

# Bryant University

***INSPIRED TO EXCEL***

**GRADUATE PROGRAMS COURSE CATALOG • 2020/2021**



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# GRADUATE

Bryant University offers graduate programs within the College of Arts and Sciences, the College of Business, and the School of Health Sciences.

## Bryant University Mission Statement

Bryant University's mission is to educate and inspire students to discover their passion and become innovative leaders with character around the world.

## College of Arts and Sciences

Students wishing to advance their study and practice of the humanities, social sciences, mathematics, and the natural and applied sciences may pursue the following degrees at Bryant: Master of Arts in Communication (p. 8), Certificate of Graduate Studies in Managerial Communication (p. 10), Certificate of Graduate Studies in Professional Communication (p. 10), Certificate of Graduate Studies in Public Communication (p. 10) and Certificate of Graduate Studies in Sustainability Practices. (p. 11)

## College of Business

The College of Business offers the following degrees: One Year Master of Business Administration with Specializations (p. 23), Two Year Master of Business Administration with Specializations (p. 24), Professional (p. 25) Master of Business Administration Online, Master of Professional Accountancy (p. 28), Master of Professional Accountancy with a Tax concentration (p. 28) and Master of Professional Accountancy with an Analytics concentration (<http://catalog.bryant.edu/graduate/business/programs/mpacanly/>) as well as a Certificate of Graduate Study in Innovation Healthcare Leadership (p. 29) and a Certificate of Graduate Study in Business Analytics (p. 29)

Students from diverse academic and industry backgrounds join a cohort class of professionals and complete an MBA degree program that is built on best-practices, know-what and know-how curriculum. Students may choose program study tracks that complete the MBA program in one or two years.

Students may specialize for the MBA curriculum in the areas of Business Analytics, Global Supply Chain Management, Global Finance, or International Business. A general MBA is also available.

The Master of Professional Accountancy (MPAc) program is designed to satisfy the "150-hour requirement" necessary for accounting professionals to become certified public accountants. Students can complete the MPAc program in two semesters of full-time attendance. A tax concentration was added to the MPAc program in 2010.

## School of Health Sciences

The School of Health Sciences offers a Master of Science in Physician Assistant Studies (p. 39).

## Bryant University Accreditation

The College of Business at Bryant University is accredited by AACSB International—The Association to Advance Collegiate Schools of Business, and is one of only four Rhode Island colleges and universities to have received this prestigious national accreditation.

Bryant University is accredited by the New England Commission of Higher Education (NECHE, formerly NEASC). Inquiries regarding the accreditation status by NECHE should be directed to the administrative staff of Bryant University. Individuals may also send mail to the New England Commission of Higher Education at the mailing address shown here, (<https://cihe.neasc.org>), telephone 781-425-7785, or send email to [cihe@neasc.org](mailto:cihe@neasc.org).

The Accreditation Review Commission on Education for the Physician Assistant (ARC-PA) (<http://www.arc-pa.org/about/>) has granted **Accreditation-Continued** status to the Bryant University Physician Assistant Program sponsored by Bryant University.

Accreditation-Continued is an accreditation status granted when a currently accredited program is in compliance with the ARC-PA Standards.

Accreditation remains in effect until the program closes or withdraws from the accreditation process or until accreditation is withdrawn for failure to comply with the Standards. The approximate date for the next validation review of the program by the ARC-PA will be June 2028. The review date is contingent upon continued compliance with the Accreditation Standards and the ARCA-PA policy.

The College of Arts and Sciences at Bryant University is a member of the Association of American Colleges & Universities (AACU), the leading national association that supports the quality, vitality, and public standing of undergraduate liberal education.

Bryant is a member of the American Council on Education, the College Entrance Examination Board, and the Educational Testing Service of Princeton, NJ.

Bryant has been approved for membership by the American Association of University Women.

Bryant University is a full member of the Consortium for Undergraduate International Business Education (CUIBE).

Bryant supports the efforts of secondary school officials and governing bodies to have their schools achieve regional accreditation status to provide reliable assurance of the quality of educational preparation of its applicants for admission.

## Nondiscrimination Policy

Bryant University admits students of any race, gender, sexual orientation, religion, color, national, or ethnic origin to all the rights, privileges, programs, and activities generally afforded or made available to students at the school. It does not discriminate unlawfully on the basis of race, gender, sexual orientation, religion, color, national, or ethnic origin in administration of its educational policies, admission policies, scholarships and loan programs, and athletic and other school-administered programs. In addition, Bryant University does not discriminate unlawfully against the disabled and is in full compliance with the Rehabilitation Act of 1973, as amended. Inquiries/complaints with regard to discrimination on the basis of race, gender, sexual orientation, religion, color, national, or ethnic origin should be directed to the Vice President of Student Affairs, Bryant University, Smithfield, RI 02917-1284, telephone (401) 232-6046. Persons may also contact Director, U.S. Department of Education, Office of Civil Rights, Region One, Boston, MA 02109, regarding the University's compliance with regulations.

## Disclaimer

This catalog is reviewed and revised annually to provide up-to-date information to students and other interested parties regarding all aspects of academic and administrative policies. Every reasonable effort has been made to determine that the information contained within is current, correct, and complete. Bryant University reserves the right to make changes whenever necessary.

## Consent for use of likeness

Bryant University periodically takes photographs and/or video of students, faculty, alumni, and staff on Bryant's campus and at official Bryant functions conducted off campus. Bryant reserves the right to use these images, likenesses, and/or voice with or without appropriate identification.

## Campus Highlights

Bryant's 435-acre campus in suburban Smithfield, Rhode Island, represents an inspired combination of contemporary architecture and the traditional beauty of the New England landscape.

## The Unistructure

The modern and functional Unistructure houses most administrative and academic functions under one roof. A focal point of the Unistructure is the two-story Plexiglas-domed Koffler Rotunda, the central gathering place for the Bryant community. The Unistructure is home to the Janikies Theater. Student dining facilities also are located here.

## The Quinlan/Brown Academic Innovation Center

The Quinlan/Brown Academic Innovation Center is a landmark two-story 48,000-square-foot building that provides flexible spaces that open doors to innovative methods of teaching and experiential learning. Bright and spacious classrooms and the 4,000-square-foot Janikies Family Innovation Forum equipped with state-of-the-art technology, 23 breakout rooms, and a full service cafe provide a setting for group study, self-directed learning, team work, active learning, and inter-connectivity with global resources. The Quinlan/Brown Academic Innovation Center has galvanized Bryant's commitment to academic excellence. It inspires design thinking and creative problem solving in tiered classrooms that encourage debate and build critical thinking and communication skills and in flat classrooms that support flexible teaching styles that encourage collaboration. Prospective students and their families begin campus tours at the Quinlan/Brown Academic Innovation Center's Welcome Center and admission presentation room.

## The George E. Bello Center for Information and Technology

The George E. Bello Center for Information and Technology is a centerpiece of Bryant University's campus. The Heidi and Walter Stepan Grand Hall, which serves as a space for exhibitions, receptions, and lectures, has The Linda and Jerry Cerce Media Wall with nine video monitors. A rotunda provides balconied meeting and study spaces. The 72,000-square-foot facility features the C.V. Starr Financial Markets Center, simulating real-life trading scenarios and real-world trading conditions that provide students with cutting-edge, hands-on training. Students, faculty, and staff have access to high-speed computers to support teaching, research, and business planning.

Students may opt to use their personal laptops, or they may borrow one on site. In addition, there are reference and multi-function classrooms that can each accommodate up to 40 people with laptops, and 13 team study rooms, each with a large display, wireless projection, laptop power, and network access available for small group meetings. There is also an Incubator Lab equipped with 3-D printers, two 65-inch touch displays for collaborative work, Lego Robot Kits, Raspberry Pi Technology, NAO and scanners, as well as state-of-the-art high-speed wireless connectivity. Students can roam in or outside the building with their wireless laptops, and maintain a connection to the Internet. For quiet study, there is a traditional reading room. Students also have access to presentation technologies, scanning, and digitization equipment. The Bulldog Bytes Café provides refreshments and computer access in a social setting. Also located in the Bello Center is Laptop Central, which serves as the Student IT Helpdesk and laptop repair center.

The latest addition to the George E. Bello Center is the new Data Virtualization Lab, equipped with a large video wall consisting of six 85-inch displays, six high-performance virtual reality HP computers with 37-inch ultra-wide HP displays, two portable virtual reality backpack computers, mixed reality HP headsets, and 360-degree cameras.

## Models of Active Learning

Bryant continually upgrades its classroom facilities to ensure a unique learning environment designed to foster collaboration among students and educators. Bryant's Ideation Lab, modeled after similar workspaces in Google's headquarters, is a unique learning environment within the Unistructure. It was designed with walls of glass and whiteboard where students can write on every square inch of space.

Inside the George E. Bello Center for Information and Technology is a classroom that promotes innovation and applied learning, and affords faculty the opportunity to seamlessly integrate technology into their lessons. At its heart, Bello 102 is a video conference room with collaborative workstations, each with a 40-inch monitor to facilitate group work. Instead of tables and chairs, Bello 102 features modular pods with wheels, encouraging student teams to learn from one another.

These classrooms are flexible and utilized across multiple disciplines and support a team-based, active learning environment. The classrooms empower the use of technology as a supplement to deliver and engage with students.

## The Douglas and Judith Krupp Library

The Douglas and Judith Krupp Library, located within the George E. Bello Center for Information and Technology, is a dynamic learning environment merging traditional library services with extraordinary technologies. Wired and wireless Internet connectivity is abundantly available throughout the building. Display technologies inform students on local and world events. Seventy computer workstations provide access to over 50 computer software packages in addition to an impressive array of electronic information resources. Ten Bloomberg Terminals providing real time financial data and analysis are available for booking through the library's reservation system. Laptops, iPads, and supplies are also available for limited loan periods. A variety of spacious, comfortable study areas including study rooms for group projects further enhance the learning experience.

The library houses more than 150,000 physical items, and electronic journal subscriptions totaling more than 30,000 titles are available via the library's web portal. The library has access to more than 350,000

electronic books. Students can access electronic subscriptions and electronic reserve readings from anywhere on campus. Off campus access to most of these resources is also available through a Bryant University account. Electronic resources include databases such as ProQuest, EBSCO, Mergent Online, ARTstor, S&P Capital IQ, Value Line Research Center, and over 170,000 e-books. Students using Google Scholar can connect to the library's knowledge base through the library's link resolver service.

Professional research and instruction librarians are on duty more than 80 hours per week and offer personal assistance and/or group instruction on traditional and electronic resources. These librarians are also available electronically using chat room technologies, text messaging, or simply via email or phone. The Douglas and Judith Krupp Library is a member of OCLC, a global resource sharing consortium, and is also affiliated with local library cooperatives such as the Consortium of Rhode Island Academic and Research Libraries (CRIARL). Through these library networks, students are able to secure additional information needed for their research projects.

## The Ronald K. and Kati C. Machtley Interfaith Center

Although Bryant is not religiously affiliated, we recognize the need to provide a special place for people of all faith perspectives to come together to express their spirituality and learn from one another. Designed to inspire all who enter, the Machtley Interfaith Center serves this vital function. Services for various religious faiths, concerts, and speakers discussing topics related to religion and spirituality are featured in this space throughout the year. The office of the University's Catholic, Jewish, Muslim, and Protestant chaplains is located in the Machtley Interfaith Center.

## Language and Learning Laboratory

Bryant's advanced Virtual Language and Learning Lab facility provides access to tools and resources that prepare students to communicate in the international business environment. The resources offered from this facility help students develop conversational skills in Chinese, French, Italian, and Spanish.

The Lab offers an instructor's console station, 28 student computer workstations, and international television broadcasts of 150 programs from more than 80 countries. Students can also access the Lab's resources via the Internet from anywhere in the world. Advanced technologies from the Lab include Voice-Over-IP technologies for online group collaboration and tutoring and Video/Audio On-Demand resources that provide self-paced and interactive learning materials.

## Koffler Center and Communication Complex

Koffler houses Bryant's Communication Complex, a state-of-the-art digital and multimedia TV studio.

### Communication Complex – Main Floor – Koffler Technology Center and TV Studio/Radio Station

- The television studio serves as a pre- and post-production training ground for students enrolled in the communication degree program, those who minor in communication, or any member of the Bryant community who would like to learn more about video production.

- The studio has the capability to broadcast programming on campus.
- The 3,000-square-foot studio has a control room, three advanced multimedia editing/support rooms, and a multimedia classroom.
- The Communication Complex includes a dedicated studio for WJMF, Bryant's student-run radio station, which is broadcast worldwide via the web at WJMFradio.com and locally on 88.7HD2.

### Communication Complex – Upper Level

- Faculty offices from various departments are located on this level.

## Student Printing Facilities

- Students can print wirelessly via their laptop to several printers located on campus.
- Printers are available in the following locations:
  - Quinlan/Brown Academic Innovation Center, Fisher Student Center, Krupp Library in the Bello Center, and on both the first and second floors of the M-wing in the Unistrukture.
- A \$40 printing allowance is granted each year. After that, a charge of 5 cents per black-and-white page and 25 cents per color page is applied directly to the student's allowance; if the student exceeds that allowance, the charges are applied directly to their Banner account.

## The Michael E. '67 And Karen L. Fisher Student Center

The Fisher Student Center was renovated in the fall of 2013 and has lounges and study corners; meeting rooms; dining facilities offering diverse food items from pizza to ice cream, snacks, sandwiches, and sundries; socializing space; a variety of student services; the bookstore; and student organization offices.

## The Elizabeth and Malcolm Chace Wellness and Athletic Center

The two-story Elizabeth and Malcolm Chace Wellness and Athletic Center includes a six-lane pool, a 9,000 square-foot fitness center, The Eannarino Family Aerobics and Group Exercise Studio, and 12 locker rooms as well as squash and racquetball courts.

The Chace Center features a 2,000-seat main gymnasium that is home to the Bryant men's and women's basketball and women's volleyball teams. In addition, the Chace Athletic Center features the Multipurpose Activities Center (MAC) that is used year-round for team practice, university events, and intramural sports such as basketball, indoor soccer, and floor hockey.

The Mike '67 and Karen Fisher Lobby – a bright and airy atrium – creates an inviting main entrance to the entire athletic complex and features the Bryant University Athletics Hall of Fame display. The Wellness Center is a vibrant hub of health and recreational activities for the entire Bryant community. The Chace Athletic Center houses the university's athletic administration as well as coaches's offices and the recently expanded sports medicine and athletic training center.

## The Bulldog Strength & Conditioning Center

The award-winning Bulldog Strength & Conditioning Center provides student-athletes with a 10,000-square-foot high ceiling, glass-enclosed platform overlooking the stadium and competition fields. Equipped with 24 weight platforms, 30 cardio/weight stations, and turf sprint area, the

Strength & Condition Center ensures that every student-athlete trains in the most bio-mechanically sound manner possible.

## The Conaty Indoor Athletic Center

The Conaty Indoor Athletic Center provides Bryant student-athletes with a year-round enclosed venue. The 80,000-square-foot structure encloses a full-size 120-yard turf field, four full batting cages, viewing platform, driving mats for golf, and a baseball clubhouse. This best-in-class facility serves as a practice facility used by Bryant's varsity and club teams as well as various outside groups.

## Athletic Fields and Outdoor Facilities

Bryant University has 35 acres of recreational fields including a Bryant Soccer Complex, a 3.2-mile cross country course, space for men's and women's rugby, Sutton practice field, and a golf practice green and chipping area adjacent to the Conaty Park.

## The Beirne Stadium Complex

Opened as Bulldog Stadium in 1999, the David M. '85 and Terry Beirne Stadium Complex was officially dedicated in 2016. The 4,400-seat stadium serves as the home of Bryant football and men's and women's lacrosse. The facility includes locker rooms equipped with state-of-the-art features and technology for football, lacrosse, softball, and women's soccer as well as a satellite training room, equipment room and concessions. In 2018, a new FieldTurf and lighting were installed.

## Conaty Park

One of the finest facilities in the Northeast, Conaty Park is the home to Bryant's baseball and softball programs. Opened in 2000, the facility was renamed Conaty Park in 2012 with the addition of chair-back and bleacher seating and state-of-the-art press boxes and dugouts.

## The Track & Turf Complex

The Track & Turf Complex is the home to Bryant University's men's and women's outdoor track and field teams throughout the year. The eight-lane track features a track and field scoreboard, press box, lights, and turf infield that is used by the Bryant field hockey team as well as an additional practice facility for varsity and club teams as well as intramural programs. Adjacent to the Track & Turf Complex are six tennis courts that are home to Bryant's men's and women's tennis teams.

## Athletics and Recreation (on campus)

Bryant University is a Division I member of the Northeast Conference (NEC). Men's varsity teams competing in the NEC include: baseball, basketball, cross country, football, golf, lacrosse, soccer, tennis, and indoor and outdoor track and field.

Women's varsity teams competing in the NEC include: basketball, cross country, field hockey, lacrosse, soccer, softball, swimming and diving, tennis, indoor and outdoor track and field, and volleyball. Men's swimming and diving compete as Division I members of the Metro Atlantic Athletic Conference (MAAC).

Recreation and physical fitness are important components of the Bryant experience. The University offers a variety of intramural programs for men and women, providing competitive recreation throughout the school year for all students who wish to participate. These programs include badminton, basketball, dodgeball, flag football, indoor/outdoor soccer, softball, volleyball, and many more.

Club sports include cheerleading, dance, men's ice hockey, karate, men's lacrosse, racquetball, women's rowing, men's and women's rugby, squash, tennis, Ultimate Frisbee, and men's volleyball.

## University Faculty

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**Jack Trifts**, Professor, Finance, B.B.A. University of New Brunswick; M.B.A. Dalhousie University; Ph.D. University of Florida

**Joseph J. Trunzo**, Professor, Psychology, B.S. Marywood College; M.A., Ph.D. MCP Hahnemann University

**John K. Visich**, Professor, Management, B.A. Widener University; M.B.A. Goldey-Beacon College; Ph.D. University of Houston

**Nanci Weinberger**, Professor, Psychology, B.S. Lesley College; M.S., Ph.D. Tufts University

**Yun Xiao**, Professor, Modern Languages, B.A. Jiangxi Province Teacher University China; M.A., Ph.D. University of Hawaii at Manoa

**Hong Yang**, Professor, Science and Technology, B.S. Wuhan College (PR China); M.S. China University of Geosciences; Ph.D. University of Idaho

**Srdan Zdravkovic**, Professor, Marketing, B.S. University of Evansville; M.B.A. University of Southern Indiana; Ph.D. St. Louis University

**Xiaochuan Zheng**, Professor, Accounting, B.S. Renmin University of China; M.S. Graduate School of People's Bank of China; M.S. University of Mississippi; Ph.D. Drexel University

## Term Faculty

**Joseph A. Capalbo**, Senior Lecturer, Mathematics, B.A. Providence College; M.A. Rhode Island College

## Clinical Faculty

**Jay Amrien**, Clinical Associate Professor, B.S., M.P.A.S. University of Nebraska Medical Center

**Wendy Buja**, Clinical Assistant Professor, B.S. University of Massachusetts at Amherst; M.H.P. Northeastern University

**Christopher Ferreira**, Clinical Assistant Professor, B.A., M.S., PA-C Boston University; B.S., M.S. Massachusetts College of Pharmacy and Health Science

**Christopher Furbee**, Clinical Assistant Professor, B.S., M.P.A.S. University of Nebraska Medical Center, D.Sc. Baylor University

**Peter King**, Clinical Professor, B.A. Kenyon College; M.D. Tufts Medical School

## Graduate School Administration College of Arts and Sciences

Wendy Samter, Interim Dean

Christopher R. Morse, Associate Dean

Kristen Berkos, Graduate Program Director, Master of Arts in Communication

Mary Robins, Faculty Representative, Graduate Programs

## College of Business

Madan Annavarjula, Dean

Diya Das, Associate Dean

Elena Precourt, MPAC Coordinator

## School of Health Science

Jay Amrien, Director, Physician Assistant Program

Kayla Cetrone, Director of Admissions and Academic Success

## Graduate Programs Office

Jamie Grenon, Director of Graduate Programs

Linda Barringer, Assistant Director, Graduate Admissions

Shaina Vandemoortele, Assistant Director, Graduate Admissions

Tracy Quarella, Business Development and Marketing Manager

Kim Keyes, Assistant Director of Operations

Jeanne Creighton, Senior Admission Assistant



# College of Arts and Sciences

## College of Arts and Sciences Mission Statement

The faculty and students of the College of Arts and Sciences share the commitment to advancing the study and practice of the humanities, social sciences, mathematics, and the natural and applied sciences. We fulfill our commitment through teaching, scholarship, creative work, and outreach. In faculty and student research, we generate new knowledge. In our teaching, publications, presentations to peers, and engagements with private and public organizations, we disseminate and share our knowledge.

Bryant University's Graduate Programs in Arts and Sciences offer innovative and rigorous theoretical and applied degree programs in the liberal arts. They do so in flexible, student-friendly formats for lifelong learning opportunities designed to prepare graduates who are able to assume the educational, professional, and leadership responsibilities of learned persons in a dynamic and free society. Graduate Programs in Arts and Sciences seek to foster in each student a spirit of inquiry and a quality of scholarship or professional excellence consistent with the highest traditions in graduate work.

## Graduate College of Arts and Sciences Academic Calendar

### FALL TERM - 2020

Graduate Classes Begin	Tuesday, August 25
Add Period Ends	Tuesday, September 1
Drop Period Ends	Tuesday, September 8
Graduate Evening Classes End	Monday, November 16
Graduate Evening Examination Period	Tuesday, November 17 through Monday, November 23
Term Ends	Tuesday, November 24

### SPRING TERM - 2021

Graduate Classes Begin Remote	Monday, February 1 through Friday, February 5
Graduate Classes Begin On Campus	Tuesday, February 9
Add Period Ends	Tuesday, February 9
Drop Period Ends	Tuesday, February 16
Research and Engagement (REDay) - no day classes only	Wednesday, April 21
Graduate Classes End	Monday, May 10
Graduate Final Examination Period	Tuesday, May 11 through Monday, May 17
Term Ends	Tuesday, May 18
Graduate Commencement	Thursday, May 20
Undergraduate Commencement	Saturday, May 22 (Class of 2021) and Sunday, May 23 (Class of 2020)

### SUMMER TERM - 2021(Tentative)

Graduate Classes Begin	Monday, May 24
Evening Classes End and Final Exam:	

Monday/Wednesday	Wednesday, July 7
Tuesday/Thursday	Thursday, July 8
	Tuesday/Thursday - Thursday, June 25
HOLIDAY:	
Memorial Day	Monday, May 31
Independence Day	Monday, July 5

## Programs of Study

- Master of Arts in Communication (p. 8)
- Certificate of Graduate Study in Managerial Communication (p. 10)
- Certificate of Graduate Study in Professional Communication (p. 10)
- Certificate of Graduate Study in Public Communication (p. 10)
- Certificate of Graduate Study in Sustainability Practices (p. 11)

## Masters of Arts in Communication

The Department of Communication offers a diverse academic program with the common mission of fortifying the intellectual and social skills necessary for effective human communication. The Department's focus is on oral, written, and mediated Communication skills essential in both professional and personal lives. As such, the Department cultivates in its students the ability to think in creative and critical ways and to effectively communicate the results of that thinking. We are committed to the belief that Communication is essential to preserving democratic human communities. Equally important, as our personal and social realities are created, maintained, and recreated through Communication, the Department stresses not only competent, but also ethical, personal, and mediated Communication.

The Department of Communication offers a Master of Arts degree in Health Communication, a Master of Arts degree in Organizational Communication and a general Master of Arts Degree in Communication with no designated track allowing students to create their own specializations under the guidance of program faculty. The Master's program consists of thirty credit hours that include core courses and electives in a student's area of specialization, culminating with his/her choice of a master's thesis, a major research project, or comprehensive exams. Placements are available in some of the most prestigious private, non-profit, and governmental organizations in the area. Courses are offered year-round, and students can enroll on a full or part-time basis. In addition, the Department offers Certificates of Graduate Study (CGS) in a variety of specific and general areas of professional communication. To earn a Certificate of Graduate Study, individuals must complete a coherent set of four courses chosen under the guidance of a faculty member.

## Learning Objectives

Students graduating with an Master of Arts degree in Communication from Bryant University should be able to:

- Identify current issues and trends impacting the field of Communication;
- Design and conduct original scholarly or practical research through the complete cycle of preparation, problem definition, inquiry, analysis, and presentation;

- Demonstrate the ability to conduct scholarly or practical research in an ethical and responsible manner.
- Understand the importance of applying advanced communication concepts to scholarly or practical problems outside the academy.

## Faculty

### Graduate Program Director

Kristen Berkos

### Professor

Stanley Baran

### Professor

Chris R. Morse

### Professor

Wendy Samter

### Associate Professor

Kristen Berkos

### Associate Professor

Kevin Pearce

### Assistant Professor

Julie E. Volkman

The total number of Master's-level credits required for graduation with an MA in Communication is 30.

### Core Courses

COM 601	Communication Theory
COM 602	Communication Research Methods and Statistics

### Required for all concentrations (select one):

COM 699	Thesis
	or COM 698 Culminating Project
	or COM 696 Comprehensive Exam

### Required for the Health Communication Concentration

COM 603	Health Communication
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### Required for the Organizational Communication Concentration

COM 604	Organizational Communication
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### Electives

COM 610	Conflict Management and Negotiation in Organizations
COM 611	Communication in Small Groups Applied Theory
COM 612	Media Effects Theory and Research
COM 613	Communication, Persuasion, and Social Influence
COM 614	Ethical Public Communication
COM 615	Culture, Diversity, and Communication
COM 618	Risk and Crisis Communication
COM 619	Global Communication
COM 620	Computer-Mediated Communication
COM 631	Community-Based Campaigns and Public Health
COM 680	Graduate Seminar in Nonverbal Communication
COM 690	Graduate Practicum
COM 697	Directed Study in Communication

## Master's Thesis (COM 699)

The thesis is the written product of a systematic study of a significant problem. It identifies the problem, states the major assumptions, explains the significance of the undertaking, sets forth the sources for and methods of gathering information, analyzes the data, and offers a conclusion or recommendation. The finished project (product) evidences originality, critical and independent thinking, appropriate organization and format, and thorough documentation. Students electing the thesis option should select an Advisor to oversee the project. They will complete a thesis proposal which must be approved by the student's Thesis Advisor and Thesis Committee, consisting of two additional faculty members in addition to the advisor. In some cases, it may be appropriate to include an additional faculty member from outside the department in lieu of a Communication faculty person.

## Comprehensive Examination

The comprehensive exam will consist of a series of written questions to be completed over several days for a total of 10 hours to be scheduled by the student's Advisor. It is suggested (though not required) that 6 of the 10 hours should be devoted to the student's declared concentration or track, three should be devoted to the required courses, and 4 should focus on a secondary area of study. After consultation with the student, the student's Advisor will select two additional faculty members to write questions for the student. It is up to individual faculty members to determine if the questions or topics will be provided to the student in advance.

The student is strongly encouraged to meet with each member of his/her Comprehensive Exam Committee to gain guidance for study preparation.

Comprehensive exams are given three times a year, once each semester (usually around the eighth or ninth week of the semester) and during the summer term (the date of which will be determined by the student and his/her Committee members).

The exams are graded pass/fail. Typically, students will receive their exam results within two weeks. All students will schedule an oral defense of their comprehensive exams. If the student fails one area of the comprehensive exam only, he/she can study and re-take that area as soon as possible. If the student fails two or more areas, he/she must wait until the next time the comprehensive exam is offered. Students may take comprehensive exams twice. No academic credit will be awarded for completion of the comprehensive examination.

## Culminating Project Requirements (COM 698)

Students electing the project option should select an Advisor to oversee the project. They will complete a project proposal which must be approved by the student's Culminating Project Advisor and Culminating Project Committee, consisting of two additional faculty members in addition to the advisor. In some cases, it may be appropriate to include an additional outside professional representative on the Culminating Project Committee in addition to faculty. The projects should have real-world application. Students should address a problem or need for an organization. After contacting the organization to gain approval, students should work to address a particular issue. Examples of a project may include the creation of a workshop manual, documentary video, public relations campaign, computerized or internet training program, or other projects similar in scope or application. Students will submit the final project to their Culminating Project Committee to review. They will

then make an oral presentation of the project, which will include an oral defense of the project. Three academic credits will be awarded for completion of the Culminating Project.

## Certificates of Graduate Study

The Department offers Certificates of Graduate Study (CGS) in Managerial Communication, Public Communication, and Professional Communication.

To earn a Certificate of Graduate Study, individuals must complete a coherent set of four courses chosen under the guidance of a faculty member. Admission requirements, tuition, and fees per CGS course will be the same as for other M.A. courses. All courses successfully completed in the pursuit of a Certificate of Graduate Study will apply toward the Master of Arts degree for those who are interested in continuing their education.

## Certificate of Graduate Study in Managerial Communication

### Certificates of Graduate Study

The Department offers Certificates of Graduate Study (CGS) in Managerial Communication, Public Communication, and Professional Communication.

To earn a Certificate of Graduate Study, individuals must complete a coherent set of four courses chosen under the guidance of a faculty member. Admission requirements, tuition, and fees per CGS course will be the same as for other M.A. courses. All courses successfully completed in the pursuit of a Certificate of Graduate Study will apply toward the Master of Arts degree for those who are interested in continuing their education.

#### The Certificate of Graduate Study in Managerial Communication

The Certificate of Graduate Study in Managerial Communication is designed for undergraduate degree holders in any academic discipline who are called upon to manage others. Courses focus on effective and ethical means of information transmission and training, persuasion, small group decision-making, conflict management, and intercultural sensitivity and awareness.

The CGS in Managerial Communication consists of the following courses:

#### Required

COM 604	Organizational Communication
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#### Electives

Select 3 or more of the following:

COM 610	Conflict Management and Negotiation in Organizations
COM 611	Communication in Small Groups Applied Theory
COM 613	Communication, Persuasion, and Social Influence
COM 615	Culture, Diversity, and Communication
COM 619	Global Communication

Upon successful completion of four courses, the student is awarded the Certificate of Graduate Study in Managerial Communication. Students who entered the program with a previously earned graduate degree

are awarded the Certificate of Advanced Graduate Study (CAGS) in Managerial Communication.

## Certificate of Graduate Study in Professional Communication

### Certificates of Graduate Study

The Department offers Certificates of Graduate Study (CGS) in Managerial Communication, Public Communication, and Professional Communication.

To earn a Certificate of Graduate Study, individuals must complete a coherent set of four courses chosen under the guidance of a faculty member. Admission requirements, tuition, and fees per CGS course will be the same as for other M.A. courses. All courses successfully completed in the pursuit of a Certificate of Graduate Study will apply toward the Master of Arts degree for those who are interested in continuing their education.

#### Certificate of Graduate Study in Professional Communication

The Certificate of Graduate Study in Professional Communication is a custom-designed program to meet the student's professional needs. Upon consulting with a faculty advisor for program approval, the student will tailor a four-course sequence most appropriate for career development in the student's professional specialty.

Upon successful completion of four courses, the student is awarded the Certificate of Graduate Study in Professional Communication. Students who entered the program with a previously earned graduate degree are awarded the Certificate of Advanced Graduate Study (CAGS) in Professional Communication.

## Certificate of Graduate Study in Public Communication

### Certificates of Graduate Study

The Department offers Certificates of Graduate Study (CGS) in Managerial Communication, Public Communication, and Professional Communication.

To earn a Certificate of Graduate Study, individuals must complete a coherent set of four courses chosen under the guidance of a faculty member. Admission requirements, tuition, and fees per CGS course will be the same as for other M.A. courses. All courses successfully completed in the pursuit of a Certificate of Graduate Study will apply toward the Master of Arts degree for those who are interested in continuing their education.

#### Certificate of Graduate Study in Public Communication

The Certificate of Graduate Study in Public Communication is designed for undergraduate degree holders who work in the non-profit sector, or as police officers, firefighters, emergency medical personnel, public relations officers, community managers, and other individuals who engage/interact with communities. Courses emphasize communicating with various publics under difficult circumstances where intercultural/intergenerational sensitivity is of particular value.

The CGS in Public Communication would consist of the following courses:

#### Required

COM 618	Risk and Crisis Communication
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#### Electives

Select 3 or more of the following:

COM 610	Conflict Management and Negotiation in Organizations
COM 613	Communication, Persuasion, and Social Influence
COM 614	Ethical Public Communication
COM 615	Culture, Diversity, and Communication
COM 631	Community-Based Campaigns and Public Health

Upon successful completion of four courses, the student is awarded the Certificate of Graduate Study in Public Communication. Students who entered the program with a previously earned graduate degree are awarded the Certificate of Advanced Graduate Study (CAGS) in Community Service and Safety Communication.

## Certificate of Graduate Study in Sustainability Practices

The Department offers a Certificate of Graduate Studies (CGS) in Sustainability Practices.

To earn a Certificate of Graduate Study, individuals must complete a coherent set of courses organized around a theme, courses to be selected with guidance from a faculty advisor and approved by the graduate program director.

**The Certificate of Graduate Study in Sustainability Practices** is intended for individuals who would like to experience theory and hands-on experience in best practices for environmental and sustainability management. This blended program (combination online and campus-based coursework) includes four courses, and can be completed in one year. The CGS has a fast-start option open to undergraduate students who have completed at least 90 credit hours. Every organization, whether for-profit or non-profit, private or public, will benefit from having staff with the CGS in Sustainability Practices.

Examples of a CGS in Sustainability Practices could include:

#### CGS in Sustainability: Policies

SCI 563	Issues in Environmental Science
SCI 565	Green Technology for Sustainability
SCI 554	Conservation in the U.S. and China
SCI 555	Environmental Policy Decision Making and Problem Solving

#### CGS in Sustainability: Climate Change

SCI 552	Innovation and Global Energy Challenges
SCI 553	GIS Tools Coastal Planning and Climate Change
SCI 564	Biomarkers and Isotope Signals

#### CGS in Sustainability: Environmental Health

SCI 550	Biological Imaging
SCI 564	Biomarkers and Isotope Signals

SCI 566	Global Health Challenges
SCI 692	Graduate Practicum

Upon successful completion of the four selected courses, the student is awarded a Certificate of Graduate Studies in Sustainability Practices.

## Application Requirements

### Application Requirements

Bryant University is committed to enrolling classes of students with strong credentials that show a high promise of professional success. To be admitted to any Bryant graduate program, applicants must be (or about to become) a graduate of an accredited, four-year college or university.

Program specific admission requirements and instructions appear in the on line graduate application. All **applicants (domestic and international)**, regardless of degree program, are required to submit:

- An on line application to Bryant University Graduate Programs.
- \$80 application fee (non-refundable)
- Official transcripts from ALL colleges or universities from which the applicant received course credit and earned their highest degree - To be admitted to the M.A. Communication program, prospective students must: have earned a bachelor's degree from an accredited institution with an undergraduate GPA of at least 3.0 (on a 4.0 scale). Non-Communication undergraduate majors may be asked to take foundational coursework.
- Letter(s) of recommendation - Submit three letters of reference, at least two of which should be academic references from individuals who can comment on the candidate's ability to be successful as a graduate student.
- Resume or Vita
- Either your **GRE scores** or an **Essay**

**The Essay:** In a 1000-1500 word professional essay, students applying for the Master of Arts degree in Communication should address the following areas. The essay must be double-spaced with one-inch margins, size 11 or 12 font. The essay should be free of grammatical and spelling errors.

1. A statement of your plans for graduate study and career goals involving communication, as well as how Bryant University's Communication program will help you meet your career and educational objectives. It is recommended that this statement include aspects of the Communication graduate program (e.g., courses, faculty interests, etc.) and also how the Communication discipline fits into your graduate plans and career goals. Applicants are encouraged to visit the National Communication Association's website ([www.natcom.org](http://www.natcom.org)) (<https://www.natcom.org>) for more information about the Communication discipline.
2. A personal statement about how your background and life experiences, such as social, economic, cultural, familial, education or other opportunities and challenges, motivated your decision to specifically pursue a Communication graduate degree.

\*Not required for applicants to a Certificate of Graduate Study

## International Applicants - Additional Application Requirements

Students from across the globe who enroll in a graduate program at Bryant University bring valuable perspectives to the classroom. In addition to the application requirements listed above, international students must also secure a proper visa, by submitting the following:

- Official transcripts from ALL colleges and universities from which the applicant received course credit and earned their highest degree - translated into English and converted to a 4.0 scale.
- Official documentation from an academic evaluation agency indicating that the applicant has earned a degree equivalent to U.S. bachelor's degree.
- Official TOEFL score for applicants whose native language is not English or whose undergraduate instruction was not conducted in English.
- Applicants seeking an I-20 will need to submit a completed International Student Certificate of Finances to verify financial resources.

Specific admission requirements and instructions for International applicants are available in the International Applicant section of the on line application.

## Accepted Applicants

Accepted Applicants are required to pay a non-refundable commitment deposit, once admitted to a graduate program or graduate certificate program. The deposit is applied to the student's tuition bill. International students will not be issued an I20 until the required commitment deposit is received.

Accepted applicants may defer admission **for up to one year from the original semester** for which they applied. Requests for a deferral must be made in writing to the appropriate graduate program director. After the allotted time has expired, the applicant must re-apply to the program.

## Deposited Applicants

Prior to the start of the semester, deposited applicants may defer admission, **up to one year**, without forfeiture of the deposit, by submitting a request for a deferral, in writing, to the appropriate graduate program director.

## Types of Graduate Admissions

The College of Arts and Sciences recognizes four types of students who are eligible to enroll in graduate courses.

- **Degree Students** - A degree student is one who has been formally admitted to a program leading to a degree. A Master's Degree applicant may be admitted unconditionally or as a provisional or probationary student.
- **Non-matriculating Student (Special Student Status)** - A non-matriculating student is one who does not seek a degree or has not been officially admitted to a graduate degree program. Such a student may enroll in up to two graduate courses without completing the formal application process, and without being required to submit references or applicable test scores to the Graduate Admissions Office. However, transcripts are required. Any student from an accredited institution may apply for special student status once he or she has completed at least 90 credit hours with a minimum overall grade point average of 3.0.

A non-matriculating student may register for courses for which he or she has the prerequisites, unless such registration is restricted by the department or the College of Arts and Sciences. If a non-matriculating student decides to pursue a degree at Bryant University, he or she may petition that previous courses taken at Bryant University may be accepted in meeting requirements for a degree. If the petition is recommended by the department and approved by the Dean of the College of Arts and Sciences, these courses may be counted toward a degree.

Non-matriculating ("Special Students") may only register by completing a Special Student Registration form for courses when seats exist in the section, and may not displace a matriculated student from registering in a course because of space limitations.

- **Non-Degree Graduate Certificate Students** - Graduate level certificates are graduate courses of study approved by an academic unit designed to provide professional development and career advancement opportunities, to broaden career options, or to enhance an individual's skills or education as part of the process of life-long learning. These certificates are not part of degree programs, although courses completed as part of a certificate curriculum could be used in meeting degree requirements.

Graduate Certificates are an organized series of graduate courses which may require a minimum of 12, but no more than 17, hours beyond the bachelor's degree. See the individual offerings from each department for more details.

- **4 + 1 Students: Applying to a Graduate Program as an Undergraduate** - An initial application to an Arts and Sciences graduate program can occur at any time during a student's enrollment at Bryant University. There is no application fee.

If accepted at this time, the student is eligible to enroll in graduate courses (500 or 600 level) during the last 30 hours of his or her studies.

Two of these courses can be counted toward the completion of both the bachelor's and master's degrees in the case of 30-hour master's programs. The student remains classified as an undergraduate until 122 hours are completed, after which time he or she will be classified as a graduate student.

After completing 122 undergraduate hours and are degree certified, the student is assessed tuition fees at the graduate level. The student is also eligible for financial aid and work study opportunities or other types of support/recognition at the graduate level. During the last semester of the undergraduate program, a student may be eligible for a work study opportunity.

## Tuition, Fees, and Financial Aid

### 2020-2021 Tuition, Fees, and Deposits

#### Tuition:

\$932 per credit hour.

Bryant University sends electronic bills in lieu of paper bills. When the E-Bill is ready for viewing, students will receive an email notification at their Bryant University email address. The email will provide the website to gain access to their student account and E-Bill. The Student Account Center offers the option to pay online with a check or credit card (AMEX, VISA, MC, Discover, Diner's Club, JCB, Union Pay, BC Card, and Dina Card),

establish reoccurring payments, view current activity, view historical billing statements and much more.

### Fees:

An application fee of \$80 must accompany the Graduate Program application. This fee pays for all matriculation expenses and is nonrefundable.

### Deposit:

A non-refundable commitment deposit of \$250 is required once admitted to the program. The deposit is applied to the student's tuition bill.

International students will not be issued an I-20 until the required commitment deposit is received.

### Method of Payment

Payment is due by August 9, 2020 for the fall, January 9, 2021 for the spring, the first day of class for the winter and May 9, 2021 for the summer term.

Bryant University sends electronic bills in lieu of paper bills. When the eStatement is ready for viewing, students will receive an email notification at their Bryant University email address. The email will provide the website to gain access to their student account and eStatement. The Student Account Center offers the option to pay online with a WebCheck or credit card (AMEX, VISA, MC, Discover, Diner's Club, JCB, UnionPay, BCard, and DinaCard), establish reoccurring payments, view current activity, view historical billing statements and much more.

Students may pay online via the Student Account Center using a credit or debit card. There will be a 2.85% service fee associated with all credit card payments, with a minimum charge of \$3.00. Bryant University does not receive any portion of the service fee that is collected by TouchNet. The service fee is non-refundable even though the related payment to Bryant University may be refundable. When you choose the option on the web to pay with a credit card, you will be directed to TouchNet's secure network environment. You will be required to acknowledge the service fee charge prior to the payment being finalized.

A student also has the option to pay online with a WebCheck (ACH). There will be no fee associated with the Web Check payment option. A \$40 fee will be assessed to the student's account if a check or WebCheck payment is returned as uncollectable and a \$3.00 fee will be assessed for a WebCheck payment returned due to incorrectly entered account information.

Students also have the option to mail their payment. All checks and money orders should be made payable to Bryant University; envelopes should be addressed to:

Bryant University  
P.O. Box 835  
Providence, RI 02901-0835.

Overnight mail and outside scholarship payments should be addressed to:

Bryant University  
Bursar's Office  
1150 Douglas Pike  
Smithfield, RI 02917-1284

### Reimbursement of Graduate Tuition by Third Party

A graduate student enrolling in a course(s) must submit a written letter of authorization from the employer or scholarship foundation (third-party

authorization) to the Bursar's Office prior to each registration period if that party plans to pay the tuition directly to Bryant University.

If the employer reimburses the student directly, the student must pay for his/her course by the term due dates.

In addition, if the third party does not pay the tuition (e.g. when a student does not earn the required grade), the student is responsible for the tuition for that term.

### Late Payment Penalty

A late payment penalty of \$75 may be assessed to the student's account if payment is not made by the term due dates. A registration and transcript hold will also be placed on the account and students will not be allowed to register for the following term until their balance is resolved.

Further, in the event that a student does not pay his/her tuition fees and the University finds it necessary to send the unpaid fees to a collection agency for collection, the student will be responsible to pay any reasonable collection fees and/or legal fees associated with said collection of the amount owed to Bryant University.

### Course Withdrawals and Refunds

When a student decides to drop or withdraw from one or more courses, there can be clear financial and academic implications to such a decision. Therefore, it is imperative that a student understands and carefully complies with the policies and procedures that follow.

#### Dropping a Course

A student may drop a course during the Add/Drop period, as posted on the University calendar, and thus the course will not appear on the student's transcript.

#### Withdrawing from a Course

A student may withdraw from a course after the Add/Drop period and up until the end of regularly scheduled classes, as designated by the university calendar, by making a written request to the Office of the Registrar.

When appropriate, it is advisable that prior to withdrawal a student confer with the professor of the course to confirm the soundness of the decision to withdraw; however, such a conference is not mandatory. Professors will be notified of a student's decision to withdraw when the Course Withdrawal Notice has been received.

### Tuition Refunds

***The complete refund schedule is as follows according to the date that written notice is received:***

Fees	
Item	Cost
First Week	80%
Second Week	60%
Third Week	40%
Fourth Week	20%
After fourth week	No refund

All tuition refunds and requests to drop a course or withdraw from a course must be made in writing and submitted to the Office of the Registrar. The amount of tuition reimbursement is based on the date written notice is received, not when the class was last attended. Telephone calls do not constitute notice. Students

can provide documentation by fax (401) 232-6065 or by e-mail to registrar@bryant.edu. Students are encouraged to confirm that the Office of the Registrar received the notification by calling (401) 232-6080.

Given the selective basis by which students are admitted to Bryant's various graduate programs, it is essential to understand that when a student accepts an enrollment in one of Bryant's programs, another applicant who otherwise may have been accepted, has potentially been denied a "seat" in the program. Hence, the rationale of Bryant's formal refund policy is based on costs that are incurred by the institution despite an individual student's decision, for whatever reason, to withdraw. Thus, when and how a student acts on a decision to withdraw from a course may have substantial financial implications as well as academic ones.

## Withdrawal from the University

Students retain the right to withdraw from their program of study in which they are enrolled, and thus the university, based on the personal preferences and necessities of the individual. When a student makes a decision to formally withdraw from graduate study at Bryant, a student must submit a University Withdrawal form to the Office of the Registrar. Such notice serves to notify the University of a student's intent not to register for future courses.

At such a time in the future as a student desires to resume graduate coursework at Bryant, a re-application and formal admission process is required; thus, it is recommended that a student apply for a leave of absence from graduate studies when in doubt as to the certainty of continued graduate studies at Bryant.

## Merit Scholarships

All applicants will be automatically considered for a merit-based scholarship when applying to Bryant's Graduate School. Students who seek admission for fall term must apply by April 30th to be eligible for preferred consideration for a scholarship.

## Work-Study Opportunities

### Appointment Criteria

**Criteria:** Although hiring priority for work-study opportunities is given to full-time undergraduate students, a limited number of graduate students may be considered in any given year at some point after the eligible undergraduate applicants are considered. Graduates must be enrolled on a full-time basis (at least 9 credits) and must be carrying at least a 3.0 cumulative GPA to be eligible for consideration. Part-time, auditing or certificate-only students are not eligible to participate in the work-study program. Student workers may work for no more than 20 hours while school is in session during the fall and spring and up to 40 during periods of non-enrollment (i.e. summer and winter, provided the student is not enrolled full-time). Members of the regular University staff are not eligible for student positions in the work-study program. Student positions held by graduate students generally carry specialized or advanced qualifications uncommon to students in undergraduate programs.

Full-time graduate students are also eligible to apply for work specific opportunities with an academic department, usually related to their area of interest or professional background. Some of these competitive positions support faculty and involve conducting academic research or preparing class materials.

## Financing Options

### William D. Ford Federal Direct Loan Program

Graduate students enrolled in a degree program on at least a half-time basis (6 credits) may be eligible to borrow through the William D. Ford Federal Direct Loan Program. Students must first complete a Free Application for Federal Student Aid (FAFSA) on the web site [www.fafsa.gov](http://www.fafsa.gov). (<http://www.fafsa.ed.gov>) Upon receiving confirmation of eligibility from the financial aid office, student borrowers will need to complete on-line Entrance Counseling and a Master Promissory Note (MPN) on the federal web site [www.studentloans.gov](http://www.studentloans.gov). (<http://studentloans.gov>)

### Federal Grad PLUS

In addition to the Federal Direct Loan Program, eligible graduate students may also borrow through the Federal Grad PLUS Program. This may be particularly useful to graduate students in need of additional funding beyond the Federal Direct Loan's annual maximum of \$20,500. The application, entrance counseling and Master Promissory Note must be completed at [www.studentloans.gov](http://studentloans.gov). (<http://studentloans.gov>)

### Privately Funded Education Loans

A number of privately funded education loans are available to graduate students through non-profit lenders (generally one per state), as well as some of the larger for-profit lending firms. Further details are available in the Office of Financial Aid. Hours of operation are Monday through Friday during regular business hours.

### Veterans Administration Educational Benefits

There are many education assistance programs available to eligible veterans and their dependents. Interested students are encouraged to contact Veterans Affairs at (800) 827-1000 or visit their website at <http://benefits.va.gov/gibill/>. Veterans or designated dependents who are 100% eligible for Chapter 33 post-9/11 benefits may qualify to participate in the Bryant University Yellow Ribbon Program. There is a Veterans Administration Coordinator located in the Registrar's Office to answer any questions.

### Private Scholarships

In addition to information readily available through routine web searching, the Office of Financial Aid maintains an up-to-date online listing of scholarship notices from a number of foundations and organizations promoting their programs. These can be viewed by registered Bryant students in the financial aid section of the University's secure myBryant web portal.

## Academic Policies and Procedures

### Academic Program Planning

Graduate Program academic advisors are available to assist students with registration and the planning and selection of courses. Advisors can also review a student's academic standing as well as program and policy information. Students are encouraged to contact the Graduate Programs office or appropriate graduate director with any questions or concerns.

### Academic Load

Graduate students are considered full-time, if they register for nine or more hours during the fall and spring terms and six or more hours in the summer term.

## Transfer Credits

It is the expectation of the College of Arts and Sciences that graduate students will complete all degree requirements at Bryant University. If, for extenuating circumstances, a student needs to enroll in a graduate course(s) at an institution other than Bryant, the student must consult with the Communication graduate program director prior to enrolling in the course. The graduate program director will notify the student regarding approval. In order for the course credits to transfer to Bryant, a course must be taken at an accredited institution of higher learning. Students must earn a 'B' or better and, upon completion of the course, submit an official transcript. While courses approved for transfer appear as "T" on the Bryant transcript, grades of transferred courses are not used to calculate the grade point average.

## Time Limitations for Completion of Program

Students are allowed a maximum of six years to complete all requirements of the Arts and Science Graduate programs beginning with the date the student first registers as a graduate degree student.

Students in the 4+1 program have seven years from the time of first enrollment in courses as an integrated degree student. Requests for extensions will be processed through the Graduate Programs office.

## Directed Independent Study

Directed Independent Study [DIS] coursework is intended to offer the opportunity for greater depth of learning or the supplementation of content otherwise not offered by the Bryant curriculum. Hence, the role of DIS should be considered as an alternate for academic credit in a student's program only when it augments existing courses or provides opportunity for more specialized learning. Directed independent study will not be approved when such proposals represent a duplication of existing coursework alternatives or simply course topics justified on the basis of convenience or instructor preference. No more than one directed-independent study is permitted within each graduate student's curriculum.

***Any student who registers for a directed independent study course must perform the following steps:***

1. The student should contact the Graduate Program Director in the appropriate discipline to request a graduate faculty member to oversee a course in Directed Study, as an advisor.
2. When a faculty advisor has been identified, the faculty member and student are expected to develop a detailed outline of requirements that would satisfy three graduate course credits. A detailed syllabus of assignments, including time and output expectations needs to be established, including course milestones and evaluation criteria.
3. If the faculty member and graduate student agree on the proposal, the student then meets with the Graduate Program Director, who initiates the Directed Independent Study online process in Banner. After the process initiation, the student must confirm and accept the Directed Independent Study through the Banner system and then notifies the faculty member through email. The faculty member downloads and attaches the syllabus and accepts the Directed Independent Study. The student then notifies the Department Chair to view and approve the Directed Independent Study. The appropriate Associate Dean will be notified to make the final approval.
4. Once the Directed Independent Study has been approved by the Associate Dean, the Office of the Registrar will register the student

and assign the faculty to the Directed Study in Banner. The student and faculty member will receive a confirmation email that all steps have been completed.

5. The advising faculty member is expected to submit a final grade at the end of the term.

## Auditing a Course

Graduates of any graduate degree program may audit a course as long as prerequisites have been met and there is space available in the course. Students wishing to audit a course should complete an "Audit" request form from the Office of the Registrar with permission of the instructor. No credit or quality points are given for the audited course. The grade on the transcript will appear as "AU" (for audit). Students are responsible for paying 100 percent of tuition.

**NOTE:** Bryant Graduate alumni will pay 50 percent of course tuition to audit a course.

## Leave of Absence Policy

Although leaves of absence from the A & S Master's program are discouraged, it is recognized that occasionally there are significant life-altering events that may result in the need for a student to suspend continuous enrollment from their respective program on a temporary basis.

Consequently, any student who, prior to completion of the A & S graduate requirements, seeks to decline registration for a period greater than one academic semester may do so by registering for a Leave of Absence (LOA) by completing an official LOA form with the Registrar's Office. A student on a leave of absence may re-enter the program on a space-available basis. Students are still expected to complete their program within a five year time frame. Students on military deployment are exempt from this policy.

Students who do not plan to register for a given semester should also contact the Graduate Director of her/his specific Master's Program.

## Re-admit Policy

If a student withdraws from Bryant and later wishes to resume graduate work, he or she will be required to re-apply and will be responsible for the degree requirements that are in place at the time of re-admission. If the student's file is available, the student will be required to submit a new application, statement of objectives, resume and an \$80 application fee. If the file is not available, a complete application package must be submitted by the applicant. Permission to re-enroll will be granted only after a review of the student's academic record by the Admission Committee within the appropriate graduate program.

- If the student's course(s) were completed within the last three years, all courses, credits and grades previously taken will be applied to the student's degree requirements.
- If the courses are between three and five years old, the courses will be reviewed by the appropriate graduate directors. Those courses that are deemed to still be current by the department will be applied to the student's graduate degree. Those that are not approved will be listed on the student's transcript but not computed in the grade point average calculation, nor counted towards the degree.
- Courses that are five years or older are not generally accepted toward the degree program but will appear on the student's transcript.



Neither the credits nor the grades previously earned will be calculated in the student's grade point average.

## Cancellation of Classes

Cancellation/delay of classes due to weather conditions will be announced over local radio and television stations. A detailed message will also be available by calling the University's emergency line at (401) 232-6002. The announcement to cancel or delay classes will also be available on the university website at [www.bryant.edu](http://www.bryant.edu) (<http://www.bryant.edu>). When individual classes are cancelled, students will be notified via their Bryant e-mail accounts.

## Grading Policies and Academic Standing

### Credit Hour

As an institution of higher education, Bryant University holds the responsibility for determining and upholding standards related to the awarding of credit hours for student work consistent with national standards.

- One hour (50 minutes) of classroom or direct faculty instruction and a minimum of two hours out of class student work each week for approximately fifteen weeks for one semester.
- A least an equivalent amount of work as required outlined above for other academic activities as established by the institution including laboratory work, internships, practica, studio work, and other academic work relating to the award of credit hours.

Bryant University ensures a minimum of 750 minutes of instruction per credit hour (2,250 minutes of instruction for a standard, three-hour course), regardless of mode of delivery. Winter and Summer terms offer accelerated courses, and the schedule is adjusted to meet the above standard.

### Grading System

The graduate programs use the following grading system:

Grade	Grade Points
A	4.0 Excellent
A-	3.7
B+	3.3
B	3.0 Satisfactory
B-	2.7
C+	2.3
C	2.0
F	0.0

**NOTE:** Values assigned to each letter grade are determined by individual faculty members.

*Letter Grades of B-, C+, and C:* These grades, though acceptable, represent average performance and thus, must be offset by other higher grades in order to maintain a 3.0 cumulative average and subsequently to graduate from the program. Courses in which a student earns a B-, C+, or C cannot be repeated.

*Letter Grade of F:* A letter grade of "F" indicates a course failure and remains on the transcript and is included in all future GPA calculations. If an "F" was earned in a core course, the core course must be repeated. If an "F" was earned in an elective, that specific course does not have to be repeated. However, the student must enroll in another elective in order

to successfully complete the total number of credits required to earn the degree. The student's transcript will record both course enrollments and grades.

*I – Incomplete* (because of extenuating circumstances, the instructor has allowed additional time, (e.g. two weeks, to complete the course.) The Incomplete is not included in calculating the GPA. If the Incomplete is not finished before the end of the next regular term (i.e., Fall or Spring terms), the grade will automatically be converted to an F. For purposes of this policy, "end of the next regular term" shall be interpreted to mean the last date on which that instructor's grades must be submitted.

*AU – Audit grade.* Grade not included in calculation of GPA.

*W – Student is allowed to withdraw from a course* after the add/drop period and up until the end of the 10th week of regularly scheduled classes, as designated by the university calendar, by making a written request to the Office of the Registrar with no academic penalty incurred.

*WD – Student is allowed to withdraw from a semester* after the add/drop period and up until the end of regularly scheduled classes, as designated by the university calendar, by making a written request to the Office of the Registrar with no academic penalty incurred.

*WP – At the discretion of the faculty member, student is allowed to withdraw without penalty* after the 10th week of regularly scheduled classes, as designated by the university calendar but prior to the administration of the final exam, by making a written request to the Office of the Registrar.

*WF – At the discretion of the faculty member, student is allowed to withdraw WITH penalty* (failing grade) after the 10th week of regularly scheduled classes, as designated by the university calendar but prior to the administration of the final exam, by making a written request to the Office of the Registrar.

### Add/Drop Policy

During the spring and fall terms, students may add courses for one (1) week after the first day of classes. Students have two (2) weeks to drop classes after the first day of classes. Students must submit an add/drop form to the Office of the Registrar with appropriate faculty signatures. Refer to the Office of the Registrar web page for add and drop deadlines for the winter and summer terms.

### GPA Calculations

Only courses taken and credits received in the graduate programs at Bryant University are included in the computation of the grade-point average.

Quality points are determined by multiplying credits by grade points. Grade points are listed in the table above. The grade point average is determined by dividing the total quality points earned by the total credits completed.

### Academic Standing

The academic standing measures a student's advancement toward meeting the grade point average requirements for a degree. Students are required to earn a cumulative grade point average (GPA) of 3.0 to successfully complete a graduate program.

If at the completion of the graduate program, the final GPA is below 3.0, a student may petition the Dean of the College to complete a maximum of

six additional credits (i.e., two, three credit courses) all to be completed at Bryant to meet the GPA minimum.

## Academic Warning

When a student's cumulative GPA falls below a 3.0, an academic warning will be issued by the appropriate graduate director.

Two consecutive semesters of academic warning may result in dismissal from the graduate program within the College of Arts and Sciences. Academic warning status will be reviewed on an individual case basis by the appropriate graduate director and the Dean of the College of Arts and Sciences.

## Graduation

During the fall semester preceding their intended graduation, students should complete and submit an online *Application for Graduation* form through their Banner web account. Students who complete their degree requirements during a summer or fall term may participate in commencement exercises of that academic year.

During the second to last term in the Professional MBA Online program, students should complete and submit an online *Application for Graduation* form through their Banner web account. Students who complete their degree requirements are welcome to the Bryant campus in Smithfield, RI and may participate in commencement exercises in May of that academic year.

## Honors at Graduation

To graduate with honors, a student must attain a grade-point average of 3.75 or better.

## Academic Honesty Policy

A high standard of conduct is expected. A graduate student's education is the result of his or her initiative and industry. Each Bryant graduate student, accordingly, understands that to submit work that is not his/her own is not only a transgression of University policy but also a violation of personal integrity.

The academic community, therefore, does not tolerate any form of "cheating" – the dishonest use of assistance in the preparation of outside or in-class assignments.

## Ethical Conduct and Plagiarism Cheating / Plagiarism

As students at Bryant University you are privileged members of an academic institution with high standard for academic integrity and conduct. Student dishonest will NOT be tolerated. Any student who plagiarizes any portion of a research paper, cheats, or shares assignment answers will receive a 0 (zero) for that assignment, a lowering of the final grade, and/or failure in the course. More serious sanctions are also possible. Ignorance of University policy is NOT a valid excuse. If you are not sure whether you are plagiarizing or not, please check with your instructor.

### Academic Dishonesty and Plagiarism include but is not limited to:

- Submitting an assignment that has been wholly or partially created by another person.
- Presenting as your own work, the ideas, representations, research, or words of another person without proper acknowledgement (citation) of sources.

- Knowingly permitting your work to be submitted by another student as if it were her or his own work.
- Submitting identically, or substantially, the same assignment to fulfill the requirements of two separate courses.
- Copying from another student's examination, term paper, homework or lab report.
- Misappropriation of examination materials or information.
- Unauthorized communication with another student during or about quizzes.
- Unauthorized access to or the use of the computerized work of others.
- Falsification of data for research projects.
- Turning in another student's name on an assignment when the student failed to contribute.

All violations are subject to disciplinary action. To preserve its commitment to the high standards of intellectual and professional behavior, Bryant University will respect intellectual excellence and expect intellectual honesty.

### The following due process procedure shall apply to cases of graduate students involving academic dishonesty:

#### Step 1

Instructors teaching graduate courses have the explicit responsibility to take action in alleged cases of academic dishonesty. This action may include the following:

- failing grade on assignment or exam
- failing grade for the course
- recommend dismissal from the graduate program and the College of Arts and Sciences.

#### Step 2

The instructor's decision may be appealed by the student to the Arts and Sciences Graduate Faculty Advisory Committee (A&S GFAC). The Committee may recommend to the Dean of the College of Arts and Sciences one of the following alternatives:

- To sustain the instructor's decision.
- To place the student on probationary status, as specified by the Committee.  
This gives the Committee the right to review and monitor the student's academic performance for the duration of the probation period.
- To recommend dismissal of the student to the Dean of the College of Arts and Sciences.
- To restore the individual to the status of a student in good standing.

A similar process will be followed in cases of dishonesty other than academic.

## Academic Grievance Process

Students who have an academic grievance concerning their final grade in a course are entitled to have their dispute reviewed by a formal and systematic process. Students have sixty (60) days from the time the final grade is posted to initiate their concerns in writing to the professor of the course. The Academic Grievance Process should begin with a good-faith attempt for resolution between the student and professor.

In the event that an issue cannot be resolved between the student and professor, the student must subsequently confer with the appropriate program director to seek resolution of the matter.

Failing these first two steps, the student can seek resolution by appealing the matter to the Associate Dean of the College of Arts and Sciences; unresolved grievances may then be appealed to the Dean.

Prior to an appeal to the Dean of the College, a student must complete a written statement which serves to summarize the basis of the grievance, indicate the resolution process preceding and leading up to an appeal first to the Associate Dean of the College of Arts and Sciences, and then to the Dean, and a documentation of relevant material and correspondence between and among student, professor, and graduate program director.

If the issue cannot be resolved by the aforementioned steps, the student may request a hearing before the Graduate Student Academic Grievance Committee. The Committee will meet only when the student has not been able to resolve the grievance through the Dean's level review. The Graduate Student Academic Grievance Committee will report its findings and make a recommendation to the Provost; the decision of the Provost is final.

At each stage in the grievance process, a written record that summarizes each party's understanding and disposition is expected.

## Graduate Programs Code of Conduct

Bryant University is an educationally purposeful community – a place where faculty, staff and students work together to strengthen teaching and learning on campus. The campus is a place where high standards of civility are set and violations are challenged. Bryant University is a community whose members speak and listen carefully to each other. Bryant University is a place where the sacredness of each person is honored and where diversity is aggressively pursued. Bryant University clearly states both its academic and social expectations. All must accept their obligations as citizens of the Bryant community and expect to be held accountable for behavior as individuals and members of groups. The University is a caring community where the well-being of each member is supported and where service to others is encouraged. All students are expected to obey applicable local state and federal laws as well as the policies of the university. These policies are found in The Student Handbook and the University Policy Manual. All students are subject to disciplinary action for violations. Graduate student violations of policy shall be adjudicated by the Graduate Disciplinary Committee. Procedures applying to this process are found in The Student Handbook.

## Behavior and Discipline

The University expects students to assume responsibility for their actions. It also has an equal obligation to protect its educational purpose and the interests of its student body; therefore, it must be concerned with the actions of individuals or groups that are in conflict with the welfare and integrity of the University or in disregard for the rights of other students, faculty, or other members of the University community.

Complete guidelines and policies are found in The Student Handbook. When students enroll at Bryant University, it is assumed that they have a serious purpose and a sincere interest in their own social and intellectual development. It is also assumed that students familiar with the regulations, procedures, and policies set forth at Bryant University have accepted them as a "way of life" during their stay at the University. They are expected to learn to cope with problems intelligently, reasonably,

and with consideration for the rights of others; to obey laws and ordinances of the nation, state, and community of which they, as well as the University, are a part; and to conduct themselves peaceably in espousing changes they may consider necessary. As students prize rights and freedoms for themselves, they are expected to respect the rights and freedoms of others.

Students are subject to federal, state, and local laws as well as University rules and regulations. A student is not entitled to greater immunities or privileges before the law than those enjoyed by other citizens generally. Students are subject to such reasonable disciplinary action as deemed appropriate, including suspension and expulsion in appropriate cases for breach of federal, state, or local laws, or University rules or regulations. The principle extends to conduct off campus that is likely to have adverse effects on the University, or on the educational process, or which stamps the offender as an unfit associate for other students.

## Harassment

### Protection from Harassment – Policy Statement

Bryant University is committed to maintaining a working and learning environment which supports respect for the individual and for academic freedom, where all members of the community can work and learn in an atmosphere that is free from sexual or other types of harassment. It is the policy of Bryant University that no member of the University community, including faculty, staff, students, volunteers, interns, and third party contractors, may subject another to sexual or any other type of harassment.

Harassment on the basis of race, color, religion, sex, sexual preference or orientation, gender identity or expression, national origin, age, ethnicity, disability, veteran or marital status undermines the basic principles of the Bryant community and will not be tolerated.

Harassment includes but is not limited to unwelcome verbal, electronic and/or physical conduct directed toward an individual or regarding an individual's race, color, religion, sex, sexual preference or orientation, gender identity or expression, national origin, age, ethnicity, disability, veteran or marital status that has the purpose or effect of humiliating and/or intimidating an individual or hindering and/or interfering with work performance, academic status, or college life. In particular, sexual harassment is defined as unwanted sexual advances, requests for sexual favors, and all other verbal or physical conduct of a sexual nature where: submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic status; or submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions affecting such individual; or such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating, hostile, or offensive environment in which to work or learn.

Bryant University considers harassment a very serious matter. Any person found to be engaging in harassment, including sexual harassment, or who aids and abets or incites such conduct, will be subject to disciplinary action, up to and including termination of employment or expulsion from an educational program of the University. Further, any retaliation against an individual for filing a complaint or for cooperating in an investigation of such a complaint is similarly prohibited and will not be tolerated.

### Reporting Procedures:

Bryant University encourages the reporting of all perceived incidents of discrimination, harassment or retaliation, regardless of the offender's

identity or position. To encourage persons to come forward, the University provides several channels of communication, information, and complaint resolution as outlined below.

### **Information, Counseling and Advocacy:**

Anyone may seek advice, information or counseling on any matter, including matters relating to harassment, without having to lodge a complaint. Names and telephone numbers of these resources are listed under "Information/Counseling Resources."

### **Informal Complaint Process:**

Either verbally or in writing, notify the offender firmly and promptly that his or her behavior is unwelcome. While dealing informally with a problem of harassment may resolve the matter more expeditiously and more confidentially, no action can be taken by the University when it is not aware of the harassing conduct. Hence, informal complaint procedures should not be used for severe or habitual cases of harassment.

### **Formal Complaint/Reporting Process:**

When a formal complaint is received, the University will promptly investigate the allegation in a fair and expeditious manner. The investigation will be conducted in such a way as to maintain confidentiality to the extent practicable under the circumstances.

The investigation will include a private interview with the person(s) filing the complaint and with witnesses. The person(s) alleged to have committed harassment would also be interviewed. When the investigation has been completed, the results of that investigation, to the extent appropriate, will be shared with the person filing the complaint and the person alleged to have committed the conduct. If it is determined that inappropriate conduct has occurred, the University will act promptly to eliminate the offending conduct, and where appropriate, will impose disciplinary action.

## **Resource List**

### **Information/Counseling Resources:**

Counseling Services	(401) 232-6045
Health Services	(401) 232-6220
Student Affairs	(401) 232-6046

## **Internal Contact List**

Vice President for Student Affairs/ Dean of Students	(401) 232-6046
Associate Vice President for Human Resources	(401) 232-6011
Provost	(401) 232-6060

## **Information Services Network Acceptable Use Policy**

All members of the Bryant University community who use the University computing, information, and communication resources must act responsibly. Every user is responsible for the integrity of these resources under their control. All users of University-owned or University-leased Information Services systems must respect the rights of other users, respect the integrity of the physical facilities and controls, and comply with all licenses and contractual agreements. More information on Information Services Network Acceptable Use Policy can be found at [http://infosec.bryant.edu/acceptable\\_use.html](http://infosec.bryant.edu/acceptable_use.html).

## **E-mail**

The University's electronic mail services are University facilities and are intended for use for teaching, learning, research, and administration in

support of Bryant University's mission. Bryant University e-mail services may not be used for personal business or personal gain except as permitted by other University policies.

## **Peer-to-Peer File Sharing**

The Copyright Law of the United States (Title 17 U.S. Code) governs the making of copies of copyrighted material. UNAUTHORIZED COPYING IS PROHIBITED! The person using this equipment is liable for any infringement and can be prosecuted or held liable for monetary damages.

## **Bryant.edu Domain Name**

According to the guidelines of the managing body of the top-level .EDU domain space, a registrant of a name in the .EDU domain may not use the .EDU domain for commercial purposes. The use of the "BRYANT.EDU" in any commercial related transaction is a violation of those guidelines. Any student using the "BRYANT.EDU" in any electronic service (e-mail, web, etc.) for commercial purposes jeopardizes his/her privilege to use those services.

# **Student Services**

## **The Centers for Student Success**

The Centers for Student Success staff engage in a partnership with students to help them achieve their academic goals. The staff includes a network of full-time and part-time professionals who are specialists in writing, English as a second language, and learning disabilities.

## **Access Services: Accommodation for Students with Disabilities**

At Bryant, we have a three-pronged disability services system that is designed to facilitate your request for accommodations. Therefore, depending on which category of disability/disorder you fall under, you will begin the process through one of three University administrators. Please contact the individual below who best fits your needs. If you need disability-related support from more than one of the three areas, please contact only one of these individuals for an initial consultation. That individual will then collaborate with the other office(s) to provide the most effective assistance and accommodations.

For students with documented learning disabilities, academic accommodations are available. Students with learning disabilities can process academic accommodation requests through Access Services. To receive academic accommodations, students must submit documentation that describes the nature of the learning disability to the Assistant Director of Access Services. Diagnostic testing that identifies the existence of the learning disability must have been completed within the past three years. The Assistant Director of Access Services recommends academic accommodations; however, it is incumbent upon the student to schedule an appointment with the Assistant Director at the beginning of each new semester to arrange for services. Students with learning disabilities can schedule an appointment with the Assistant Director by calling (401) 232-6746. Documentation guidelines may be accessed here: <https://my.bryant.edu/portal/academic-success-programs/access-services.htm>

### Physical Disabilities

John Denio, M.S.

Assistant Vice President for Student Services and Administration

(401) 232-6046

\*Individuals with permanent or temporary physical disabilities who wish to obtain handicapped parking passes should contact the Department of Public Safety at (401)232-6001.

jdenio@bryant.edu

#### Mental Health or Psychiatric Disabilities

Noelle Harris, Ph.D., LMHC

Director of Counseling Services

(401) 232-6045

nharris@bryant.edu

#### Neurodevelopmental Disorders

Marie Saddlemire, Ph.D.

Assistant Director for the Academic Center for Excellence, Access Services

(401) 232-6746

msaddlemire@bryant.edu

### **On Demand Student Success Workshops**

Graduate students have access to the entire library of StudentLingo On Demand Student Success Workshops. These study skills workshops can be accessed at any time, from any location at [www.studentlingo.com/bryant](http://www.studentlingo.com/bryant) (<http://www.studentlingo.com/bryant/>). For more information, visit the Centers for Student Success.

### **Writing Center**

The Writing Center is available to help graduate students strengthen their writing skills. Writing specialists, professionals with an MA and/or Ph.D. in English or writing, are available for individualized consultation. An English as a second language writing specialist is available to help students for whom English is a foreign language. To schedule a Writing Center appointment, call (401) 232-6567.

### **Amica Center for Career Education**

The Amica Center for Career Education offers a full range of career development and planning services for all students, including graduate students. Our services include:

- Individual career coaching on all topics pertaining to choosing a major, finding an internship, applying to graduate school, or securing a full-time opportunity.
- Career planning courses to assist you with choosing a major and/or career path.
- Shadow Program, matching you with an alum for a day in the workplace.
- Alumni-student networking events in Boston, Hartford, New York City, Providence, Washington, D.C., and more.
- Campus recruiting program including the Bryant Career Connection (BCC) - the student job board for both internships and full-time opportunities.
- Two annual Career Fairs with more than 150 employers attending.
- Specialized programs, company site visits, and alumni connections.

We encourage all students to visit the Amica Center to get started with:

- Utilizing career assessment tools
- Writing a college résumé
- Creating a LinkedIn profile
- Finding an internship or job
- Learning how to leverage campus and current work life to benefit your career plan

Graduate students are welcome to use all available resources in the Amica Center for Career Education as well as participate in our events and programs.

Stop by our office, visit our website at <https://career.bryant.edu>, or call (401) 232-6090, to learn more about resources and services provided.

The opportunity to use the Amica Center for Career Education continues after graduation. Career coaching is available to alumni who are changing careers and are in need of assistance, up to five years post-graduation. The Job Source, a listing of full-time jobs requiring post-degree experience, is published weekly for interested alumni.

Alumni are also invited to attend the many workshops, programs, and events offered by the Amica Center for Career Education.

#### **Student Printing Facilities**

- Students can print wirelessly via their laptop to several printers located on campus.
- Printers are available in the following locations: Quinlan/Brown Academic Innovation Center, Fisher Student Center, Krupp Library in the Bello Center, and on both the first and second floors of the M-wing in the Unistructure.
- A \$40 printing allowance is granted each year. After that, a charge of 5 cents per black-and-white page and 25 cents per color page is applied directly to the student's allowance; if the student exceeds that allowance, the charges are applied directly to their Banner account.

### **Bryant Bookstore & Online Purchases**

The Bryant University bookstore is located in the Fisher Student Center. Please call (401) 232-6240 for bookstore hours. Textbooks may also be ordered online at [www.efollett.com](http://www.efollett.com) (<http://www.efollett.com>).

### **Campus Ministry**

The chaplains in Campus Ministry address the spiritual needs of Bryant students and staff. Catholic, Jewish, Muslim, and Protestant chaplains are available to serve as sources of support, guidance, and spiritual development for all members of the University community.

The Catholic Student Association meets Sundays before Mass. Hillel is Bryant's Jewish-student organization. The Awakening Crew is the Protestant student club.

Worship services are as follows: Catholic Mass is celebrated at 7 p.m. on Sunday and at noon on Wednesday. Islamic Services are held on Friday. Jewish Shabbat services are offered on Friday. Protestant services are held on Wednesday evenings.

### **Health Services**

Bryant University Health Services is a board-certified nurse practitioner-run health center that adheres to federal and state law and endorses

the guidelines of the American College Health Association, the Rhode Island Department of Health, and the Centers for Disease Control and Prevention. Health Services is located on the first floor of Barrington House. It is staffed by a part-time physician, certified nurse practitioners, a health and wellness coordinator, and a health and nutrition coordinator. In the event of an emergency or when Health Services is closed, emergency medical technicians (EMTs) are available through the Department of Public Safety at (401) 232-6911.

Clinical components of Health Services include treatment of illnesses and injuries, women's and men's health care, laboratory services, immunizations, support services for students with physical disabilities, and referrals as appropriate. All health care and medical records are considered confidential, and family members are notified only in the event of a life-threatening accident or illness.

The University requires that all full-time resident graduate students provide documentation of health insurance. Low cost accident and illness insurance is available for all students who wish to purchase it. Information about this insurance can be obtained at the Health Services Office.

## Security/Public Safety ID and Parking Sticker Policy

Bryant's campus is a secure place to live. Public Safety officers are on duty 24 hours a day, seven days a week. Residence hall exterior doors are locked 24 hours a day, only accessible to students. Individual key locks are on the door of each room. Visitors are checked in on weeknights and throughout the weekend.

All students are required to have a current parking sticker and student photo ID. These may be obtained on the second floor of the Fisher Student Center. To obtain a parking sticker, students are required to bring their driver's license and vehicle registration to the Department of Public Safety. Contact the Public Safety office at (401) 232- 6001 for more information.

## College of Business

### College of Business Mission Statement:

*We prepare socially responsible thinkers, leaders and innovators for successful professional careers within the global business community.*

Professional careers begin where theory and practice intersect. We provide students with a learner-centered environment, a broad knowledge base, the opportunity to develop areas of expertise that are in high demand and to apply their knowledge in practical settings.

- *We prepare thinkers* by offering a broad and multi-disciplinary knowledge base, with in-depth content in one or more specific business disciplines. The business degree experience is focused on the application of foundational theory in business settings. In addition, we develop students' critical thinking skills and ability to grapple with problems at a systemic level.
- *We prepare leaders* by cultivating the development of interpersonal skills and character. The curriculum provides students with numerous opportunities to learn about and practice leadership and collaboration skills, in small and large group settings, and with for-profit and non-profit organizations.

- *We prepare innovators* by presenting students with challenging business issues that allow them to apply their skills to real problems. The curriculum offers opportunities for students to develop creative business solutions and provides them with the necessary tools to successfully adapt to changes in the global business environment.

## Graduate College of Business Academic Calendar

### FALL TERM – 2020

One Year and Two Year MBA Management Concepts and Skills	Thursday, August 20 through Saturday, August 22
MPAc and MPAc/Tax Preparing for MPAc Success	Friday, August 21
Graduate Classes Begin	Tuesday, August 25
Graduate Add Period Ends	Tuesday, September 1
Graduate Drop Period Ends	Tuesday, September 8
Graduate Day Classes End	Monday, November 16
Graduate Evening Classes End	Monday, November 16
Graduate Day Examination Period	Tuesday, November 17 through Tuesday, November 24
Graduate Evening Examination Period	Tuesday, November 17 through Monday, November 23
Term Ends	Tuesday, November 24

### SPRING TERM – 2021

MPAc and MPAc/Tax Preparing for MPAc Success (Remote)	Friday, January 29
Graduate Classes Begin Remote	Monday, February 1 through Friday, February 5
Graduate Classes Begin on Campus	Tuesday, February 9
Graduate Add Period Ends	Tuesday, February 9
Graduate Drop Period Ends	Tuesday, February 16
Research and Engagement (REDay) - no day classes	Wednesday, April 21
Graduate Day Classes End	Friday, May 7
Graduate Evening Classes End	Monday, May 10
Graduate Day Examination Period	Monday, May 10 through Monday, May 17
Graduate Evening Examination Period	Tuesday, May 11 through Monday, May 17
Term Ends	Tuesday, May 18
Graduate Commencement	Thursday, May 20
Undergraduate Commencements	Saturday, May 22 (Class of 2021) and Sunday, May 23 (Class of 2020)

### SUMMER TERM – 2021(Tentative)

Graduate Term Begins	Monday, May 24
Tax Courses Begin	Monday, May 24
MBA Term I Classes Begin	Monday, May 24
Memorial Day Holiday (no classes)	Monday, May 31
MPAc and MPAc-Tax/Preparing for MPAc Success	Wednesday, June 2
MPAc Term I Classes Begin	Thursday, June 3

<b>Independence Day Holiday</b>	Monday, July 5
<b>MBA Term I Final Exam Period</b>	Wednesday, July 7 and Thursday, July 8
<b>MBA Term I Term Ends</b>	Thursday, July 8
<b>MBA Term II Classes Begin</b>	Monday, July 12
<b>MPAc Term I Final Exam Period</b>	Wednesday, July 14 through Friday, July 16
<b>MPAc Term I Term Ends</b>	Friday, July 16
<b>MPAc Term II Classes Begin</b>	Monday, July 19
<b>V.J. Day Holiday (no classes for MBA programs only, MPAc and MST classes will be held)</b>	Monday, August 9
<b>MBA Term II Final Exam Period</b>	Thursday, August 19 and Monday, August 23
<b>MBA Term II Term Ends</b>	Monday, August 23
<b>MPAc Term II Final Exam Period</b>	Wednesday, August 25 and Thursday, August 26
<b>MPAc Term II Term Ends</b>	Thursday, August 26
<b>Tax Courses Final Exam Period</b>	Monday, August 23 through Thursday, August 26
<b>Summer Graduate Term Ends</b>	Thursday, August 26

\* **Note:** The MBA Business Practicum (MBA 645) will run from Monday, May 24 through Thursday, August 19. The final exam for the MBA Business Practicum will be held on Thursday, August 19.

## Programs of Study

- One Year MBA Curriculum with Specializations (p. 23)
- Two Year MBA Curriculum with Specializations (p. 24)
- Professional MBA Online (p. 25)
- Master of Professional Accountancy (MPAc) (p. 28)
- Master of Professional Accountancy with Tax Concentration (MPAc-TAX) (p. 28)
- Master of Professional Accountancy with Analytics Concentration (MPAc-ANALYTICS) (<http://catalog.bryant.edu/graduate/business/programs/mpacanly/>)
- Certificate of Graduate Study in Business Analytics (p. 29)
- Certificate of Graduate Study in Innovative HealthCare Leadership (p. 29)

## Application Requirements

### Domestic Applicants

Bryant University is committed to enrolling classes of students with strong credentials that show a high promise of professional success. To be admitted to any Bryant graduate program, applicants must be (or about to become) a graduate of an accredited, four-year college or university.

**Applicants must submit:**

- Bryant University College of Business Graduate application. Applicants shall complete the online application for admission.
- Official transcripts from ALL colleges and universities attended.
- One professional letter of recommendation. Recommenders may use the form available online or submit a written recommendation on letterhead.
- Official score on the Graduate Management Admission Test (GMAT).\*
- Statement of objectives (500 words maximum). The purpose of the statement is to explain why the applicant is applying to Bryant, the specific program, and how both will help the applicant achieve a future goal.
- A current resume.
- \$80 application fee.
- Interview  
*Admission interviews (optional)* can be scheduled by the Graduate Programs office or by the applicant. An admission interview is part of the application process and aids the Admission Committee in making appropriate admission decisions.

\* **The only waivers granted for the GMAT are:**

- Applicant has a 3.4 GPA or higher from an AACSB accredited business degree program or from a non-business degree program with professional accreditation (e.g., ABET) completed within the past ten years.
- Applicant has a 3.4 GPA or higher from an accredited four-year bachelor degree program within the past ten years.
- Applicant has five or more years of high-level work experience and a minimum 2.75 GPA from an accredited four-year bachelor degree program. Applicants should provide details of their experience on their resume.
- Certificate of Graduate Study in Business Analytics applicants
- Applicant has completed a master, law or medical degree at an accredited university.
- Applicant is eligible for a GMAT Waiver Interview with three to five years of substantive work experience. Applicants should provide details of their experience on their resume.
- Applicant has achieved a score in GRE that is comparable and equivalent to our average GMAT score.

Students who are enrolled full-time are required to forward completed health forms to Health Services and to show proof of health insurance.

## International Applicants

Students from across the globe who enroll in the Bryant University Graduate School bring valuable perspectives to the classroom. International students must secure the proper visa and enroll in the appropriate number of credits.

**International Student Admission Requirements:**

- Applicant must provide documentation from an academic evaluation agency which indicates that the applicant has earned a degree equivalent to a U.S. bachelor's degree.
- Bryant University College of Business Graduate application. Applications are available online or a copy of the application can be requested in writing, by phone, or by e-mail.
- Official transcripts from all colleges or universities attended, translated into English and converted to a 4.1 scale.
- One professional letter of recommendation. Recommenders may use the available form online or submit a recommendation on letterhead.
- Official score on the Graduate Management Admission Test (GMAT). GMAT waivers are available to MBA applicants who hold an earned

doctorate, or for MPAC applicants who have earned a 3.5 cumulative undergraduate GPA from an AACSB accredited institution.

- A current resume.
- Interview – An interview (either in person or by phone) is recommended for graduate program applicants.
- Statement of objective (500 words maximum).
- \$80 application fee.
- Official TOEFL score for applicants whose native language is not English or whose undergraduate instruction was not conducted in English.
- International Graduate Student Certification of Finances from international applicants seeking an I-20.

## Deferred Admission

If an accepted student cannot begin classes in the semester for which he/she applied, the student may defer his/her admission until the next entry term. Requests for a deferral must be made in writing to the Graduate Programs office and may be approved for up to one year. If an applicant matriculates into a program within a one-year period, the commitment fee is applicable toward tuition fees. The MPAC commitment fee is not applicable toward tuition fees and is non-refundable.

## Re-admit Policy

If a student withdraws from Bryant and later wishes to resume graduate work, he or she will be required to re-apply to the Graduate College of Business and will be responsible for the degree requirements that are in place at the time of re-admission. If the student's file is available, the student will be required to submit a new application, statement of objectives, resume and an \$80 application fee. If the file is not available, a complete application package must be submitted by the applicant. Permission to re-enroll will be granted only after a review of the student's academic record by the Admission Committee.

- If the student's course(s) were completed within the last three years, all courses, credits and grades previously taken will be applied to the student's degree requirements.
- If the courses are between three and five years old, the courses will be reviewed by the appropriate department chairpersons. Those courses that are deemed to still be current by the department will be applied to the student's transcript. Those that are not approved will be listed on the student's transcript but not computed in the grade point average calculation.
- Courses that are older than five years old are not generally accepted toward the degree program but will appear on the student's transcript. Neither the credits nor the grades previously earned will be calculated in the student's grade point average.

## Non-matriculating Students

A non-matriculating student is defined as a student who is enrolled in a degree program at an institution other than Bryant University and who wishes to take one or more courses at Bryant to transfer to his/her home institution. A non-matriculating student must complete a Special Student Application form and submit a fee of \$80 along with a letter from his/her dean or advisor indicating that he/she has been pre-approved to take a course(s) at Bryant. Non-matriculating students are eligible to select only from Bryant's elective course offerings.

## One Year MBA with Specializations

### The Bryant MBA Curriculum

The Graduate School at Bryant University empowers its graduates with the ability to compete and excel in a dynamic business environment. Bryant's dedicated faculty successfully equips students with the analytical, technological and interpersonal skills required to meet the challenges of working in a diverse and global marketplace.

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### *The learning goals and objectives of the MBA program are:*

#### Goal 1

Graduates of the Bryant Master in Business Administration program will have the ability to communicate effectively as managers. This goal includes the expectation that graduates will be able to demonstrate effective professional writing for business skills, oral communication skills, and will be prepared to make persuasive presentations at a managerial level.

#### Goal 2

Graduates of the Bryant Master in Business Administration program will have the ability to work and lead in organizational situations to effectively accomplish goals. This goal implies that students will be familiar with their own leadership style, be able to both lead teams effectively as well as work effectively as a member of a team, and, finally, be able to generate quality deliverables from team endeavors.

#### Goal 3

Graduates of the Bryant Master in Business Administration program shall identify and analyze complex managerial problems/opportunities in dynamic environments using an interdisciplinary approach. Achievement of this goal by graduates includes the ability to identify influential and/or causal factors using appropriate analysis tools; be prepared to effectively use quantitative and qualitative analytic tools; have the ability to propose feasible and/or innovative solutions showing consideration of multiple disciplines; and, finally, be prepared to make and justify appropriate recommendations.

#### Goal 4

In a global and cross-cultural context, graduates of the Bryant Master in Business Administration program shall demonstrate knowledge of essential business concepts and management processes with respect to the principal areas of commerce activity, including the discipline-specific areas of accounting, computer information systems, finance, management, and marketing.

#### Goal 5

Graduates of the Bryant Master in Business Administration program shall have an awareness of and a personal philosophy toward ethical business practice such that they are able to recognize ethical dilemmas, the stakeholders involved, and the consequences of different decisions on these stakeholders. Furthermore, graduates will be able to analyze, critique, and appraise their personal values and ethical standards.



## One Year MBA Curriculum with Specializations

***The MBA One Year program requires the completion of 40 credits. Specializations are available in Business Analytics, Global Supply Chain Management, Global Finance, International Business or General Management***

### Core Courses

MBA 515	Management Concepts and Skills
MBA 520	Managing Corporate Enterprise
MBA 521	Leading Effective Organizations
MBA 522	Reporting and Controlling Resources
MBA 523	Managing Information Resources
MBA 524	Managing Financial Resources
MBA 525	Marketing for Competitive Advantage
MBA 526	Value Formation Through Operations
MBA 528	Global Immersion Experience
MBA 645	MBA Business Practicum
MBA 651	Mastering Strategic Analysis

### Electives

Specialization Elective 1
Specialization Elective 2
Specialization Elective 3

## MBA Electives

MBA students may elect to specialize in one of five areas, Business Analytics, Global Supply Chain, Global Finance, International Business, or General Management. A specialization area is made up of three, three-credit electives within the specialization discipline. The General Management specialization is made up of three, three-credit electives from any one of the specialization areas.

Note: Students that specialize in Business Analytics and take an additional course, AA 651, Analytics Capstone will be awarded a joint certificate from Bryant University and SAS in Business Analytics.

### MBA Business Analytics Specialization

AA 610	Analytics Methods and Applications
AA 620	Data Mining and Predictive Analytics
AA 630	Data Management and Large Scale Data Analysis

### MBA Global Finance Specialization

GFIN 601	Global Financial Management
GFIN 602	Global Financial Institutions and Markets
GFIN 603	Financing the Global Supply Chain

### MBA Global Supply Chain Specialization (Choose 3)

GSCM 601	Corporate Social Responsibility in Global Supply Chain Management
GSCM 602	Financing Global Supply Chain
GSCM 603	Advanced Supply Chain Integration
GSCM 604	Logistics of International Trade

### MBA International Business Specialization

IB 601	International Business Management
IB 602	Global Human Resource Management
IB 603	International Marketing

## Two Year MBA with Specializations The Bryant MBA Curriculum

The Graduate School at Bryant University empowers its graduates with the ability to compete and excel in a dynamic business environment. Bryant's dedicated faculty successfully equips students with the analytical, technological and interpersonal skills required to meet the challenges of working in a diverse and global marketplace.

### ***The learning goals and objectives of the MBA program are:***

#### Goal 1

Graduates of the Bryant Master in Business Administration program will have the ability to communicate effectively as managers. This goal includes the expectation that graduates will be able to demonstrate effective professional writing for business skills, oral communication skills, and will be prepared to make persuasive presentations at a managerial level.

#### Goal 2

Graduates of the Bryant Master in Business Administration program will have the ability to work and lead in organizational situations to effectively accomplish goals. This goal implies that students will be familiar with their own leadership style, be able to both lead teams effectively as well as work effectively as a member of a team, and, finally, be able to generate quality deliverables from team endeavors.

#### Goal 3

Graduates of the Bryant Master in Business Administration program shall identify and analyze complex managerial problems/opportunities in dynamic environments using an interdisciplinary approach. Achievement of this goal by graduates includes the ability to identify influential and/or causal factors using appropriate analysis tools; be prepared to effectively use quantitative and qualitative analytic tools; have the ability to propose feasible and/or innovative solutions showing consideration of multiple disciplines; and, finally, be prepared to make and justify appropriate recommendations.

#### Goal 4

In a global and cross-cultural context, graduates of the Bryant Master in Business Administration program shall demonstrate knowledge of essential business concepts and management processes with respect to the principal areas of commerce activity, including the discipline-specific areas of accounting, computer information systems, finance, management, and marketing.

#### Goal 5

Graduates of the Bryant Master in Business Administration program shall have an awareness of and a personal philosophy toward ethical business practice such that they are able to recognize ethical dilemmas, the stakeholders involved, and the consequences of different decisions on these stakeholders. Furthermore, graduates will be able to analyze, critique, and appraise their personal values and ethical standards.

## Two Year MBA Curriculum with Specializations

*The MBA Two Year program requires the completion of 37 credits. Specializations are available in Business Analytics, Global Supply Chain Management, Global Finance, International Business or General Management*

### Core Courses

MBA 515	Management Concepts and Skills
MBA 520	Managing Corporate Enterprise
MBA 521	Leading Effective Organizations
MBA 522	Reporting and Controlling Resources
MBA 523	Managing Information Resources
MBA 524	Managing Financial Resources
MBA 525	Marketing for Competitive Advantage
MBA 526	Value Formation Through Operations
MBA 528	Global Immersion Experience <sup>1</sup>
or MBA 621	Business Consulting
MBA 651	Mastering Strategic Analysis

### Electives

Specialization Elective 1
Specialization Elective 2
Specialization Elective 3

<sup>1</sup> Either MBA 528 or MBA 621 can be taken to complete the degree requirements. If both taken, students will graduate with 3 additional credits.

## MBA Electives

MBA students may elect to specialize in one of five areas, Business Analytics, Global Supply Chain, Global Finance, International Business, or General Management. A specialization area is made up of three, three-credit electives within the specialization discipline. The General Management specialization is made up of three, three-credit electives from any one of the specialization areas.

Note: Students that specialize in Business Analytics and take an additional course, AA 651, Analytics Capstone will be awarded a joint certificate from Bryant University and SAS in Business Analytics.

### MBA Business Analytics

AA 610	Analytics Methods and Applications
AA 620	Data Mining and Predictive Analytics
AA 630	Data Management and Large Scale Data Analysis

### MBA Global Finance Specialization

GFIN 601	Global Financial Management
GFIN 602	Global Financial Institutions and Markets
GFIN 603	Financing the Global Supply Chain

### MBA Global Supply Chain Specialization (Choose 3)

GSCM 601	Corporate Social Responsibility in Global Supply Chain Management
GSCM 602	Financing Global Supply Chain
GSCM 603	Advanced Supply Chain Integration
GSCM 604	Logistics of International Trade

### MBA International Business Specialization

IB 601	International Business Management
IB 602	Global Human Resource Management
IB 603	International Marketing

## Professional MBA Online

### Mission

The mission of the Bryant Professional MBA Online degree program is to empower working professionals to grow their knowledge and skills in pursuit of their career goals, while providing opportunities to improve the performance of their organizations and provide leadership and service to their chosen profession. Bryant's dedicated faculty successfully equips students with the analytical, technological and interpersonal skills required to meet the challenges of working in a diverse and global marketplace. Through this program, students will develop an understanding of foundational business knowledge, learn how to apply this knowledge towards evaluating, analyzing, and solving business problems, and develop expertise in combining values-based leadership decision-making with business problem-solving.

### Learning Goals

- Understand and apply business knowledge: Effectively apply paradigms and concepts in business domains in order to solve business problems.
- Accomplish effective communication: Develop written, oral, and presentation skills to communicate effectively across the organization and its stakeholders.
- Evaluate global perspectives: Demonstrate the ability to integrate diverse and global perspectives to effectively address management issues.
- Conduct critical thinking: Analyze business problems and situations from a variety of perspectives and arrive at appropriate value-creating decisions.
- Implement entrepreneurial leadership: Evaluate the economic potential of business opportunities, devise actionable strategies, and communicate recommendations persuasively to achieve goals.
- Perform ethical reasoning: Understand the role of human values in a business context and justify an action plan to manage any ethical challenge faced or identified by the organization.

## Professional MBA Online Academic Calendar 2020-2021

Summer I 2020	May 23 - August 1
Summer II 2020	August 1 - October 10
Fall 2020	October 10 - December 19
Winter 2021	January 2 - March 13
Spring 2021	March 13 - May 22
Summer I 2021	May 22 - July 31
Summer II 2021	July 31 - October 9

The required course MBAO 550, Strategies for Success, has to be completed before students start their program and begins 3 weeks prior to the start of the PMBA term.

### Application Requirements

Bryant University is committed to enrolling classes of students with strong credentials that show a high promise of professional success. To be admitted to the Professional MBA Online degree program, applicants

must be a graduate of a four-year college or university and a minimum of 5 years of qualified work experience (assessed on a case by case basis).

*Applicants must submit:*

- Bryant University College of Business Graduate application. Applicants shall complete the online application for admission.
- Official transcript from ALL colleges and universities attended.
- One professional letter of recommendation from a manager or supervisor (not a colleague). Recommenders may submit a written recommendation on letterhead.
- Statement of objectives (500 words maximum). The purpose of the statement is to explain why the applicant is applying to Bryant, the specific program, and how both will help the applicant achieve a future goal. Please also indicate at what pace you plan to take courses so we can help you plan your graduation date.
- A current resume.
- An \$80 application fee. (Waived for Alumni)

## Professional MBA Online Requirements

### Core Required Courses

MBAO 550	MBA Online Strategies for Success
MBAO 551	Economics
MBAO 552	Principles of Management
MBAO 558	Strategic Marketing
MBAO 559	Global Business
MBAO 571	Fundamentals of Accounting
MBAO 572	Fundamentals of Finance
MBAO 573	Information Resources Management and Business Analytics

### Leadership Track (3 Required)

MBAO 560	Organizational and Strategic Leadership
MBAO 561	Entrepreneurial Leadership
MBAO 563	Leadership Capstone

### Innovative HealthCare Leadership Track (3 Required; if take 4 receive an additional Certificate)

Required Courses:	
MBAO 565	Innovative Healthcare Leadership and Design Thinking
MBAO 566	Innovative Practice Management
Elective Courses (Select one):	
MBAO 567	Healthcare Law and Ethics
MBAO 568	Business of Healthcare

## 2020 - 2021 Tuition, Fees, and Deposits

Item	Cost
Tuition:	\$717 per credit, \$2,150 per 3 credit course (10 courses in total for the program)
Deposit Fee:	\$250
Strategies for Success course:	\$495
Total Program Cost including deposit, all courses and Strategies for Success:	\$21,995

Tuition for all courses, including Strategies for Success is due before the first day of class per Academic Calendar dates.

## Method of Payment

Bryant University sends electronic bills in lieu of paper bills. When the eStatement is ready for viewing, students will receive an email notification at their Bryant University email address. The email will provide the website to gain access to their student account and eStatement. The Student Account Center offers the option to pay online with a WebCheck or credit card (AMEX, VISA, MC, Discover, Diner's Club, JCB, UnionPay, BCard, and DinaCard), establish reoccurring payments, view current activity, view historical billing statements and much more.

Students may pay online via the Student Account Center using a credit or debit card. There will be a 2.85% service fee associated with all credit card payments, with a minimum charge of \$3.00. Bryant University does not receive any portion of the service fee that is collected by TouchNet. The service fee is non-refundable even though the related payment to Bryant University may be refundable. When you choose the option on the web to pay with a credit card, you will be directed to TouchNet's secure network environment. You will be required to acknowledge the service fee charge prior to the payment being finalized.

A student also has the option to pay online with a WebCheck (ACH). There will be no fee associated with the Web Check payment option. A \$40 fee will be assessed to the student's account if a check or WebCheck payment is returned as uncollectable and a \$3.00 fee will be assessed for a WebCheck payment returned due to incorrectly entered account information.

Students also have the option to mail their payment. All checks and money orders should be made payable to Bryant University; envelopes should be addressed to:

Bryant University  
P.O. Box 835  
Providence, RI 02901-0835.

Overnight mail and outside scholarship payments should be addressed to:

Bryant University  
Bursar's Office  
1150 Douglas Pike  
Smithfield, RI 02917-1284

## Reimbursement of Graduate Tuition by Third Party

A graduate student enrolling in a course(s) must submit a written letter of authorization from the employer or scholarship foundation (third-party authorization) to the Bursar's Office prior to each registration period if that party plans to pay the tuition directly to Bryant University.

If the employer reimburses the student directly, the student must pay for his/her course by the term due dates.

In addition, if the third party does not pay the tuition (e.g. when a student does not earn the required grade), the student is responsible for the tuition for that term.

## Late Payment Penalty

A late payment penalty of \$75 may be assessed to the student's account if payment is not made by the term due dates. A registration and transcript hold will also be placed on the account and students will not be allowed to register for the following term until their balance is resolved.

Further, in the event that a student does not pay his/her tuition fees and the University finds it necessary to send the unpaid fees to a collection agency for collection, the student will be responsible to pay any reasonable collection fees and/or legal fees associated with said collection of the amount owed to Bryant University.

## Course Withdrawals and Refunds

When a student decides to drop or withdraw from one or more courses, there can be clear financial and academic implications to such a decision. Therefore, it is imperative that a student understands and carefully complies with the policies and procedures that follow.

### Dropping a Course

A student may drop a course up to the first Friday, of the first week of class, for a 100% tuition refund. The student will receive a 50% tuition refund if they withdraw between the first Friday of the session through the second Friday of the session. After the second Friday of the session, there is no refund.

### Withdrawing from a Course

A student may withdraw from a course after the Add/Drop period and up until the end of regularly scheduled classes, as designated by the university calendar, by making a written request to the Office of the Registrar.

When appropriate, it is advisable that prior to withdrawal a student confer with the professor of the course to confirm the soundness of the decision to withdraw; however, such a conference is not mandatory. Professors will be notified of a student's decision to withdraw when the Course Withdrawal Notice has been received.

### Tuition Refunds

A student may drop a course up to the first Friday, of the first week of class, for a 100% tuition refund. The student will receive a 50% tuition refund if they withdraw between the first Friday of the session through the second Friday of the session. After the second Friday of the session, there is no refund.

All tuition refunds and requests to drop a course or withdraw from a course must be made in writing and submitted to the Office of the Registrar. The amount of tuition reimbursement is based on the date written notice is received, not when the class was last attended. Telephone calls do not constitute notice. Students can provide documentation by fax (401) 232-6065 or by e-mail to registrar@bryant.edu. Students are encouraged to confirm that the Office of the Registrar received the notification by calling (401) 232-6080.

Given the selective basis by which students are admitted to Bryant's various graduate programs, it is essential to understand that when a student accepts an enrollment in one of Bryant's programs, another applicant who otherwise may have been accepted, has potentially been denied a "seat" in the program. Hence, the rationale of Bryant's formal refund policy is based on costs that are incurred by the institution despite an individual student's decision, for whatever reason, to withdraw. Thus, when and how a student acts on a decision to withdraw from a course may have substantial financial implications as well as academic ones.

## Withdrawal from the University

Students retain the right to withdraw from their program of study in which they are enrolled, and thus the university, based on the personal preferences and necessities of the individual. When a student makes a

decision to formally withdraw from graduate study at Bryant, a student must submit a University Withdrawal form to the Office of the Registrar. Such notice serves to notify the University of a student's intent not to register for future courses.

At such a time in the future as a student desires to resume graduate coursework at Bryant, a re-application and formal admission process is required; thus, it is recommended that a student apply for a leave of absence from graduate studies when in doubt as to the certainty of continued graduate studies at Bryant.

## Financing Options

### William D. Ford Federal Direct Loan Program

Graduate students enrolled in a degree program on at least a half-time basis (6 credits) may be eligible to borrow through the William D. Ford Federal Direct Loan Program. Students must first complete a Free Application for Federal Student Aid (FAFSA) on the web site [www.fafsa.ed.gov](http://www.fafsa.ed.gov). Upon receiving confirmation of eligibility from the financial aid office, student borrowers will need to complete on-line Entrance Counseling and a Master Promissory Note (MPN) on the federal web site [www.studentloans.gov](http://studentloans.gov).

### Federal Grad PLUS

In addition to the Federal Direct Loan Program, eligible graduate students may also borrow through the Federal Grad PLUS Program. This may be particularly useful to graduate students in need of additional funding beyond the Federal Direct Loan's annual maximum of \$20,500. The application, entrance counseling and Master Promissory Note must be completed at [www.studentloans.gov](http://studentloans.gov).

### Privately Funded Education Loans

A number of privately funded education loans are available to graduate students through non-profit lenders (generally one per state), as well as some of the larger for-profit lending firms. Further details are available in the Office of Financial Aid. Hours of operation are Monday through Friday during regular business hours.

### Veterans Administration Educational Benefits

There are many education assistance programs available to eligible veterans and their dependents. Interested students are encouraged to contact Veterans Affairs at (800) 827-1000 or visit their website at <http://benefits.va.gov/gibill/>. Veterans or designated dependents who are 100% eligible for Chapter 33 post-9/11 benefits may qualify to participate in the Bryant University Yellow Ribbon Program. There is a Veterans Administration Coordinator located in the Registrar's Office to answer any questions.

### Private Scholarships

In addition to information readily available through routine web searching, the Office of Financial Aid maintains an up-to-date online listing of scholarship notices from a number of foundations and organizations promoting their programs. These can be viewed by registered Bryant students in the financial aid section of the University's secure myBryant web portal.

## Master of Professional Accountancy (MPAc)

The MPAc program combines a solid foundation in accounting with courses that build professional skills. This professionally managed program can be completed in as little as two full-time semesters [summer/summer, summer/fall, fall/spring, or spring/summer].

The MPAc program can be completed with a tax concentration which is designed for students who want to combine advanced accounting courses with courses in taxation. This program can be completed in as little as two full-time semesters [summer/fall or summer/summer].

The MPAc program can also be completed with an analytics concentration which is designed for students who want to combine advanced accounting courses with additional courses in data analytics. This option can be completed in as few as two full-time semesters using a spring /summer plan.

The MPAc program requires the completion of 30 credits which help to satisfy the 150 hour requirement for CPA licensure, while preparing graduates for successful careers in accounting.

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### ***The learning goals of the Master of Professional Accountancy program are:***

#### **Goal 1**

##### ***Analyze accounting situations***

1. Recognize accounting issues in business situations
  - a. Identify relevant accounting issues and
  - b. Compare merits of alternatives.
2. Develop appropriate recommendations
  - a. Recognize current professional standards and/or practices and
  - b. Form reasonable conclusions.

#### **Goal 2**

##### ***Demonstrate effective communication skills for professional accountancy***

1. Effectively write in an accounting context.
2. Effectively speak in an accounting context.

#### **Goal 3**

##### ***Research contemporary accounting topics***

1. Demonstrate an ability to locate relevant professional standards and practices for guidance.
2. Identify appropriate keywords to search for current literature.
3. Interpret and explain discipline-based research.

#### **Goal 4**

##### ***Show effective leadership skills***

1. Demonstrate project leadership skills.
2. Apply effective governance principles for accountability.

#### **Required Courses**

MPAC 515	Preparing for MPAc Success
MPAC 600	Advanced Assurance and Professional Oversight
MPAC 605	Corporate Governance in the 21st Century
MPAC 615	Project Management for Accounting Leadership

MPAC 620	Advanced Accounting Information Systems or MPAC 626 Accounting Analytics
MPAC 625	Government and Not-For-Profit Accounting
MPAC 630	Accounting Theory
MPAC 635	Multinational Accounting
MPAC 640	Research and Communication
MPAC 645	Management Control Systems
MPAC 650	Accounting for Income Taxes

## Master of Professional Accountancy with Tax Concentration (MPAc-TAX)

The MPAc program combines a solid foundation in accounting with courses that build professional skills. This professionally managed program can be completed in as little as two full-time semesters [summer/summer, summer/fall, fall/spring, or spring/summer].

The MPAc program can be completed with a tax concentration which is designed for students who want to combine advanced accounting courses with courses in taxation. This program can be completed in as little as two full-time semesters [summer/fall or summer/summer].

The MPAc program can also be completed with an analytics concentration which is designed for students who want to combine advanced accounting courses with additional courses in data analytics. This option can be completed in as few as two full-time semesters using a spring /summer plan.

The MPAc program requires the completion of 30 credits which help to satisfy the 150 hour requirement for CPA licensure, while preparing graduates for successful careers in accounting.

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2. Identify appropriate keywords to search for current literature.
3. Interpret and explain discipline-based research.

**Goal 4****Show effective leadership skills**

1. Demonstrate project leadership skills.
2. Apply effective governance principles for accountability.

**Required Courses**

MPAC 515	Preparing for MPAC Success
TAX 600	Individual Income Taxation
TAX 605	Sales and Exchanges of Property
TAX 610	Corporations and Shareholders
TAX 625	Partnership Income Tax Problems

**Elective Courses**

Select 6 from the following courses:

MPAC 600	Advanced Assurance and Professional Oversight
MPAC 605	Corporate Governance in the 21st Century
MPAC 615	Project Management for Accounting Leadership
MPAC 620	Advanced Accounting Information Systems
MPAC 625	Government and Not-For-Profit Accounting
MPAC 626	Accounting Analytics
MPAC 630	Accounting Theory
MPAC 635	Multinational Accounting
MPAC 640	Research and Communication
MPAC 645	Management Control Systems
MPAC 650	Accounting for Income Taxes

## Certificate of Graduate Study in Business Analytics

The Graduate Certificate in Business Analytics (GCBA) is a four course part-time program designed to provide candidates who hold an accredited undergraduate degree with the knowledge, skills and experience to acquire, analyze and apply structured and unstructured data to enhance decision making and to sustain competitive advantage. The focus of the GCBA is in the application of analytics to practical problems. Students will be engaged in analyzing real world data provided by strategic partner organizations and will gain experience with leading edge analytical tools from companies such as SAS.

The GCBA will consist of four required courses. Due to the content and delivery of the courses, students must enroll concurrently in AA 610 and AA 630 during their initial term of study and must enroll in AA 620 and AA 651 during their second term of study.

**Required Courses:**

AA 610	Analytics Methods and Applications
AA 620	Data Mining and Predictive Analytics
AA 630	Data Management and Large Scale Data Analysis
AA 651	Analytics Capstone

Upon successful completion of the four courses, the student is awarded a Certificate of Graduate Study in Business Analytics and a Joint Bryant University / SAS Certificate in Business Analytics. Students who meet the criteria to be admitted to the Masters of Business Administration program at Bryant University will be able to apply nine credits towards the MBA specialization requirements.

## Certificate of Graduate Study in Innovative HealthCare Leadership

The Innovative Healthcare Leadership (IHcL) Certificate Program consists of four, 10-week long courses designed to be immediately applicable in the real world and contribute to enhancing professional progress. It is designed to provide candidates who hold an accredited undergraduate degree and works or conducts business in the healthcare sector and are looking to build their leadership skills, discover creative and innovative problem-solving techniques, and have a deeper understanding of the business of healthcare. Complete an orientation course (MBAO 550, MBA Online Strategies for Success) and the following four courses to earn your certificate:

MBAO 565	Innovative Healthcare Leadership and Design Thinking
MBAO 566	Innovative Practice Management
MBAO 567	Healthcare Law and Ethics
MBAO 568	Business of Healthcare

## Tuition, Fees, and Financial Aid

### 2020-2021 Tuition, Fees, and Deposits

**Tuition:**

Item	Cost
One-year MBA	\$1,118 per credit
Two-year MBA	\$1,118 per credit
MPAC	\$1,176 per credit
Graduate Certificate in Business Analytics	\$10,062 Total Cost

**Fees:**

Item	Cost
MPAC Commitment Fee	\$250
MBA GIE Travel Fee	\$1,500
Application Fee	\$80

An application fee of \$80 must accompany the Graduate Program application. This fee pays for all matriculation expenses and is nonrefundable.

The MPAC students admitted to the Graduate Program submit \$250 non-refundable commitment fee.

**Deposits:**

Item	Cost
MBA Commitment Deposit	\$250

MBA students submit a non-refundable deposit of \$250 which represents tuition for the required one-credit course, MBA 515 Introduction to Management Concepts and Skills, and indicates their acceptance of admission and intention to enroll in the Bryant MBA program.

International students will not be issued an I-20 until the Graduate School receives the required commitment deposit.

## Method of Payment

Payment is due by August 9, 2020 for the fall, January 9, 2021 for the spring, the first day of class for the winter and May 9, 2021 for the summer term.

Bryant University sends electronic bills in lieu of paper bills. When the eStatement is ready for viewing, students will receive an email notification at their Bryant University email address. The email will provide the website to gain access to their student account and eStatement. The Student Account Center offers the option to pay online with a WebCheck or credit card (AMEX, VISA, MC, Discover, Diner's Club, JCB, UnionPay, BCard, and DinaCard), establish reoccurring payments, view current activity, view historical billing statements and much more.

Students may pay online via the Student Account Center using a credit or debit card. There will be a 2.85% service fee associated with all credit card payments, with a minimum charge of \$3.00. Bryant University does not receive any portion of the service fee that is collected by TouchNet. The service fee is non-refundable even though the related payment to Bryant University may be refundable. When you choose the option on the web to pay with a credit card, you will be directed to TouchNet's secure network environment. You will be required to acknowledge the service fee charge prior to the payment being finalized.

A student also has the option to pay online with a WebCheck (ACH). There will be no fee associated with the Web Check payment option. A \$40 fee will be assessed to the student's account if a check or WebCheck payment is returned as uncollectable and a \$3.00 fee will be assessed for a WebCheck payment returned due to incorrectly entered account information.

Students also have the option to mail their payment. All checks and money orders should be made payable to Bryant University; envelopes should be addressed to:

Bryant University  
P.O. Box 835  
Providence, RI 02901-0835.

Overnight mail and outside scholarship payments should be addressed to:

Bryant University  
Bursar's Office  
1150 Douglas Pike  
Smithfield, RI 02917-1284

## Reimbursement of Graduate Tuition by Third Party

A graduate student enrolling in a course(s) must submit a written letter of authorization from the employer or scholarship foundation (third-party authorization) to the Bursar's Office prior to each registration period if that party plans to pay the tuition directly to Bryant University.

If the employer reimburses the student directly, the student must pay for his/her course by the term due dates.

In addition, if the third party does not pay the tuition (e.g. when a student does not earn the required grade), the student is responsible for the tuition for that term.

## Late Payment Penalty

A late payment penalty of \$75 may be assessed to the student's account if payment is not made by the term due dates. A registration and

transcript hold will also be placed on the account and students will not be allowed to register for the following term until their balance is resolved.

Further, in the event that a student does not pay his/her tuition fees and the University finds it necessary to send the unpaid fees to a collection agency for collection, the student will be responsible to pay any reasonable collection fees and/or legal fees associated with said collection of the amount owed to Bryant University.

## Course Withdrawals and Refunds

When a student decides to drop or withdraw from one or more courses, there can be clear financial and academic implications to such a decision. Therefore, it is imperative that a student understands and carefully complies with the policies and procedures that follow.

### Dropping a Course

A student may drop a course during the Add/Drop period, as posted on the University calendar, and thus the course will not appear on the student's transcript.

### Withdrawing from a Course

A student may withdraw from a course after the Add/Drop period and up until the end of regularly scheduled classes, as designated by the university calendar, by making a written request to the Office of the Registrar.

When appropriate, it is advisable that prior to withdrawal a student confer with the professor of the course to confirm the soundness of the decision to withdraw; however, such a conference is not mandatory. Professors will be notified of a student's decision to withdraw when the Course Withdrawal Notice has been received.

## Tuition Refunds

***The complete refund schedule is as follows according to the date that written notice is received:***

Item	Cost
First Week	80%
Second Week	60%
Third Week	40%
Fourth Week	20%
After fourth week	No refund

All tuition refunds and requests to drop a course or withdraw from a course must be made in writing and submitted to the Office of the Registrar. The amount of tuition reimbursement is based on the date written notice is received, not when the class was last attended. Telephone calls do not constitute notice. Students can provide documentation by fax (401) 232-6065 or by e-mail to registrar@bryant.edu. Students are encouraged to confirm that the Office of the Registrar received the notification by calling (401) 232-6080.

Given the selective basis by which students are admitted to Bryant's various graduate programs, it is essential to understand that when a student accepts an enrollment in one of Bryant's programs, another applicant who otherwise may have been accepted, has potentially been denied a "seat" in the program. Hence, the rationale of Bryant's formal refund policy is based on costs that are incurred by the institution despite an individual student's decision, for whatever reason, to withdraw. Thus,

when and how a student acts on a decision to withdraw from a course may have substantial financial implications as well as academic ones.

## Withdrawal from the University

Students retain the right to withdraw from their program of study in which they are enrolled, and thus the university, based on the personal preferences and necessities of the individual. When a student makes a decision to formally withdraw from graduate study at Bryant, a student must submit a University Withdrawal form to the Office of the Registrar. Such notice serves to notify the University of a student's intent not to register for future courses.

At such a time in the future as a student desires to resume graduate coursework at Bryant, a re-application and formal admission process is required; thus, it is recommended that a student apply for a leave of absence from graduate studies when in doubt as to the certainty of continued graduate studies at Bryant.

## Graduate Assistantships

Full-time graduate students are eligible to apply for graduate assistantships with an academic department usually related to their area of interest or professional background. Some of these competitive positions support faculty and involve conducting academic research or preparing class materials. These positions not only enhance the student's experience, they also allow for tuition remission.

Only applicants who have been accepted to a graduate program will be considered for an assistantship.

The total value of the graduate assistantship will be included as gross income to the recipient. Recipients of the assistantship will be required to complete and return an Employee Data Card, W-4 form and Employment Eligibility Verification (I-9) form to the Human Resources office prior to the award.

At the end of the year, recipients will receive a W-2 form stating the value of the assistantship for tax purposes.

## Merit Scholarships

All applicants will be automatically considered for a merit based scholarship when applying to Bryant's Graduate School. Students who seek admission for fall term must apply by April 30th to be eligible for preferred consideration for a scholarship.

## Endowed Scholarships

### Graduate Alumni Council Scholarship

This scholarship is awarded to College of Business graduate students who have maintained a 3.5 or better cumulative GPA. The candidate must demonstrate financial need, as well as work and community service experience. The Graduate College of Business will notify selected candidates.

### Kenneth R. and Janet MacLean Scholarship

This scholarship is awarded to a College of Business graduate student demonstrating superior academic performance and proven financial need. A new recipient is chosen each year.

## Financing Options

### William D. Ford Federal Direct Loan Program

Graduate students enrolled in a degree program on at least a half-time basis (6 credits) may be eligible to borrow through the William D. Ford Federal Direct Loan Program. Students must first complete a Free Application for Federal Student Aid (FAFSA) on the web site [www.fafsa.gov](http://www.fafsa.gov). (<http://www.fafsa.ed.gov>) Upon receiving confirmation of eligibility from the financial aid office, student borrowers will need to complete on-line Entrance Counseling and a Master Promissory Note (MPN) on the federal web site [www.studentloans.gov](http://www.studentloans.gov). (<http://studentloans.gov>)

### Federal Grad PLUS

In addition to the Federal Direct Loan Program, eligible graduate students may also borrow through the Federal Grad PLUS Program. This may be particularly useful to graduate students in need of additional funding beyond the Federal Direct Loan's annual maximum of \$20,500. The application, entrance counseling and Master Promissory Note must be completed at [www.studentloans.gov](http://www.studentloans.gov). (<http://studentloans.gov>)

### Privately Funded Education Loans

A number of privately funded education loans are available to graduate students through non-profit lenders (generally one per state), as well as some of the larger for-profit lending firms. Further details are available in the Office of Financial Aid. Hours of operation are Monday through Friday during regular business hours.

### Veterans Administration Educational Benefits

There are many education assistance programs available to eligible veterans and their dependents. Interested students are encouraged to contact Veterans Affairs at (800) 827-1000 or visit their website at <http://benefits.va.gov/gibill/>. Veterans or designated dependents who are 100% eligible for Chapter 33 post-9/11 benefits may qualify to participate in the Bryant University Yellow Ribbon Program. There is a Veterans Administration Coordinator located in the Registrar's Office to answer any questions.

### Private Scholarships

In addition to information readily available through routine web searching, the Office of Financial Aid maintains an up-to-date online listing of scholarship notices from a number of foundations and organizations promoting their programs. These can be viewed by registered Bryant students in the financial aid section of the University's secure myBryant web portal.

## Academic Policies and Procedures

### Academic Program Planning

Graduate Program academic advisors are available to assist students with registration and the planning and selection of courses. Advisors can also review a student's academic standing as well as program and policy information. Students are encouraged to contact the Graduate Programs office or appropriate graduate director with any questions or concerns.

### Academic Load

Graduate students are considered full-time, if they register for nine or more hours during the fall and spring terms and six or more hours in the summer term.



## Foundation Courses/Requirement Waivers

The College of Business graduate faculty and administration expects a solid grounding in economics and statistics as an essential element for full preparation to complete the Bryant University MBA program. Applicants to the Part-Time (two year) and Full-Time (one year) MBA programs should have completed a microeconomics, a macroeconomics, and a business statistics course at the undergraduate level with a final grade of 'B' or better. These are referred to as foundation courses or foundation requirements.

The Graduate College of Business will waive foundation requirements, if the courses were completed at an accredited institution with a final grade of 'B' or better and covered topics generally reflective of the content for microeconomics, macroeconomics, and business statistics with an effective window of five years. Foundation courses may be waived that are beyond five years when it is evident that an individual is by virtue of current employment, professional experience, or some other basis conversant with fundamental concepts in one or both of these disciplines (e.g., an individual employed in the finance industry who works in a context that routinely assumes knowledge and use of key economic concepts).

For those applicants who have completed foundation courses with a grade **below** a 'B', one or more *tutorials* (economics and/or statistics) may be required before an admission is granted. The *tutorials* are on-line, self-paced, and are provided by Bryant University to the applicant at no charge. Bryant also reserves the right to require an applicant to retake a foundation course that was taken within the five year window when there is indication of such need. (e.g., covered topics were not reflective of the content for microeconomics, macroeconomics, and/or business statistics or if the final grade was significantly lower than a 'B').

## Transfer Credits

It is the expectation of the Graduate College of Business that graduate students will complete all degree requirements at Bryant University. Students who have completed course work prior to matriculation may transfer up to two, three credit courses to their degree program. Transfer credits from an incomplete degree are limited to those taken within the last three years with a grade of 'B' or better from an institution accredited by AACSB-International.

Students who wish to transfer course work should submit a Transfer of Credit Request along with a course description or course syllabus to the Graduate Program office. The Graduate Program office will forward the request to the appropriate department chair for evaluation. If the request is approved, the course(s) will be applied to their Bryant degree requirements and students will receive an updated curriculum outline. The graduate school will not accept transfer courses that are equivalent to MBA 520 or MBA 521.

If, for extenuating circumstances, a student needs to enroll in a graduate course(s) at an institution other than Bryant, the student must submit a Transfer of Credit Request to the Graduate Program office. The Graduate Program office will coordinate the academic review process and once a decision is made will notify the student in writing. In order for the course credits to transfer to Bryant, a course must be taken at an AACSB-International accredited institution. Students must earn a 'B' or better and upon completion of the course must submit an official transcript to the Graduate Program office.

While courses approved for transfer appear as "T" on the Bryant transcript, grades of transferred courses are not used to calculate the grade point average.

## Registration

Only students who have been admitted to the Graduate College of Business may enroll in coursework. Courses in the Master of Business Administration program are designed as a three-semester per year course of study. Thus, students are expected to maintain continuous enrollment throughout their program of study and are expected to proceed through the program with the cohort with which they were admitted.

The Masters of Professional Accountancy is a full-time day program which is typically completed in two terms of full-time enrollment.

The MPAC with a Tax concentration is a full-time program featuring courses that meet in the day and evening. The MPAC Tax is typically completed in two full-time terms.

## Time Limitations for Completion of Program

Students are allowed a maximum of six years to complete all requirements of the MBA, and MPAC programs.

## Directed Independent Study

Directed Independent Study [DIS] coursework is intended to offer the opportunity for greater depth of learning or the supplementation of content otherwise not offered by the Bryant curriculum. Hence, the role of DIS should be considered as an alternate for academic credit in a student's program only when it augments existing courses or provides opportunity for more specialized learning. Directed independent study will not be approved when such proposals represent a duplication of existing coursework alternatives or simply course topics justified on the basis of convenience or instructor preference. No more than one directed-independent study is permitted within each graduate student's curriculum.

***Any student who registers for a directed independent study course must perform the following steps:***

1. The student should contact the Graduate Program Director in the appropriate discipline to request a graduate faculty member to oversee a course in Directed Study, as an advisor.
2. When a faculty advisor has been identified, the faculty member and student are expected to develop a detailed outline of requirements that would satisfy three graduate course credits. A detailed syllabus of assignments, including time and output expectations needs to be established, including course milestones and evaluation criteria.
3. If the faculty member and graduate student agree on the proposal, the student then meets with the Graduate Program Director, who initiates the Directed Independent Study online process in Banner. After the process initiation, the student must confirm and accept the Directed Independent Study through the Banner system and then notifies the faculty member through email. The faculty member downloads and attaches the syllabus and accepts the Directed Independent Study. The student then notifies the Department Chair to view and approve the Directed Independent Study. The appropriate Associate Dean will be notified to make the final approval.
4. Once the Directed Independent Study has been approved by the Associate Dean, the Office of the Registrar will register the student

and assign the faculty to the Directed Study in Banner. The student and faculty member will receive a confirmation email that all steps have been completed.

5. The advising faculty member is expected to submit a final grade at the end of the term.

## Auditing a Course

Graduates of any graduate degree program may audit a course as long as prerequisites have been met and there is space available in the course. Students wishing to audit a course should complete an "Audit" request form from the Office of the Registrar with permission of the instructor. No credit or quality points are given for the audited course. The grade on the transcript will appear as "AU" (for audit). Students are responsible for paying 100 percent of tuition.

**NOTE:** Bryant Graduate alumni will pay 50 percent of course tuition to audit a course.

## Leave of Absence

By virtue of Bryant's MBA program design as a three term per year plan of study, admitted students are expected to proceed through the program with the cohort they were admitted with at the beginning of their MBA studies. Stated differently, students, upon admission, are expected to complete their MBA degree requirements by continuous enrollment in the time specified by the program in which they entered.

Although leaves of absence from the MBA program are discouraged, it is recognized that occasionally there are significant life-altering events that may result in the need for a student to suspend continuous enrollment from their respective program on a temporary basis.

Consequently, any student who, prior to completion of the MBA requirements, seeks to decline registration for an upcoming term may do so by registering for a Leave of Absence (LOA) by completing an official LOA form with the Office of the Registrar. An MBA student on a leave of absence may re-enter the program on a space available basis. Students are still expected to complete their program within a six year time frame. Students on military deployment are exempt from this policy.

Students in the MBA, and MPac programs who do not plan to register for a given term should also contact the Graduate Programs Director, College of Business.

Students in the Professional MBA Online program who do not plan to register for a given term should contact their dedicated academic success coach.

## Cancellation of Classes

Cancellation/delay of classes due to weather conditions will be announced over local radio and television stations. A detailed message will also be available by calling the University's emergency line at (401) 232-6002. The announcement to cancel or delay classes will also be available on the university website at [www.bryant.edu](http://www.bryant.edu) (<http://www.bryant.edu>). When individual classes are cancelled, students will be notified via their Bryant e-mail accounts.

## Grading Policies and Academic Standing Credit Hour

As an institution of higher education, Bryant University holds the responsibility for determining and upholding standards related to the

awarding of credit hours for student work consistent with national standards.

- One hour (50 minutes) of classroom or direct faculty instruction and a minimum of two hours out of class student work each week for approximately fifteen weeks for one semester.
- A least an equivalent amount of work as required outlined above for other academic activities as established by the institution including laboratory work, internships, practica, studio work, and other academic work relating to the award of credit hours.

Bryant University ensures a minimum of 750 minutes of instruction per credit hour (2,250 minutes of instruction for a standard, three-hour course), regardless of mode of delivery. Winter and Summer terms offer accelerated courses, and the schedule is adjusted to meet the above standard.

## Grading System

The graduate programs use the following grading system:

Grade	Grade Points
A	4.0 Excellent
A-	3.7
B+	3.3
B	3.0 Satisfactory
B-	2.7
C+	2.3
C	2.0
F	0.0

**NOTE:** Values assigned to each letter grade are determined by individual faculty members.

*Letter Grades of B-, C+, and C:* These grades, though acceptable, represent average performance and thus, must be offset by other higher grades in order to maintain a 3.0 cumulative average and subsequently to graduate from the program. Courses in which a student earns a B-, C+, or C cannot be repeated.

*Letter Grade of F:* A letter grade of "F" indicates a course failure and remains on the transcript and is included in all future GPA calculations. If an "F" was earned in a core course, the core course must be repeated. If an "F" was earned in an elective, that specific course does not have to be repeated. However, the student must enroll in another elective in order to successfully complete the total number of credits required to earn the degree. The student's transcript will record both course enrollments and grades.

*I – Incomplete* (because of extenuating circumstances, the instructor has allowed additional time, (e.g. two weeks, to complete the course.) The Incomplete is not included in calculating the GPA. If the Incomplete is not finished before the end of the next regular term (i.e., Fall or Spring terms), the grade will automatically be converted to an F. For purposes of this policy, "end of the next regular term" shall be interpreted to mean the last date on which that instructor's grades must be submitted.

*AU – Audit grade.* Grade not included in calculation of GPA.

*W – Student is allowed to withdraw from a course after the add/drop period and up until the end of the 10th week of regularly scheduled classes, as designated by the university calendar, by making a written request to the Office of the Registrar with no academic penalty incurred.*

**WD** – Student is allowed to withdraw from a **semester** after the add/drop period and up until the end of regularly scheduled classes, as designated by the university calendar, by making a written request to the Office of the Registrar with no academic penalty incurred.

**WP** – At the discretion of the faculty member, student is allowed to withdraw without penalty after the 10th week of regularly scheduled classes, as designated by the university calendar but prior to the administration of the final exam, by making a written request to the Office of the Registrar.

**WF** – At the discretion of the faculty member, student is allowed to withdraw **WITH** penalty (failing grade) after the 10th week of regularly scheduled classes, as designated by the university calendar but prior to the administration of the final exam, by making a written request to the Office of the Registrar.

### Add/Drop Policy

During the spring and fall terms, students may add courses for one (1) week after the first day of classes. Students have two (2) weeks to drop classes after the first day of classes. Students must submit an add/drop form to the Office of the Registrar with appropriate faculty signatures. Refer to the Office of the Registrar web page for add and drop deadlines for the winter and summer terms.

### GPA Calculations

Only courses taken and credits received in the graduate programs at Bryant University are included in the computation of the grade-point average.

Quality points are determined by multiplying credits by grade points. Grade points are listed in the table above. The grade point average is determined by dividing the total quality points earned by the total credits completed.

### Academic Standing

The academic standing measures a student's advancement toward meeting the grade point average requirements for a degree. Students are required to earn a cumulative grade point average (GPA) of 3.0 to successfully complete a graduate program.

If at the completion of the graduate program, the final GPA is below 3.0, a student may petition the Dean of the College to complete a maximum of six additional credits (i.e., two, three credit courses) all to be completed at Bryant to meet the GPA minimum.

### Academic Warning

When a student's cumulative GPA falls below a 3.0, an academic warning will be issued. Two consecutive terms of academic warning may result in dismissal from the Graduate College of Business. Academic warning status will be reviewed on an individual case basis by the Graduate Programs Director, College of Business. Dismissal decisions will be reviewed by the Dean of the College of Business.

## Graduation

During the fall semester preceding their intended graduation, students should complete and submit an online *Application for Graduation* form through their Banner web account. Students who complete their degree requirements during a summer or fall term may participate in commencement exercises of that academic year.

During the second to last term in the Professional MBA Online program, students should complete and submit an online *Application for Graduation* form through their Banner web account. Students who complete their degree requirements are welcome to the Bryant campus in Smithfield, RI and may participate in commencement exercises in May of that academic year.

### Honors at Graduation

To graduate with honors, a student must attain a grade-point average of 3.75 or better.

### Beta Gamma Sigma

Membership in Beta Gamma Sigma is the highest recognition business students anywhere in the world can receive in master's programs accredited by AACSB-International. To be eligible for membership, a graduate student must have earned a cumulative GPA of 3.75 or higher, and rank in the upper 20 percent of the graduating master's class.

## Academic Honesty Policy

A high standard of conduct is expected. A graduate student's education is the result of his or her initiative and industry. Each Bryant graduate student, accordingly, understands that to submit work that is not his/her own is not only a transgression of University policy but also a violation of personal integrity.

The academic community, therefore, does not tolerate any form of "cheating" – the dishonest use of assistance in the preparation of outside or in-class assignments.

## Ethical Conduct and Plagiarism

### Cheating / Plagiarism

As students at Bryant University you are privileged members of an academic institution with high standard for academic integrity and conduct. Student dishonesty will NOT be tolerated. Any student who plagiarizes any portion of a research paper, cheats, or shares assignment answers will receive a 0 (zero) for that assignment, a lowering of the final grade, and/or failure in the course. More serious sanctions are also possible. Ignorance of University policy is NOT a valid excuse. If you are not sure whether you are plagiarizing or not, please check with your instructor.

### Academic Dishonesty and Plagiarism include but is not limited to:

- Submitting an assignment that has been wholly or partially created by another person.
- Presenting as your own work, the ideas, representations, research, or words of another person without proper acknowledgement (citation) of sources.
- Knowingly permitting your work to be submitted by another student as if it were her or his own work.
- Submitting identically, or substantially the same assignment to fulfill the requirements of two separate courses.
- Copying from another student's examination, term paper, homework or lab report.
- Misappropriation of examination materials or information.
- Unauthorized communication with another student during or about quizzes.
- Unauthorized access to or the use of the computerized work of others.
- Falsification of data for research projects.

- Turning in another student's name on an assignment when the student failed to contribute.

All violations are subject to disciplinary action. To preserve its commitment to the high standards of intellectual and professional behavior, Bryant University will respect intellectual excellence and expect intellectual honesty.

### **The following due process procedure shall apply to cases of graduate students involving academic dishonesty:**

#### **Step 1**

Instructors teaching graduate courses have the explicit responsibility to take action in alleged cases of academic dishonesty. This action may include the following:

- failing grade on assignment or exam
- failing grade for the course
- recommend dismissal from the graduate program and the College of Business

#### **Step 2**

The instructor's decision may be appealed by the student to the College of Business Graduate Faculty Advisory Committee (GFAC). The Committee may recommend to the Dean of the College of Business one of the following alternatives:

- To sustain the instructor's decision
- To place the student on probationary status, as specified by the Committee.  
This gives the Committee the right to review and monitor the student's academic performance for the duration of the probation period.
- To recommend dismissal of the student to the Dean of the College of Business
- To restore the individual to the status of a student in good standing

A similar process will be followed in cases of dishonesty other than academic.

## **Academic Grievance Process**

Students who have academic grievances are entitled to have their dispute reviewed by a formal and systematic process. Students have sixty (60) days from the time the grade is posted to initiate their concerns in writing to the professor of the course. The Academic Grievance Process should begin with a good-faith attempt for resolution between the student and professor.

In the event that an issue cannot be resolved between student and professor, the student must subsequently confer with the Chair of the academic department of the professor involved to seek resolution of the matter. Failing these first two steps, the student can seek resolution by appealing the matter to the Associate Dean of the College of Business: unresolved grievances may then be appealed to the Dean.

Prior to an appeal to the Dean of the College, a student must complete a written statement which serves to summarize the basis of the grievance, indicate the resolution process preceding and leading up to an appeal first to the Associate Dean of the College of Business and then to the Dean, and a documentation of relevant material and correspondence between and among student, professor, and Department Chair.

If the issue cannot be resolved by the aforementioned steps, the student may request a hearing before the Graduate Student Academic Grievance

Committee. The Committee will meet only when the student has not been able to resolve the grievance through the Dean's level review. The Graduate Student Academic Grievance Committee will report its findings and make a recommendation to the Provost: the decision of the Provost is final.

At each stage in the grievance process a written record that summarizes each party's understanding and disposition is expected.

## **Graduate Programs Code of Conduct**

Bryant University is an educationally purposeful community – a place where faculty, staff and students work together to strengthen teaching and learning on campus. The campus is a place where high standards of civility are set and violations are challenged. Bryant University is a community whose members speak and listen carefully to each other. Bryant University is a place where the sacredness of each person is honored and where diversity is aggressively pursued. Bryant University clearly states both its academic and social expectations. All must accept their obligations as citizens of the Bryant community and expect to be held accountable for behavior as individuals and members of groups. The University is a caring community where the well-being of each member is supported and where service to others is encouraged. All students are expected to obey applicable local state and federal laws as well as the policies of the university. These policies are found in The Student Handbook and the University Policy Manual. All students are subject to disciplinary action for violations. Graduate student violations of policy shall be adjudicated by the Graduate Disciplinary Committee. Procedures applying to this process are found in The Student Handbook.

## **Behavior and Discipline**

The University expects students to assume responsibility for their actions. It also has an equal obligation to protect its educational purpose and the interests of its student body; therefore, it must be concerned with the actions of individuals or groups that are in conflict with the welfare and integrity of the University or in disregard for the rights of other students, faculty, or other members of the University community.

Complete guidelines and policies are found in The Student Handbook. When students enroll at Bryant University, it is assumed that they have a serious purpose and a sincere interest in their own social and intellectual development. It is also assumed that students familiar with the regulations, procedures, and policies set forth at Bryant University have accepted them as a "way of life" during their stay at the University. They are expected to learn to cope with problems intelligently, reasonably, and with consideration for the rights of others; to obey laws and ordinances of the nation, state, and community of which they, as well as the University, are a part; and to conduct themselves peaceably in espousing changes they may consider necessary. As students prize rights and freedoms for themselves, they are expected to respect the rights and freedoms of others.

Students are subject to federal, state, and local laws as well as University rules and regulations. A student is not entitled to greater immunities or privileges before the law than those enjoyed by other citizens generally. Students are subject to such reasonable disciplinary action as deemed appropriate, including suspension and expulsion in appropriate cases for breach of federal, state, or local laws, or University rules or regulations. The principle extends to conduct off campus that is likely to have adverse effects on the University, or on the educational process, or which stamps the offender as an unfit associate for other students.

## Harassment

### Protection from Harassment – Policy Statement

Bryant University is committed to maintaining a working and learning environment which supports respect for the individual and for academic freedom, where all members of the community can work and learn in an atmosphere that is free from sexual or other types of harassment. It is the policy of Bryant University that no member of the University community, including faculty, staff, students, volunteers, interns, and third party contractors, may subject another to sexual or any other type of harassment.

Harassment on the basis of race, color, religion, sex, sexual preference or orientation, gender identity or expression, national origin, age, ethnicity, disability, veteran or marital status undermines the basic principles of the Bryant community and will not be tolerated.

Harassment includes but is not limited to unwelcome verbal, electronic and/or physical conduct directed toward an individual or regarding an individual's race, color, religion, sex, sexual preference or orientation, gender identity or expression, national origin, age, ethnicity, disability, veteran or marital status that has the purpose or effect of humiliating and/or intimidating an individual or hindering and/or interfering with work performance, academic status, or college life. In particular, sexual harassment is defined as unwanted sexual advances, requests for sexual favors, and all other verbal or physical conduct of a sexual nature where: submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic status; or submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions affecting such individual; or such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating, hostile, or offensive environment in which to work or learn.

Bryant University considers harassment a very serious matter. Any person found to be engaging in harassment, including sexual harassment, or who aids and abets or incites such conduct, will be subject to disciplinary action, up to and including termination of employment or expulsion from an educational program of the University. Further, any retaliation against an individual for filing a complaint or for cooperating in an investigation of such a complaint is similarly prohibited and will not be tolerated.

#### **Reporting Procedures:**

Bryant University encourages the reporting of all perceived incidents of discrimination, harassment or retaliation, regardless of the offender's identity or position. To encourage persons to come forward, the University provides several channels of communication, information, and complaint resolution as outlined below.

#### **Information, Counseling and Advocacy:**

Anyone may seek advice, information or counseling on any matter, including matters relating to harassment, without having to lodge a complaint. Names and telephone numbers of these resources are listed under "Information/Counseling Resources."

#### **Informal Complaint Process:**

Either verbally or in writing, notify the offender firmly and promptly that his or her behavior is unwelcome. While dealing informally with a problem of harassment may resolve the matter more expeditiously and more confidentially, no action can be taken by the University when it is not

aware of the harassing conduct. Hence, informal complaint procedures should not be used for severe or habitual cases of harassment.

#### **Formal Complaint/Reporting Process:**

When a formal complaint is received, the University will promptly investigate the allegation in a fair and expeditious manner. The investigation will be conducted in such a way as to maintain confidentiality to the extent practicable under the circumstances.

The investigation will include a private interview with the person(s) filing the complaint and with witnesses. The person(s) alleged to have committed harassment would also be interviewed. When the investigation has been completed, the results of that investigation, to the extent appropriate, will be shared with the person filing the complaint and the person alleged to have committed the conduct. If it is determined that inappropriate conduct has occurred, the University will act promptly to eliminate the offending conduct, and where appropriate, will impose disciplinary action.

### Resource List

#### **Information/Counseling Resources:**

Counseling Services	(401) 232-6045
Health Services	(401) 232-6220
Student Affairs	(401) 232-6046

#### **Internal Contact List**

Vice President for Student Affairs/ Dean of Students	(401) 232-6046
Associate Vice President for Human Resources	(401) 232-6011
Provost	(401) 232-6060

### Information Services Network Acceptable Use Policy

All members of the Bryant University community who use the University computing, information, and communication resources must act responsibly. Every user is responsible for the integrity of these resources under their control. All users of University-owned or University-leased Information Services systems must respect the rights of other users, respect the integrity of the physical facilities and controls, and comply with all licenses and contractual agreements. More information on Information Services Network Acceptable Use Policy can be found at [http://infosec.bryant.edu/acceptable\\_use.html](http://infosec.bryant.edu/acceptable_use.html).

### E-mail

The University's electronic mail services are University facilities and are intended for use for teaching, learning, research, and administration in support of Bryant University's mission. Bryant University e-mail services may not be used for personal business or personal gain except as permitted by other University policies.

### Peer-to-Peer File Sharing

The Copyright Law of the United States (Title 17 U.S. Code) governs the making of copies of copyrighted material. UNAUTHORIZED COPYING IS PROHIBITED! The person using this equipment is liable for any infringement and can be prosecuted or held liable for monetary damages.

### Bryant.edu Domain Name

According to the guidelines of the managing body of the top-level .EDU domain space, a registrant of a name in the .EDU domain may not use the .EDU domain for commercial purposes. The use of the "BRYANT.EDU" in any commercial related transaction is a violation of those guidelines.

Any student using the "BRYANT. EDU" in any electronic service (e-mail, web, etc.) for commercial purposes jeopardizes his/her privilege to use those services.

## Student Services

### The Centers for Student Success

The Centers for Student Success staff engage in a partnership with students to help them achieve their academic goals. The staff includes a network of full-time and part-time professionals who are specialists in writing, English as a second language, and learning disabilities.

#### Access Services: Accommodation for Students with Disabilities

At Bryant, we have a three-pronged disability services system that is designed to facilitate your request for accommodations. Therefore, depending on which category of disability/disorder you fall under, you will begin the process through one of three University administrators. Please contact the individual below who best fits your needs. If you need disability-related support from more than one of the three areas, please contact only one of these individuals for an initial consultation. That individual will then collaborate with the other office(s) to provide the most effective assistance and accommodations.

For students with documented learning disabilities, academic accommodations are available. Students with learning disabilities can process academic accommodation requests through Access Services. To receive academic accommodations, students must submit documentation that describes the nature of the learning disability to the Assistant Director of Access Services. Diagnostic testing that identifies the existence of the learning disability must have been completed within the past three years. The Assistant Director of Access Services recommends academic accommodations; however, it is incumbent upon the student to schedule an appointment with the Assistant Director at the beginning of each new semester to arrange for services. Students with learning disabilities can schedule an appointment with the Assistant Director by calling (401) 232-6746. Documentation guidelines may be accessed here: <https://my.bryant.edu/portal/academic-success-programs/access-services.htm>

#### Physical Disabilities

John Denio, M.S.

Assistant Vice President for Student Services and Administration

(401) 232-6046

\*Individuals with permanent or temporary physical disabilities who wish to obtain handicapped parking passes should contact the Department of Public Safety at (401)232-6001.

[jdenio@bryant.edu](mailto:jdenio@bryant.edu)

#### Mental Health or Psychiatric Disabilities

Noelle Harris, Ph.D., LMHC

Director of Counseling Services

(401) 232-6045

[nharris@bryant.edu](mailto:nharris@bryant.edu)

#### Neurodevelopmental Disorders

Marie Saddle mire, Ph.D.

Assistant Director for the Academic Center for Excellence, Access Services

(401) 232-6746

[msaddle mire@bryant.edu](mailto:msaddle mire@bryant.edu)

#### On Demand Student Success Workshops

Graduate students have access to the entire library of StudentLingo On Demand Student Success Workshops. These study skills workshops can be accessed at any time, from any location at [www.studentlingo.com/bryant](http://www.studentlingo.com/bryant) (<http://www.studentlingo.com/bryant/>). For more information, visit the Centers for Student Success.

#### Writing Center

The Writing Center is available to help graduate students strengthen their writing skills. Writing specialists, professionals with an MA and/or Ph.D. in English or writing, are available for individualized consultation. An English as a second language writing specialist is available to help students for whom English is a foreign language. To schedule a Writing Center appointment, call (401) 232-6567.

### Amica Center for Career Education

The Amica Center for Career Education offers a full range of career development and planning services for all students, including graduate students. Our services include:

- Individual career coaching on all topics pertaining to choosing a major, finding an internship, applying to graduate school, or securing a full-time opportunity.
- Career planning courses to assist you with choosing a major and/or career path.
- Shadow Program, matching you with an alum for a day in the workplace.
- Alumni-student networking events in Boston, Hartford, New York City, Providence, Washington, D.C., and more.
- Campus recruiting program including the Bryant Career Connection (BCC) - the student job board for both internships and full-time opportunities.
- Two annual Career Fairs with more than 150 employers attending.
- Specialized programs, company site visits, and alumni connections.

We encourage all students to visit the Amica Center to get started with:

- Utilizing career assessment tools
- Writing a college résumé
- Creating a LinkedIn profile
- Finding an internship or job
- Learning how to leverage campus and current work life to benefit your career plan

Graduate students are welcome to use all available resources in the Amica Center for Career Education as well as participate in our events and programs.

Stop by our office, visit our website at <https://career.bryant.edu>, or call (401) 232-6090, to learn more about resources and services provided.

The opportunity to use the Amica Center for Career Education continues after graduation. Career coaching is available to alumni who are changing careers and are in need of assistance, up to five years post-graduation. The Job Source, a listing of full-time jobs requiring post-degree experience, is published weekly for interested alumni.

Alumni are also invited to attend the many workshops, programs, and events offered by the Amica Center for Career Education.

#### Student Printing Facilities

- Students can print wirelessly via their laptop to several printers located on campus.
- Printers are available in the following locations: Quinlan/Brown Academic Innovation Center, Fisher Student Center, Krupp Library in the Bello Center, and on both the first and second floors of the M-wing in the Unistructure.
- A \$40 printing allowance is granted each year. After that, a charge of 5 cents per black-and-white page and 25 cents per color page is applied directly to the student's allowance; if the student exceeds that allowance, the charges are applied directly to their Banner account.

## Bryant Bookstore & Online Purchases

The Bryant University bookstore is located in the Fisher Student Center. Please call (401) 232-6240 for bookstore hours. Textbooks may also be ordered online at [www.efollett.com](http://www.efollett.com) (<http://www.efollett.com>).

## Campus Ministry

The chaplains in Campus Ministry address the spiritual needs of Bryant students and staff. Catholic, Jewish, Muslim, and Protestant chaplains are available to serve as sources of support, guidance, and spiritual development for all members of the University community.

The Catholic Student Association meets Sundays before Mass. Hillel is Bryant's Jewish-student organization. The Awakening Crew is the Protestant student club.

Worship services are as follows: Catholic Mass is celebrated at 7 p.m. on Sunday and at noon on Wednesday. Islamic Services are held on Friday. Jewish Shabbat services are offered on Friday. Protestant services are held on Wednesday evenings.

## Health Services

Bryant University Health Services is a board-certified nurse practitioner-run health center that adheres to federal and state law and endorses the guidelines of the American College Health Association, the Rhode Island Department of Health, and the Centers for Disease Control and Prevention. Health Services is located on the first floor of Barrington House. It is staffed by a part-time physician, certified nurse practitioners, a health and wellness coordinator, and a health and nutrition coordinator. In the event of an emergency or when Health Services is closed, emergency medical technicians (EMTs) are available through the Department of Public Safety at (401) 232-6911.

Clinical components of Health Services include treatment of illnesses and injuries, women's and men's health care, laboratory services, immunizations, support services for students with physical disabilities, and referrals as appropriate. All health care and medical records are considered confidential, and family members are notified only in the event of a life-threatening accident or illness.

The University requires that all full-time resident graduate students provide documentation of health insurance. Low cost accident and illness insurance is available for all students who wish to purchase it. Information about this insurance can be obtained at the Health Services Office.

## Security/Public Safety ID and Parking Sticker Policy

Bryant's campus is a secure place to live. Public Safety officers are on duty 24 hours a day, seven days a week. Residence hall exterior doors are locked 24 hours a day, only accessible to students. Individual key locks are on the door of each room. Visitors are checked in on weeknights and throughout the weekend.

All students are required to have a current parking sticker and student photo ID. These may be obtained on the second floor of the Fisher Student Center. To obtain a parking sticker, students are required to bring their driver's license and vehicle registration to the Department of Public Safety. Contact the Public Safety office at (401) 232- 6001 for more information.

## School of Health Sciences

Healthcare is the fastest-growing sector of the United States economy, employing more than 18 million people. In 2012, Americans spent a collective \$2.9 trillion on healthcare, from hospital stays to prescription drugs.

Bryant's School of Health Sciences is well positioned to capitalize on imminent healthcare issues, such as an aging population, insurance regulations, and declining medical school enrollments. The School of Health Sciences prepares students to be leaders and innovators in an industry that continues to evolve and change.

This new academic initiative builds on the University's core expertise as a business school. A large number of Bryant's 40,000 alumni have carved successful careers in the medical field.

The Master of Science in Physician Assistant Studies (p. 39) is at the heart of the University's School of Health Sciences, a significant and strategic commitment to education innovation.

## Physician Assistant Program Didactic Academic Calendar

### Term 1 - 2021

Classes Begin	Monday, January 4
Classes End	Friday, March 26

### Term 2 - 2021

Classes Begin	Wednesday, March 31
Classes End	Wednesday, June 23

#### HOLIDAYS:

Memorial Day	Monday, May 31
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### Term 3 - 2021

Classes Begin	Monday, June 28
Classes End	Tuesday, September 21

## HOLIDAYS

Independence Day	Monday, July 5
Labor Day	Monday, September 6

## Term 4 - 2021

Classes Begin	Friday, September 24
Classes End	Tuesday, December 21

## HOLIDAYS

Columbus Day	Monday, October 11
Veteran's Day	Thursday, November 11
Thanksgiving Break	Thursday, November 25 through Friday, November 26

## Programs of Study

- Master of Science in Physician Assistant Studies (p. 39)

## Physician Assistant Program

## Physician Assistant Mission

To improve universal access to health care by graduating highly competent and confident Physician Assistants prepared to provide exceptional quality, patient-centered ethical health care in a collaborative environment.

## Bryant University Physician Assistant Program Vision

The Bryant University Physician Assistant program will:

- Graduate top performing physician assistants from a rigorous program
- Prepare physician assistant students to perform in any clinical environment
- Engage physician assistant students in the pursuit of lifelong learning
- Instill in our students a desire to seek roles in leadership
- Ensure commitment to furthering the success of our profession

## Goals of the Bryant University Physician Assistant Program

1. Prepare our physician assistant students to excel in all of the competencies required for PA practice by providing a rigorous and supportive program in which to develop the knowledge, interpersonal, clinical, and technical skills, professional behaviors, and clinical reasoning and problem solving abilities necessary to clinical care
2. Prepare our physician assistant students to meet the needs of our health care system by providing a strong primary care experience caring for under-served populations and by developing an understanding of the health care delivery and payment systems that affect health care access, outcomes, and potential disparities
3. Develop and support our physician assistant students' commitment and ability to serve in leadership roles as advocates for patients and the PA profession
4. Develop and strengthen our physician assistant students' skills and habits critical for life-long learning and continuous practice-based self-improvement

5. Facilitate achieving our program's mission, vision, and goals by integrating and supporting diverse perspectives throughout the curriculum, including global and inter-professional perspectives, in order to best serve the needs of our diverse patients and communities

## Bryant University Physician Assistant Program Accreditation Status

The Accreditation Review Commission on Education for the Physician Assistant, Inc. (ARC-PA) has granted **Accreditation-Continued** status to the **Bryant University Physician Assistant Program** sponsored by **Bryant University**. Accreditation-Continued is an accreditation status granted when a currently accredited program is in compliance with the ARC-PA *Standards*.

Accreditation remains in effect until the program closes or withdraws from the accreditation process or until accreditation is withdrawn for failure to comply with the *Standards*. The approximate date for the next validation review of the program by the ARC-PA will be **June 2028**.

The review date is contingent upon continued compliance with the Accreditation *Standards* and ARC-PA policy.

## Faculty

## Director of Physician Assistant Program

Jay Amrien, MPAS, PA-C  
Clinical Associate Professor

## Medical Director

Peter King, MD

## Associate Program Director

Christopher Furbee, DSc, PA-C

## Director of Clinical Education

Christopher Ferreira, MSPAS, PA-C

## Director of Didactic Education

Wendy Buja, MS, PA-C

## Director of Admissions and Academic Success

Kayla Cetrone, MEd

## Physician Assistant Program Curriculum Courses by Semester

The physician assistant program is a 27-month, 126 semester hour course of study leading to a Master of Science in Physician Assistant Studies degree.

The program consists of 9 terms:

First Year	First Term	Credit Hours
	PA 501	Physiology and Pathophysiology 3
	PA 502	Clinical Pharmacology 3
	PA 503	Human Anatomy 4





# Application Requirements for PA Class of 2021

## CASPA

The Bryant University Physician Assistant Program participates in the Central Application Service for Physician Assistants (CASPA). Students applying to the Bryant PA Program must follow the application instructions on the CASPA Website [www.caspaonline.org](http://www.caspaonline.org) (<http://www.caspaonline.org>).

## Supplemental Application

The Bryant University PA Program requires a supplemental application in addition to the CASPA application. The supplemental questions can be found within the CASPA portal. In addition to completing the application students will need to submit a supplemental application fee of \$50 online.

## Admissions Requirements

CASPA applications must be verified by October 1, 2020 for consideration in the class entering January, 2021.

- Applicants must hold a baccalaureate degree from a regionally accredited institution by October 1, 2020.
- All coursework must be completed prior to October 1, 2020.
- Applicants must have maintained an overall undergraduate minimum 3.0 GPA
- Applicant must have maintained a prerequisite GPA of 3.0

Applicant must complete the Graduate Record Exam (GRE)

- No minimum is required on the GRE, but performance will be used to determine eligibility and competitiveness
- Testing must have been from within the last 5 years

The applicant must document at least 2,000 hours of direct patient care experience

- Documentation must be submitted on the supplemental application
- Direct patient care involves the actual one-on-one care of a patient
- Patient care experience of 2,000 hours must be complete and verified by October 1, 2020
- The following is a partial list of examples of areas of direct healthcare
  - Military medics, corpsmen, health services technicians, and medical technicians
  - Nurses
  - Emergency Medical Technician and Paramedics
  - Emergency room technicians
  - Medical Scribes
  - Physical and Occupational Therapists
  - Respiratory Therapists
  - Medical Assistant

The applicant must complete the following minimum prerequisite classes\*:

Biology with lab	8
Chemistry with lab	8
Human Anatomy & Physiology (maybe taken separately)	8

Microbiology	3
Biochemistry or Organic Chemistry with Lab	3/4
Psychology	3
Statistics	3

\* Note: summary, AP and survey courses are not permitted. All courses must have letter grades; Pass/Fail courses are not accepted.

\*\* Students applying under the academic provisions as outlined in the Bryant University and Western New England University should make the appropriate annotation in the Supplemental Application area for consideration in accordance with the agreement.

## Background Investigation

All successfully admitted students must undergo a criminal background investigation. The PA Program will provide the accepted student access to the necessary criminal background investigation process. A felony conviction may prevent the student from completing clinical rotations at our affiliated healthcare organizations; therefore may prevent admission to the PA Program. Some additional non-felony convictions may prevent students from gaining certification, licensure or credentialing as a healthcare provider. In the event of such a conviction, the Program will contact the applicant to discuss the matter prior to matriculation. Neither the program, nor its personnel are responsible for ensuring that an applicant will be eligible for NCCPA certification, state licensure or credentialing at any healthcare facility. Applicants with a criminal history should investigate the laws, regulations and statutes applicable to the state and facility in which they intend to practice.

## Screening for drugs of abuse

Students may be required to submit to a drug screen at any time during the program. Our affiliated Healthcare Facilities require negative drug screening prior to starting clinical rotations.

A positive drug screen for any substance not legally prescribed to the student will result in dismissal from the PA Program. Students who refuse to submit a drug screen will likewise be dismissed. Students who screen positive for drug use during clinical rotations may be subject to criminal action as required by the state or institution.

## Technical Standards

Matriculated Students must meet all technical standards required for program completion with or without reasonable accommodations for documented disability.

**Physical abilities:** In very basic terms, the physician assistant student must be able to carry out the physical tasks necessary to elicit a patient's history and perform a physical exam, including the ability to observe/see the patient and physical exam findings, hear physical exam findings such as lung and cardiac sounds, and possess the coordination and manual dexterity to examine the patient such as palpation of the abdomen and to use the medical equipment routine to patient encounters such as a stethoscope. Additionally, the student must be able to stand for prolonged periods of time necessary for example, in surgical rotations, and have the strength necessary to provide emergent interventions such as CPR.

**Cognitive abilities:** The physician assistant student must have the cognitive abilities required to elicit and understand a patient's history, obtain and interpret physical exam findings, formulate a reasonable assessment and partner with the patient in the development of

diagnostic and treatment plans. The PA student must also therefore be able to learn and understand, remember and apply the course content necessary to care for patients.

**Behavioral abilities:** The physician assistant student must have the behavioral abilities, including the interpersonal and communication skills, required for interacting with patients, the supervising physician, and other members of the health care team to be able to deliver care in a patient centered, professional, ethically sound manner.

## Americans with Disabilities Act

Bryant University complies with the Americans with Disabilities Act (ADA) of 1990. The ADA prohibits discrimination against qualified individuals with disabilities on the basis of that individual's disability.

Not only does Bryant comply with the ADA, but Bryant also considers this compliance to be a reaffirmation of the University's long-standing nondiscrimination policy. To this end, Bryant bases all of its admissions decisions on an applicant's qualifications to perform the essential functions of the physician assistant student role, with or without reasonable accommodations that do not impose an undue hardship on the University.

Bryant University does not discriminate unlawfully against the disabled and is in full compliance with the Rehabilitation Act of 1973, as amended.

Inquiries/complaints with regard to disabled student issues should be addressed to the Director of Health Services, Bryant University, Smithfield, RI 02917 (401-232-6220), who has been designated by Bryant University to coordinate the institution's efforts to comply with the regulations implementing Section 504.

Persons may also contact the Director, US Department of Education, Office of Civil Rights, Region One, Boston, MA 02109, regarding the University's compliance with regulations.

## Attend an on-site interview

Applicants who are deemed as likely successful candidates by the PA Program Admissions Committee will be invited to Bryant University for a one day interview and campus tour. This is the ideal chance for potential students to not only impress upon the faculty their strong interest in becoming a physician assistant, but also why they are a good fit for the Bryant University PA Program. Students should thoroughly prepare for this interview.

## The Selection Process and Program Preference

The Bryant University Physician Assistant Program developed its Mission and Goals to reflect our commitment to help decrease health care disparities and increase access to health care for currently underserved populations. Our strategy to accomplish this goal is to support the admission and enrollment of future clinicians who have demonstrated a similar commitment to these philosophies. While the Program does not extend preference to any particular individual or group, application materials are scored during the file review and interview process using a scoring system that awards points to any applicant demonstrating evidence of a commitment to the philosophies embodied by the Program's Mission and Goals.

Applicants are screened and competitively ranked based on the following criteria:

### Academic Preparation

Overall and Science GPA (science + overall/2)	0 - 5 points
GRE Quantitative	0 - 5 points
GRE Verbal Reasoning	0 - 2.5 points
GRE Analytical Writing	0 - 1 point
<b>Interpersonal and Communication Skills and Professionalism</b>	
CASPA Narrative	0 - 2 points
Supplemental Essay	0 - 2 points
References	0 - 2 points
Resume/CV	0 - 2 points
<b>Interviews</b>	
Four interviews	0 - 2 points per interview
On-site essay	0 - 2 points

## International Applicants

For applicants who have earned degrees outside of the United States, in addition to the general application requirements, the following prerequisites must be completed prior to applying:

- TOEFL score within the previous 2 years of at least 100 (internet-based) to demonstrate proficiency in English
- A certified degree and course-by-course evaluation of foreign transcripts to ascertain equivalences to United States educational standards. [www.wes.org](http://www.wes.org) (<http://www.wes.org>)

## Deferred Admission

The Bryant University PA Program does not offer deferred admission.

## Withdrawal

Students retain the right to withdraw from their program of study in which they are enrolled, and thus the University, based on the personal preferences and necessities of the individual. When a student makes a decision to formally withdraw from graduate study at Bryant, a student must submit a University Withdrawal form to the Registrar's Office. This action serves to notify the University of a student's intention not to register for future courses. The student should also notify the Program Director in writing of their intent to withdraw from the program. At such a time in the future as a student desires to resume graduate coursework at Bryant, a re-application and formal admission process is required.

## Re-admit Policy

If a student withdraws from the Bryant University PA Program and later wishes to resume coursework, he or she will be required to re-apply to the PA Program via CASPA and will be responsible for the degree requirements that are in place at the time of re-application.

- Any previously completed coursework from the Bryant University PA Program must be repeated upon re-admission

## Course Waivers

Transfer credits may not be applied towards Physician Assistant Program coursework and the Program does not award advanced standing/ placement based on prior coursework.

## Tuition, Fees and Financial Aid

### Tuition and Fees (2021)

For students entering January 2021 \$102,738 (tuition only) for the entire 27-month program\*

Item	Cost
<b>Fees*</b>	
Physical Examination Equipment Package	\$1,320.00
Pan Optic Diagnostic Set with Lithium Ion Battery	
Coaxial Ophthalmoscope	
Littman III Stethoscope	
Blood Pressure Cuff	
Insufflation Bulb	
Transilluminator	
GYN Light Source	
Tuning Forks	
Measure Tape	
Babinski Reflex Hammer	
ECG Caliper	
AdLight Penlight	
8" Goniometer	
Monofilament	
Nylon Medical Bag	
Welch Allyn Educational Value Pack	
White Coat with Logo	\$75.00
Scrubs	\$60.00
Rhode Island Background Investigation	\$70.00
Nametags (PA Student)	\$30.00
Lab Fee	\$1,750.00
Clinical Rotations and Packrat	\$440.00
Audience Response Clicker	\$75.00
Student Health Insurance	\$3,250.00 annually (approximately)
Textbooks and Software	\$3,000.00 (approximately)
NCCPA PANCE Exam	\$500.00
AAPA Student Membership	\$75.00
RIAPA Membership	\$70.00
Student Activity Fee	\$100.00
Library Fee	\$150.00
Rotation Travel	\$2,500.00

\* Fees are subject to change due to cost fluctuations.

### Tuition Deposit

Accepted applicants to the PA Program submit an \$800, non-refundable deposit which is applied to the student's tuition bill. This deposit indicates their acceptance of admission and intention to enroll in the Bryant University PA Program.

### Method of Payment

Bryant University sends electronic bills in lieu of paper bills. When the E-Statement is ready for viewing, students will receive an email notification

at their Bryant University email address. The email will provide the website to gain access to their student account and E-Statement. The Student Account Center offers the option to pay online with a check or credit card (AMEX, VISA, MC, Discover, Diner's Club, JCB, UnionPay, BCCard, and DinaCard), establish reoccurring payments, view current activity, view historical billing statements and much more.

Payment is due by September 1 for fall, December 1 for winter, March 1 for spring and June 1 for the summer session.

Students have the option to pay online via the Student Account Center using a credit or debit card. There will be a 2.85% service fee associated with all credit card payments, with a minimum charge of \$3.00.

A student also has the option to pay online with a WebCheck (ACH). There will be no fee associated with the WebCheck payment option. A \$40 fee will be assessed to the student's account if a check is returned as uncollectable and a \$3.00 fee for online ACH return fees.

Students also have the option to mail their payment. All checks and money orders should be made payable to Bryant University and mailed to:

Bryant University  
P.O. Box 835  
Providence, RI 02901-0835

### Late Payment Penalty

A late payment penalty of \$75 may be assessed to the student's account if payment is not made by the semester due dates. A registration and transcript hold will also be placed on the account and students will not be allowed to register for the following semester until their balance is resolved.

Further, in the event that a student does not pay his/her tuition fees, and the University finds it necessary to send the unpaid fees to a collection agency for collection, the student will be responsible to pay any reasonable collection fees and/or legal fees associated with said collection of the amount owed to Bryant University.

### Tuition Refunds

The Bryant University Bursar will manage all refunds of tuition. Fees are not refundable.

A student withdrawing from Bryant University must contact the PA Program Director and complete a voluntary withdrawal form in the Registrar's Office in order for his/her withdrawal to be official.

Tuition refunds will be calculated as follows:

Item	Cost
1st week of classes	80%
2nd week of classes	60%
3rd week of classes	40%
4th week of classes	20%
After 4th week of classes	No refund

Due to the nature of the PA Program, single courses may not be dropped or added. All coursework must be completed in sequence.

Given the selective basis by which students are admitted to Bryant's PA program, it is essential to understand that when a student accepts enrollment in the program, another applicant who otherwise may have been accepted, has potentially been denied a "seat" in the program.

Hence, the rationale of Bryant's formal refund policy is based on costs that are incurred by the institution despite an individual student's decision, for whatever reason, to withdraw. Thus, when and how a student acts on a decision to withdraw from a course may have substantial financial implications as well as academic ones.

## Remedial and Repetitive Work

The total cost of program tuition is divided equally amongst the 9 terms that a student must complete. Each term has a unique credit hour based on the class and the term.

Term 1	Term 2	Term 3	Term 4	Term 5-9	Total
14 credits - 1/9 Tuition	19 credits - 1/9 Tuition	22 credits - 1/9 Tuition	23 credits - 1/9 Tuition	48 credits (8-12 credits per clinical term) - 5/9 Tuition	126 credits

Repeated clinical rotations are credit bearing and students shall be charged tuition based on a per-credit cost of clinical term tuition (1/48th of 5/9 total program tuition) for the term for which they are registered. Each clinical rotation is 4 credits.

### Repeated Clinical Rotation Scenario:

A situation in which a student must repeat a clinical that they have failed. This would add an extra term to the student's program. For each clinical rotation that is repeated, tuition will be charged as the per-credit cost of the 4-credit clinical, or 4/48 of 5/9 total program tuition. Students may repeat a maximum of one clinical rotation.

## Living Expenses, Travel and Transportation

Students are responsible for arranging their own housing accommodations, transportation, and any expenses associated with travel and relocations occurring as a requirement of the program. During the clinical phase most time will be spent at Supervised Clinical Practice Experiences. The greater majority of these rotations will occur at healthcare facilities within 50 miles of the program, however, students must be prepared to travel to sites outside of this radius.

## Insurance

Students will be required to obtain health insurance as well as liability insurance through Bryant University. The program includes the cost of these policies in Student Fees and will arrange coverage for enrolled students once they matriculate.

## Financial Aid

The Bryant University Office of Financial Aid will coordinate financial aid for any student requiring student loans.

In order to be eligible for financial aid, a student must complete the Free Application for Federal Student Aid (FAFSA). This document is used to determine eligibility for federal and institutional aid <http://www.fafsa.ed.gov/>. (<http://www.fafsa.ed.gov/>)

After completing the application, students are encouraged to contact the Bryant University Office of Financial Aid and speak with a Financial Aid Counselor.

Office of Financial Aid  
Phone: (401) 232-6020  
Email: [finaid@bryant.edu](mailto:finaid@bryant.edu)  
<http://www.bryant.edu/admissions/cost-and-financial-aid/contact-a-financial-aid-counselor.htm>

## Financing Options

### William D. Ford Federal Direct Loan Program

Graduate students enrolled in a degree program on at least a half-time basis (6 credits) may be eligible to borrow through the William D. Ford Federal Direct Loan Program. Students must first complete a Free Application for Federal Student Aid (FAFSA) on the web site [www.fafsa.ed.gov](http://www.fafsa.ed.gov). (<http://www.fafsa.ed.gov>) Upon receiving confirmation of eligibility from the financial aid office, student borrowers will need to complete on-line Entrance Counseling and a Master Promissory Note (MPN) on the federal web site [www.studentloans.gov](http://www.studentloans.gov). (<http://studentloans.gov>)

### Federal Grad PLUS

In addition to the Federal Direct Loan Program, eligible graduate students may also borrow through the Federal Grad PLUS Program. This may be particularly useful to graduate students in need of additional funding beyond the Federal Direct Loan's annual maximum of \$20,500. The application, entrance counseling and Master Promissory Note must be completed at [www.studentloans.gov](http://www.studentloans.gov). (<http://studentloans.gov>)

### Privately Funded Education Loans

A number of privately funded education loans are available to graduate students through non-profit lenders (generally one per state), as well as some of the larger for-profit lending firms. Further details are available in the Office of Financial Aid. Hours of operation are Monday through Friday during regular business hours.

### Veterans Administration Educational Benefits

There are many education assistance programs available to eligible veterans and their dependents. Interested students are encouraged to contact Veterans Affairs at (800) 827-1000 or visit their website at [www.vba.va.gov](http://www.vba.va.gov) (<http://www.vba.va.gov>). There is a Veterans Administration Coordinator located in the Office of the Registrar.

### Private Scholarships

In addition to information readily available through routine web searching, the Office of Financial Aid maintains an up-to-date online listing of scholarship notices from a number of foundations and organizations promoting their programs. These can be viewed by registered Bryant students in the financial aid section of the University's secure myBryant web portal.

## Academic Policies and Procedures

The physician assistant program is a 27-month, 126 semester hour course of study leading to a Master of Science in Physician Assistant Studies degree.

The didactic portion of the PA program is designed in a sequential fashion, with each term building on the previous term's coursework. All required assignments for each class must be completed by the end of the term in order to progress to the following term. Failure to do so will result in the student being placed on Academic Probation and necessitate Remediation. Failure to remediate successfully may result in deceleration or dismissal.

The program must be completed within 5 years of initial entry/matriculation.

## Policies and procedures for progression in and completion of the program

Requirements for progression and completion of the program depend on the student demonstrating the learning outcomes and competencies, including professionalism, for each course, and for the program overall during the summative evaluation. Failure to maintain a 3.0 GPA per term as well as overall, will result in being placed on Academic Probation.

If the student fails to meet criteria for progression and decelerates, all coursework/required program components must be completed within five years of initial matriculation. Only courses taken and credits received in the graduate programs at Bryant University are included in the computation of the grade-point average. Quality points are determined by multiplying credits by grade points. Grade points are listed in the table above. The grade-point average (GPA) is determined by dividing the total quality points earned by the total credits completed

## Policies and procedures for remediation and deceleration

### 1. Progression in the didactic phase

In order to progress through the didactic phase of the program, students must maintain an average of 3.0 GPA per term and must pass each course with a "C" letter grade. Students that do not achieve an overall 3.0 GPA will be placed on academic probation. Students must demonstrate continual improvement to remain in the program as defined as an improving GPA. Students who fail to improve their overall GPA from the previous term will be referred to the ASRC for recommended dismissal.

Students must have a cumulative 3.0 GPA at the completion of the didactic year to begin clinical rotations. Any student who fails to achieve this 3.0 GPA cannot proceed and must be recommended by the ASRC for dismissal from the program.

In addition to having an overall 3.0 GPA, all students are required to pass a summative examination prior to entering supervised clinical practice experiences. Remediation for failure of the summative examination is required and will consist of a retest of information similar in both content and construction to the original summative examination. Students will be referred to the Academic Support and Remediation Committee with a recommendation for dismissal for failure to successfully complete the didactic phase summative examination.

The graduate school does not allow grade substitutions for failed courses. All completed courses will be reflected on student transcripts as received by the program. Students who repeat a course due to deceleration must be considerate of this when returning for the following cohort and must continue to complete all minimum GPA requirements.

### 2. Progression in the clinical phase

In order to progress through the clinical phase of the program, students must maintain an average of 3.0 GPA per term and must pass each SCPE with an overall grade of a "B" as passing letter grade (83%).

Students must maintain a cumulative 3.0 GPA to be considered for graduation. Any student who fails to achieve this will not be permitted to graduate from the university graduate school.

If the student fails to meet criteria for progression and decelerates, all coursework/required program components must be completed within five years of initial matriculation. Only courses taken and credits received in the graduate programs at Bryant University are included in the computation of the grade-point average. As in the didactic coursework, all failing courses are maintained on the student transcript and cannot be substituted for repeat or remedial coursework. All final grades will be calculated into the overall student cumulative GPA.

In the same manner as the didactic phase, all students are required to pass a clinical summative examination prior to completing supervised clinical practice experiences before a recommendation for graduation is given to the Program Director. Remediation for failure of the summative examination is required for program completion and will consist of a retest of information similar in both content and construction to the original summative examination. Students will be referred to the Academic Support and Remediation Committee with a recommendation for dismissal for failure to successfully complete the didactic phase summative examination.

### 3. Remediation for a failed didactic or examination

A test score of < 75% will result in a notification of the ASRC. Upon posting of final grades, students who failed an exam must make an appointment to meet with the director of academic success to address the low score and to develop a study/remediation plan. The student will be assigned a remediation learning assignment based on the course objectives for that exam to be completed within five (5) calendar days of notification of exam failure.

At the end of the term, the ASRC will review all exam scores and replace the two (2) lowest with a 75% provided the student has successfully completed the remediation assignments. No more than two (2) remediation assignments will be permitted to replace exam failures. Failure of the remediation assignment will result in individual counseling and the remediation score cannot be applied to that individual examination.

### 4. Remediation for a failed course in the didactic curriculum

Minimum passing grade for each course during the didactic year is a "C" (i.e. 75% or above) and an overall GPA of 3.0 must be maintained for each term in the didactic year. Failure of a course will result in the student being placed on Academic Probation. The student will be followed by the ASRC and will meet with the student advisor and director of academic success to outline the remediation plan. The student will then complete a comprehensive remediation exam, which must be completed within ten (10) calendar days of the notification of course failure.

Failure of the comprehensive course exam will result in failure to progress to the next term and referral to the ASRC for recommendation of deceleration or dismissal. Passing the comprehensive exam will allow the student to progress to the next term, however, the student will remain on Academic Probation.

No more than two (2) failing courses can be remediated during one term. Failure of more than two (2) courses during any term will result in a recommendation for dismissal.

### 5. Remediation for a failed Supervised Clinical Practice Experience (SCPE)

During the clinical year, the minimum required grade to pass each SCPE is a "B" (i.e. 83% or above). Failure to obtain a "B" will necessitate

repeating the failed rotation after the remediation plan has been successfully completed. The student's faculty advisor, the Director of Academic Success, and the Director of Clinical Education will develop the remediation plan. Failing the remediation plan or failing the repeat rotation will result in dismissal. No more than one (1) clinical rotation may be repeated: more than one failed SCPE will result in referral to the ASRC for dismissal.

Students will repeat the deficient rotation during a block as deemed appropriate by the scheduling of the Director of Clinical Education in accordance with availability of preceptors. Students who fail SCPE will be notified, in writing, when all academic requirements have been submitted, graded, and a cumulative grade is calculated. In most situations, students will report to their pre-assigned next SCPE as designated to allow for a remediation plan to be developed. Students will be notified by the completion of the proceeding SCPE of the date and location of their remediation rotation as well as any additional academic requirements, including the remediation plan, that will be required to fulfill the requirements of the failed SCPE.

## Deceleration

Failure to successfully fulfill the requirements of the assigned remediation plan after having failed a class/course during the didactic portion of the program may result in deceleration, where the student will have to make up the class during the next regularly scheduled offering. Since PA courses are offered in a sequential fashion, each building on the previous courses, failure to pass a class during the didactic year will result in the student not being able to proceed to the next terms' courses. The student will therefore have to join the next year's class/cohort.

During the clinical year, the student who fails a SCPE and remediates successfully will have a delayed graduation date, but does not have to furlough for a year to rejoin clinical rotations as is necessary in the didactic year. All students failing initial coursework requiring repeat courses (deceleration for academic year) or SCPE's (clinical year) will incur additional tuition expenses that are not eligible for federal financial aid assistance. Any student that requires deceleration or remediation must present to the university financial aid office to discuss financial obligations for course completion and graduation. Failure to comply with university financial obligations could delay certification for graduation.

## Leave of Absence

By virtue of Bryant's PA program design as a 27 month plan of study, admitted students are expected to proceed through the program with the cohort they were admitted with at the beginning of their PA studies. Stated differently, students, upon admission, are expected to complete their PA degree requirements by continuous enrollment in the time specified by the program in which they entered.

Although leaves of absence from the PA program are discouraged, it is recognized that occasionally there are significant life-altering events that may result in the need for a student to suspend continuous enrollment from their respective program on a temporary basis.

Consequently, any student who, prior to completion of the PA Program requirements, seeks to decline registration for an upcoming semester may do so by registering for a Leave of Absence (LOA) by completing an official LOA form with the Registrar's Office. A PA student on a leave of absence may re-enter the program in a subsequent year, at the beginning of the same academic term in which they began their LOA. Students will be required to complete all coursework from that term. Additionally, students will have the option to attend courses from the previous terms,

if desired. Students are still required to complete their program within a five year time frame from admission.

Dependent upon the official starting date of the LOA, students may be required to return portions of their federal and private loan awards, according to the requirements stipulated by their written agreements with the individual lenders.

Students must notify the PA Program Director of their intention to re-enroll by October 1<sup>st</sup> of the calendar year prior to their planned re-enrollment.

## Cancellation of Classes

Cancellation/delay of classes due to weather conditions will be announced over local radio and television stations. A detailed message will also be available by calling the University's emergency line at (401) 232-6002.

The announcement to cancel or delay classes will also be available on the university website at [www.bryant.edu](http://www.bryant.edu) (<http://www.bryant.edu>). When individual classes are cancelled, students will be notified via their Bryant e-mail accounts. Any cancelled classes will be rescheduled by the Program and may occur outside of normal scheduled class hours, to include evenings and weekends.

## Credit Hour

Each academic term is twelve weeks in length, however, the semester hours assigned represent workload equivalent to sixteen calendar weeks.

## Grading System

The graduate programs use the following grading system:

Grade	Grade Points
A	4.0
A-	3.7
B+	3.3
B	3.0
B-	2.7
C+	2.3
C	2.0
F	0.0

## Grade Replacement Policy – Didactic Year

For failed PA courses during the didactic year, there is no grade replacement or substitution allowed. All students who have failed a didactic course and require deceleration will be required to repeat the course the following year as previously discussed. For the purposes of program and university graduation requirements, this grade will remain on the student transcript and the failing grade is calculated into the overall student GPA. Students will continue to be required to maintain the 3.0 GPA overall to progress to the clinical phase of training.

## Grade Replacement Policy – Supervised Clinical Practice Experiences (SCPEs)

During the clinical year, the minimum required grade to pass each SCPE (clinical rotation) course is a "B" (83%). Failure to obtain a "B" will necessitate repeating the failed rotation. Failing the repeat clinical rotation will result in dismissal. No more than one clinical rotation may be

repeated; failing more than one clinical rotation will result in dismissal. The repeated SCPE is subject to this Grade Replacement Policy:

- For any one SCPE, this grade replacement option may only be used once – a failed SCPE may only be repeated one time. Also, credit for a repeated course may be used only once.
- This policy can be applied to a maximum of one SCPE – no more than one SCPE may be repeated.
- For purposes of GPA calculation, the grade earned during the first SCPE enrollment will stand until the recording of the final grade in the second enrollment is completed. When the second enrollment is completed, the grade for that second enrollment will become the grade used in all GPA calculations.
- The transcript will record both course enrollments and the grade earned in each enrollment. The first attempt will be marked with an X to indicate grade replacement (e.g., XF, XC).
- Students will not be allowed to apply the grade replacement policy to a course in which there has been documented academic dishonesty that has not been reversed on appeal.
- If a student takes an approved leave of absence from the PA Program during a clinical rotation, the student will receive a grade of “Incomplete (I)” for that SCPE and may not restart the PA Program prior to the start of the next term; the soonest the student could resume clinical rotations would be whichever established SCPE block occurs first in the next term. The Incomplete SCPE must be repeated prior to completion of the program and will likely take place at the same clinical site.
- All PA Program courses and requirements must be completed within five (5) years of matriculation, per PA Program policy.

This Grade Replacement Policy is unique to the SCPE (clinical rotation) courses in the PA Program and is applied automatically upon completion of the repeated (remediation) SCPE.

## Student Employment

Employment by the student while enrolled in the program, while not prohibited, is strongly discouraged. The program is one of intense study with educational activities routinely scheduled from Monday through Friday 8am to 5pm during the didactic year (not including independent study) and becomes even more rigorous and time intensive during clinical rotations the following year. Absences secondary to work are not considered excused. Unexcused absences are considered unprofessional behavior and may result in grade penalties and potential deceleration and/or dismissal if professional and academic standards are not met. Students who have been placed on Academic Probation are prohibited from working during their time on probation. Non-adherence to this policy will risk immediate dismissal. Students are not required to work for the Physician Assistant program.

## Graduation Requirements

In order for the program to certify students for graduation, candidates must have an overall 3.0 GPA, have successfully completed all required coursework in the five (5) year time frame, completed both the didactic and clinical year summative written and practical examinations successfully, and complied with any documentation requirements of the program (i.e., student evaluations, portfolios, or exit surveys).

## Honors at Graduation

To graduate with honors, a student must attain a grade point average of 3.75 or better.

## Pi Alpha

Pi Alpha is the national Physician Assistant honor society organized for the promotion and recognition of both PA students and graduates. Membership signifies the inductee's significant academic achievement and honors them for their leadership, research, community/professional service and other related activities. The society also encourages a high standard of character and conduct among students and graduates. Current students of accredited PA programs with chapter status through Pi Alpha may be considered for student membership by demonstrating the following: minimum GPA of 3.5 and excellence in research, publishing, community/professional service, or leadership activities.

## Academic Honesty Policy

A high standard of conduct is expected. A graduate student's education is the result of his or her initiative and industry. Each Bryant graduate student, accordingly, understands that to submit work that is not his/her own is not only a transgression of University policy but also a violation of personal integrity.

The academic community, therefore, does not tolerate any form of “cheating” – the dishonest use of assistance in the preparation of outside or in-class assignments. Such violations including, but not limited to, plagiarism are subject to disciplinary action. To preserve its commitment to the high standards of intellectual and professional behavior, Bryant University will respect intellectual excellence and expect intellectual honesty.

Refer to the Physician Assistant Program Student Manual

## Academic Dismissal

Student progress is tracked weekly by the Academic Support and Remediation Committee (ASRC). Upon recognition of a student's failure to meet minimum standards for progression, the ASRC will notify the Program Director. The Program Director will prepare a Letter of Dismissal for signature by the Provost. The Provost will make the final decision based on the information provided by the PA Program and forward the signed letter back to the Program Director. The Letter of Dismissal shall be hand delivered to the student by the Program Director. In the event that the Letter of Dismissal cannot be hand delivered to the student, it will be mailed to the student's permanent address of record via Registered Mail. The process for appeal will be outlined within the Letter of Dismissal.

## Academic Grievance

Grievances related to grades should be first directed to the course coordinator who assigned the grade. If a satisfactory conclusion is not reached, the student may submit a written appeal to the Academic Support and Remediation Committee for further evaluation. Students may further appeal in writing to the Provost.

## Non-Academic Grievance

Grievances that do not involve academic progress must be submitted in writing to the Provost.



## Final Appeal

For academic and non-academic grievances, the final authority for dismissal falls under the authority of the Provost. Any student facing dismissal from the program may request that their grievance be forwarded to the Provost for final review.

## Graduate School Code of Conduct

Bryant University is an educationally purposeful community – a place where faculty, staff and students work together to strengthen teaching and learning on campus. The campus is a place where high standards of civility are set and violations are challenged. Bryant University is a community whose members speak and listen carefully to each other. Bryant University is a place where the sacredness of each person is honored and where diversity is aggressively pursued. Bryant University clearly states both its academic and social expectations. All must accept their obligations as citizens of the Bryant community and expect to be held accountable for behavior as individuals and members of groups. The university is a caring community where the well-being of each member is supported and where service to others is encouraged. All students are expected to obey applicable local state and federal laws as well as the policies of the university. These policies are found in the Graduate Catalog and the University Policy Manual. All students are subject to disciplinary action for violations. Graduate violations of policy shall be adjudicated by the Graduate Disciplinary Committee.

## Behavior and Discipline

The University expects students to assume responsibility for their actions. It also has an equal obligation to protect its educational purpose and the interests of its student body; therefore, it must be concerned with the actions of individuals or groups that are in conflict with the welfare and integrity of the University or in disregard for the rights of other students, faculty, or other members of the University community.

Complete guidelines and policies are found in The Student Handbook. When students enroll at Bryant University, it is assumed that they have a serious purpose and a sincere interest in their own social and intellectual development.

It is also assumed that students familiar with the regulations, procedures, and policies set forth at Bryant University have accepted them as a “way of life” during their stay at the University. They are expected to learn to cope with problems intelligently, reasonably, and with consideration for the rights of others; to obey laws and ordinances of the nation, state, and community of which they, as well as the University, are a part; and to conduct themselves peaceably in espousing changes they may consider necessary. As students prize rights and freedoms for themselves, they are expected to respect the rights and freedoms of others.

Students are subject to federal, state, and local laws as well as University rules and regulations. A student is not entitled to greater immunities or privileges before the law than those enjoyed by other citizens generally. Students are subject to such reasonable disciplinary action as deemed appropriate, including suspension and expulsion in appropriate cases for breach of federal, state, or local laws, or University rules or regulations. The principle extends to conduct off campus that is likely to have adverse effects on the University, or on the educational process, or which stamps the offender as an unfit associate for other students.

## Non-Academic Dismissal

Students are expected to obey applicable local, state and federal laws as well as the policies of Bryant University and are not entitled to greater immunity or privilege before the law than that enjoyed by ordinary citizens. As they prize rights and responsibilities for themselves, students are expected to respect the rights and responsibilities of others. For infractions of laws, regulations, policies and standards, students may be subject to disciplinary action up to and including expulsion from the University. Such disciplinary action may be imposed for violations which occur off campus when the violation may have an adverse effect on the educational mission of the University. Violations of University Student Code of Conduct will be handled in accordance with the Student Code of Conduct outlined in the current Bryant University Student Handbook.

Violations of the PA Program Honor Code will not be tolerated. Students accused of engaging in non-professional behavior are subject to non-academic probation or dismissal. The student or faculty member who suspects non-professional behavior or violation of the honor code are required to notify the suspected party of the offense as well as notify the Graduate Faculty Advisory Committee (medical) of the offense. The GFAC (medical) will investigate the offense and make a recommendation to the Program Director.

The Program Director will determine if the offense should be managed by the Program or if it meets a violation of the University Code of Conduct.

If an offense meets the tenets of the University Code of Conduct, the case shall be referred to the Office of the Dean of Students. Suspected criminal activity shall also be reported to DPS. If an offense violates the PA Program Honor Code, but does not require reporting to the Dean of Students, the PA Program Director, working with the GFAC (medical) shall determine if the offense warrants probation or dismissal. A student placed on non-academic probation shall have a letter placed in their academic file and shall meet with their advisor to determine a remediation plan. If the student fails to remediate, or commits further offenses, the case shall be forwarded to the Interim Provost for a recommendation for dismissal.

A student case that warrants dismissal shall be forwarded to the Interim Provost for a recommendation for dismissal. The Provost will make the final decision based on the information provided by the PA Program and forward the signed letter back to the Program. The Letter of Dismissal shall be hand delivered to the student by the Program Director. In the event that the Letter of Dismissal cannot be hand delivered to the student, it will be mailed to the student’s permanent address of record via Registered Mail. The process for appeal will be outlined within the Letter of Dismissal.

## Harassment

### Protection from Harassment – Policy Statement

Bryant University is committed to maintaining a working and learning environment which supports respect for the individual and for academic freedom, where all members of the community can work and learn in an atmosphere that is free from sexual or other types of harassment. It is the policy of Bryant University that no member of the University community, including faculty, staff, students, volunteers, interns, and third party contractors, may subject another to sexual or any other type of harassment.

Harassment on the basis of race, color, religion, sex, sexual preference or orientation, gender identity or expression, national origin, age, ethnicity,

disability, veteran or marital status undermines the basic principles of the Bryant community and will not be tolerated.

Harassment includes but is not limited to unwelcome verbal, electronic and/or physical conduct directed toward an individual or regarding an individual's race, color, religion, sex, sexual preference or orientation, gender identity or expression, national origin, age, ethnicity, disability, veteran or marital status that has the purpose or effect of humiliating and/or intimidating an individual or hindering and/or interfering with work performance, academic status, or college life. In particular, sexual harassment is defined as unwanted sexual advances, requests for sexual favors, and all other verbal or physical conduct of a sexual nature where: submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or academic status; or submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions affecting such individual; or such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creating an intimidating, hostile, or offensive environment in which to work or learn.

Bryant University considers harassment a very serious matter. Any person found to be engaging in harassment, including sexual harassment, or who aids and abets or incites such conduct, will be subject to disciplinary action, up to and including termination of employment or expulsion from an educational program of the University. Further, any retaliation against an individual for filing a complaint or for cooperating in an investigation of such a complaint is similarly prohibited and will not be tolerated.

#### **Reporting Procedures:**

Bryant University encourages the reporting of all perceived incidents of discrimination, harassment or retaliation, regardless of the offender's identity or position. To encourage persons to come forward, the University provides several channels of communication, information, and complaint resolution as outlined below.

#### **Information, Counseling and Advocacy:**

Anyone may seek advice, information or counseling on any matter, including matters relating to harassment, without having to lodge a complaint. Names and telephone numbers of these resources are listed below:

Counseling Services: 401-232-6045

Health Services: 401-232-6220

Student Affairs: 401-232-6046

Vice President for Student Affairs/Dean of Students: 401-232-6046

Associate Vice president for Human Resources: 401-232-6011

The full policy and reporting procedures can be found in the Bryant University Student Manual and on the Bryant Website.

#### **Informal Complaint Process:**

Either verbally or in writing, notify the offender firmly and promptly that his or her behavior is unwelcome. While dealing informally with a problem of harassment may resolve the matter more expeditiously and more confidentially, no action can be taken by the University when it is not aware of the harassing conduct. Hence, informal complaint procedures should not be used for severe or habitual cases of harassment.

#### **Formal Complaint/Reporting Process:**

When a formal complaint is received, the University will promptly investigate the allegation in a fair and expeditious manner. The

investigation will be conducted in such a way as to maintain confidentiality to the extent practicable under the circumstances.

The investigation will include a private interview with the person(s) filing the complaint and with witnesses. The person(s) alleged to have committed harassment would also be interviewed. When the investigation has been completed, the results of that investigation, to the extent appropriate, will be shared with the person filing the complaint and the person alleged to have committed the conduct. If it is determined that inappropriate conduct has occurred, the University will act promptly to eliminate the offending conduct, and where appropriate, will impose disciplinary action.

## **Information Services Network Acceptable Use Policy**

All members of the Bryant University community who use the University computing, information, and communication resources must act responsibly. Every user is responsible for the integrity of these resources under their control. All users of University-owned or University-leased Information Services systems must respect the rights of other users, respect the integrity of the physical facilities and controls, and comply with all licenses and contractual agreements. More information on Information Services Network Acceptable Use Policy can be found at [http://infosec.bryant.edu/acceptable\\_use.html](http://infosec.bryant.edu/acceptable_use.html).

#### **E-mail**

The University's electronic mail services are University facilities and are intended for use for teaching, learning, research, and administration in support of Bryant University's mission. Bryant University e-mail services may not be used for personal business or personal gain except as permitted by other University policies.

#### **Peer-to-Peer File Sharing**

The Copyright Law of the United States (Title 17 U.S. Code) governs the making of copies of copyrighted material. UNAUTHORIZED COPYING IS PROHIBITED! The person using this equipment is liable for any infringement and can be prosecuted or held liable for monetary damages.

#### **Bryant.edu Domain Name**

According to the guidelines of the managing body of the top-level .EDU domain space, a registrant of a name in the .EDU domain may not use the .EDU domain for commercial purposes. The use of the "BRYANT.EDU" in any commercial related transaction is a violation of those guidelines. Any student using the "BRYANT.EDU" in any electronic service (e-mail, web, etc.) for commercial purposes jeopardizes his/her privilege to use those services.

#### **Acceptable use of E-mail**

The University's electronic mail services are University facilities and are intended for use for teaching, learning, research, and administration in support of Bryant University's mission. Bryant University e-mail services may not be used for personal business or personal gain except as permitted by other University policies.

## **Student Services**

### **The Centers for Student Success**

The Centers for Student Success staff engage in a partnership with students to help them achieve their academic goals. The staff includes a network of full-time and part-time professionals who are specialists in writing, English as a second language, and learning disabilities.

## Access Services: Accommodation for Students with Disabilities

At Bryant, we have a three-pronged disability services system that is designed to facilitate your request for accommodations. Therefore, depending on which category of disability/disorder you fall under, you will begin the process through one of three University administrators. Please contact the individual below who best fits your needs. If you need disability-related support from more than one of the three areas, please contact only one of these individuals for an initial consultation. That individual will then collaborate with the other office(s) to provide the most effective assistance and accommodations.

For students with documented learning disabilities, academic accommodations are available. Students with learning disabilities can process academic accommodation requests through Access Services. To receive academic accommodations, students must submit documentation that describes the nature of the learning disability to the Assistant Director of Access Services. Diagnostic testing that identifies the existence of the learning disability must have been completed within the past three years. The Assistant Director of Access Services recommends academic accommodations; however, it is incumbent upon the student to schedule an appointment with the Assistant Director at the beginning of each new semester to arrange for services. Students with learning disabilities can schedule an appointment with the Assistant Director by calling (401) 232-6746. Documentation guidelines may be accessed here: <https://my.bryant.edu/portal/academic-success-programs/access-services.htm>

### Physical Disabilities

John Denio, M.S.

Assistant Vice President for Student Services and Administration

(401) 232-6046

\*Individuals with permanent or temporary physical disabilities who wish to obtain handicapped parking passes should contact the Department of Public Safety at (401)232-6001.

[jdenio@bryant.edu](mailto:jdenio@bryant.edu)

### Mental Health or Psychiatric Disabilities

Noelle Harris, Ph.D., LMHC

Director of Counseling Services

(401) 232-6045

[nharris@bryant.edu](mailto:nharris@bryant.edu)

### Neurodevelopmental Disorders

Marie Saddleire, Ph.D.

Assistant Director for the Academic Center for Excellence, Access Services

(401) 232-6746

[msaddleire@bryant.edu](mailto:msaddleire@bryant.edu)

## On Demand Student Success Workshops

Graduate students have access to the entire library of StudentLingo On Demand Student Success Workshops. These study skills workshops can

be accessed at any time, from any location at [www.studentlingo.com/bryant](http://www.studentlingo.com/bryant) (<http://www.studentlingo.com/bryant/>). For more information, visit the Centers for Student Success.

## Writing Center

The Writing Center is available to help graduate students strengthen their writing skills. Writing specialists, professionals with an MA and/or Ph.D. in English or writing, are available for individualized consultation. An English as a second language writing specialist is available to help students for whom English is a foreign language. To schedule a Writing Center appointment, call (401) 232-6567.

## Amica Center for Career Education

The Amica Center for Career Education offers a full range of career development and planning services for all students, including graduate students. Our services include:

- Individual career coaching on all topics pertaining to choosing a major, finding an internship, applying to graduate school, or securing a full-time opportunity.
- Career planning courses to assist you with choosing a major and/or career path.
- Shadow Program, matching you with an alum for a day in the workplace.
- Alumni-student networking events in Boston, Hartford, New York City, Providence, Washington, D.C., and more.
- Campus recruiting program including the Bryant Career Connection (BCC) - the student job board for both internships and full-time opportunities.
- Two annual Career Fairs with more than 150 employers attending.
- Specialized programs, company site visits, and alumni connections.

We encourage all students to visit the Amica Center to get started with:

- Utilizing career assessment tools
- Writing a college résumé
- Creating a LinkedIn profile
- Finding an internship or job
- Learning how to leverage campus and current work life to benefit your career plan

Graduate students are welcome to use all available resources in the Amica Center for Career Education as well as participate in our events and programs.

Stop by our office, visit our website at <https://career.bryant.edu>, or call (401) 232-6090, to learn more about resources and services provided.

The opportunity to use the Amica Center for Career Education continues after graduation. Career coaching is available to alumni who are changing careers and are in need of assistance, up to five years post-graduation. The Job Source, a listing of full-time jobs requiring post-degree experience, is published weekly for interested alumni.

Alumni are also invited to attend the many workshops, programs, and events offered by the Amica Center for Career Education.

### Student Printing Facilities

- Students can print wirelessly via their laptop to several printers located on campus.

- Printers are available in the following locations: Quinlan/Brown Academic Innovation Center, Fisher Student Center, Krupp Library in the Bello Center, and on both the first and second floors of the M-wing in the Unistructure.
- A \$40 printing allowance is granted each year. After that, a charge of 5 cents per black-and-white page and 25 cents per color page is applied directly to the student's allowance; if the student exceeds that allowance, the charges are applied directly to their Banner account.

## Bryant Bookstore & Online Purchases

The Bryant University bookstore is located in the Fisher Student Center. Please call (401) 232-6240 for bookstore hours. Textbooks may also be ordered online at [www.efollett.com](http://www.efollett.com) (<http://www.efollett.com>).

## Campus Ministry

The chaplains in Campus Ministry address the spiritual needs of Bryant students and staff. Catholic, Jewish, Muslim, and Protestant chaplains are available to serve as sources of support, guidance, and spiritual development for all members of the University community.

The Catholic Student Association meets Sundays before Mass. Hillel is Bryant's Jewish-student organization. The Awakening Crew is the Protestant student club.

Worship services are as follows: Catholic Mass is celebrated at 7 p.m. on Sunday and at noon on Wednesday. Islamic Services are held on Friday. Jewish Shabbat services are offered on Friday. Protestant services are held on Wednesday evenings.

## Health Services

Bryant University Health Services is a board-certified nurse practitioner-run health center that adheres to federal and state law and endorses the guidelines of the American College Health Association, the Rhode Island Department of Health, and the Centers for Disease Control and Prevention. Health Services is located on the first floor of Barrington House. It is staffed by a part-time physician, certified nurse practitioners, a health and wellness coordinator, and a health and nutrition coordinator. In the event of an emergency or when Health Services is closed, emergency medical technicians (EMTs) are available through the Department of Public Safety at (401) 232-6911.

Clinical components of Health Services include treatment of illnesses and injuries, women's and men's health care, laboratory services, immunizations, support services for students with physical disabilities, and referrals as appropriate. All health care and medical records are considered confidential, and family members are notified only in the event of a life-threatening accident or illness.

The University requires that all full-time resident graduate students provide documentation of health insurance. Low cost accident and illness insurance is available for all students who wish to purchase it. Information about this insurance can be obtained at the Health Services Office.

## Security/Public Safety ID and Parking Sticker Policy

Bryant's campus is a secure place to live. Public Safety officers are on duty 24 hours a day, seven days a week. Residence hall exterior doors are locked 24 hours a day, only accessible to students. Individual key locks

are on the door of each room. Visitors are checked in on weeknights and throughout the weekend.

All students are required to have a current parking sticker and student photo ID. These may be obtained on the second floor of the Fisher Student Center. To obtain a parking sticker, students are required to bring their driver's license and vehicle registration to the Department of Public Safety. Contact the Public Safety office at (401) 232- 6001 for more information.

## Course Descriptions

### Course Descriptions

### Accounting (ACG)

#### Courses

**ACG 691. Directed Independent Study in Accounting. 3 Credit Hours.**

The course is designed to allow an individual academic program to be tailored to fit the unique interests of a graduate student. At the initiation of the graduate student, the faculty member and student will develop an academic plan that is submitted to the College of Business Graduate Program office for final approval.

### Actuarial Mathematics (AM)

#### Courses

**AM 540. Actuarial Mathematical Models and Stochastic Calculus. 3 Credit Hours.**

The primary goal of this course is to provide the student a background in the mathematics of stochastic processes, risk, and financial economics as it relates to actuarial models. The underlying foundation of this course is the mathematics and economics of the pricing of financial options. As part of providing the framework for this field of study, advanced concepts such as Brownian Motion, the Black-Scholes Model, and the modeling of stochastic interest rates will be investigated. Taking this course will make it possible for the student to prepare for Society of Actuaries Exam MFE and the Casualty Actuarial Society Exam 3F. Prerequisites: AM 342 or FIN 465.

### Applied Analytics (AA)

#### Courses

**AA 610. Analytics Methods and Applications. 3 Credit Hours.**

This course serves as an introduction to the field of analytics. It covers the core concepts and applications of analytics in different areas. Students will be exposed to the concepts and tools of analytics, namely, data querying and reporting, data access and management, data cleansing, statistical programming, and statistical analysis of large data sets. Quantitative topics covered include descriptive statistics, regression analysis, forecasting, text mining, and data visualization and mining. Each of these statistical concepts will be applied to real world problems by utilizing case studies and appropriate data sets. The program will not focus on formulas; instead students will use the statistical and data mining software packages SAS Enterprise Guide and Enterprise Miner for much of their analysis. Students will also use SAS Forecast Server and SAS Visualization Analytics where appropriate.

**AA 620. Data Mining and Predictive Analytics. 3 Credit Hours.**

This course will focus on applying data mining methodologies and predictive analytics tools to extract useful patterns from large bodies of data and on interpreting the results in order to take reasoned action to solve problems. Students will work with large data sets from organizations in several different domains and analyze the data using SAS Enterprise Miner. Topics covered include: introduction to data mining concepts, data mining applications, the data mining process, profiling and predictive modeling, decision trees, neural networks, cluster analysis, association analysis and text mining. Students will also be introduced to visualization techniques and applications. An emphasis in this course will be placed on segmentation strategies and techniques.

**AA 630. Data Management and Large Scale Data Analysis. 3 Credit Hours.**

This course is an introduction to the principles and techniques for data acquisition, storage and management. In this course, students will learn how data is stored, accessed, and eventually analyzed. Basic components of database systems, and how data is accessed using SQL will be discussed. The design considerations for more comprehensive data storage systems such as Data Warehouses and Hadoop will also be covered. Lastly, the course will discuss representation methods and techniques that increase the understanding of complex data. Emphasis will be placed on the identification of patterns, trends and differences from data sets across categories, space, and time. SAS Enterprise Miner and Visualization Analytics will be used during this course.

**AA 651. Analytics Capstone. 3 Credit Hours.**

The Analytics Capstone course provides students with the opportunity to apply the knowledge and skills that they have acquired during the GCBA to realistic problems that involve very large data sets ("Big Data"). In addition to using the techniques students have learned in the previous courses, students will be introduced to other important topics related to Big Data such as Hadoop, map-reduce, association rules, large scale supervised machine learning, streaming data, clustering algorithms, and NoSQL systems (Cassandra, Pig, Hive), as well as SAS software packages. The course will culminate with a final project based on a large data set. Students will present the results of their analysis and recommendations to other students in the class and where appropriate to the organization that sponsored the project. Topics in project management will be presented during the course to help students organize their capstone project.

**AA 691. Directed Independent Study in Applied Analytics. 3 Credit Hours.**

This course is designed to allow an individual academic program to be tailored to fit the unique interest of a graduate student. At the initiation of the graduate student, the faculty member and the student will develop an academic plan that is submitted to the College of Business for final approval.

## Communication (COM)

### Courses

**COM 551. Graduate Writing Workshop. 1 Credit Hour.**

This course is a self-paced, hybrid class designed to teach students the basics of good writing, with special attention to scholarly writing.

**COM 590. Introduction to Research Methods. 1 Credit Hour.**

This online, self-paced course is intended as an introduction to the area of communication research methods for those students whose undergraduate study did not provide this background. It provides students with some of the concepts and ideas important to understanding and conducting research in Communication.

**COM 591. Studies in Communication Theory. 1 Credit Hour.**

This is a self-paced, online course designed to introduce students with little or no coursework in Communication to the major theories used in the study of mass and human communication and to provide them with an understanding of the process of generating theory and knowledge about communication.

**COM 601. Communication Theory. 3 Credit Hours.**

This course provides students with an in-depth examination of the sub-fields of Mass and Interpersonal Communication. Major epistemological and theoretical approaches will be examined. Students will become conversant in the discipline's intellectual roots and they will develop the ability to use communication theory in their own research or chosen profession.

**COM 602. Communication Research Methods and Statistics. 3 Credit Hours.**

This course is designed to acquaint students with the basic concepts and issues involved in quantitative research methods and statistics. Students will become familiar with the scientific method, learning the proper terminology/concepts used in quantitative research. They will also be introduced to the tools and techniques of data analysis in social science research. These will consist of a variety of statistical procedures and tests of statistical inference. The end result of this course should be an improvement in students' ability to conduct sound research and analyze the work of others. Throughout the course, the ethics of quantitative research design and analysis will be emphasized.

Session Cycle: Spring

Yearly Cycle: Annual.

**COM 603. Health Communication. 3 Credit Hours.**

The overall goal of this class is to provide a foundation of relevant theories, research, practices, campaign processes, and current issues related to Health Communication. Health Communication, as a sub-discipline of Communication, generates new insights about communication as a process and health as a state of being. Health communicators, as translators, depend upon existing policy and knowledge about health and health-care to guide activities, and identify gaps between policy and practice.

**COM 604. Organizational Communication. 3 Credit Hours.**

This course is designed to introduce students to concepts in the study of professional communication in organizations. Students will examine major theoretical approaches including classical theories, system theories, cultural theories, and critical theories. Students will also examine organizational and relational challenges confronting organizations with an emphasis on the application of these principles in organizational settings.

**COM 610. Conflict Management and Negotiation in Organizations. 3 Credit Hours.**

Conflict is an ever-present component of any decision-making environment. By surveying relevant theory and research— as well as applying the principles of such theory and research in actual simulations and case studies—students will (a) understand the multiple roles that communication plays in the processes of conflict management, negotiation, and mediation in organizations, (b) explore the elements and processes of negotiation and mediation, and (c) develop alternative models, theories, and ways of thinking about conflict and dispute management in organizations.

**COM 611. Communication in Small Groups Applied Theory. 3 Credit Hours.**

Much of what we do in life, we do in groups. Thus, the purpose of this course is to (a) give students a better understanding of the communicative practices that make a small group successful, and (b) provide students with the tools to diagnose and rectify potential obstacles to good group work. The class will provide students with an understanding of the major theories, issues, and concepts related to the study of communication in small groups. Particular attention will be paid to effective decision-making and leadership. We will deal primarily with task-oriented small groups—that is, groups with a specific objective to achieve, information to share, a problem to solve or a decision to make.

**COM 612. Media Effects Theory and Research. 3 Credit Hours.**

This course provides an integrated approach to learning about (a) the theories examining the effect of mass media and (b) the critical framework for evaluating communication research (mainly focusing on the empirical research process). The goal is to provide students with a solid understanding of major Mass Communication theories, as well as insight into how to conduct research to assemble knowledge. One major philosophical tenet of this class is that one of the most effective ways to learn is by being actively involved in the subject matter ("learning by doing"). Students will participate in a group project that will allow them to apply the principles of research learned in class and get hands-on experience conducting a research project in a creative and collaborative way.

**COM 613. Communication, Persuasion, and Social Influence. 3 Credit Hours.**

This course introduces graduate students to the study of social influence in communication. We will examine theoretical developments in social influence, considering their implications for message design, and source and channel selection. Special attention will be paid to understanding the validity of social influence theory for understanding persuasion outcomes in a variety of contexts. The theories addressed in this class posit important relationships about cognitive and societal processes. For communication scholars, these theories help to explain, predict, describe, and may be used to contribute to the outcomes associated with the design of various messages, the use of particular sources, and the selection of different channels to disseminate the messages. These will be the overarching areas of study in this course.

**COM 614. Ethical Public Communication. 3 Credit Hours.**

This course presents theories of Public Relations and its practice by business (both profit and non-profit), government, and any other type of organization, large or small. The emphasis is on learning the processes of developing, disseminating and measuring situation-specific, effective, and ethical informational pieces and/or campaigns targeted to the right audiences. The challenges and opportunities offered by traditional media, social and other "new" media will be addressed.

**COM 615. Culture, Diversity, and Communication. 3 Credit Hours.**

As Martin and Nakayama (2009) note, "We live in a rapidly changing world in which intercultural contact will continue to increase, creating a heightened potential for both conflict and cooperation." This class is designed to explore the theory and research explicating the challenges and benefits of living in a multicultural world. In particular, it is concerned with cultural diversity and with understanding and identifying the problems that occur when persons from different cultures engage in face-to-face communication. Cross-cultural communication and cultural competence are becoming important skills not only in interacting with others, but also in helping to define individual identities. This course will focus on how Culture and context impact a variety of individual, relational and societal issues.

**COM 618. Risk and Crisis Communication. 3 Credit Hours.**

The need to assess, understand and implement an effective communication strategy following a risk or crisis event is becoming increasingly important in our society. Whether it is responding to and dealing with the fallout from an environmental disaster, determining how to warn the public about a potential health hazard, or addressing a crisis in an organization, the need for an effective communication plan and its successful implementation is high. This course will examine the many intricate parts in the process of risk and crisis communication and explore key factors that impact this process.

**COM 619. Global Communication. 3 Credit Hours.**

This course examines the major issues in global communication through analyses of international news and information flows, media imports/exports, privatization and globalization within communication industries and the various models of global media systems. Students will evaluate the social and economic impacts of ICTs, the shifting relationships between developed and developing countries, and the socio-economic trends associated with globalization of media, and explore concepts such as nationalism, regionalism, globalization, and cultural identity.

**COM 620. Computer-Mediated Communication. 3 Credit Hours.**

This course offers a critical survey of the relationship between computer-mediated communication (CMC) and the various forms and functions of human activity. The way humans use computers to create specific realities and relationships as well as use this medium as a source of knowledge and political participation will be explored. Utilizing different social scientific theories we will identify, explain, and understand the interrelationship between CMC, society, language, and identities.

**COM 631. Community-Based Campaigns and Public Health. 3 Credit Hours.**

This course is designed to introduce theoretical and pragmatic views for the conduct of health campaigns that use a community-based approach. Students will examine theories linked to agenda-setting, uncertainty management, norms, and authority and control as frameworks to consider values that guide health communication. The ethical dilemmas that arise in decisions about planning, implementing, and evaluating communication in community-based health campaigns will be introduced and applied to our review of health communication theory, research, and practice. Community-based health campaigns target multiple audiences, use multiple communication channels, and target multiple health-related outcomes. A community-based approach to health campaigns demonstrates the interdisciplinary nature of Health Communication and illustrates why it has come to be viewed as an integral component of health promotion and health-care activities.

**COM 680. Graduate Seminar in Nonverbal Communication. 3 Credit Hours.**

This course will expose students to the research and theory about nonverbal communication. Students will learn research about facial expressions, gestures, vocalics, physical attributes, environment, deception detection, and the use of nonverbal communication in specific contexts such as workplace, education, media, and politics. This class will allow students to explore one or more nonverbal communication topics in depth, examining scholarly research on the topic and contributing knowledge to the discipline. There will also be a focus of application of the scholarship to life, career, and society.

**COM 690. Graduate Practicum. 3 Credit Hours.**

Graduate education is enhanced by practical application of its learned material. Thus, this course is designed to provide practical experience in some communication-related setting, scholarly or professional. That experience can be in either a for-profit or a not-for-profit organization. The Practicum is intended to provide the student with an opportunity to acquire in-field knowledge and experience. Because academic credit is awarded for this experience, the student must gain academic knowledge as well as practical experience. The Graduate Practicum must be approved by the instructor, the Graduate Advisor, and the Department Chair.

**COM 696. Comprehensive Exam. 0 Credit Hours.**

The Comprehensive Exam consists of a series of written questions to be completed over three days in four hour sessions to be scheduled by the student's Advisor. It is suggested (though not required) that six of the twelve hours should be devoted to the student's declared concentration or track, three should be devoted to the required courses, and three should focus on a secondary area of study. After consultation with the student, the student's Advisor will select two additional faculty members to determine if the questions or topics will be provided to the student in advance. The student is strongly encouraged to meet with each member of his/her Comprehensive Exam Committee to gain guidance for study preparation. The Comprehensive Exam is given three times a year, once each semester (usually around the eighth or ninth week of the semester) and during the summer term (the date of which will be determined by the student and his/her Committee members). Typically, students will have one to two hours to write an answer to a question (specific time limits to be determined by the faculty). The exams are graded pass/fail. Students will usually receive their exam results within two weeks. All students must schedule an oral defense of their Comprehensive Exam. If the student fails one area of the Comprehensive Exam only, he/she can study and re-take that area as soon as possible. If the student fails two or more areas, he/she must wait until the next time the Comprehensive Exam is offered. Students may take comprehensive exams twice. No academic credit will be awarded for completion of the Comprehensive Examination.

**COM 697. Directed Study in Communication. 3 Credit Hours.**

This course permits the student to pursue a communication area of interest and relevancy. The work will be performed under the supervision of a faculty member who will help design the program of study and the requirements to be met by the student. All directed studies must be approved by the Graduate Director and the Chair of the Department, who will be supplied with a title for and description of the course, its requirements and grading criteria, and a preliminary list of readings.

**COM 698. Culminating Project. 3 Credit Hours.**

The Culminating Project is a written product of a systematic addressing of a problem or need of an organization that has real-world application. It identifies the problem, states the major elements involved, explains the significance of the undertaking, sets forth solutions to the problem, details their implementation, and assess their effectiveness. The completed project evidences originality, critical and independent thinking, appropriate organization and format, and thorough documentation.

**COM 699. Thesis. 3 Credit Hours.**

The thesis is the written product of a systematic study of a significant problem. It identifies the problem, states the major assumptions, explains the significance of the undertaking, sets forth the sources for and methods of gathering information, analyzes the data, and offers a conclusion or recommendation. The finished project (product) evidences originality, critical and independent thinking, appropriate organization and format, and thorough documentation.

## Finance (FIN)

### Courses

**FIN 691. Directed Independent Study in Finance. 3 Credit Hours.**

This course is designed to allow an individual academic program to be tailored to fit the unique interests of a graduate student. At the initiation of the graduate student, the faculty member and the student will develop an academic plan that is submitted to the College of Business for final approval.

## Global Finance (GFIN)

### Courses

**GFIN 601. Global Financial Management. 3 Credit Hours.**

This course deals with the theories and principles of global management. It develops a framework for evaluating the opportunities, costs, and risks of operating in the global markets for goods, services, and financial assets. Topics include the rationale for hedging currency risk, treasury management of international transactions, managing transaction exposure to currency risk, managing operating exposure to currency risk, foreign market entry and country risk management, multinational capital budgeting, multinational capital structure and cost of capital, and corporate governance. Students will explore global financial management by analyzing case studies and preparing a country analysis report for market entry.

**GFIN 602. Global Financial Institutions and Markets. 3 Credit Hours.**

The markets and institutions of international finance have, in recent years, undergone significant changes. This course will compare and contrast the structure and trends of both US and International financial markets and institutions. Topics include international money and capital markets, foreign exchange markets, emerging markets, the changing roles of financial institutions, the internationalization of financial services, global interest rates, developments in derivatives markets (e.g. credit default swaps), bank valuation methodology, global housing markets and funding (securitization vs. covered bonds), universal banking, non-bank financial institutions, technological change, international financial crises, as well as the coordination and impacts of regulation on financial services (e.g., Dodd Frank, Basel III, and Solvency II). Extra emphasis will be placed on incorporating current events thru extensive use of the Wall Street Journal and the Financial Times. These topics will be presented using a combination of interactive lectures and discussions.

**GFIN 603. Financing the Global Supply Chain. 3 Credit Hours.**

In 1973 world merchandise exports were a mere \$579 billion dollars. By 2010, the figure was \$14,851 trillion dollars. The advent of globalization and the economic development of emerging countries have created nothing short of a revolution in the physical supply chain. This course will examine the developments and opportunities of the parallel but critically important flow of funds that support the flow of goods. The course will be delivered relying heavily on cases and group discussion. Specifically, the course will look into current knowledge and trends in the following areas: International trade finance (Letters of Credit, bill of lading, export insurance, export factoring, forfeiting, export credit agencies), international cash management, Insurance, credit risk & risk management, capital investment decisions related to the global supply chain, sources and strategies of supply chain finance.

**GFIN 691. Directed Independent Study in Global Finance. 3 Credit Hours.**

This course is designed to allow an individual academic program to be tailored to fit the unique interests of a graduate student. At the initiation of the graduate student, the faculty member and the student will develop an academic plan that is submitted to the College of Business for final approval.

## Global Studies (GLOB)

### Courses

**GLOB 597. Directed Graduate Study in Global Studies. 3 Credit Hours.**

This course is an opportunity to do independent, in depth study or research for graduate school credit. The student works on an individual basis under the direction of a member global studies faculty. The main requirement of the course is the development of a substantial paper or project. This is a 500 level graduate course. Permission of instructor is required.

## Global Supply Chain Management (GSCM)

### Courses

**GSCM 601. Corporate Social Responsibility in Global Supply Chain Management. 3 Credit Hours.**

This course will focus on the strategic impact of corporate social responsibility on the global supply chain. The goals of this course are to provide students with an in-depth knowledge of the various types of supply chain events that are connected to corporate social responsibility and the strategic best practices to mitigate these events. Lectures will provide a theoretical basis and illustrate the practical application of concepts. Cases, articles from academic journals, short videos, assignments, and one exam will be utilized to reinforce the subject matter and provide a variety of learning modes.

**GSCM 602. Financing Global Supply Chain. 3 Credit Hours.**

In 1973 world merchandise exports were a mere \$579 billion, by 2010 the figure was \$14.851 trillion. The advent of globalization and the economic development of emerging countries have created nothing short of a revolution in the physical supply chain. This course will examine the developments and opportunities of the parallel but critically important flow of funds that support the flow of goods. The course will be delivered relying heavily on cases and group discussion. Specifically the course will look into current knowledge and trends in the following areas: International trade finance (Letters of Credit, bills of lading, export insurance, export factoring, forfeiting, export credit agencies); international cash management; Insurance, credit risk and risk management; capital investment decisions related to the global supply chain; and sources and strategies of supply chain finance.

**GSCM 603. Advanced Supply Chain Integration. 3 Credit Hours.**

A key challenge to successful supply chain management is coordination of activities across the supply chain. This course will provide strategies for supply chain design by identifying the appropriate level of integration and coordination to improve the long-term performance of the individual companies and the supply chain as a whole. Topics include demand forecasting, integrated business management (sales and operations planning), demand management and CPFR, demand planning, and relationship management. Hands-on learning will take place within a global supply chain management simulation.

**GSCM 604. Logistics of International Trade. 3 Credit Hours.**

This course provides basic preparation in transportation economics and management as well as international transport and logistics. This course provides basic knowledge of import and export requirements for making contracts, payments, insurance, managing risk, arranging transportation, dealing with customs, and international trade law and theory. The course is taught in two modules: International Transport and Logistics, and Logistics Analysis. Attention is given to how transportation pricing and tradeoffs work, shipper and carrier strategies, and logistics processes for moving goods and people internationally. Students will quantitatively develop and assess strategies for transportation and network planning, inventory decision making, facility location planning, and vehicle routing. The course objectives are based on a partial list of the exam requirements for the Certification in Transportation and Logistics (CTL) professional credential offered by America's oldest logistics profession organization, The American Society of Transportation and Logistics (AST&L).  
Prerequisites: MBA526.

**GSCM 691. Directed Independent Study in Global Supply Chain Management. 3 Credit Hours.**

The course is designed to allow an individual academic program to be tailored to fit the unique interests of a graduate student. At the initiation of the graduate studies, the faculty member and student will develop an academic plan that is submitted to the director of the College of Business for final approval.

## History (HIS)

### Courses

**HIS 563. The United States in the 1970s and 1980s. 3 Credit Hours.**

This course explores the major political, social, cultural, and economic shifts in American life during the 1970s and the 1980s. Special areas of focus include the ascendancy of conservatism, the retreat of liberalism, rising economic inequality, women's and gay liberation, the expanding role of the media in American politics, the veneration of corporate America, and expressions of such in the era's popular culture. The relationship of popular history and collective memory with "objective" historical analysis constitutes another area of emphasis.

Prerequisites: This course is a 500 level graduate content course.

Permission of the instructor is required

Session Cycle: Spring

Yearly Cycle: Annual.

**HIS 564. United States and China, 1931-1945. 3 Credit Hours.**

This course examines the cultural, political, and military dimensions of the complicated wartime alliance between the United States and China during the World War II era. It focuses on the period from the Japanese invasion of Manchuria in September 1931 until early 1950 when the Chinese government seized the U.S. consulate in Beijing after the United States refused to recognize the People's Republic of China. Students explore both primary and secondary sources as they untangle the multifaceted relationship between the United States and China during this critical era in history. The course also examines how and why a major wartime ally became a major adversary during much of the Cold War era. This course is a 500 level graduate course. Permission of the instructor is required.



**HIS 597. Directed Graduate Study in History. 3 Credit Hours.**

This course is an opportunity to do independent, in depth study or research for graduate school credit. The student works on an individual basis under the direction of a member of the history faculty. The main requirement of the course is the development of a substantial paper or project. This is a 500 level graduate course. Permission of the instructor is required.

## International Business (IB)

### Courses

**IB 601. International Business Management. 3 Credit Hours.**

This course is designed to survey, analyze and appreciate the opportunities and challenges surrounding an international business environment. It focuses on the importance of cultural dynamics as well as legal, political, geographic, and environmental factors. Theories, information and research findings which are useful in understanding different aspects of managing multinational operations are discussed. It will provide a foundation for students interested in exploring career opportunities in international business.

**IB 602. Global Human Resource Management. 3 Credit Hours.**

This course addresses the human side of management, with emphasis on what makes a manager effective in a global business environment. Readings, case analysis, experiential exercises, and intensive discussion build students' understanding and management skills. The course explores basic issues in management and special circumstances that arise when management must reach across cultural and national boundaries. The course focuses on three inter-related skill sets. The first is making good decisions; many managers rely on intuition to make decisions. We discuss the pros and cons of intuition, and ways to benefit from intuition without succumbing to the pitfalls. We also discuss ethical management, with attention to ethics in a global business context. The second skill set includes skills and knowledge needed to manage people and relationships. An effective manager is an able negotiator, knows how to successfully navigate the network of informal relationships, and understands what motivates people. The third skill set involves understanding teams and organizations, and how effective organizational change can be designed and implemented. This skill set requires knowledge of organizational design, team dynamics, positive and negative influences on learning and change, and power and politics in organizations.

**IB 603. International Marketing. 3 Credit Hours.**

This course provides managerial orientation to the topic of global marketing in today's complex, rapidly changing international business environment. A key focus is developing competitive advantage by creating customer value. Course participants will gain a fundamental understanding of marketing strategy and marketing analysis (i.e. customer, competitor and company analysis) as well as an appreciation of the basic strategic issues involved in market segmentation, market targeting, and market positioning in the international arena. The major tactics/ tools used by global marketers to facilitate the management of their international marketing plans (i.e. product development, pricing strategies, marketing communications, distribution management) are also examined. Throughout the course, an emphasis is placed on developing skills for entering new markets and sustaining or growing current markets.

**IB 691. Directed Independent Study in International Business. 3 Credit Hours.**

This course is designed to allow an individual academic program to be tailored to fit the unique interests of a graduate student. At the initiation of the graduate student, the faculty member and the student will develop an academic plan that is submitted to the College of Business for final approval.

## Legal Studies (LGLS)

### Courses

**LGLS 543. Legal Ethics. 3 Credit Hours.**

Thinking deeply about the nature of "the Good" is the starting point for investigating the purposes of law. To This end, Legal Ethics introduces the student to the leading ethical systems that have guided human thought about the Good. Using examples from both U.S. and international law, the course helps the student to integrate an understanding of ethical systems and theories of moral development into the study of law broadly considered. This is a 500 level graduate content course. Permission of the instructor is required.

Session Cycle: Spring

Yearly Cycle: Annual.

**LGLS 597. Directed Graduate Study in Legal Studies. 3 Credit Hours.**

This course is an opportunity to do independent, in-depth study or research for graduate school credit. The student works on an individual basis under the direction of a member of the Legal Studies faculty. The main requirement of the course is the development of a substantial paper or project. This is a 500 level graduate course. Permission of instructor is required.

## Literary and Cultural Studies (LCS)

### Courses

**LCS 541. Film Theory. 3 Credit Hours.**

This is a course in film theory, which approaches film as both an art form and a social practice. It provides an opportunity to learn film theory, hone skills of visual analysis, and to develop understanding of the social, cultural and political contexts of film and visual culture. It focuses on the production of rich and lucid analyses of film text through a mix of writing and classroom presentations. This is a 500 level graduate content course. Permission of the instructor is required.

Session Cycle: Spring

Yearly Cycle: Annual.

**LCS 568. Comics and Graphic Novels. 3 Credit Hours.**

This course provides an overview of the history of comics and the critical conventions associated with what is now termed "the graphic novel." Graduate students are responsible for creating and implementing a lesson plan, and completing a research paper at the end of the course.

**LCS 569. Political Satire. 3 Credit Hours.**

This course examines the place of political satire within contemporary culture. It focuses on a wide variety of satiric texts on television, in film, on stage, online, and in print. The course also explores contentious questions about satire, including whether it contributes to political understanding and engagement or merely circulates cynical withdrawal. Students will contemplate why satirical material is so popular right now, and, ultimately, what this tells us about the current state of politics, citizenship and debate. This is a 500 level graduate course and permission of the instructor is required.

**LCS 697. Graduate Directed Study in English and Cultural Studies. 3 Credit Hours.**

This course is an opportunity for graduate students to pursue independent, advanced, in-depth study or research for academic credit. The student works on an individual basis under the direction of a faculty member of the English and Cultural Studies department. The proposed Directed Study must be approved by both the Graduate Advisor and the Department Chair.

## Management (MGT)

### Courses

**MGT 691. Directed Independent Study in Management. 3 Credit Hours.**

This course is designed to allow an individual academic to allow an individual academic program to be tailored to fit the unique interests of a graduate student. At the initiation of the graduate student, the faculty member and the student will develop an academic plan that is submitted to the College of Business for final approval.

## Marketing (MKT)

### Courses

**MKT 691. Directed Independent Study in Marketing. 3 Credit Hours.**

This course is designed to allow an individual academic program to be tailored to fit the unique interests of a graduate student. At the initiation of the graduate student the faculty member will develop an academic plan that is submitted to the College of Business for final approval.

## Master of Business Admin. (MBA)

### Courses

**MBA 515. Management Concepts and Skills. 1 Credit Hour.**

This course provides all entering MBA students with a foundation of key management perspectives and skills that will heighten student opportunity for successful program completion. During an intensive, multi-day course, MBA students will be exposed to and participate in instructional sessions addressing technology, research resources, team-building, leadership, communication skills, and case analysis exercises.

**MBA 520. Managing Corporate Enterprise. 3 Credit Hours.**

Successful management of a corporate enterprise begins with a coherent, well-defined strategy. This course develops the knowledge and skills necessary to analyze, formulate and implement strategy effectively. The course will address the complexity of leading a business in this era of globalization, social and technological change, and dynamic firm and industry boundaries.

**MBA 521. Leading Effective Organizations. 3 Credit Hours.**

This course emphasizes the importance of understanding the diverse ways that people interpret and respond to situations, emphasizing the complexity of organizational problems, especially in project-oriented, team-based environments. It discusses ways to align individual behavior with the organizations mission and objectives and encourages decision making that is consistent with established models of effective leadership and standards of ethical behavior. It equires students to create personal leadership development profiles and self-improvement plans for their professional practice to aid in the career development.

**MBA 522. Reporting and Controlling Resources. 3 Credit Hours.**

This course emphasizes the role of accounting in controlling the operations of an organization and the relationship between cost, profits and volume, decision making techniques using accounting data, and the use of programmed budgets as a control mechanism.

**MBA 523. Managing Information Resources. 3 Credit Hours.**

This course emphasizes knowledgeable and effective use of information systems, IS decision making, knowledge management, and information systems as an element of corporate strategy development.

**MBA 524. Managing Financial Resources. 3 Credit Hours.**

This course emphasizes the tools and techniques necessary for sound financial decision making including the time value of money, risk and return, capital budgeting, working capital management, and acquisition of long-term capital.

**MBA 525. Marketing for Competitive Advantage. 3 Credit Hours.**

This course emphasizes markets, innovation and opportunities, consumer characteristics affecting demand, marketing institutions, ethics and government business relations, product planning and pricing problems, distribution channels, promotion, and competitive strategy.

**MBA 526. Value Formation Through Operations. 3 Credit Hours.**

This course emphasizes the theories and techniques used to manage world class operations for competitive advantage including: operations strategy, process design, quality, inventory control, and project management.

**MBA 528. Global Immersion Experience. 3 Credit Hours.**

The Global Immersion Experience has been designed to embed the knowledge and skills needed for today's managers to operate effectively in a globalized world. The course typically encourages students to explore a given country or region in depth and in the process become aware of the economic opportunities and pitfalls in doing business in that country/region. Students will be able to take this experience and apply it to a different country. An important aspect of GIE is a student project with an overseas firm in the destination country that builds on the first semester of academic study covering areas of strategy/ leadership, supply chain management and accounting/finance. The Global Immersion Experience is required for the One Year MBA program and optional but highly recommended for the Two Year MBA. While class meetings for MBA 528 begin in the fall term, the GIE takes place during the winter term and entails travelling to a foreign country for approximately ten days.

**MBA 621. Business Consulting. 3 Credit Hours.**

The central idea is that consulting services, both internal and external to business organizations are useful, are in high demand, and are lucrative. The course is intended for students who wish to understand and use consulting principles and practices for competitive advantage, whether as an intrapreneur, entrepreneur, or a traditional consultant. The course introduces the taxonomy and nature of consulting, provider models and business forms such as feasibility studies, proposals, contracts, reports, and billing practices. It includes the strategic application of technology for improved productivity and performance. It helps students to understand and apply methods of thinking, process analysis, client relations, and reporting that are essential to effective consulting.

**MBA 641. Long Term Career Planning. 1 Credit Hour.****MBA 645. MBA Business Practicum. 3 Credit Hours.**

Students will work with a corporation or non-profit organization to develop and implement solutions to business problems or plans to exploit business opportunities. Teams will work closely with company executives to develop a project that adds value to the firm and provides students with hands-on experience working with a company.

**MBA 651. Mastering Strategic Analysis. 3 Credit Hours.**

This MBA Capstone course emphasizes managerial decision-making that involves all aspects of a firm and crosses all functional lines, focusing on the integration of acquired knowledge for strategy development.

**MBA 691. Directed Independent Study in Business. 3 Credit Hours.**

This course is designed to allow an individual academic program to be tailored to fit the unique interests of a graduate student. At the initiation of the graduate student, the faculty member and the student will develop an academic plan that is submitted to the College of Business for final approval.

## Master of Business Admin. Online (MBAO)

### Courses

**MBAO 550. MBA Online Strategies for Success. 1 Credit Hour.**

Before engaging with your first Professional MBA (PMBA) course, you will explore the technologies, structure, and expectations of the program in the 1-credit Orientation module, MBAO 550 Strategies for Success. You will meet your support team, customize a profile on Bryant's Learning Management System (LMS), Blackboard, practice using various technologies, and create a success plan to guide your journey throughout the PMBA program. You will learn to employ unique skills for reading, note-taking, and studying in the online classroom, cite your sources using the American Psychological Association (APA) standards, and monitor your learning progress using metacognitive approaches.

**MBAO 551. Economics. 3 Credit Hours.**

In this course, you will explore both micro and macroeconomics at a managerial level with an emphasis on key concepts and principles used in business management today. You will learn to define and interpret concepts such as opportunity cost, elasticity, utility maximizing, and market equilibrium. You will gain a way of understanding the long-term forces that drive the economy and shape the business environment. By the end of this course, you will be able to analyze the core issues in economics, evaluate the effects of internal and external factors on economic issues, employ models to perform economic analysis, apply theory using real world examples, and identify, explain, and compare major economic indicators and apply them to real world applications.

**MBAO 552. Principles of Management. 3 Credit Hours.**

This course is designed to help you develop the managerial decision-making skills that are essential for career advancement as well as success in your personal life. To ensure relevance, you will be encouraged to focus on issues that are personally pertinent to your particular career stage. Managers work in a myriad of different contexts around the globe. Through case studies, exercises, and reflective experiences, we will explore how differences in national/regional cultures affect managerial practice as well as how organizational size, age, and status tend to influence organization culture and thereby expectations about what it means to be an "effective" manager.

**MBAO 553. Business Research Methods and Statistics. 3 Credit Hours.**

MBAO 553 provides a conceptual framework and the techniques of business research processes and a foundational understanding of applied statistics that are most frequently used in business research. The course creates an opportunity for you to gain experience in defining research problems, designing a research project, and in collecting, analyzing, recording, and interpreting data.

**MBAO 555. Strategic Business Communication. 3 Credit Hours.**

MBAO 555 provides a conceptual framework and specific tools for communicating in today's business environment, facilitating the accomplishment of strategic, academic and professional business goals. You will develop the oral, written, presentation, and discussion skills necessary for professional positions and for use within the Bryant Professional MBA program. By the end of this course, you will be able to analyze communication situations and audiences to make choices about the most effective and efficient way to communicate and deliver messages, build effective business presentations in contexts that may require prepared, impromptu, or extemporaneous constructs, comprehend feedback, interpret areas of strengths and weakness, and translate to action that results in improved communication skills, use communication technology effectively and appropriately, utilize culturally appropriate strategies in business communications, and embody the characteristics of an effective team leader.

**MBAO 556. Fundamentals of Accounting and Finance. 3 Credit Hours.**

MBAO 556 provides the conceptual framework of both financial and managerial accounting, with an emphasis on the analysis and evaluation of accounting information as part of the managerial processes of planning, decision-making, and control. You will explore the essential aspects of capital management, financial statement analysis, time value of money, cash flow management, risk and return, sources of financing, and portfolio analysis. By the end of this course, you will be able to explain concepts related to the accounting equation, business transactions, cash flows, the time value of money, risk and return, sources of financing, and asset utilization, analyze financial statements, identify income and expenses, and apply generally accepted accounting principles, evaluate accounting information as part of the managerial process of planning, decision-making, and control, describe the financial planning and forecasting process, and the preparation of annual reports, and calculate important financial ratios and apply the same in decision-making.

**MBAO 558. Strategic Marketing. 3 Credit Hours.**

MBAO 558 provides a conceptual framework for marketing, and explores the challenges involved in using marketing to address the problems of an organization in a dynamic political, economic, social, and technological environment. You will examine a range of marketing problems drawn from both consumer and business markets. By the end of this course, you will be able to explain the marketing management process and consumer behavior, discuss appropriate marketing strategies to succeed in a competitive landscape, describe the importance of marketing research, segmentation, targeting, and positioning, analyze and evaluate the challenges involved in developing new product offerings and the difference between marketing tangible goods and services, and develop, design, and manage pricing strategies, programs, integrated marketing channels, communications, and marketing initiatives in a global context.

**MBAO 559. Global Business. 3 Credit Hours.**

This course examines the implications of globalization and focuses on the analysis of strategic challenges facing business enterprises in a global environment. The transformation of the world economy has created a need for individuals with a global perspective, multifunctional expertise, and the ability to acquire new knowledge and skills as needed to meet the challenges of continuously changing business conditions. The purpose of this course is to introduce you to the role of the "strategic manager" and to develop the necessary knowledge and critical thinking skills to analyze multinational enterprises (MNEs) and formulate global strategy effectively.

**MBAO 560. Organizational and Strategic Leadership. 3 Credit Hours.**

MBAO 560 Organizational and Strategic Leadership will expose you to foundational theories, conceptual frameworks, and methodologies you will apply as supervisors and mid-level managers within an organization. Emphasis is on the skills, actions, and values of mid-level leaders and supervisors. You will identify and apply leadership models to analyze team and department issues, formulate solutions, and make sound decisions with a focus on the department, business unit, or team.

**MBAO 561. Entrepreneurial Leadership. 3 Credit Hours.**

Entrepreneurial Leadership is not simply a concept to be mastered and applied to tech innovators bent on building the next great world changing business. The skills, temperament, attitudes, techniques, theories and philosophies can and should be practiced across all levels of any organization. Startup and small companies clearly benefit from a dynamic and often visionary leader. It is often through the sheer will of the entrepreneur in these companies that the vision becomes a reality and hopefully a commercial or social success. Larger and more established organizations run the risk of becoming stagnant and complacent. In the extreme they become irrelevant and eventually go out of business. By learning to apply many of the same concepts and skills, often using different implementation techniques, you can develop the expertise to promote an entrepreneurial culture in any organization.

**MBAO 563. Leadership Capstone. 3 Credit Hours.**

Why are some firms more successful than others? This is the fundamental question that we will tackle in this course. Successful management of an enterprise begins with a coherent, well-defined strategy. This course develops the knowledge and skills necessary to analyze, formulate and implement strategy effectively. We will take the perspective of the senior leader, learning how to assess the external environment, as well as the firm's internal resources and capabilities, so as to create a successful strategy. We will learn how the leader makes the parts of the firm (functional areas, product lines, and/or geographic units) work in harmony to support the strategy and create a whole which is greater than the sum of its parts. Throughout the course, we will address the complexity of leading a business in this era of globalization, social and technological change, and dynamic firm and industry boundaries.

**MBAO 565. Innovative Healthcare Leadership and Design Thinking. 3 Credit Hours.**

In this hands-on course you will learn and apply the design thinking process to the healthcare industry while developing an understanding of the psychological principles that underlie innovative thinking, problem-solving, and human behavior. We will explore organizational power dynamics and develop a meaningful approach to overcoming daily challenges. Along with your Pod mates, you will explore enhanced interpersonal communication techniques and learn to execute these techniques within your organization for immediate impact on your work environment. In this course, you will learn about and practice design thinking skills through a variety of teaching and learning methods including experiential exercises, case studies and direct project application. This course will require you to spend a great deal of time out in the field as part of your actual coursework.

**MBAO 566. Innovative Practice Management. 3 Credit Hours.**

In this dynamic course you will learn alongside your classmates and a variety of guest lecturers as we examine the complex nature of running a modern healthcare practice. You will build your knowledge in several key areas that leaders in healthcare need to understand in order to position their organizations for success. Additionally, you will review, finalize, and submit your Healthcare Leadership Project.

**MBAO 567. Healthcare Law and Ethics. 3 Credit Hours.**

In this course, you will explore the philosophical, medical, social, and legal aspects of bioethical issues in healthcare, and learn how to create and maintain a risk management program designed to provide a safe environment for your healthcare-related organization. Healthcare leaders need to understand the multiple influences on decisions faced by patients, families, health care providers, manufacturers, insurers and organizations. Influencing factors include culture, education, religion, personal and family values, and individual experience. As healthcare has become more highly technical, compartmentalized and impersonal, many ethical considerations are increasingly complex and may be difficult to resolve. In this course, a plethora of case studies are used to explore current issues at the forefront as well as dilemmas raised by class participants in real time.

**MBAO 568. Business of Healthcare. 3 Credit Hours.**

Managers need to have a solid working knowledge of the financial performance of their business. Regardless of performance, employees wonder about the company's financial strength. "Should I look for another job?", "Will the company be here?", or "everything looks great, let's keep investing.". Planning becomes increasingly important. Not only as an exercise about how to deploy scarce resources, but it needs to tell a compelling story of why customers, investors and employees should believe in the business venture.

Prerequisites: MBAO 550.

**MBAO 571. Fundamentals of Accounting. 3 Credit Hours.**

This course will provide you with a fundamental understanding of professional accounting theory and practice through a review of the accounting cycle and important accounting equations and financial statements. You will explore the importance and application of internal controls, financial performance calculations, cost-volume-profit analysis, and cost estimation. As a result, you will be able to apply fundamental accounting intelligence to business applications.

**MBAO 572. Fundamentals of Finance. 3 Credit Hours.**

This course introduces an understanding of the functions carried out by the financial manager of an organization with an emphasis on the tools and techniques necessary for sound financial decision making. Topics covered include discounted cash flow analysis, capital budgeting, valuation of stocks and bonds, investment decisions under uncertainty and capital asset pricing. Long-term investment analysis, financing techniques and the management of working capital will also be explored to gain insight into the responsibilities of the financial manager.

**MBAO 573. Information Resources Management and Business Analytics. 3 Credit Hours.**

This course is founded on the premise that all managers in an organization need to be aware of the role that information technology and analytics plays in the success of an enterprise and the managerial issues that arise in effectively implementing information technology/ analytics to gain and maintain competitive advantage. The course provides a framework for understanding of the technical, organizational and strategic issues surrounding the management of information technologies. In addition, this course provides students with the fundamental concepts and tools needed to understand the emerging role of business analytics in organizations and shows students how to apply basic analytics tools to make better business decision.

## Master of Prof. Accountancy (MPAC)

### Courses

**MPAC 515. Preparing for MPAC Success. 0 Credit Hours.**

This course is designed to provide entering MPAC students with the skills necessary to be successful in a graduate accounting program. Emphasis is placed on the use and applicability of case analysis. Students will garner an understanding of the use of the critical expectations of a graduate level program.

**MPAC 600. Advanced Assurance and Professional Oversight. 3 Credit Hours.**

This course is designed to provide students with more in-depth knowledge of advanced audit and assurance topics. Emphasis will be placed on the varying roles the AICPA, SEC, and PCAOB play in the governance and oversight structure of the public accounting profession. The application of judgment in various auditing contexts will also be stressed through case analysis.

Prerequisites: Auditing Concepts, or equivalent.

**MPAC 605. Corporate Governance in the 21st Century. 3 Credit Hours.**

Corporate governance of a large company is complex, involves many stakeholders, and often subject to laws and regulations of many jurisdictions. In 2002, the United States Congress passed Sarbanes-Oxley Act - a substantial change in laws governing the capital markets since 1934. This law plays a mitigating role between laws and ethics of corporate governance. The corporate governance issues are also impacted by globalization of business (e.g., International Financial Reporting Standards, IFRS and globalization of capital markets) and applications of information technology in the corporate reporting supply chain such as XBRL. The course addresses these topics and their roles in shaping compliance with corporate governance rules and regulations in the global economy.

**MPAC 615. Project Management for Accounting Leadership. 3 Credit Hours.**

Successful and long-term career advancement in any profession will require the transition from this operational level perspective a management-oriented focus. At some point, organizational initiatives are implemented by assembling the various technical tasks required to complete the project's deliverable. However, an important facet of the "assembly" is to arrange the tasks in the proper sequence coupled with the necessary time and resource requirements. The focus of this course will be to leverage the technical skills gained through the various undergraduate accounting and business courses and the development of a new, project- level approach. Using an analogy, the goal of this course will transform the student's perspective of a project from 1,000 feet to 30,000 feet.

**MPAC 620. Advanced Accounting Information Systems. 3 Credit Hours.**

This course focuses on competencies required to effectively and efficiently manage a complex business entity; using the technology as an enabler. The course challenges students to define or redefine AIS in light of new technological developments. Specifically, this course exposes students to advanced topics related to ERP systems, such as data structure, information retrieval, application controls and test of transactions in an ERP system.

**MPAC 625. Government and Not-For-Profit Accounting. 3 Credit Hours.**

This course studies accounting problems and procedures pertaining to federal, state, and local governments as well as other funded entities (hospitals, universities, and non-profit organizations). Common financial and fund accounting principles, including those peculiar to funded activities will be compared.

**MPAC 626. Accounting Analytics. 3 Credit Hours.**

This course covers the analysis of data as it pertains to accounting professionals. The focuses include analytic techniques for decision making and the examination of "big data" involving accounting information. Hands-on experiences will develop skills with select software tools used in data analytics for accounting professionals. This is not a computer-skills course. However, it does require extensive use of the computer as a tool. To accomplish the objectives of this course, students will spend a significant portion of their time both in and out of the class learning and using business intelligence software packages. All of the class assignments will involve the use of the computer in one way or another.

Prerequisites: ACG 345 and ACG 442.

**MPAC 630. Accounting Theory. 3 Credit Hours.**

To fully understand the process and products of financial accounting, one needs to understand the underlying concepts and choices that were made in arriving at currently accepted standards. The purpose of this course is to understand the role of accounting theory in setting accounting standards and to explore possible alternatives and the implications of those alternatives on policy and decision makers. In this course we will examine the nuances of the commonly used terms, along with the choices available to standard setters and the rationale for the existing accounting standards. Topics of discussion will include the development of accounting theory and international accounting theory. We will also look closely at the recognition of income, and the balance sheet accounts. The course will have a research component using FARS.

**MPAC 635. Multinational Accounting. 3 Credit Hours.**

In this course, students examine the external and internal reporting problems associated with multinational business entities. This course includes an overview of the institutional structures that have evolved in response to international accounting problems; a review of relevant literature in the field; and the development of analytical skills for addressing international accounting policy issues.

**MPAC 640. Research and Communication. 3 Credit Hours.**

This course introduces students to accounting, audit, tax and other financial databases used for professional research. Students will begin developing the skills necessary to conduct appropriate professional research and translate this research into an organized and effective piece of oral or written communication. This course also analyzes the unique characteristics of business communication. Students use their knowledge to create several pieces of standard written business correspondence using appropriate supporting technology. Oral communication is studied with an emphasis on planning and presentation in different business settings.

**MPAC 645. Management Control Systems. 3 Credit Hours.**

This course is case-oriented and it focuses on "management control," the process by which managers assure that resources are obtained and used effectively and efficiently in the accomplishment of an organization's goals and objectives. The course is designed to allow students to gain knowledge, insights, and analytical skills that are related to how an organization's managers go about designing, implementing, and using planning and control systems to accomplish an organization's goals and objectives. Roughly equal emphasis is given to: (1) the techniques of the management control process (e.g., transfer pricing, budget preparation, management compensation); and (2) the behavioral considerations involved in the use of these techniques (e.g., motivation, goal congruence, relative roles of supervisors and subordinates).

**MPAC 650. Accounting for Income Taxes. 3 Credit Hours.**

This course will provide those students not intending to pursue careers as tax professionals with an understanding of corporate taxation and the ability to apply the financial accounting standards relating to income tax. The course highlights areas (income, deduction, gain, loss, and credit) where financial accounting and tax accounting differ. Topics include current and deferred tax expense and benefit, temporary differences, carry forwards, deferred tax assets and liabilities, valuation allowances, business combinations, investment in subsidiaries and equity method investments, tax allocations, presentation and disclosure, and implementation of accounting for uncertain tax positions.

**MPAC 691. Directed Independent Study in Professional Accountancy. 3 Credit Hours.**

This course is designed to allow an individual academic program to be tailored to fit the unique interests of a graduate student. At the initiation of the graduate student the faculty member will develop an academic plan that is submitted to the College of Business for final approval.

## Mathematics (MATH)

### Courses

**MATH 509. Number Theory. 3 Credit Hours.**

This course will cover topics such as divisibility, prime numbers, Fundamental Theorem of Arithmetic, Euclid's Algorithm, Pascal's Triangle, Fibonacci numbers, congruences and residue classes, Diophantine equations, Euler's Phi Function, Fermat's Last Theorem, and Pythagorean Triples. A major application in the course will be to Cryptography. This is a 500 level graduate course. Permission of instructor may be required.  
Session Cycle: Spring  
Yearly Cycle: Annual.

**MATH 535. Geometry. 3 Credit Hours.**

Since the time of Euclid (330 BC) the study of Geometry has been regarded as a foundation of western education and the preferred context in which to teach young adults the purpose and value of logical thinking. This course offered to provide undergraduate level mathematics education students and others and introduction to and a mastery of both the classical and analytic aspects of Euclidean Geometry. The ideas of point, line, plane, triangle, quadrilaterals, parallelism and lack of it, similarity, congruence, area, volume and Loci will be formally presented through an axiomatic method using definitions, postulates and geometric proofs. The structure, the pedagogy and the presentation of the above topics will also be emphasized throughout the course. This is a 500 level graduate course. Permission of instructor is required.  
Session Cycle: Spring  
Yearly Cycle: Annual.

**MATH 555. SAS Programming and Applied Statistics. 3 Credit Hours.**

This course provides an introduction to SAS programming and covers the material required for the SAS Base Programming Exam. The first part of this course focuses on the following key areas: reading raw data files and SAS data sets; investigating and summarizing data by generating frequency tables and descriptive statistics; creating SAS variables and recoding data values; subsetting data; combining multiple SAS files; creating listing, summary, HTML, and graph reports. The second part of this course focuses on how to manage SAS data set input and output, work with different data types, and manipulate data. Specifically, this part of the course discusses using the DATA step to control SAS data set input and output, combine SAS data sets, summarize data, process data iteratively with DO loops and arrays, and perform data manipulations and transformations. A comprehensive real-world data project is required along with a presentation to the class and other interested parties of key aspects of the project with an analysis of the results. This is a 500 level graduate course. Permission of instructor may be required.  
Session Cycle: Spring  
Yearly Cycle: Annual.

**MATH 560. Applied Data Mining. 3 Credit Hours.**

This course introduces students to the current theories, practices, statistical tools and techniques in "data mining," which embodies cutting-edge methods to reveal competitive insight, market advantage and strategic opportunities by employing SAS Enterprise Miner software with real-world case studies. This course will cover the most useful statistical tools in data mining such as cluster analysis, logistic regression, classification trees, and neural networks. In addition, a comprehensive real-world data project will be required along with a presentation to the class and other interested parties of key aspects of the project with an analysis of the results. This is a 500 level graduate course and permission of the instructor is required.  
Prerequisites: 2 semesters of statistics equivalent to MATH 201 and MATH 350.

**MATH 561. Applied Multivariate Statistics. 3 Credit Hours.**

After a review of ANOVA, the course covers analysis of covariance, discriminant analysis, principal components and factor analysis, multivariate analysis of variance (MANOVA), logistic regression, and cluster analysis. SAS is used throughout the course. A major project that entails analyzing "real" multivariate datasets along with a formal report and presentation of the results will be required. This is a 500 level graduate course. Instructor permission may be required.

Session Cycle: Spring

Yearly Cycle: Annual.

**MATH 570. Design and Analysis of Experiments. 3 Credit Hours.**

The objective of this course is to familiarize students with fundamental concepts in the design and statistical analysis of experiments using Analysis of Variance. Several analysis of variance models will be introduced including Between-Subject (Random-Measures) designs, Within-Subject (Repeated Measures) designs, Factorial designs, and Mixed designs. Students will learn how to choose an appropriate design. Additional topics will be addressed including multiple comparison procedures, power considerations, sample size, and checking assumptions. SAS will be utilized for the statistical analysis and the course will be approved for one of the four courses necessary for SAS certification. A thorough understanding of the methods, concepts, and interpretation of results will be emphasized. Students will design and analyze an experiment as part of the course. This is 500 level graduate course and permission of the instructor is required.

Prerequisites: Two semesters of statistics equivalent to our MATH 201 and MATH 350.

**MATH 575. Applied Analytics Using SAS. 3 Credit Hours.**

This course will include an in depth preview of applied analytical approaches, challenges, and solutions. A hands-on approach will be emphasized throughout the semester. A brief review of analytical techniques through material covered in MATH 350 or AM 332 will be included, as well as an introduction to further analytical tools such as multivariate analysis, predictive modeling, time series analysis and survey analysis. SAS Enterprise Guide Software will be introduced and utilized for applying hands-on analysis to real world data problems. The course is project focused and 100% of the students' grade will be based on three projects. This is a 500 level graduate course. Instructor permission may be required.

Session Cycle: Spring

Yearly Cycle: Annual.

## Physician Assistant (PA)

### Courses

**PA 501. Physiology and Pathophysiology. 3 Credit Hours.**

Physiology and Pathophysiology is a three credit course which is sequenced with the Clinical Pharmacology course. It is offered in the first term of year one of the Master of Science in the Physician Assistant Studies Program. This course reviews the basic principles of physiology and provides an introduction to pathophysiology following an organ system approach. This course is divided into two sessions: the first session is five and one-half weeks in duration and precedes a four-week anatomy block, followed by a second session of two and one-half-weeks duration. It is expected that the material covered during the initial session will be reinforced by the anatomy subsequently presented. Readings covering patient case scenarios during the anatomy block will be used to help reinforce and integrate these topics.

**PA 502. Clinical Pharmacology. 3 Credit Hours.**

Clinical Pharmacology is a three credit course and is sequenced with the Physiology & Pathophysiology course. It is offered in the first term of year one of the Master of Science in Physician Assistant Studies Program. The course covers the basic principles of pharmacology and the clinical application to pharmaceutical therapeutics.

**PA 503. Human Anatomy. 4 Credit Hours.**

Gross Anatomy is a four credit course that is offered as a one month block in the first term of year one in the Master of Physician Assistant Studies Program. Through lectures and linked dissection laboratory experience, the course examines human morphology, the related embryology and function across the major organ systems.

**PA 504. Clinical Laboratory. 2 Credit Hours.**

Clinical Laboratory is a two credit course that is offered during the first term of year one in the Master of Science in Physician Assistant Studies Program. It is designed to be sequenced with the concurrently taken Physiology/Pathophysiology and Pharmacology courses. This course explores the indications, methodology and interpretation of common and important clinical laboratory tests used to assess and manage disease across the organ systems.

**PA 505. Research Methods. 1 Credit Hour.**

Research Methods, is a one credit course offered in the first term during year one of the Master of Science in Physician Assistant Studies Program. This course provides the framework for using medical literature in evidence-based medicine, including how to search, interpret, and evaluate research studies.

**PA 506. Genetics. 1 Credit Hour.**

Medical Genetics is a one credit course offered in the first term of the year one of the Master of Physician Assistant Sciences Program. The course describes the application of genetics to medical care. It covers the basic principles of medical genetics and molecular mechanisms of disease that serve as the foundation for understanding the effective assessment and management of diseases that have an identified genetic component. The rapidly expanding medical model of "personalized medicine" is largely based on the growth of our knowledge of the genetic components of diseases and genetic variation among patients affecting treatment success.

**PA 510. Clinical Medicine I. 5 Credit Hours.**

Clinical Medicine, offered as a series spanning year one of the Master of Science in Physician Assistant Studies Program, provides an organ systems based approach to the assessment and management of common and important diagnoses, following the NCCPA Content Blueprint. Clinical Medicine I and II are offered in the second term, Clinical Medicine III and IV are offered in the third term, and Clinical Medicine V and VI are offered in the fourth term.

**PA 511. Clinical Medicine II. 5 Credit Hours.**

Clinical Medicine, offered as a series spanning year one of the Master of Science in Physician Assistant Studies Program, provides an organ systems based approach to the assessment and management of common and important diagnoses, following the NCCPA Content Blueprint. Clinical Medicine I and II are offered in the second term, Clinical Medicine III and IV are offered in the third term, and Clinical Medicine V and VI are offered in the fourth term.

**PA 512. History and Physical Examination. 3 Credit Hours.**

History and Physical Examination is a three credit course that is offered in the second term of year one of the Master in Physician Assistant Studies Program. The course covers the basic principles and techniques for obtaining and documenting a history and performing a physical exam. The course is sequenced to follow the anatomy course completed in the first term, and to coincide with the start of the Clinical Medicine and Clinical Correlations courses, where history and physical examination subject matter will be reinforced and practiced. There is an associated laboratory time for practice, reinforcement and refinement of the history and physical examination concepts and techniques taught in the lecture course.

**PA 513. Electrocardiography. 1 Credit Hour.**

Electrocardiography is a one credit course that is offered during the second term of year one in the Master of Science in Physician Assistant Studies Program. The course encompasses the fundamentals of obtaining and interpreting an electrocardiogram.

**PA 514. Diagnostic Testing and Imaging. 1 Credit Hour.**

Radiology and Diagnostic Testing is a one credit course offered during the second term of year one of the Master of Science in Physician Assistant Studies Program. Topics covered include the basic principles of radiologic modalities, scope of imaging modalities and the utilization of common and important radiologic and ancillary studies.

**PA 515. Behavioral Medicine. 2 Credit Hours.**

Behavioral Medicine is a two credit course that is offered during the second term of year one in the Master of Science in Physician Assistant Studies Program. Topics covered include basic principles of behavioral health as a discipline and the diagnosis and management of common and important psychiatric disorders.

**PA 516. Clinical Correlations One. 2 Credit Hours.**

Clinical Correlations is a series of courses sequenced in conjunction with the Clinical Medicine series and is offered during the second, third and fourth terms of year one of the Master of Science in Physician Assistant Studies Program. Students practice and apply clinical information learned concurrently in the Clinical Medicine courses to patient care scenarios in a small group format.

**PA 520. Clinical Medicine III. 5 Credit Hours.**

Clinical Medicine, offered as a series spanning year one of the Master of Science in Physician Assistant Studies Program, provides an organ system based approach to the assessment and management of common and important diagnoses, following the NCCPA Content Blueprint. Clinical Medicine I and II are offered in the second term, Clinical Medicine III and IV are offered in the third term, and Clinical Medicine V and VI are offered in the fourth term.

**PA 521. Clinical Medicine IV. 5 Credit Hours.**

Clinical Medicine, offered as a series spanning year one of the Master of Science in Physician Assistant Studies Program, provides an organ system based approach to the assessment and management of common and important diagnoses, following the NCCPA Content Blueprint. Clinical Medicine I and II are offered in the second term, Clinical Medicine III and IV are offered in the third term, and Clinical Medicine V and VI are offered in the fourth term.

**PA 522. Pediatrics. 4 Credit Hours.**

Pediatrics is a four credit course that is offered in the third term of year one of the Master of Science in Physician Assistant Studies Program. The course covers the assessment and management of common and important pediatric diseases and disorders as well as general pediatric growth, development and health maintenance.

**PA 523. Orthopedics. 4 Credit Hours.**

Orthopedics is a four credit course that is offered during the third term of year one in the Master of Science in Physician Assistant Studies Program. Topics covered include basic principles of orthopedic care as a discipline and the assessment, diagnosis and management of common and important orthopedic injuries and conditions.

**PA 524. Public Health and Dental Medicine. 1 Credit Hour.**

Public Health and Dental medicine is a one credit course that is offered in the third term of year one of the Master of Science in the Physician Assistant Studies Program. The course presents an overview of the core concepts of public health and the US health care delivery system. During this course, students will also complete the "Smiles for Life: A National Oral Health Curriculum" on-line modules.

**PA 525. Clinical Skills. 1 Credit Hour.**

Clinical Skills is a one credit course offered in the third term of the year one of the Master of Science in Physician Assistant Studies Program. The course includes lecture instruction and hands-on practice of the procedural skills common to Physician Assistant practice. Two hours per week include lecture and practice time.

**PA 526. Clinical Correlations Two. 2 Credit Hours.**

Clinical Correlations is a series of courses sequenced in conjunction with the Clinical Medicine series and is offered during the second, third and fourth terms of year one of the Master of Science in Physician Assistant Studies Program. Students practice and apply clinical information learned concurrently in the Clinical Medicine courses to patient care scenarios in a small group format.

**PA 530. Clinical Medicine V. 5 Credit Hours.**

Clinical Medicine, offered as a series spanning year one of the Master of Science in Physician Assistant Studies Program, provides an organ system based approach to the assessment and management of common and important diagnoses, following the NCCPA Content Blueprint. Clinical Medicine I and II are offered in the second term, Clinical Medicine III and IV are offered in the third term, and Clinical Medicine V and VI are offered in the fourth term.

**PA 531. Clinical Medicine VI. 5 Credit Hours.**

Clinical Medicine, offered as a series spanning year one of the Master of Science in Physician Assistant Studies Program, provides an organ system based approach to the assessment and management of common and important diagnoses, following the NCCPA Content Blueprint. Clinical Medicine I and II are offered in the second term, Clinical Medicine III and IV are offered in the third term, and Clinical Medicine V and VI are offered in the fourth term.

**PA 532. Emergency Medicine. 6 Credit Hours.**

Emergency medicine is a six credit course that is offered in the fourth term of year one of the Master of Science in Physician Assistant Studies Program. The course focus surrounds the assessment and management of common and important injuries, conditions and complaints of patients presenting for emergency care.

**PA 533. Surgery. 3 Credit Hours.**

Surgery is a three credit course that is offered in the fourth term of year one of the Master of Science in Physician Assistant Studies Program. The course covers the assessment and management of common and important surgical diseases and disorders, including care in the preoperative, operative and postoperative settings.



**PA 534. Medical Ethics and Law. 1 Credit Hour.**

Medical Law and Ethics is a one credit course that is offered in the fourth term of year one in the Master of Science in Physician Assistant Studies Program. It provides an overview of the core ethical principles which guide medical practice and the laws that apply to health care practitioners.

**PA 535. PA History and Professional Issues. 1 Credit Hour.**

PA History and Professional Issues is a one credit course that is offered in the fourth term of year one in the Master of Science in Physician Assistant Studies Program. The course reviews the history of the Physician Assistant profession and the core professional issues and principles of current health care delivery that apply to Physician Assistant practice.

**PA 536. Clinical Correlations Three. 2 Credit Hours.**

Clinical Correlations is a series of courses sequenced in conjunction with the Clinical Medicine series and is offered during the second, third and fourth terms of year one of the Master of Science in Physician Assistant Studies Program. Students practice and apply clinical information learned concurrently in the Clinical Medicine courses to patient care scenarios in a small group format.

**PA 601. Inpatient Internal Medicine Supervised Clinical Practice Experience. 4 Credit Hours.**

This required course is a 5-week clinical rotation on an inpatient medicine service. The student will function as an active member of the inpatient clinical team, responsible for comprehensive patient assessment and involvement inpatient care decision making, resulting in a detailed plan for patient management.

**PA 602. Outpatient Internal Medicine Supervised Clinical Practice Experience. 4 Credit Hours.**

This required rotation in Internal Medicine is a five (5) week experience in the management of common and/or important conditions and complaints of the Internal Medicine patient. The student may be required to travel to the clinic and/or hospital during his/her rotation time. The student should plan on being involved in patient care, including taking call and associated educational opportunities, for on average 60 hours per week with a maximum 80 hours per week. Specific schedules are determined by the rotation site/preceptor.

**PA 603. Family Medicine Supervised Clinical Practice Experience. 4 Credit Hours.**

This required rotation in Family Medicine is a five (5) week experience in the management of common and/or important conditions and complaints of the Primary Care patient. The student may be required to travel to the clinic and/or hospital during his/her rotation time. The student should plan on being involved in patient care, including taking call and associated educational opportunities, for on average 60 hours per week with a maximum 80 hours per week. Specific schedules are determined by the rotation site/preceptor.

**PA 604. General Surgery Supervised Clinical Practice Experience. 4 Credit Hours.**

This required rotation in General Surgery is a five (5) week experience in the management of common and/or important surgical conditions. The student may be required to travel to the clinic, outpatient surgery center and/or hospital facility during his/her rotation time. The student should plan on being involved in patient care, including taking call and associated educational opportunities, for on average 60 hours per week with a maximum 80 hours per week. Specific schedules are determined by the rotation site/preceptor.

**PA 605. Pediatrics Supervised Clinical Practice Experience. 4 Credit Hours.**

This required rotation in Pediatrics is a five (5) week experience in the management of common and/or important conditions and complaints of the pediatric patient. The student may be required to travel to the clinic, and/or hospital during his/her rotation time. The student should plan on being involved in patient care, including taking call and associated educational opportunities, for on average 60 hours per week with a maximum 80 hours per week. Specific schedules are determined by the rotation site/preceptor.

**PA 606. Obstetrics and Gynecology Supervised Clinical Practice Experience. 4 Credit Hours.**

This required rotation in Woman's Health/OBGYN is a five (5) week experience in the assessment and management of common gynecologic and obstetric conditions and complaints. The student may be required to travel to the clinic, outpatient surgery center and/or hospital facility during his/her rotation time. The student should plan on being involved in patient care, including taking call and associated educational opportunities, for on average 60 hours per week with a maximum 80 hours per week. Specific schedules are determined by the rotation site/preceptor.

**PA 607. Psychiatry Supervised Clinical Practice Experience. 4 Credit Hours.**

This required rotation in Psychiatry is a five (5) week experience in the management of psychiatric conditions and complaints. The student should plan on being involved in patient care, including taking call and associated educational opportunities, for on average 40-60 hours per week with a maximum 80 hours per week. Specific schedules are determined by the rotation site/preceptor.

**PA 608. Emergency Medicine Supervised Clinical Practice Experience. 4 Credit Hours.**

This required rotation in Emergency Medicine is a five (5) week experience in an Emergency Department. The student will function as an active member of the clinical team, responsible for comprehensive patient assessment and involvement inpatient care decision making, resulting in a detailed plan for patient management. The student should plan on being involved in patient care, including associated educational opportunities, for on average 60 hours per week with a maximum 80 hours per week. Specific schedules are determined by the rotation site/preceptor.

**PA 609. Orthopedics Supervised Clinical Practice Experience. 4 Credit Hours.**

This required rotation in Orthopedic Surgery is a five (5) week experience in the management of injury and illness of the musculoskeletal system. The student may be required to travel to the clinic, outpatient surgery center and/or hospital facility during his/her rotation time. The student should plan on being involved in patient care, including taking call and associated educational opportunities, for on average 60 hours per week with a maximum 80 hours per week. Specific schedules are determined by the rotation site/preceptor.

**PA 610. Dermatology Supervised Clinical Practice Experience. 4 Credit Hours.**

This required rotation in Dermatology is a five (5) week experience in the management of common dermatologic conditions and complaints. The student may be required to travel to the clinic, outpatient surgery center and/or hospital facility during his/her time on rotation. The student should plan on being involved in patient care, including taking call and associated educational opportunities, for an average 40-60 hours per week with a maximum 80 hours per week. Specific schedules are determined by the rotation site/preceptor.

**PA 611. Elective Supervised Clinical Practice Experience. 4 Credit Hours.**

This required elective rotation is a five (5) week experience in the management of common and/or important conditions and complaints relevant to the particular chosen elective specialty. The student may be required to travel to the clinic and/or hospital during his/her rotation time. The student should plan on being involved in patient care, including taking call and associated educational opportunities, for an average 60 hours per week with a maximum 80 hours per week. Specific schedules are determined by the rotation site/preceptor.

**PA 612. Mini Clinical Supervised Clinical Practice Experience. 4 Credit Hours.**

This required rotation includes ENT, Ophthalmology and Diagnostic Imaging and is a five (5) week experience in the assessment and management of common and/or important ENT and Ophthalmology conditions and complaints. Diagnostic Imaging is an introduction to the multiple modalities available for patient evaluation. The student may be required to travel to a clinic, outpatient surgery center and/or hospital facility during his/her rotation time. The student should plan on being involved in patient care, including taking call and associated educational opportunities, for on average 40-60 hours per week with a maximum 80 hours per week. Specific schedules are determined by the rotation site/preceptor.

**PA PH. Physician Assistant Placeholde. 1-12 Credit Hours.**

## Political Science (POLS)

### Courses

**POLS 556. The Presidency in Modern American Politics. 3 Credit Hours.**

The presidency today is widely perceived as the centerpiece of the American political system. But this notion is very different than that originally outlined in the U.S. Constitution. What has brought about this change? What strengths and weaknesses characterize the modern presidency? How has this transformation impacted the separation of powers? What does the popular image of the president as "chief decider" signify for democratic government? These questions and more guide this exploration of the presidency in modern American politics. This is a 500 level graduate content course. Permission of the instructor is required.

Session Cycle: Spring

Yearly Cycle: Alternate Years.

**POLS 562. International Relations. 3 Credit Hours.**

In this course students analyze the nature of the modern nation/state system, and the resultant struggle for power, including power politics, balance of power, and war and peace. This course covers the bases and limitations of national power as well as international law, international organization and diplomacy. This is a 500 level graduate content course. Permission of the instructor is required.

Session Cycle: Spring

Yearly Cycle: Alternate Years.

**POLS 563. Ethics in International Affairs. 3 Credit Hours.**

"All's fair in love and war" used to effectively summarize global politics, but, in recent years, moral considerations have become major, but still controversial, components of many policy discussions. This course will examine issues such as the ethical constraints on the use of force, human rights norms, issues created by global inequality and by development programs, and ethical implications of the global economy and multinational corporations. This course is a 500 graduate program. Permission of instructor is required.

Session Cycle: Spring

Yearly Cycle: Alternate Years.

**POLS 597. Directed Graduate Study in Political Science. 3 Credit Hours.**

This course is an opportunity to do independent, in depth study or research for graduate school credit. The student works on an individual basis under the direction of the political science faculty. The main requirement of the course is the development of a substantial paper or project. This is a 500 graduate level course. Permission of instructor is required.

## Science and Technology (SCI)

### Courses

**SCI 550. Biological Imaging. 3 Credit Hours.**

This course will address how biological characters and concepts are illustrated through various kinds of imaging technologies. Using plants as examples, morphological and anatomical characters at both macro- and micro- levels will be illustrated and interpreted through various imaging technologies, and their biological and environmental significance will be also discussed. This course will provide you with a basic overview of imaging technologies and their applications in the biological sciences, particularly in relation to scientific publications and reports. Emphasis will be placed on hands-on practice of these technologies, resulting in a portfolio of completed projects. Students will be grouped to complete final products generating publishable biological imaging on research samples. This is a 500 level graduate content course. Permission of instructor is required.

**SCI 552. Innovation and Global Energy Challenges. 3 Credit Hours.**

This course will explore the challenges of providing a sustainable energy supply to support increasing world population and growing economies, and will focus on global energy systems, renewable energy sources, distributed power networks, diversification of energy supply, and increased energy efficiency. By examining the energy issues that preoccupy world decision makers, such as dwindling fuel resources, deteriorating electrical grids, externalization of costs, subsidies for existing energy corporations, extreme pollution and environmental degradation associated with mining, drilling, transport, operations, and waste disposal, students will develop an international perspective and multidisciplinary frame with which to approach needed changes in direction. Innovative approaches are needed throughout the entire energy distribution system, including changes in fuel procurement, processing, usage, and cost analyses that account for the entire fuel cycle and minimization of external costs. Breakthroughs in control systems, materials management, green building technology, carbon sequestration techniques, and algal biofuel production are just a few examples of promising new avenues for energy developments that will be assessed. This is a 500 level graduate course and permission of the instructor is required.

**SCI 553. GIS Tools Coastal Planning and Climate Change. 3 Credit Hours.**

This course provides background and training in the utilization of Geographic Information System (GIS) tools for tracking climate change effects on coastal ecosystems, with a particular emphasis on how coastal planners can predict the extent and likelihood of significant alteration of coastline geomorphology or ecosystem dynamics. Advance planning can reduce the impact of these changes on residents and natural inhabitants. Case studies of coastal regions around the world will be explored. This is a 500 level graduate course.

**SCI 554. Conservation in the U.S. and China. 3 Credit Hours.**

As one of the major environmental issues, conservation captures the attention of both scientists and the general public. National parks in the U.S. and China preserve spectacular examples of the best biological and geological resources on our planet. This course provides basic scientific information behind these natural wonders and presents and analyzes conservation issues using an interdisciplinary approach. Through reading, discussion, and lectures, students will gain insights into the critical role that national parks play in the preservation of natural resources, as well as protecting cultural and historic values. Using selected national parks as case examples, students will learn how to assess scientific data underlying environmental debates and will examine how these issues are connected to society and business. This is a 500 level graduate content course. Permission of the instructor is required.

**SCI 555. Environmental Policy Decision Making and Problem Solving. 3 Credit Hours.**

This course will present an overview of environmental policy alternatives, emphasizing the interrelationship of science, business, and government in policy formation and implementation. Global issues will be included, with special attention directed toward international efforts to achieve consensus on sustainable growth policies that encompass economic realities, technological innovation and a sensible legal and regulatory framework. This is a 500 level graduate course. Permission of the instructor is required.

**SCI 557. Environmental Toxicology and Risk Assessment. 3 Credit Hours.**

The generation of hazardous wastes and our potential exposure to them is increasing. This course will provide the student with the fundamentals of hazardous substances and wastes in relation to chemistry, environmental chemical processes, and toxicology. It is designed for students who are interested in various aspects of hazardous substances and wastes, including regulation, treatment, remediation, biological effects, chemical phenomena, transport, source reduction, and research. Experimental exercises will be integrated throughout the course to reinforce lecture topics. This is a 500 level graduate course. Permission of the instructor is required.

Session Cycle: Spring

Yearly Cycle: Alternate Years.

**SCI 558. Global Change and Geochemical Impacts. 3 Credit Hours.**

The course provides an in-depth understanding of global changes in the atmosphere, biosphere, and hydrosphere in the past and present. Using both geological and biological records, the course examines the evidence that depicts the environmental impacts of global changes, especially climate changes. Using molecular isotope technology and its research applications in the environmental sciences, the course covers both theoretical and experimental aspects of issues at the global scale. Current issues in geological, paleobiological, and organic geochemical applications will be examined, with a focus on global changes and how isotope techniques are used in different scientific disciplines to characterize and quantify these patterns. This is a 500 level graduate course and permission of the instructor is required.

**SCI 562. Plant Diversity in Ancient and Modern Environments. 3 Credit Hours.**

This course addresses the origin and diversity of plants and their key role in shaping ancient and modern environments. Plants are the main "producers" in the Earth's ecosystems and are the major proxy for studies of environmental change. The course will provide detail about the major plant groups, and an in-depth understanding of the origin, evolution, and diversification of these groups. Through examining the change of global vegetation through temporal and spatial transitions, and the role of plants in shaping, adapting, and recording ancient and modern environments, the co-evolution between plants and global environment will be covered. This is a 500 level graduate course. Permission of the instructor is required.

**SCI 563. Issues in Environmental Science. 3 Credit Hours.**

This course provides an understanding of current environmental problems and a familiarity with innovative developments to solve them. Current issues from the following subject areas will be discussed: climate change, energy, land degradation, air and water quality, population growth, resource depletion, and wildlife management. Guest speakers will describe their work and provide insight on specific environmental issues and the future of the environmental science field. Students will research proposed solutions to various current environmental problems and evaluate the potential effectiveness of their approaches. This is a 500 level graduate content course. Permission of the instructor is required.

Session Cycle: Spring

Yearly Cycle: Alternate Years.

**SCI 564. Biomarkers and Isotope Signals. 3 Credit Hours.**

This course provides an in-depth understanding of state-of-the-art isotope technologies and their applications in the environmental sciences.

Both theoretical and experimental aspects will be examined, with an emphasis on current issues surrounding compound-specific isotope geochemistry, and how these isotope techniques are used in different scientific disciplines and their impact on a student's future environmental career also will be emphasized. Additionally, the course will explore how technical skills and knowledge about isotope chemistry can be utilized in different environmental assessments. This is a 500 level graduate course. Permission of the instructor is required.

Session Cycle: Fall

Yearly Cycle: Alternate Years.

**SCI 565. Green Technology for Sustainability. 3 Credit Hours.**

Chemical Processes provide valuable products and materials in various industries ranging from health care to transportation and food processing, yet they generate substantial quantities of wastes and emissions, which cost tens of millions of dollars annually to safely manage. This course investigates cost-effective utilization of chemical processes in ways that minimize pollution at the source and reduce impact on health and the environment, by creating sustainable systems in manufacturing, transportation, building, and energy production. Environmental risk-based costs and benefits are also explored, including the rationale, benefits, and implementation problems of green technology innovations. Experimental exercises will be integrated into the course to reinforce lecture topics.

Prerequisites: One 200-level and one 300-level course in environmental science or permission of the instructor and junior standing. This is a 500 level graduate course and permission of the instructor is required.

**SCI 566. Global Health Challenges. 3 Credit Hours.**

This course will explore the unique global health challenges we are facing today. As the world becomes increasingly globalized, the status of health worldwide has begun to decline. This course will present some of the complexities facing the global health community from a variety of perspectives. A brief history of global health will be given, with particular attention to environmental degradation, especially the correlation between these changes and adverse effects on health and disease transmission. Social issues including literacy and cultural values will also be discussed in relation to effects on health. Selected communicable diseases and zoonotic and emerging diseases will be highlighted, along with current efforts to stop the spread of these diseases within the global community. Selected epidemiological studies will be emphasized to ensure that students are able to comprehend and appraise research in this field. This is a 500 level graduate content course.

**SCI 570. Immunity and Disease. 3 Credit Hours.**

This course will provide a broad introduction to the rapidly advancing study of immunity and disease. Starting with a survey of basic immunological principles, the course will explore the importance of the molecular and cellular factors involved in immune responses. Key methodologies used by immunologists and the practical applications of this research for the medical community will be discussed, including the role of immunity in cancer treatment and the causes of autoimmune disorders. This is a 500 level graduate course and permission of the instructor is required.

**SCI 590. Research Directed Study. 3 Credit Hours.**

This course is intended to assist graduate students in designing research experiments, identifying technology and instrumentation necessary to support the experimentation, conducting and verifying initial pilot studies, and exploring possible funding sources. The course will culminate in the submission of the graduate student's proposal for graduate research project to his/her thesis committee, along with a summary of equipment and supply needs to support the research project.

**SCI 690. Thesis I Thesis Research. 3 Credit Hours.**

This course is intended for graduate students carrying out thesis research, in conjunction with the Master of Global Environmental Studies, under the guidance of the Thesis Committee. This is the first part, 3 credits, toward the 6 credit hour thesis research requirement. During the course of both courses students will complete the laboratory experiments, analyze experimental data and findings, prepare and submit the thesis, and complete the oral defense.

**SCI 691. Thesis II Thesis Research Thesis and Oral Defense. 3 Credit Hours.**

This course is intended for graduate students carrying out thesis research, in conjunction with the Master of Science in Global Environmental Studies, under the guidance of the Thesis Committee. This is the second part, 3 credit hours, toward the 6 credit hour research requirement. During the course of both courses, students will complete the laboratory experiments, analyze experimental data and findings, prepare and submit the Thesis, and complete the oral defense.

**SCI 692. Graduate Practicum. 3 Credit Hours.**

Graduate education is enhanced by practical application of its learned material. Thus, this course is designed to provide practical experience in some setting, scholarly or professional, related to global environmental studies. That experience can be in either a for-profit or a not-for-profit organization. The Practicum is intended to provide the student with an opportunity to acquire in-field knowledge and experience. Because academic credit is awarded for this experience, the student must gain academic knowledge as well as practical experience. The Graduate Practicum must be approved by the instructor, the MSGES program director, and the department chair.

Prerequisites: Student must have completed six hours of graduate coursework in Global Environmental Studies before taking the Graduate Practicum.

**SCI 697. Directed Study in Science and Technology. 3 Credit Hours.**

This course permits the student to pursue an area of interest and relevancy in global environmental studies and/or sustainability. The work will be performed under the supervision of a faculty member who will help design the program of study and the requirements to be met by the student. All directed studies must be approved by the Graduate Director and the Chair of the Department, who will be supplied with a title for and description of the course, its requirements and grading criteria, and a preliminary list of readings. This course is a 600-level graduate course. Permission of the instructor is required.

## Sociology (SOC)

### Courses

**SOC 597. Directed Graduate Study in Sociology. 3 Credit Hours.**

This course is an opportunity to do independent, in depth study or research for graduate school credit. The student works on an individual basis under the direction of a member of the sociology faculty. The main requirement of the course is the development of a substantial paper of project. This is a 500 graduate course. Permission of the instructor is required.

## Tax (TAX)

### Courses

**TAX 600. Individual Income Taxation. 3 Credit Hours.**

This course examines the federal tax statutes, regulations, rulings, and leading cases applicable to individual and other tax papers, with special emphasis placed upon understanding the federal income tax system and the source of tax law. Areas covered include definition of gross income, deductions, nonbusiness and business taxpayers, the identity of the taxable person, and accounting methods and periods.

**TAX 605. Sales and Exchanges of Property. 3 Credit Hours.**

This course studies tax consequences arising from disposition of property using a detailed analysis of the treatment of capital gains, deferred payment sales, basis, amount realized, dispositions by gift of inheritance, nonrecognition exchanges, mortgages, and installment sales. Time is also devoted to the study of recapture provisions of the Internal Revenue Code.

**TAX 610. Corporations and Shareholders. 3 Credit Hours.**

This course examines the taxation of corporations and shareholders. Emphasis is placed on corporate formations, the corporate capital structure, stock redemptions, and accounting for income taxes. Various types of corporate distributions are also examined in detail.

**TAX 615. Estate and Gift Taxation. 3 Credit Hours.**

This course examines federal estate and gift taxes through an intense study of statutes, regulations, and case law, and explains practical applications in estate planning.

**TAX 620. Tax Practice and Procedure. 3 Credit Hours.**

This course reviews the administration of the Internal Revenue Code by the Internal Revenue Service and other federal tax agencies. Students will study procedural problems with respect to treasury regulations, requests for administrative rulings, assessment of deficiencies and penalties, closing agreement, tax liens, civil and criminal cases, transferee liability, claims for refund, information conferences, and hearings before the appellate Division of the IRS and the Tax Court of the U.S.

**TAX 625. Partnership Income Tax Problems. 3 Credit Hours.**

This is an intensive analysis of income tax problems encountered in the organization, operation, reorganization, and dissolution of partnerships. It includes recognition of partnership status for tax purposes and problems created by death or retirement of a partner, sale of a partnership interest, and distribution of partnership assets, and determination of the amount and nature of partner's share in partnership income or loss.

**TAX 640. Advanced Income Tax Problems. 3 Credit Hours.**

This course addresses advanced problems of corporations and shareholders. Topics include accumulated earnings tax, personal holding companies, complete liquidations (one month and one year), collapsible corporations, S corporations, liquidation of subsidiaries, affiliated and controlled groups, and consolidated return problems, plus an overview of corporate reorganization.

Prerequisites: ACG 351, TAX 610, or MPAC 650.

**TAX 672. Income Taxation of Trusts and Estates. 3 Credit Hours.**

This course covers income taxations of trusts or estates, plus the tax treatment of grant or trusts, income in respect of a decedent, assignment of income, and accumulation trusts.

**TAX 673. Pension and Profit Sharing. 3 Credit Hours.**

This is an intensive analysis of tax implications of deferred compensation; emphasis on qualified and unqualified pension and profit-sharing plans including eligibility and participation of employees, funding, benefits, and plan administration (including fiduciary responsibility). Also considers IRAs, Roth IRAs, Section 88 restricted property, statutory stock options, and other alternatives to qualified plans.

**TAX 674. Corporate Reorganizations. 3 Credit Hours.**

This course is a study of mergers and acquisitions that combine different corporations, the special problems or transactions that result in the division of a single corporation, provisions of the Internal Revenue Code that relate nonrecognition of gain or loss, and the treatment of basis and boot. Landmark cases and leading judicial doctrines that deal with the need for business purpose and continuity of interest are examined.

Prerequisites: ACG 351, TAX 610 or MPAC 650.

**TAX 675. Business Tax Planning. 3 Credit Hours.**

This course presents business problems to which students find classroom solutions after independent or group research. Topics discussed include the formation of corporations with consideration given to securities, professional service corporations, dividends, stock redemptions, and the purchase and sale of businesses. Actual and hypothetical fact patterns are used by students to plan and structure transactions. A student is given a set of facts that is used to conduct a business as a sole proprietorship, a partnership, or a corporation and eventually to liquidate this entity.

Prerequisites: ACG 351, TAX 610 or MPAC 650.

**TAX 676. Multi State Taxation. 3 Credit Hours.**

Various states have adopted revenue-raising statutes that vary from income taxes, franchise taxes, license taxes and business profits taxes. A company doing business in more than one state must develop tax planning strategies that can reduce its overall state tax burden. This requires an understanding of the wide disparity of methods used to determine a state's taxable income and the tax rates imposed on that income. This course examines the tax structure in the State of Rhode Island. In addition, it covers nexus and its role in multi-state taxation. It discusses the sales, payroll, and property appointment factors used to allocate income amongst the states; the unitary method of state taxation; domicile concepts; and state taxation of e-commerce. The Uniform Division of Income for Tax Purposes Act and the Multistate Tax Compact will also be covered.

**TAX 677. Estate Planning. 3 Credit Hours.**

This course provides intensive consideration of the marital deduction, lifetime gifts, use of trusts, selection of trustees, valuation problems, apportioning the tax burden, charitable deduction, deferred compensation plans, and life insurance.

**TAX 678. International Taxation. 3 Credit Hours.**

This course covers the special tax rules that apply to cross-border transactions between the United States and its trading partners. The U.S. taxation of foreign-source income earned by U.S. taxpayers (outbound taxation) and the U.S. taxation of U.S.-source income earned by foreign taxpayers (inbound transaction) is studied in detail. Topics include: sourcing of income and deductions; transfer pricing; extraterritorial income exclusion; subpart F income and the foreign tax credit.

Prerequisites: ACG 351, TAX 610 or MPAC 650.

**TAX 691. Directed Independent Study in Tax. 3 Credit Hours.**

This course is designed to allow an individual academic program to be tailored to fit the unique interests of a graduate student, the faculty member and the student will develop an academic plan that is submitted to the College of Business for final approval.

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