual, psychological, political, and social sources of leadership are studied for their theoretical foundation and practical application. The concepts of transformational and transactional leadership are continually examined and students are encouraged to develop their leadership skills through case analysis, role development, and research projects. Prerequisite: None.

**MGT 675 Strategic Management**

A case-oriented course in the formulation and implementation of organizational strategy, policy, structure, and programs of action. Taught from a top management perspective, the course involves the student in strategy making and draws on prior course work in accounting, finance, marketing, management, and personnel studies. Comprehensive cases cover behavioral, financial, marketing, legal, and general management factors. Prerequisite: FIN 550 and 2nd year graduate student status.

**MGT 676 Strategic Decision-Making**

This course is the capstone for the MBA program. It investigates the impact of contemporary issues on corporate strategy. A case analysis approach is used to review economic, political, financial, and legal implications of strategic business decision-making. The course emphasizes identifying strategic alternatives, and developing business strategies that incorporate all of the functional activities and organizational processes related to competitive success. Prerequisite: MGT 675; course must be taken in one of the final two terms of the student's MBA program.

**MGT 682 International Management**

The course will expose the student to the environment of international management, planning in the global arena, organizing global operations, international

negotiations, strategy formulation, leadership and cross-cultural management, and finally, controlling international operations. Prerequisite: ACC 501, ECN 500 or equivalent study in accounting and economics.

### **MGT 683 Innovation and Organizational Change**

An analysis of the management of innovation and change in organizations; the technical, economic, and social dynamics associated with the change process; and the role of the leader as a change agent. Case studies of organizations undergoing change, and biographies of leaders and change agents, are examined. Several models of change are studied, including the matrix of possible change strategies and actors in the organization. Students are encouraged to undertake a project of consequential change in an organization of their choice. Prerequisite: MGT 645, MGT 675.

### **MGT 685 Human Resource Planning**

The development of a comprehensive plan for meeting the future personnel needs of an organization. Emphasis on the principles and practices required to forecast and acquire the human resources necessary to implement operational and strategic plans in organizations. Both for-profit and not-for-profit sectors are examined in regard to recruitment, selection, training, and appraisal of organizational members. Prerequisite: MGT 623, MGT 675.

### **MGT 690 International Business Study Abroad**

This course explores the international business dynamics of one city, state, or region outside the United States including economic, legal, social and political issues. The course includes a short-term study abroad visit to the region, and significant pre- and post- visit components. Destinations and content change according to instructor. Repeatable with different content.

Prerequisite: completion of at least two terms at North Central College with graduate student status.

### **MGT 692 Special Topics**

Topics will vary depending on faculty and student interests. Topics and prerequisites will be announced in advance. This course may be taken more than once with different content. Prerequisite: Consent of instructor.

### **MGT 693 Independent Study**

This course is designed for students who want to do advanced study of a topic previously covered in a regular course, but not offered in another course. Prerequisite: Consent of instructor.

**MGT 696 Thesis** Prerequisite: Approval of MBA Coordinator and faculty supervisor.

### **MIS 510 Information Management**

An analysis of computer system capabilities, limitations and systems with an emphasis on business applications. Topics include the economics of information, the information services function and information system elements, design, control and application. Prerequisite: None.

### **MKT 570 Marketing Management**

The analysis, planning, implementation, and coordination of marketing activities for the purpose of achieving organizational objectives. Topics include determination of target market segments, needs and opportunities, developing

marketing strategies, and manipulation of elements in the marketing mix. Prerequisite: None.

### **MKT 575 Marketing Research Analysis and Management**

The quality of marketing decisions depends to a great extent on the information available to the marketing decision-maker. It is the function of marketing research to provide information for this decision making. The format of this course is to concentrate not only on how to do marketing research but why to do it that way. In this investigation such topics as research design, sources of marketing research data and techniques used to gather and interpret data, to mention a few, are discussed. Prerequisite: MKT 570.

### **MKT 599 Independent Study**

This course is designed for students who want to do introductory study of a topic not covered in a regular course. Prerequisite: Consent of instructor.

### **MKT 685 Promotional Management**

A study of the theories and techniques applicable to the development of the promotional mix. Topics include the analysis and development of promotional objectives, budgets, message and media design, and measuring the effectiveness of advertising, sales promotion, and public relations efforts. Prerequisite: MKT 570.

### **MKT 688 International Marketing**

An exploration of the differences between markets and distribution systems among various countries, with an emphasis on the social, economic and cultural factors causing these differences. Topics include the organization of trade channels in various cultures; typical government policies toward international trade as countries reach different stages of development, international marketing research, advertising, and exporting. Prerequisite: MKT 570.

### **MKT 692 Special Topics**

Topics will vary depending on faculty and student interests. Topics and prerequisites will be announced in advance. This course may be taken more than once with different content. Prerequisite: None.

### **MKT 693 Independent Study**

This course is designed for students who want to do advanced study of a topic previously covered in a regular course, but not offered in another course. Prerequisite: Consent of instructor.

**MKT 696 Thesis**

Prerequisite: Approval of MBA Coordinator and faculty supervisor.

**MLD 545 Ethical Challenges of Leadership**

An examination of the ways in which ethics provides the grounding for the practice of leadership. Attention given to how leadership involves use of a set of values and an ethical stance to engage followers. Leadership is defined as more than occupying an organizational position or wielding power. Topics covered include ethical systems, the nature of values, the reciprocal relationship between leaders and followers, the exercise of power and decision-making. Prerequisite: None.

**MLS 506 Ethics in Contexts**

A survey of normative theories of ethics (consequential, deontological, virtue, and justice based), and their application to personal moral decision making and contemporary issues in public and professional contexts. Topics include: ethical pluralism; identifying ethical aspects of public policy and organizational issues, and analysis of potential conflicts between civic, professional, religious and personal morality.

# Master of International Business Administration

**Mission Statement:** The purpose of the Master of International Business Administration program at North Central College is to expand the student's analytical capability in problem solving recognition and resolution by educating the student as to the broad scope of global business, including the global social, economic, technological and ethical issues facing managers operating domestically and internationally. The goal of the program is to prepare students for career advancement through the development of the necessary skill sets needed to effectively assist organizations operating abroad. Overall, the degree seeks to increase global knowledge and awareness, enhance skills to work abroad, and provide challenging experiences.

## Master of International Business Administration Degree Program Structure

The curriculum consists of 10 to 16 courses (30 to 48 credit hours) that balance management theory in an international context with applications in a broad spectrum of organizational settings. The program contains three components: (1) a set of six prerequisite courses that may be fulfilled partially or completely, with a student's previous course work at the undergraduate or graduate level; (2) a common core of eight international courses including a capstone experience; (3) a short-term international business study abroad course; and (4) a single elective course taken from a selected list of leadership and liberal studies courses.

Entry into the program requires the student to have earned a bachelor's degree from an accredited college or university. In addition, a grade of "B-" or better must have been earned to meet a prerequisite. Students needing to take one or more prerequisites may not count these courses towards the minimum ten-course degree requirement. Although each student's timetable and abilities are different, it is possible to complete the program in less than two years.

### PREREQUISITE COURSES (6 courses, 18 credit hours):

<u>Course</u>	<u>Undergraduate Course</u>	<u>Graduate Course</u>
Financial Accounting	ACC 201	ACC 501
Managerial Accounting	ACC 202	ACC 502
Statistics	BUS 241	BUS 541
Economics	ECN 250 & ECN 252	ECN 500
Financial Management	FIN 350	FIN 550
Marketing Management	BUS 168	MKT 570

**CORE COURSES (9 courses, 27 credit hours)**

IBA 535 Globalization and the Manager

MLD 565 Global Leadership

MGT 682 International Management

FIN 685 International Finance

MKT 688 International Marketing

MGT 690 International Business Short-Term Study Abroad Prerequisite: two terms of enrollment in the MIBA program; suggested either IBA 535 or MLD 565

IBA 690 International Entrepreneurship

IBA 675 International Business Strategy

**Capstone:**

IBA 694 International Business Project or IBA 697 International Business Internship

**ELECTIVE COURSE (1 course, 3 credit hours)**

MLD 545 Ethical Challenges of Leadership

MLD 558 Conflict Resolution

MLS 506 Ethics in Contexts

MLS 512 Religion, Ritual and Symbol

MLS 634 The "Third World"

**Course Descriptions****ACC 501 Financial Accounting**

Measurement and reporting of financial information, including revenue recognition, inventory valuation, depreciation theory, liability recognition, and corporate equity measurement. Prerequisite: None.

**ACC 502 Managerial Accounting**

Development, analysis, and interpretation of accounting data for management decision-making. Topics include allocation of manufacturing overhead, budgeting, break-even and variance analysis, and methods of reporting costs that are essential to managerial decisions. Prerequisite: Knowledge of external and internal accounting reports is recommended.

**BUS 541 Business Statistics**

Statistical theory and methodology, with applications of principles of probability, sampling and estimation, hypothesis testing, regression, and correlation in a wide range of business decisions under conditions of risk and uncertainty. Same as: EDN 541. Prerequisite: College algebra or equivalent.

**ECN 500 Principles of Economics**

Concepts relevant to the analysis of the economic environment of the business firm, including factors of supply and demand, elasticity, competition, unemployment, inflation, national income analysis, and resource allocation decisions by government, businesses, and households. Prerequisite: None.

**FIN 550 Financial Management**

A survey of the tools, concepts, and models used in financial analysis. Specific topics include discounted cash flow analysis, capital budgeting, risk and return, valuation models, financial markets, statement analysis, mergers and acquisitions, and multinational finance. Prerequisite: ACC 501 or ACC 502, ECN 500. BUS 541 recommended.

**FIN 685 International Finance**

Theory and application in the realm of financial decision making in the international sphere. Topics may include the global financial environment, foreign exchange risk management, financing international transactions and asset management including short-term and long-term multinational corporate finance decisions. Prerequisite: FIN 550.

**IBA 535 Globalization and the Manager**

This course is designed as an introduction to the global business environment, focusing on the contemporary debates over the political, social and economic consequences of the globalization of markets and industries. Beginning with broader themes about globalization and its implications, the course proceeds to survey the macroeconomic, political and socio-cultural terrain of global business. Topics include the roles that politics and culture, interest rates and exchange rates, trade barriers and regional trade agreements, global institutions and international trade organizations, and emerging markets and political risk play in the global economy. Topics are examined from a social and ethical perspective.

**IBA 675 International Business Strategy**

This course provides the student with an understanding of how to develop an effective international business strategy. Moreover, it covers how strategy fits into the organization and the operation of a company or multi-company corporation. It will introduce students to the way in which a firm can achieve sustainable competitive advantage and develop the corporation internationally. It will enable students to evaluate the factors that need to be considered in analyzing a firm's global external environment as well as the internal core competencies of a firm. Students will learn how to formulate the international strategy for a firm. Prerequisites: MGT 682 and IBA 535

**IBA 690 International Entrepreneurship**

This course will provide students with the intellectual and practical background to equip would-be international entrepreneurs with the skills and knowledge to successfully set up their own international companies. Students will gain an understanding of the key differences between large companies and SMEs (small and medium enterprises), and learn to appreciate the role of start-up and international entrepreneurial activity from small manufacturers to large corporations. Students will work with an existing or new product in a new international market. In addition, the course will provide students with an understanding of the financing options available to start-up and developing companies, including government financing programs for international development. Finally, students will generate a comprehensive international business plan. Prerequisites: MKT 688 and IBA 535

**IBA 695 International Business Project**

Students work in teams to provide solutions to a business problem or strategic project. The students may work with a company on a professional project or a series of case problems in order to provide strategic international options. The professional project delivers hands-on experience of the markets, economic policies and business practices of the country in which the company operates or wishes to operate. The business problem or strategic project will require students to apply creativity and analytical tools

to complete the project, and communicate the results to the respective audience. Prerequisite: This should be completed during the last two terms of the student's program – students should have already completed either IBA 675 International Business Strategy or IBA 690 International Entrepreneurship

### **IBA 697 International Business Internship**

#### **MGT 682 International Management**

The course will expose the student to the environment of international management, planning in the global arena, organizing global operations, international negotiations, strategy formulation, leadership and cross-cultural management, and finally, controlling international operations. Prerequisite: ACC 501, ECN 500 or equivalent study in accounting and economics.

#### **MGT 690 International Business Study Abroad**

This course explores the international business dynamics of one city, state, or region outside the United States including economic, legal, social and political issues. The course includes a short-term study abroad visit to the region, and significant pre- and post- visit components. Destinations and content change according to instructor. Repeatable with different content. Prerequisite: completion of at least two terms at North Central College with graduate student status.

#### **MKT 570 Marketing Management**

The analysis, planning, implementation, and coordination of marketing activities for the purpose of achieving organizational objectives. Topics include determination of target market segments, needs and opportunities, developing marketing strategies, and manipulation of elements in the marketing mix. Prerequisite: None.

#### **MKT 688 International Marketing**

An exploration of the differences between markets and distribution systems among various countries, with an emphasis on the social, economic and cultural factors causing these differences. Topics include the organization of trade channels in various cultures; typical government policies toward international trade as countries reach different stages of development, international marketing research, advertising, and exporting. Prerequisite: MKT 570.

#### **MLD 545 Ethical Challenges of Leadership**

An examination of the ways in which ethics provides the grounding for the practice of leadership. Attention given to how leadership involves use of a set of values and an ethical stance to engage followers. Leadership is defined as more than occupying an organizational position or wielding power. Topics covered include ethical systems, the nature of values, the reciprocal relationship between leaders and followers, the exercise of power and decision-making. Prerequisite: None

**MLD 558 Conflict Resolution**

This course studies the prevailing theories and methods of conflict resolution from a variety of perspectives and in a number of settings—including interpersonal, business, cross-cultural, and international. Special attention will be given to developing facilitative communication and negotiation skills. Prerequisite: None.

**MLD 565 Global Leadership**

Students in Global Leadership will explore the role of a leader in our expanding, culturally diverse world. Students will consider the effect of globalization on leadership, and define the characteristics necessary to successfully lead internationally. They will explore concepts such as nationalism, study international notions of power and justice, and examine international regions and leaders within a wide range of contexts. The impact of cultural diversity and multi-cultural awareness will also be explored.

**MLS 506 Ethics in Contexts**

A survey of normative theories of ethics (consequential, deontological, virtue, and justice based), and their application to personal moral decision making and contemporary issues in public and professional contexts. Topics include: ethical pluralism; identifying ethical aspects of public policy and organizational issues, and analysis of potential conflicts between civic, professional, religious and personal morality.

**MLS 512 Religion, Ritual and Symbol**

A cross-cultural examination of how religious beliefs and institutions, concepts of the magical, and myths and rituals shape our view of reality. The course will survey some of the major ways our understanding of these things has evolved, focusing particularly on structural analysis of symbol systems. Prerequisite: None.

**MLS 634 The “Third World”**

A study of literature, culture, politics, and psychology aimed at understanding both the so-called “Third World’s” struggle for identity, as well as ways the West has imposed its political and cultural constructs upon this world. Prerequisite: None.



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# Master of Science Degree in Management Information Systems

**Mission Statement:** The Master of Science in Management Information Systems at North Central College provides graduates with the technical and management skills necessary to advance their organization's goals.

## Program Structure

The Master of Science Degree in Management Information Systems is designed to build a bridge between technology and management. It does this by offering courses that will increase technical competence and promote effective management. Strengthening the students' analytical and critical thinking skills while sharpening their communications skills, the program focuses on the development and implementation of effective information systems. This program requires 12-15 courses, depending on the student's previous coursework.

## Foundational Requirements (5 courses, 15 hours)

The following courses must be completed with a grade of B- or better (except CSC 500, which requires a grade of B or better) before taking core or elective courses. These courses may be waived with similar undergraduate coursework where a grade of B or better was earned.

Students required to take three of the following foundational courses may waive one elective course. Students required to take four or more of the following foundational courses may waive up to two elective courses. All waivers require the MSMIS graduate program coordinator approval.

### *Computer Science Foundation*

CSC 500 Foundational Concepts in Computer Science

### *Management Foundation*

ACC 502 Managerial Accounting

BUS 541 Business Statistics

ECN 500 Principles of Economics

FIN 550 Financial Management

## MIS Core (9 courses, 27 hours):

\*Prerequisite courses are listed in parenthesis following each course.

CSC 553 Systems Analysis (CSC 161 or CSC 500)

CSC 560 Database Systems Management (CSC 161 or CSC 500)

CSC 536 Human Computer Interaction (CSC 161 or CSC 500)

MIS 510 Information Management (none)

MGT 621 Organizational Behavior (none)

MGT 567 Project Management (BUS 541)

MGT 675 Strategic Management (FIN 550, second year graduate student)

CSC/MIS 694 Capstone Seminar

Interdisciplinary support course-see the liberal studies electives chart near the back of this catalog.

### **MIS Electives (1-3 courses, 3-9 hours)**

Students choose courses in the following two areas in consultation with the program coordinator for the MSMIS program. At most two courses may be waived if the student has completed at least four foundational courses at the graduate level and earned a B or better.

Management Perspective and Analytical Business Courses:

- ACC 692 Special Topics (consent of instructor)
- BUS 546 Operations Research (BUS 541)
- BUS 641 Econometric Applications for Business (BUS 541 or equivalent)
- MGT 591 Quality Management (none)
- MGT 620 Operations Management (BUS 546)
- MGT 623 Human Resources Management (none)
- MGT 645 Organizational Leadership and Group Performance (none)
- MGT 682 International Management (ACC 501, ECN 500)
- MGT 683 Innovation and Organizational Change (MGT 645, MGT 675)
- MGT 692 Special Topics: Dispute Resolution

Computer Science Courses:

- CSC 515 Web Applications (CSC 161 or CSC 500)
- CSC 520 Operating Systems (CSC 220 or CSC 500)
- CSC 564 Data Mining (CSC 560)
- CSC 569 Computer Networks (CSC 220 or CSC 500)
- CSC 579 Computer and Network Security (CSC 520 and CSC 569)
- CSC 615 SOA and Web Services (CSC 515)
- CSC 662 Database Programming (CSC 560)

### **MS-MIS TO MBA DUAL DEGREE**

Students who earn the MS-MIS degree from North Central College may, with careful planning, earn the MBA degree with a minimum of 18 additional graduate credit hours. Students who are interested in pursuing this option should work closely with the Faculty Coordinators from both the MS-MIS and MBA programs, as well as with the Director of Graduate Programs.

Students must complete the MBA Core Curriculum and an Area of Focus.

At a minimum, students must complete the following additional requirements:

- BUS 505 Legal Environment of Business
- MKT 570 Marketing Management
- Area of Focus courses as agreed upon by the MBA Faculty Coordinator
- An elective approved by the Faculty Coordinator

### **MS-MIS TO MS-Web DUAL DEGREE**

Students who earn the MS-MIS degree through North Central College may, with careful planning, earn the MS-Web degree with a minimum of 18 additional graduate credit hours. Students who are interested in pursuing this option should work closely with the Faculty Coordinators from both the MS-MIS and MS-Web programs, as well as with the Director of Graduate Programs.

At a minimum, students must complete the following additional requirements:

- CSC 515 Web Applications
- CSC 520 Operating Systems
- CSC 569 Computer Networks
- CSC 579 Computer and Network Security
- CSC 615 SOA and Web Services
- One additional computer science elective

**COURSE DESCRIPTIONS** All of the following courses are worth three credit hours unless otherwise noted.

**ACC 501 Financial Accounting**

Measurement and reporting of financial information, including revenue recognition, inventory valuation, depreciation theory, liability recognition, and corporate equity measurement. Prerequisite: None.

**ACC 502 Managerial Accounting**

Development, analysis, and interpretation of accounting data for managerial decision-making. Traditional and contemporary issues will be discussed, including the Theory of Constraints. Prerequisite: None, but knowledge of external and internal accounting reports is recommended.

**ACC 692 Special Topics**

Topics will vary depending on faculty and student interests. Topics and prerequisites will be announced in advance. May be taken more than once with different content.

**BUS 541 Business Statistics**

Statistical theory and methodology, with applications of principles of probability, sampling and estimation, hypothesis testing, regression, and correlation in a wide range of business decisions under conditions of risk and uncertainty. Same as: EDN 541. Prerequisite: College algebra or equivalent.

**BUS 546 Operations Research**

Applications of mathematical models in managerial decision-making. Statistical decision theory and optimization techniques including matrices, linear programming, decision theory, simulations, game theory, Markov processes, queuing theory, and network analysis. Prerequisite: BUS 541.

**BUS 641 Econometric Applications for Business**

Applications of multivariate analysis methods in a business setting. Students will be expected to define business-related problems; develop research proposals; collect, analyze, and interpret data; and prepare oral and written reports. Assignments include case studies and student/instructor defined projects. Prerequisite: BUS 541 or equivalent.

**CSC 500 Foundational Concepts of Computer Science**

Introduces students to the foundational concepts of computer science. Topics include programming in the Java language, object-oriented construction and usage, arrays, searching, sorting, basic computer architecture, and formal logic. Extensive programming is required; however, no prior programming experience is required. Note: This is a prerequisite course for the MS-Web and MS-MIS degrees and does not count towards fulfilling those degree requirements.

**CSC 515 Web Applications**

Development of web applications using various client-side and server-side web technologies on the Java EE and .NET platforms. Topics include HTTP protocols, Javascript, AJAX, JSP, JSTL, ASP.NET, JDBC AND ADO.NET for database access, and, web application security. Extensive programming required. Prerequisite: CSC 161 or CSC 500.

**CSC 520 Operating Systems I**

An examination of approaches to computer system resource management. Topics include scheduling, memory management, file systems, I/O management, multiprocessing, security, and protection. Programming may be required.

Same as CSC 420. Prerequisites: CSC 161 and CSC 220; or CSC 500. Recommended: CSC 210.

### **CSC 536 Human Computer Interaction**

Fundamental principles in the design, implementation, and evaluation of human-machine interfaces with emphasis on human computer interaction. Topics include user psychology, theories of human learning and perception, audio and visual physiology, graphical user interfaces, task analysis, and usability heuristics. Same as: CSC 436. Prerequisite: CSC 160 or CSC 500. Repeats CSC 490/590 Special Topics: HCI.

### **CSC 553 Systems Analysis**

Methods, techniques and tools to model and analyze systems. Topics include problem definition, the project life cycle, organizational change, data acquisition, data flow and entity-relationship modeling, use cases, and domain engineering. Major project required. Same as: CSC 453. Prerequisite: CSC 161 or CSC 500.

### **CSC 560 Database Systems**

Data modeling, database design and implementation, with emphasis on the relational model. Includes SQL, PHP, JDBC, integrity, security, recovery and concurrency issues, and business applications of database systems. SQL, PHP and JDBC programming required. Same as: CSC 460. Prerequisite: CSC 161 or CSC 500.

### **CSC 564 Data Mining**

An introduction to data mining in the context of KDD (Knowledge Discovery and Data Mining), covering the three main phases of the KDD process: preprocessing, data extraction, and data analysis. Includes data cleaning and preparation techniques; extraction methods such as deviation detection, classification, dependency modeling, and clustering; statistical analysis; and visualization techniques. Same as: CSC 464. Prerequisite: CSC 560. Repeats CSC 692 Special Topics: Data Mining and CSC 664 Data Mining.

### **CSC 569 Computer Networks**

Exploration of data communications and computer networks. Topics include network architecture, TCP/IP protocols, wireless and mobile networks, and network security. Includes hands-on lab activities and an introduction to network programming. Same as CSC 469. Prerequisite: CSC 220 or CSC 500.

### **CSC 579 Computer and Network Security**

Theory and methods for developing and maintaining secure systems and applications. Topics include secure infrastructures, intrusion prevention and detection, viruses and anti-virus software, software security, authentication, cryptography, and legal and ethical issues. Same as CSC 479. Prerequisites: CSC 569.

### **CSC 615 SOA and Web Services**

Introduction to Service Oriented Architecture, Web Services, and the creation of applications for large scale distributed computing environments. Topics include XML, SOAP, Web Services Description Language, REST, Java EE Web Services, ASP.NET web services, and the Windows Communication Foundation. Prerequisite: CSC 515. Repeats CSC 590 Special Topics: XML Web Services.

### **CSC 662 Database Programming**

This course covers the fundamentals of database application development using various programming languages, such as PL/SQL, JDBC, and SQLJ. Includes physical data organization, Web interfaces, and various systems topics, such as transaction monitors, multi-database systems, and integration of database systems. Prerequisite: CSC 560.

**CSC 692 Special Topics**

Topics will vary depending on faculty and student interests. May be taken more than once with different content. Prerequisite: Instructor consent.

**CSC/MIS 694 Capstone Seminar**

Working with users, students will apply what they have learned in their master's program to design, develop and implement a large-scale web-based software project. The course will also include examination of ethical case studies from the technology field. Prerequisite: Final course in the program or approval of the program coordinator.

**ECN 500 Principles of Economics**

Concepts relevant to the analysis of the economic environment of the business firm, including factors of supply and demand, elasticity, competition, unemployment, inflation, national income analysis, and resource allocation decisions by government, businesses, and households. Prerequisite: None.

**FIN 550 Financial Management**

A survey of the tools, concepts, and models used in financial analysis. Specific topics include discounted cash flow analysis, capital budgeting, risk and return, valuation models, financial markets, statement analysis, mergers and acquisitions, and multinational finance. Prerequisite: ACC 501 or ACC 502, ECN 500. BUS 541 recommended.

**MGT 591 Quality Management**

An elective course for graduate business students, at any stage of their degree program, which is designed to provide an overview of the importance of quality in a rapidly changing competitive environment. The course explores the applicability of total quality management concepts to all types of organizations. Prerequisite: None.

**MGT 620 Operations Management**

A systems approach applied to operational tasks such as the production and control functions. Topics covered include production and operations scheduling, activity based costing, total quality control, productivity, inventory planning models, CAD/CAM, flexible manufacturing systems, computer integrated manufacturing, and the interaction between production and other functional areas. Prerequisite: BUS 546.

**MGT 621 Organizational Behavior**

An examination of the development of organization theory, as well as individual and group motivation and behavioral factors within organizations. Topics include organizational change, conflict, structure, development, communication, decision-making, and leadership. Prerequisite: None.

**MGT 623 Human Resource Management**

Examines factors, both inside and outside the organization, which influence the personnel planning function. Topics include employee selection, development, motivation, evaluation and remuneration, and labor relations. Instructional methods include the case approach, laboratory exercises, and small group discussions. Prerequisite: None.

**MGT 645 Organizational Leadership and Group Performance**

An analysis of organizational leadership and the practice of leading and managing corporations and small businesses and not-for-profit associations or governmental agencies. The intellectual, psychological, political, and social sources of leadership are studied for their theoretical foundation and practical application. The concepts of transformational and transactional leadership are continually examined and students are encouraged to develop their leadership skills through case analysis, role development, and research projects. Prerequisite: None.

**MGT 675 Strategic Management**

A case-oriented course in the formulation and implementation of organizational strategy, policy, structure, and programs of action. Taught from a top management perspective, the course involves the student in strategy making and draws on prior course work in accounting, finance, marketing, management and personnel studies. Comprehensive cases cover behavioral, financial, marketing, legal, and general management factors. Prerequisite: FIN 550, 2nd year graduate student, or consent of MBA Coordinator.

**MGT 682 International Management**

The course will expose the student to the environment of international management, planning in the global arena, organizing global operations, international negotiations, strategy formulation, leadership and cross-cultural management, and finally, controlling international operations. Prerequisite: ACC 501, ECN 500 or equivalent study in accounting and economics.

**MGT 683 Innovation and Organizational Change**

An analysis of the management of innovation and change in organizations; the technical, economic, and social dynamics associated with the change process; and the role of the leader as a change agent. Case studies of organizations undergoing change, and biographies of leaders and change agents, are examined. Several models of change are studied, including the matrix of possible change strategies and actors in the organization. Students are encouraged to undertake a project of consequential change in an organization of their choice. Prerequisite: MGT 645, MGT 675.

**MGT 692 Special Topic: Dispute Resolution**

Topic will vary depending on faculty and student interests. Topics and prerequisites will be announced in advance. This course may be taken more than once with different content. Prerequisite: Consent of instructor.

**MIS 510 Information Management**

An analysis of computer system capabilities, limitations and systems with an emphasis on business applications. Topics include the economics of information, the information services function and information system elements, design, control and application. Prerequisite: None.

**INTERDISCIPLINARY SUPPORT COURSES**

See the Liberal Studies electives chart located near the back of this catalog.

# Master of Science Degree in Web and Internet Applications

**Mission Statement:** The mission of the North Central College Computer Science graduate program is to provide professional study at the graduate level for computer scientists working in industry, and for individuals desiring to embark on, or make a career change into, the field of Computer Science.

## Program Structure

This master's program prepares students for successful careers in Web and Internet application development. Students with computer science experience can jump right into advanced courses, while prerequisite courses are available to individuals needing the necessary computer science foundation skills to prepare for advanced coursework.

## Admission Requirements

In addition to the requirements specified in the Admission section of this catalog, a degree-seeking applicant must meet the following prerequisites:

1. Ability to create object-oriented programs in Java, C++ or C#
2. Basic knowledge of computer architecture and computer system organization
3. Basic understanding of formal logic and its application to computer science
4. Technical writing proficiency

Students can acquire this prerequisite knowledge by obtaining a B or better in CSC 500 Foundational Concepts of Computer Science or by completing the following North Central College undergraduate courses or their equivalent. (See the "Selected Prerequisite Course Descriptions".)

CSC 160 Computer Science I  
CSC 161 Computer Science II  
CSC 220 Computer System Concepts  
CSC 230 Discrete Structures I  
A course in technical writing

A student who has not met the above requirements may be admitted provisionally while completing this coursework. Provisional students are expected to earn a grade of B- or better in all undergraduate Computer Science prerequisite courses and a B or better in CSC 500.

## Degree Requirements

Students in the Web and Internet Applications Master's Program may elect either the project or the non-project option. Students electing the project option complete 9 courses and a Master's Project for a total of 10 graduate-level courses or 30 semester hours. Students electing the non-project option complete 11 courses for a total of 33 semester hours.

The following eight courses constitute the core of the degree and must be included in each student's program:

CSC 515 Web Applications  
CSC 520 Operating Systems  
CSC 560 Database Systems  
CSC 569 Computer Networks  
CSC 579 Computer and Network Security  
CSC 615 SOA and Web Services  
CSC 694 Capstone Seminar or CSC 695 Master's Project  
An interdisciplinary support course. See the Liberal Studies electives chart

located near the back of this catalog.

The remaining two courses under the project option or three courses under the non-project option are selected by the student in consultation with the MS-Web Program Coordinator and the Director of Graduate and Continuing Education. In both cases, at least one of these electives must be at the 600 level.

### **MS-Web/MS-MIS DUAL DEGREE**

Students who earn the MS-Web degree through North Central College may, with careful planning, earn the MS-MIS degree with a minimum of 18 additional graduate credit hours. Students who are interested in pursuing this option should work closely with the Faculty Coordinators from both the MS-MIS and MS-Web programs, as well as with the Director of Graduate and Continuing Education. At a minimum, students must complete the MS-MIS foundational requirements, the MIS-MIS Core and one additional elective from the list of Management Perspective and Analytical Business Courses.

### **COURSE DESCRIPTIONS**

All of the following courses are worth three credit hours unless otherwise noted.

#### **CSC 500 Foundational Concepts of Computer Science**

Introduces students to the foundational concepts of computer science. Topics include programming in the Java language, object-oriented construction and usage, arrays, searching, sorting, basic computer architecture, and formal logic. Extensive programming is required; however, no prior programming experience is required. Note: This is a prerequisite course for the MS-Web and MS-MIS degrees and does not count towards fulfilling those degree requirements.

#### **CSC 515 Web Applications**

Development of web applications using various client-side and server-side web technologies on the Java EE and .NET platforms. Topics include HTTP protocols, Javascript, AJAX, JSP, JSTL, ASP.NET, JDBC and ADO.NET for database access, and web application security. Extensive programming required. Prerequisite: CSC 161 or CSC 500.

#### **CSC 520 Operating Systems I**

An examination of approaches to computer system resource management. Topics include scheduling, memory management, file systems, I/O management, multiprocessing, security, and protection. Programming may be required. Same as: CSC 420. Prerequisites: CSC 161 and CSC 220; or CSC 500. Recommended: CSC 210.

#### **CSC 525 Computer Graphics**

2D and 3D graphical applications implemented in OpenGL. Includes graphics algorithms, display technologies, and human factors. Extensive programming required. Same as: CSC 425. Prerequisite: CSC 306.

#### **CSC 527 Linux Programming**

Fundamental concepts, operating system kernel, library facilities, and programming techniques that provide the foundation for application programming on Linux systems. Course topics include process management, input/output, signals, sockets, interfacing to the Internet, Shell programming, and software project development tools. The course does not cover system administration or operating system internals. Major project required. Same as CSC 427. Prerequisite: CSC 306. Recommended: CSC 520. Repeats CSC 490/590 Special Topics: Linux.

**CSC 535 Windows Game Programming**

Design and development of Windows game software. Topics include computer graphics, networking, event-driven programming, the Windows API, GDI and Win32 libraries, DirectX, DirectInput, DirectSound, DirectPlay, modeling tools, and graphics engines for games. Extensive programming in C++ required. Same as: CSC 435. Prerequisite: CSC 525. Repeats CSC 490/590 Special Topics: Game Software.

**CSC 536 Human Computer Interaction**

Fundamental principles in the design, implementation, and evaluation of human-machine interfaces with emphasis on human computer interaction. Topics include user psychology, theories of human learning and perception, audio and visual physiology, graphical user interfaces, task analysis, and usability heuristics. Same as: CSC 436. Prerequisite: CSC 160 or CSC 500. Repeats CSC 490/590 Special Topics: HCI.

**CSC 553 Systems Analysis**

Methods, techniques and tools to model and analyze systems. Topics include problem definition, the project life cycle, organizational change, data acquisition, data flow and entity-relationship modeling, use cases, and domain engineering. Major project required. Same as: CSC 453. Prerequisite: CSC 161 or CSC 500.

**CSC 560 Database Systems**

Data modeling, and database design and implementation with emphasis on the relational model. Includes SQL, PHP, JDBC, integrity, security, recovery and concurrency issues, and business applications of database systems. SQL, PHP and JDBC programming required. Same as: CSC 460. Prerequisite: CSC 161 or CSC 500.

**CSC 564 Data Mining**

An introduction to data mining in the context of KDD (Knowledge Discovery and Data Mining), covering the three main phases of the KDD process: preprocessing, data extraction, and data analysis. Includes data cleaning and preparation techniques; extraction methods such as deviation detection, classification, dependency modeling, and clustering; statistical analysis; and visualization techniques. Same as: CSC 464. Prerequisite: CSC 560. Repeats CSC 692 Special Topics: Data Mining and CSC 664 Data Mining.

**CSC 569 Computer Networks**

Exploration of data communications and computer networks. Topics include network architecture, TCP/IP protocols, wireless and mobile networks, and network security. Includes hands-on lab activities and an introduction to network programming. Same as: CSC 469. Prerequisite: CSC 220 or CSC 500.

**CSC 579 Computer and Network Security**

Theory and methods for developing and maintaining secure systems and applications. Topics include secure infrastructures, intrusion prevention and detection, viruses and anti-virus software, software security, authentication, cryptography, and legal and ethical issues. Same as CSC 479. Prerequisites: CSC 520, CSC 569.

**CSC 587 Parallel Processing and Concurrent Programming**

A course in hardware, software, and language aspects of parallel computing, focusing on the development of effective parallel algorithms and their implementation on a variety of parallel architectures and interconnection networks. Same as: CSC 487. Prerequisite: CSC 520. Repeats CSC 635 Parallel Processing.

**CSC 590 Special Topics**

A course covering a topic of current interest, such as eBusiness or mobile computing. Same as: CSC 490. Prerequisite: Varies with topic.

**CSC 599 Independent Study (1.0 - 4.0 credit hours)**

Designed for students who want to study a topic not covered in a regular course. Prerequisite: Consent of instructor.

**CSC 615 SOA and Web Services**

Introduction to Service Oriented Architecture, Web Services and the creation of applications for large scale distributed computing environments. Topics include XML, SOAP, Web Services Description Language, REST, Java EE Web Services, ASP.NET web services, and the Windows Communication Foundation. Prerequisite: CSC 515. Repeats CSC 590 Special Topics: XML Web Services.

**CSC 662 Database Programming**

This course covers the fundamentals of database application development using various programming languages, such as PL/SQL, JDBC, ProC++, and SQLJ. Includes physical data organization, Web interfaces, and various systems topics, such as transaction monitors, multi-database systems, and integration of database systems. Prerequisite: CSC 560.

**CSC 670 Advanced Networking**

Advanced topics in computer and data networking focusing on network architectures, with particular emphasis on wireless and broadband. Covers high level (transport and application layer) protocols and their support for Web services; network security; quality of service; and creation and analysis of network models. Includes hands-on lab activities. Prerequisite: CSC 569.

**CSC 692 Special Topics**

Topics will vary depending on faculty and student interests. May be taken more than once with different content. Prerequisite: Instructor consent.

**CSC 693 Independent Study (1.0 - 3.0 credit hours)**

Designed for students who want to do more advanced independent study of a topic previously covered in a regular graduate course. Prerequisite: Instructor consent.

**CSC 694 Capstone Seminar**

Working with users, students will apply what they have learned in their master's program to design, develop and implement a large-scale web-based software project. The course will also include examination of ethical case studies from the technology field. Prerequisite: Final course in the program or approval of the program coordinator.

**CSC 695 Master's Project**

Special one to two term project carried out under the guidance of a faculty advisor and a second reader. The results of the project are reported in a specified written form and presented orally. Detailed project guidelines are available from the Office of Graduate and Continuing Education. Prerequisite: Second year graduate student status and approval of the project advisor.

**INTERDISCIPLINARY SUPPORT COURSES**

Reference the Liberal Studies electives chart located near the back of this catalog.

**SELECTED PREREQUISITE COURSE DESCRIPTIONS**

The following list of undergraduate and graduate courses may be used by students to plan their prerequisite requirements. When CSC 500 appears as a prerequisite alternative to one or more undergraduate courses, it must have been completed with a B or higher.

**CSC 160 Computer Science I (3.5 credit hours)**

An introduction to computer science and object-oriented programming emphasizing development of algorithms and their implementation in Java. Topics include objects, classes, inheritance, data types such as arrays and strings, control mechanisms for selection and iteration, graphical user interfaces, and event-driven programming. Extensive programming required. Laboratory. May not be taken after a higher level programming class. Prerequisite: MTH 121 or higher or appropriate placement.

**CSC 161 Computer Science II (3.5 credit hours)**

A second course in programming, emphasizing design and implementation of well-constructed programs using Java. Topics include graphical user interfaces, polymorphism, exception handling, stream and file I/O, algorithms for searching and sorting, recursion, linked lists, stacks, and queues. Extensive programming required. Laboratory. Prerequisite: CSC 160 or one year of high school programming in Java; MTH 121 or higher or appropriate placement.

**CSC 210 Data Structures and Algorithms**

Structures, techniques, and algorithms for managing data. Topics include variations of linked lists; binary trees, B-trees and other types of search trees; advanced searching and sorting algorithms; graphs and graph algorithms; and analysis of algorithms. Programming required. Prerequisite: CSC 161 and knowledge of Java.

**CSC 220 Computer System Concepts**

Basic computer architecture including combinational circuits, instruction sets, microprogramming and assembly language, I/O (devices, busses, and interrupts), and memory systems and organization. Programming required. Prerequisite: CSC 161. Recommended: CSC 230.

**CSC 230 Discrete Structures I**

Fundamental topics in mathematics and computer science including formal logic, proof techniques, sets, relations and functions, combinatorics, graphs, logic circuits, and finite state machines. Same as: MTH 230. Prerequisites: CSC 160, MTH 121 or higher or appropriate placement.

**CSC 306 Software Development in C++**

Object-oriented design and implementation of large scale software using C++. Topics include development of event-driven software with graphical user interfaces. Prior knowledge of C++ is not required. Extensive programming required. Prerequisites: CSC 161 and knowledge of C++ or Java. Recommended: CSC 210.

**CSC 500 Foundational Concepts of Computer Science**

Introduces students to the foundational concepts of computer science. Topics include programming in the Java language, object-oriented construction and usage, arrays, searching, sorting, basic computer architecture, and formal logic. Extensive programming is required; however, no prior programming experience is required. Note: This is a prerequisite course for the MS-Web and MS-MIS degrees and does not count towards fulfilling those degree requirements.



# Master of Arts Degree in Education

**Mission Statement:** The Department of Education prepares undergraduate teacher candidates and graduate candidates to facilitate the learning of all students, enabling both teachers and their students to act as informed, involved, principled, and productive citizens and leaders over a lifetime.

## Master of Arts Degree in Education Program Structure

### EDUCATIONAL LEADERSHIP AND ADMINISTRATION

The purpose of the Master of Arts Degree in Education (MA-Ed) is to develop educational leaders and administrators who have vision and possess a comprehensive set of leadership and management perspectives and skills. The program provides students with an understanding of the school environment and how a principal, through his/her abilities with the technical, managerial, and institutional levels, creates and fosters a professional learning environment that facilitates the learning of teachers and students in his/her care. Students are also provided with a breadth of theory in leadership, a foundation of knowledge, practical experiences and performances that are necessary to understanding the enterprise of educational leadership and educational management. The North Central College program provides a strong foundation of knowledge, dispositions, and performance based on the ISLLC leadership standards to prepare candidates to become successful school assistant principals and principals.

Candidates in the program are able to complete all coursework in approximately two years while maintaining a full-time teaching position. The program does not require a candidate to take time off from teaching to complete the degree. The program includes an internship experience spread over two courses: EDN 690 and EDN 691. Together, these two courses are designed to allow students to complete all internship requirements within 12 months.

The North Central Educational Leadership and Administration Master's Degree addresses the new Illinois State Board of Education requirements whereby for *applications submitted on or after February 1, 2012, candidates must meet each of the following requirements:*

1. Two years of full-time teaching experience shall have been accrued while the individual held a valid early childhood, elementary, secondary, special K-12, or special preschool-age 21 certificate.
2. Two years of full-time school service personnel experience shall have been accrued while the individual held a valid school service personnel certificate.

*Candidates successfully completing a principal preparation program shall obtain a principal endorsement on an administrative certificate and are eligible to work as a principal or assistant principal. (Section 21-7.1 of the School Code; also see 23 Ill. Adm.Code 25.337.*

## **THE EDUCATIONAL LEADERSHIP AND ADMINISTRATION CURRICULUM**

The degree in Education with a specialization in Educational Leadership and Administration requires a student to complete 36 credit hours. All courses are worth three credit hours. Students who complete the M.A. degree in Education with a specialization in Educational Leadership and Administration can earn a principal endorsement to become a principal or assistant principal.

To earn the M.A. degree in Education, students must complete the following 12 courses:

- EDN 500 Leadership for the 21<sup>st</sup> Century
- EDN 515 The Institutional and Political Environment of Schools
- EDN 522 Navigating Special Education and School Law
- EDN 534 Leadership for Supervision and Instruction
- EDN 536 School, Home, and Community
- EDN 610 School Operations and Management
- EDN 620 Curriculum and Program Assessment
- EDN 630 Schools as Learning Communities
- EDN 690 The Educational Leadership Internship I Prerequisite: 15 credit hours
- EDN 691 The Educational Leadership Internship II  
Prerequisites: 21 credit hours and EDN 690
- MLS Course: See page for choices
- EDN 695 Master's Project (Prerequisite: Consent of MA-Ed Coordinator or Director of Graduate and Continuing Education) or
- EDN 696 The Educational Leader Capstone (Prerequisite: 30 credit hours)

## **CURRICULUM AND INSTRUCTION: TEACHER AS LEADER MASTER'S DEGREE**

The Curriculum & Instruction Master's program provides teacher leaders with a contemporary focus on learning, leadership, and opportunities for in-depth professional development to improve learning for teachers and students. Master's candidates in the program will complete six required core courses in curriculum and instruction, with an emphasis on teacher leadership in the school environment. Students will choose 12 hours from one of the elective strands: curriculum, leadership and administration, reading. Candidates in the program may also choose a generalist approach and select 12 hours from any of the elective strands.

These strands are intended to maximize the candidate's potential to continue studies for endorsements and certification beyond completion of the Master's program. Thus, the teacher leader strand could provide a gateway to Teacher Leader Endorsement or licensure for the Principalship while the reading strand could lead to a reading endorsement or reading certification beyond the program requirements.

The program is based on the standards for National Board Certification for Teachers and requires that each candidate in the program develop a standards based portfolio that reflects the growth and development of teacher leadership in curriculum and instruction. Teacher Leader I is designed as the entry point for the program and Teacher Leader II as the capstone course.

All students are required to complete a total of 33 credit hours: 18 credit hours of core courses and 12 credit hours of elective courses (which will meet specific needs in their discipline) and one Liberal Studies elective. All courses are worth three credit hours.

## CORE COURSES

All students must complete the following six courses, for which 18 credit hours are awarded:

- EDN 503 Teacher Leader I: Professional Learning Communities
- EDN 501 Assessment in the Learning Environment
- EDN 510 Classroom Management/Conflict Resolution
- EDN 533 Foundations of Curriculum and Instruction
- EDN 600 Teaching Diverse Students
- EDN 697 Teacher Leader II: The Capstone Experience

## ELECTIVE STRANDS

### Curriculum and Instruction Elective Strand

- EDN 502 Curriculum & Instructional Innovations
- EDN 511 Problem Based Learning
- EDN 692 Special Topics

### Leadership and Administration Elective Strand

- EDN 522 Navigating Special Education and School Law
  - EDN 534 Leadership for Supervision & Instruction
  - EDN 536 School, Home, and Community
  - EDN 620 Curriculum and Program Assessment
  - EDN 630 Schools as Learning Communities
- \*Courses in this strand may lead to possible State Leadership and Administration Certification.

### Reading Strand

- EDN 507 Content Reading
- EDN 462/562 Reading Assessment Tools and Strategies
- EDN 463/563 Diagnostic Reading Instruction
- EDN 464/564 Practicum in Diagnostic Reading Instruction (taken concurrently with EDN 463/563)
- EDN 551 Foundations of Literacy Instruction
- EDN 552 Language Development and Learning for Diverse Learners
- EDN 652 Child and Adolescent Literature for Instruction K-12

### Liberal Studies Electives

All students must choose one elective from this list.

- MLD 558 Conflict Resolution
- MLS 506 Ethics in Contexts
- MLS 518 Gender and Art
- MLS 530 The City
- MLS 534 Gender in Public Life and the Professions: Literature, Theory and Practice
- MLS 538 Sport in a Multicultural Society
- MLS 550 Ethics and Imagination
- MLS 562 The U.S. Healthcare System and Patient Advocacy
- MLS 564 Ethics, Political Interest Groups & the Political Process
- MLS 570 Critical Thinking
- MLS 610 From Certainty to Chaos
- MLS 612 Changing Concepts of the Earth and Its Life
- MLS 632 Race, Ethnicity and the American Experience
- MLS 634 The Third World
- MLS 648 Social Consequences of New Media

See pages for Liberal Studies (MLS prefix) course descriptions.

**COURSE DESCRIPTIONS** All of the following courses are worth three credit hours. No prerequisites are required unless otherwise noted.

### **EDN 500 Leadership for the 21<sup>st</sup> Century**

Leadership for the 21st Century emphasizes the development of future school leaders, including the roles of principal, assistant principal, department chair, team leader, and student coordinator. EDN 500 is a pre-admission course to either a master's degree in Leadership and Administration for the certification of a future principal/assistant principal or a master's degree in Teacher as Leader in Curriculum and Instruction for the teacher leader who desires a role in leadership from the classroom. Students will examine school culture, standards, organizations, and the learning community, and the importance of increasing leadership capacity to achieve success in schools today. The course is designed to foster development and competencies in future leaders regarding decisions they will make about their practice and how those decisions will affect students, teachers, and the community. Emphasis is given to the leader's role in building a learning community, the development of human resources, defining school effectiveness, and the process of change. This course introduces the leadership standards as a foundation for the development and assessment of knowledge, dispositions, and performance of successful school leaders.

### **EDN 501 Assessment Strategies for the Classroom**

This course is designed to foster the essential link between learning and assessment. Emerging theory on performance-based assessment, brain research, and curriculum-aligned assessment will be explored to better understand the fundamental nature of assessment. Students will be engaged in a systematic study of different methods of performance-based assessment. Teachers as leaders will examine ways to implement effective assessment practices throughout the school community. This is a required course in the C&I Program.

### **EDN 502 Curriculum and Instructional Innovations**

This course will familiarize participants with the rationale for integrated instructional design which successfully incorporates the use of learning styles, backward planning, higher-level thinking, and cooperative learning. In order to provide relevance and application to the course, students will design an interdisciplinary curricular inquiry project which 1) integrates technology and the skills necessary for the 21st century and 2) accommodates a full range of student diversity. Response to Intervention (RtI) and its impact on making curricular decisions will also be examined.

### **EDN 503 Teacher as Leader I: Professional Learning Communities**

This course is an introduction to the complex issues and challenges of school as a professional community. Each teacher leader will identify the potential for building individual and/or organizational leadership capacity in order to maximize learning and continuous school improvement. The challenge of current education, issues, school ethics, and the ability to implement change to meet the needs of a diverse community of learners will be addressed in this course. Teacher leaders will reflect on their own knowledge and skills to learn, lead, and contribute to the learning culture of the school community. *Teacher as Leader* is recommended as the entry course into the program. It is a required core course in the C&I Program.

### **EDN 506 Using Technology to Improve Instruction**

This class focuses on understanding the use of instructional technology as thoughtful integration of technology into the teaching and learning environment. No extensive prior knowledge of technology is necessary.

**EDN 507 Content Reading**

This course examines the current research, curricular goals, and methods of teaching and integrating reading and language arts throughout content areas. Students will apply strategies for teaching reading within their specific disciplines. Content literacy in a standards-based curriculum and research-based best practices for teaching all readers—struggling, gifted, English-language learning, and challenged—will be studied. Specific emphasis will be placed on the strategic use of literature in various content classes. The course is designed to provide teaching professionals strategies and practical knowledge to enhance student learning and competencies.

**EDN 509 Using Multimedia in the Classroom**

This course focuses on the integration of multimedia technology with elementary and secondary curricula. Students will examine multimedia as an effective pedagogical tool, then plan and design individual instructional multimedia projects for use in their own classrooms. Prerequisite: EDN 506.

**EDN 510 The Classroom as a Learning Environment**

This course will address all aspects of the classroom learning environment, including the physical, behavioral, social, and psychological influences, as well as the instructional implications for fostering a community of learners and improved student learning. Principles of effective management, classroom organization, planning, and instructional grouping strategies will be emphasized. Students will examine effective communication techniques for fostering positive relationships with and among students, parents, and other school personnel. Students will plan for ways to enhance their own approach in the classroom, as well as strategies for assisting colleagues. This course is a core requirement in the Teacher as Leader in Curriculum and Instruction program.

**EDN 511 Problem Based Learning**

An introduction to problem based learning as a method in designing curricular and institutional activities. EDN 511 is an elective course in the Teacher as Leader in Curriculum and Instruction Program.

**EDN 515 The Institutional and Political Environment of Schools**

The governance of schools today is characterized by a fundamental shift in structure, organization, and administration. This course will examine these changes and the political, social, and business context in which school administrators make decisions. The course will include the historical foundations and evolution of schools as a social institution, as well as the issues that shape policy-making at the local school level. EDN 515 is required in the Leadership and Administration program.

**EDN 522 Navigating Special Education and School Law**

This course focuses on an analysis of selected general legal principles, case and statute law, and lawmaking agencies that impact schools, educational leaders, and subgroups such as English Language Learners and students with disabilities. Federal and state constitutions and statutes, and case law will be related to the responsibilities of teachers, principals, supervisors, central office administrators, superintendents, and school board members. Candidates will become familiar with the significant legal issues affecting today's delivery of educa-

tional services to all students, including students with disabilities and English Language Learners. Students will become informed about professional codes of ethics, the process and management of litigation, policy development at the district level and constitutional, statutory, and regulatory provisions that bear on the operation of a school district. EDN 522 is a required course in the Leadership and Administration program and an elective in the Teacher as Leader in Curriculum and Instruction program.

#### **EDN 533 Foundations of Curriculum and Instruction**

This course focuses on the development of a basic understanding of the philosophical basis of various curriculum models. It will also focus on the processes of curriculum planning, development, and evaluation. The principal goal is to facilitate the student's ability to recognize the relationships among the philosophical bases, curriculum, and teaching and learning. The student will become acquainted with the underlying principles, effective practices, and techniques appropriate for overall curriculum planning. This core course is required in the Teacher as Leader in Curriculum and Instruction program.

#### **EDN 534 Leadership for Supervision and Instruction**

This course is designed to examine the educational leader's role as a facilitator of learning. The primary objective of the course is to explore the broad area of school reform through the lenses of supervision, pedagogy, assessment, standards, and dilemmas that reform in these areas can create. There will be an emphasis on the concepts and skills of leadership that are required to enhance and extend student learning, including instructional supervision. The state requirements in teacher and principal supervision will be addressed in this course. Candidates will be required to participate in training by certified staff in accordance with the provisions of Section 24 A-3 of the School Code (105 ILCS 5/24A-3) EDN 534 is a required course in the Leadership and Administration program and an elective in the Teacher as Leader in Curriculum and Instruction program.

#### **EDN 536 School, Home, and Community**

An interactive, participatory graduate course designed to explore the administrator's role in the school, home, and community relationship. Through discussion, interactive exploration, group analysis, and networking, the student will experience ways to be an educational leader in this triad. Focus will be on parent and community involvement, communication with stakeholders, school-business partnerships, school board relations, and additional areas of interest that involve the community as a key component. EDN 536 is a required course in the Leadership and Administration program and an elective in the Teacher as Leader in Curriculum and Instruction program.

#### **EDN 551 Foundations of Literacy Instruction**

This course is designed to provide an overview of (1) the processes of reading and writing, and (2) the general learning and reading theories that support the literacy process. The major focus will be on connecting theory to practice and devising optimal instructional practices to facilitate reading and literacy learning at various developmental stages. EDN 551 is an elective in the Teacher as Leader in Curriculum and Instruction program.

**EDN 552 Language Development and Learning for Diverse Learners**

This course introduces students to a basic understanding of language acquisition and development from a sociocultural perspective. Emphasis will be on examining (1) the interplay of language and culture, (2) hypotheses of language acquisition, (3) factors influencing English-as-a-second-language (ESL) learning, (4) major ESL instructional approaches, and (5) best practices and literacy resources appropriate for meeting the needs of culturally and linguistically diverse learners/English language learners (ELL). EDN 552 is an elective Teacher as Leader in Curriculum and Instruction program.

**EDN 462/562 Reading Assessment Tools and Strategies**

Students will be introduced to an examination of the nature of the reading process and the tools and strategies used to evaluate reading development. Emphasis will be placed on the use of assessment to strengthen and extend the reading abilities of elementary and middle school students. Prerequisites: EDN 362 for EDN 462; EDN 551 for EDN 562. EDN 562 is an elective in the Teacher as Leader in Curriculum and Instruction program.

**EDN 463/563 Diagnostic Reading Instruction**

Students will be introduced to the nature of literacy development and the learning difficulties children may face as they are developing as readers. The focus of the course will be on the interactive view of reading ability and disability, which suggests that reading is the process of constructing meaning through interaction between the reader, the text, and the context of the reading situation. Students will be exposed to a variety of alternative teaching strategies and materials to help students solve their problems with reading. Emphasis will be placed on a holistic and ongoing approach to the diagnostic process and the relationship between diagnostic assessment and instructional planning. Prerequisites: EDN 462/562 (Reading Assessment Tools and Strategies) and concurrent enrollment in EDN 464/564. EDN 563 is an elective in the Teacher as Leader in Curriculum and Instruction program.

**EDN 464/564 Practicum in Diagnostic Reading Instruction (1.00)**

Students use a variety of alternative teaching strategies and materials while working with elementary/middle school students in a supervised practicum setting. Students conduct a multifaceted diagnostic assessment to identify individual reading abilities and difficulties and develop a plan for intervention based on assessment results. Emphasis is placed on applying techniques learned in EDN 462/562 and EDN 463/563. Prerequisite: EDN 562. Must be taken concurrently with EDN 563.

**EDN 590 Special Topics**

Topics and credit hours (1-3) will vary. Topics and prerequisites will be announced in advance. May be taken more than once with different content.

**EDN 599 Independent Study**

Designed for students who want to do introductory study of a topic not covered in a regular course.

**EDN 600 Teaching Diverse Students**

The aim of this course is to examine what it means to teach in an educational organization within a multicultural society. Specific focus will be on cultural, racial, and ethnic backgrounds, teacher awareness of and expanded meaning of culturally responsive pedagogy, and examination of the school/classroom envi-

ronment that leads to increased learning of all students. This course is a core requirement in the Teacher as Leader in Curriculum and Instruction program.

### **EDN 606 Using Advanced Technology to Improve Instruction**

An exploration of the research and use of advanced technologies to aid learning. Students will explore promising advanced technologies and applications to determine how they can be used to effectively improve instruction. Prerequisite: EDN 506.

### **EDN 610 School Operations and Management**

This graduate course is designed to focus on the use of leadership skills in the management function of the school principal. Students will learn about the day-to-day responsibilities as well as the general, longer-term responsibilities of the school principal. Care and maintenance of the school plant, operating the food service program, and the principal's role in transporting students will be studied. Students will study the principal's role in developing and managing a school budget. This is a required course in the Leadership and Administration program.

### **EDN 620 Curriculum and Program Assessment**

This graduate course is designed to increase the students' understanding of curriculum and program assessment and the use of technology as a tool in pursuit of data driven decision-making. The course will focus on how to develop and assess curriculum and school programs. Students will gain an understanding of data collection and analysis and how to use that information in the decision-making. Using data collected through program assessment, students will learn how to use data to formulate a school improvement plan for the improvement of instruction, learning, and student achievement. Focus on the assessment of programs for English Language Learners, students with disabilities, gifted, and struggling learners will be included in this course. Students will learn how technology can be used maximize the use of data in school curriculum and program assessment. EDN 620 is a required course in the Leadership and Administration program and an elective in the Teacher as Leader in Curriculum and Instruction program.

### **EDN 630 Schools as Learning Communities**

This course is a study of the myriad and complex interactions that take place within a school community. The emphasis is on the school as a learning organization. It examines basis theories, attributes, and functions of human organizations, issues related to motivation, the management of group dynamics and human relations, organizational change, and the nature of leadership within the school environment. The course considers the application of organizational theories, notably systems thinking, to central issues in K-12 education. EDN 630 is a required course in the Leadership and Administration program and an elective in the Teacher as Leader in Curriculum and Instruction program.

### **EDN 652 Child and Adolescent Literature for Instruction K-12**

This course provides advanced studies in the major genres of literature to serve the reading needs of students from preschool through high school. The course is designed to provide teaching professionals the pedagogy, critical analysis, selection criteria, and uses of multicultural literature. Participants will be able to concentrate on grade-appropriate literature for their particular interest/assignments in the field for partial requirements in this course.

**EDN 690 The Educational Internship I**

This course that provides extensive opportunities for leadership candidates to experience authentic field experiences and leadership development. During the internship students will be required to complete experiences working with all levels of students Pre K-12, including special education. Three internship projects require students to demonstrate proficiency in understanding and developing a school improvement plan, teacher professional development and evaluation, and school-wide management of systems and resources. Each project includes a summative evaluation that will be conducted at the conclusion of each project. During the internship experience students will work in partnership with a North Central College faculty supervisor and a field administrator as a mentor. EDN 690 and EDN 691 are designed to allow students to complete all internship requirements of both courses within 12 months. Prerequisites: 1.) 15 credit hours; 2.) Leadership candidates are required by the State to complete the State Principal Exam and must have successfully completed training required for evaluation under Section 24A of the School Code [105ILCS 5/Art. 25A-3] prior to the start of the internship.

**EDN 691 The Educational Leadership Internship II**

This course provides extensive time and support for students to observe, participate, and learn about the role of school administrator. This course has been designed to complement Internship I in providing students an opportunity to hone administrative leadership skills via relevant field experiences while working in partnership with a school administrator and a faculty member. EDN 691 has been designed to help students apply and extend the field experiences of previous courses in the Educational Leadership program to future challenges in educational administration, particularly at the building level. Students will demonstrate the ISLLC Standards for Principals in discussions, field based projects, and the refinement of an individual leadership portfolio. Students will identify and select representative artifacts that are aligned with the Standards for Principals as well as the SREB Critical Success Factors for principals. EDN 690 and EDN 691 are designed to allow students to complete all internship requirements of both courses within 12 months. Prerequisites: EDN 690 The Educational Leadership Internship I and 21 credit hours.

**EDN 692 Special Topics**

Topics will vary depending on faculty and student interests. Topics and prerequisites will be announced in advance. May be taken more than once with different content. Prerequisite: None.

**EDN 693 Independent Study**

Designed for students who want to do advanced study of a topic previously covered in a regular course but not offered in another course.

**EDN 695 Master's Project**

This course serves as the capstone course of the Educational Leadership Program. It will require the analysis, synthesis, and application of all learning and coursework in the program, as well as the graduate's own experiential knowledge to frame the educational issues and provide varied approaches to address those encountered by school administrators. The student will provide as a culminating requirement a leadership platform paper and a standards-based portfolio as evidence of leadership knowledge, dispositions, and performance. This course is an alternative to EDN 696 and may serve as the final course in the program. Either EDN 696 or EDN 695 is a required core course for the Leadership and Administrative program. Instructor permission required if this is not the last course in the program. Prerequisite: 30 credit hours. The MALS course is not required prior to the Capstone.

**EDN 696 The Educational Leader**

This course serves as the capstone course of the Educational Leadership Program. It will require the analysis, synthesis, and application of all learning and coursework in the program, as well as the graduate's own experiential knowledge to frame the educational issues and provide varied approaches to address those encountered by school administrators. The student will provide as a culminating requirement a leadership platform paper and a standards-based portfolio as evidence of leadership knowledge, dispositions, and performance. This is the final course and is a required core course for Leadership and Administration program. Instructor permission required if this is not the last course in the program. Prerequisite: 30 credit hours. The MALS course is not required prior to the Capstone.

**EDN 697 Teacher as Leader II: The Capstone Experience**

This course will serve as the capstone course in the Master's Program in Curriculum and Instruction requiring the analysis and synthesis of all learning and coursework in the program. Collaborative field applications will occur to deepen the understanding of professional development as a critical component of effective learning communities. Teacher leaders will present a culminating and comprehensive professional portfolio of learning and leadership evidence reflective of the standards and field applications. This is the final course and is a required core course for the Teacher as Leader in Curriculum and Instruction program. Instructor permission required if less than 27 credits have been completed entering EDN 697.

**LIBERAL STUDIES**

See page 83 for Liberal Studies electives.

See Master of Liberal Studies program section for MLS course descriptions.

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## Graduate Certificate Programs

Graduate certificates are currently offered in the following areas:  
(All courses are worth three credit hours unless otherwise noted.)

### **BUSINESS FOUNDATIONS**

Nine credit hours chosen from the following courses:

- ACC 501 or 502 Financial or Managerial Accounting
- BUS 541 Business Statistics
- BUS 546 Operations Research
- BUS 505 Legal Environment of Business
- ECN 500 Economics
- FIN 550 Financial Management
- MKT 570 Marketing Management

Prerequisites: Students may need to take basic algebra or finite mathematics courses at the undergraduate level to enroll in this certificate.

### **CHANGE MANAGEMENT**

Please note that this certificate is designed for people who already have a significant amount of graduate level coursework. Nine credit hours chosen from the following courses, to include at least one 600-level course:

- MGT 621 Organizational Behavior
- MGT 675 Strategic Management
- MGT 683 Innovation and Organizational Change
- MGT 692 Special Topics in Management (variable credit)
- MLD 683 Leadership for Social Change and Renewal

Prerequisites: Students may need basic statistics or quantitative methods for specific courses listed above. Students who have not taken those prerequisites at the undergraduate or graduate level will need to do so.

### **DATABASE AND DATA MINING**

Provides a basic understanding of databases and retrieval of information by using data mining techniques. Certificate requires prerequisites of CSC 161, Computer Science II, CSC 210, Data Structures and Algorithms, and CSC 230, Discrete Structures I (or equivalent).

- CSC 560 Database Management System (for students without previous DBMS)
- CSC 564 Data Mining
- CSC 662 Database Programming

### **DISPUTE RESOLUTION**

Students must complete nine credit hours.

The following course is required:  
MLD 558: Conflict Resolution

Students will complete their program by taking two of the following courses:

- BUS 505: The Legal Environment of Business  
or EDN 522: Issues in School Law
- MGT 683: Innovation and Organizational Change
- MGT 623: Human Resource Management

MGT 692: Topics: Negotiation, Mediation and Arbitration; Principles of Business Dispute Resolution  
MLD 683: Leadership for Social Change and Renewal  
MLS 506: Ethics in Contexts

Program Prerequisites: None

### **EDUCATIONAL TECHNOLOGY**

Nine credit hours chosen from the following courses:

Required:

EDN 506 Using Technology to Improve Instruction

Students will select two courses from the following list:

EDN 509 Using Multimedia in the Instructional Program

EDN 590 Special Topic: Facilitation of Online Learning

EDN 606 Using Advanced Technology to Improve Instruction

### **FINANCE**

Nine credit hours chosen from the following courses:

ACC 501 Financial Accounting

FIN 550 Financial Management

FIN 600 Investments, Portfolio Analysis, and Financial Planning

FIN 610 Personal Financial Planning

FIN 635 Advanced Financial Management

FIN 685 International Finance

FIN 692 Special Topics (variable credit)

Prerequisites: Students must have taken either Micro or Macro Economic Principles and/or basic statistics at the undergraduate level. Students who have not taken these courses may need to complete ECN 500 and/or BUS 541 prior to beginning their graduate certificate program. Students needing these prerequisites may want to enroll in the Business Foundations Graduate Certificate program first.

### **GENDER STUDIES**

Nine credit hours chosen from the following courses:

MLS 518 Gender and Art

MLS 534 Gender in Public Life and the Professions: Literature, Theory, and Practice

MLS 570 Critical Thinking

MLS 680 Justice, Care, and Community

Prerequisites: Students are required to submit a writing sample as part of the application process for this certificate.

### **HISTORY AND NATURE OF SCIENCE**

Nine credit hours chosen from the following courses:

MLS 510 Changing Models of the Universe: Plato to Kepler

MLS 610 From Certainty to Chaos

MLS 612 Changing Concepts of the Earth and Its Life

Prerequisites: Students are required to submit a writing sample as part of the application process for this certificate.

## **HUMAN RESOURCE MANAGEMENT**

Qualifications: Students may need to take Statistics, BUS 541, at the graduate level to enroll into this certificate.

Nine credit hours chosen from the following courses:

Required Courses:

MGT 623 Human Resource Management (3 credit hours)

MGT 685 Human Resource Planning (3 credit hours)

Choose one of the following courses:

MLD 558 Conflict Resolution (3 credit hours)

MGT 621 Organizational Behavior (3 credit hours)

MGT 645 Organizational Leadership and Group Performance (3 credit hours)

MGT 692 Special Topics: Compensation (3 credit hours)

MGT 692 Special Topics: Negotiation, Mediation, and Arbitration (3 credit hours)

## **INVESTMENTS & FINANCIAL PLANNING**

To optimize completion time for this program, it is recommended students start in the summer term. Students must complete nine credit hours. The following two courses are required:

FIN 600 Investments, Portfolio Analysis, and Financial Planning

FIN 610 Personal Financial Planning

In addition, students will complete their program by taking one of the following two courses:

FIN 692 Special Topics (must be for 3 credit hours and be in the area of investments or financial planning to qualify),

or

FIN 693 Independent Study (must be for 3 credit hours and be in the area of investments or financial planning to qualify).

Courses in Applied Portfolio Management and Applied Personal Investment Advising are routinely available to graduate degree candidates. Depending on student interest, either could be used to complete the certificate.

Prerequisites: Students must have taken a basic course in finance at the undergraduate or graduate level, equivalent to FIN 350 or FIN 550 at NCC.

## **LEADERSHIP**

Nine credit hours chosen from the following courses:

Required Course:

MLD 545 The Ethical Challenge of Leadership

Students will select two courses from the following list.

MGT 645 Organizational Leadership and Group Performance

MGT 683 Innovation and Organizational Change

MLD 558 Conflict Resolution

MLD 525 Theories and Models of Leadership

MLD 683 Leadership for Social Change and Renewal

MLD 692 Special Topics

## **MANAGEMENT**

Nine credit hours chosen from the following courses, to include at least one 600-level course:

MKT 570 Marketing Management

MGT 591 Quality Management

MGT 620 Operations Management

MGT 621 Organizational Behavior

MGT 623 Human Resource Management

MGT 645 Organizational Leadership and Group Performance

MGT 675 Strategic Management

MGT 692 Special Topics in Management (variable credit)

Prerequisites: Students may need basic statistics or quantitative methods courses for specific courses listed above. Students who have not taken those prerequisites at the undergraduate or graduate level will need to do so.

## **MARKETING**

Students seeking the Graduate Certificate in Marketing must complete nine credit hours based on the following:

Students are required to take:

MKT 570 Marketing Management (3.00) Prerequisite: None.

Students may choose six credit hours from the following courses:

MKT 575 Marketing Research & Analysis Management (3.00) Prerequisite: MKT 570.

MKT 685 Promotional Management (3.00) Prerequisite: MKT 570

MKT 688 International Marketing (3.00) Prerequisite: MKT 570

MKT 692 Special Topics in Marketing (3.00) Prerequisite: Instructor's Consent

## **MULTICULTURAL STUDIES**

Nine credit hours chosen from the following list of courses:

MLS 512 Religion, Ritual, and Symbol

MLS 538 Sport in a Multicultural World

MLS 632 Race, Ethnicity, and the American Experience

MLS 634 The "Third World"

Prerequisites: Students are required to submit a writing sample as part of the application process for this certificate.

## **ORGANIZATIONAL ETHICS**

Three courses required, nine credit hours.

At least one required from:

MLS 506 Ethics in Contexts

MLD 545 Ethical Challenges of Leadership

Students elect up to two additional courses from the following:

MLS 550 Ethics and Imagination

MLS 680 Justice, Care and Community

## **TEACHER LEADERSHIP**

Nine credit hours required:

EDN 500 Leadership for the 21<sup>st</sup> Century

EDN 534 Leadership for Supervision and Instruction

EDN 536 School, Home, and Community

## Support Courses

### INTERDISCIPLINARY SUPPORT COURSES

Liberal Studies Electives	Page	MA-Ed	MALS	MSWeb	MS-MIS	MBA	MIBA
MGT 645 Organizational Leadership and Group Performance	52						
MLD 545 Ethical Challenges of Leadership	42					•	•
MLD 558 Conflict Resolution	44	•					•
MLS 506 Ethics in Contexts	42	•	•	•	•	•	•
MLS 510 Changing Models of the Universe: Plato to Kepler	33		•				
MLS 512 Religion, Ritual and Symbol	33		•				•
MLS 518 Gender and Art	33	•	•				
MLS 530 The City	33	•	•				
MLS 534 Gender in Public Life and the Professions: Literature, Theory, and Practice	33	•	•				
MLS 538 Sport in a Multicultural Society	33	•	•				
MLS 550 Ethics and Imagination	34	•	•				
MLS 562 The U.S. Healthcare System and Patient Advocacy	34	•					
MLS 564 Ethics, Political Interest, Groups & the Political Process	35	•					
MLS 570 Critical Thinking	35	•	•	•	•		
MLS 610 From Certainty to Chaos	35	•	•	•	•		
MLS 612 Changing Concepts of the Earth and Its Life	36	•	•				
MLS 632 Race, Ethnicity and the American Experience	35	•	•	•	•		
MLS 634 The “Third World”	35	•	•				•
MLS 648 Social Consequences of New Media	35	•	•				
MLS 680 Justice, Care, and Community	35		•				



## Our Graduate Faculty

Our graduate program faculty includes department heads, writers, successful businessmen and women, industry professionals and award-winning teachers who have years of professional experience that supplement their, on average, 10 years of higher education experience. Their solid academic and professional experience gives them the unique ability to synthesize tested classroom principles and theories with real world applications. North Central College professors are also committed to a variety of professional, community and educational associations. As active leaders and learners, our faculty see the value in building external relationships. Outside activities keep them abreast of the changing needs in these environments and enable them to prepare students for the current issues and demands faced in education, business and public sectors.

In addition to their unique and impressive qualifications, the professors at North Central College take a personal approach to higher education. They value each student's professional knowledge, expertise and contributions and encourage an exchange of ideas within the classroom. Our professors provide personal attention and guidance while challenging students to work beyond expectations.

### College Administrators

**Harold R. Wilde**, President of the College and Professor of Political Science. 1991. A.B., Amherst College, 1967; M.A., Ph.D., 1973, Harvard University.

**R. Devadoss Pandian**, Vice President for Academic Affairs and Dean of Faculty; Professor of Mathematics. 1985. B.S., 1963, M.S., 1966, Madras University, India; M.Phil., Madurai University, India, 1971; Ph.D., George Washington University, 1983.

**Paul H. Loscheider**, Vice President for Business Affairs. 1978. B.A., Lewis University, 1976; C.P.A., 1977.

**Laurie Hamen**, Vice President for Enrollment Management and Student Affairs. 1996, 2002. B.A., College of Saint Catherine, 1982, M.S. Winona State University, 1992., J.D., DePaul University, 2012.

**Rick Spencer**, Vice President for Institutional Advancement, 1981, 1992, B.A., Augustana College 1974; M.S., Western Illinois University, 1980.

**Peter Barger**, Dean of Graduate and Continuing Education. 1989, 2006. B.A., 1979, Washington State University; M.S., 1981 and Ph.D., 1989, University of Illinois-Urbana.

**Yolanda Jamnik**, Assistant Director of Graduate and Continuing Education Admission. 1997, 2008. B.A., 2001, M.B.A., 2007, North Central College.

**Frank Johnson**, Director of Graduate and Continuing Education. 1998. B.A., 1982, St. Ambrose University; M.S., 1988, Aurora University.

**Wendy Kulpinski**, Director of Graduate and Continuing Education Admission. 2008. B.A. Saint Xavier University, 1995. M.S. Northern Illinois University, 2007.

**Megan Otermat**, International Admission Counselor. 2006. B.A., 1996, Mount Holyoke College.

**Jonathan M. Pickering**, Registrar and Director of Institutional Research. 1997, 2005. B.A., 1992, M.B.A., 1997, Olivet Nazarene University.

**Marty Rossman**, Director of Financial Aid. 2005. B.S., Eureka College, 1998.

## Graduate Program Coordinators

**Thomas D. Cavenagh**, Coordinator, Master of Leadership Studies Degree. 2006. Professor of Business Law and Conflict Resolution and Director of Leadership, Ethics and Values. 1990. B.A., Trinity College, 1984; J.D., DePaul University, 1987.

**Richard R. Guzman**, Coordinator, Master of Arts Degree in Liberal Studies. Professor of English, 1977. B.A., 1971, University of California at Berkeley; M.A., 1973, California State University at Hayward; Ph.D., 1977, University of Virginia.

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**Kristine Servais**, Coordinator, Master of Arts Degree in Education, 2007. Associate Professor of Education, 2005. B. S., 1978, M.S., 1983, University of Wisconsin at Whitewater; Ed. D., 2001, Northern Illinois University.

## Accounting

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**Gerald D. Hamsmith**, Professor of Accounting Emeritus. 1988. B.A., 1971, Aurora University; M.S., 1973, Northern Illinois University; C.P.A.

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**Allison Purcell Hayes**, Assistant Professor of Accounting, 2009. B.A., St. Ambrose University, 2005; M.A.S., Northern Illinois University, 2006; C.P.A.

**Sarah Lureau**, Assistant Professor of Accounting. 2008. B.S., Marist College, 2005; M.A.S., Northern Illinois University, 2006, CPA.

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## Art

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## Computer Science

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**Caroline St. Clair**, Professor of Computer Science, and Chair, Department of Computer Science. 2000. B.S., 1984, Loyola University; M.S., 1991, Ph.D., 2000, DePaul University.

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## Economics and Finance

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**Patrick E. Gray**, Visiting Associate Professor of Finance. 1978. B.S., 1972, University of Maryland; M.B.A., 1974, DePaul University.

**Doh-Khul Kim**, Associate Professor of Economics and Finance. 2008. B.S., Chung-Ang University, M.A., Temple University, 1992. Ph.D., 2001, University of Georgia.

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## Education

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## **Mathematics**

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**Timothy Morris**, Professor of Philosophy, 1978. B.A., University of Iowa, 1973; A.M. 1976, Ph.D., 1984, University of Chicago.

## Psychology

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\*Degree expected June 2012



# INDEX

Topic .....	Pages	Topic .....	Pages	Topic .....	Pages
Academic Advising .....	18	Management .....	81	Master of Leadership Studies	
Academic Calendar .....	4	Marketing .....	82	Degree .....	35-40
Academic Probation and		Multicultural Studies .....	82	Master of Science Degree in Web &	
Dismissal .....	21	Organizational Ethics .....	82	Internet Applications .....	63-67
Accreditation .....	7	Teacher Leadership .....	82	Prerequisite Course	
Adding Courses .....	18	Graduate Entrance Exams .....	12	Descriptions .....	67
Admission Requirements .....	9-13	Graduation Requirements .....	17	Dual Degree Option .....	64
Career Development Center .....	16	GRE. . . see Graduate Entrance Exams		Master of Science Degree	
Certificate Program Candidates ..	17	History of North Central College ..	7	in Management	
Certificate Program Guidelines		Immunizations .....	13	Information Systems .....	57-62
and Requirements .....	17-18	Interdisciplinary Support		Matriculation .....	13
Compliance with Legal		Courses .....	83	Payment of Tuition and Fees .....	14
Requirements .....	8	International Applicants .....	10	Policies and Procedures .....	17-22
Contact Information .....	5; 85	Leave of Absence .....	19	Refunds .....	13-14
Degrees awarded .....	7	Library Services .....	16	Registration .....	18
Degrees and Commencement .....	21	Loans .....	15	Repeating Courses .....	20
Degree Program Guidelines .....	17	Loan Counseling .....	15	Student Loans .....	15
Dropping Courses .....	19	Master of Arts Degree in		Student Services .....	16
Faculty .....	85	Education .....	69-78	TOEFL (International Students) ..	10
Family Educational Rights and		Program Requirements and Course		Transfer Credit .....	13
Privacy Act .....	8	Descriptions .....	72	Tuition and Fees .....	14
Financial Aid .....	15	Master of Arts Degree in Liberal		Undergraduate Students .....	19
GMAT see Graduate Entrance Exams		Studies .....	23-33		
Grades .....	20	Program Requirements and Course			
Graduate Certificate		Descriptions .....	23-33		
Programs .....	79-82	Master's Project .....	33		
Business Foundations .....	79	Master of Business Administration			
Change Management .....	79	Degree .....	41-50		
Database and Datamining .....	79	Dual Degree Option .....	42		
Dispute Resolution .....	69	Master of International Business			
Educational Technology .....	80	Administration .....	51-55		
Finance .....	80				
Gender Studies .....	80				
History and Nature of Science ..	81				
Human Resource Management ..	81				
Investments & Financial					
Planning .....	81				
Leadership .....	81				

**FOR FURTHER INFORMATION CALL OR WRITE:**

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