

2013 – 2014

Graduate Bulletin

1536 Hewitt Ave, Saint Paul, Minnesota 55104-1284

www.hamline.edu



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About the Bulletin

The 2013-2014 *Hamline University Graduate Bulletin* is the primary resource for academic information, including official curricular requirements, for Hamline University graduate students. The *Hamline University Graduate Bulletin* is available electronically only at <http://bulletin.hamline.edu>. Updates are made annually.

Students who are admitted for, and enrolled during, the 2013-2014 academic year are subject to the degree requirements described in this *Hamline University Graduate Bulletin*. The academic standards and policies, courses, and curricula described in this *Bulletin*, and the teaching personnel listed, are subject to change or cancellation by official action of Hamline University. Failure to read this *Bulletin* does not excuse students from the requirements and provisions described herein. Every effort has been made to ensure the accuracy of the information in the *Bulletin*.

Neither the provisions of this *Hamline University Graduate Bulletin* nor the acceptance of students to the University through the admission, enrollment, and registration processes constitutes a contract or an offer of a contract. The university further reserves the right to require a student to withdraw from the University for cause at any time.

For more information on graduate admission, contact:

Hamline University
Graduate Admission
MS-A1710
1536 Hewitt Avenue
Saint Paul, Minnesota 55104-1284
gradprog@hamline.edu
651-523-2900
www.hamline.edu/graduate/admission

Hamline University is registered as a private institution with the Minnesota Office of Higher Education pursuant to sections 136A.61 to 136A.71. Registration is not an endorsement of the institution. Credits earned at the institution may not transfer to all other institutions.

Applications for admission and employment, students, employees, sources of referral of applicants for admission and employment, and all unions holding collective bargaining agreements with Hamline University are hereby notified that this institution does not discriminate on the basis of race, color, creed, national origin, ancestry, sex, disability, age, religion, marital status, sexual orientation, status as a disabled veteran or veteran of the Vietnam era, status with regard to public assistance, or any other classification protected by applicable law. Any person having inquiries concerning Hamline University's compliance with the regulations implementing Title VI and Title VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, the Americans with Disabilities Act, or Section 504 of the Rehabilitation Act of 1973 is directed to contact the Office of the Dean of Students, Hamline University, 1536 Hewitt Avenue, Saint Paul, Minnesota, 55104-1284, 651-523-2421. This office has been designated by the University to coordinate its efforts to comply with the aforementioned regulations. Any person may also contact the Assistant Secretary for Civil Rights, U.S. Department of Education, regarding the institution's compliance with these regulations.

Hamline University further abides by its own nondiscrimination policy which states: Hamline University does not discriminate on the basis of race, color, national origin, ancestry, sex, disability, religion, age, sexual orientation, or veteran status in its education or employment programs or activities.

Hamline University Mission, Values, Vision

Mission

To create a diverse and collaborative community of learners dedicated to the development of students' knowledge, values and skills for successful lives of leadership, scholarship, and service.

Values

Hamline University recognizes its roots in the traditions and values of the United Methodist Church and aspires to the highest standards for:

- creation, dissemination, and practical application of knowledge
- rigor, creativity, and innovation in teaching, learning, and research
- multicultural competencies in local and global contexts
- the development and education of the whole person
- an individual and community ethic of social justice, civic responsibility, and inclusive leadership and service

Vision

Hamline University will be recognized as a diverse, learning-centered university that is:

- rooted in the tradition of liberal education
- dynamic and actively inclusive
- locally engaged and globally connected, and
- invested in the personal and professional growth of persons

Graduate Academic Calendar 2013-2014

Note: The academic calendar is subject to change.

Please check www.hamline.edu/academiccalendar for the latest information.

Fall Term

Fall term classes begin
Thanksgiving break
Fall term classes end

2013

Wednesday, September 4
Thursday, November 28 - Saturday, November 29
Saturday, December 14

Winter Term

Winter term classes begin
Martin Luther King Jr. holiday
Winter term classes end

2014

Monday, January 6
Monday, January 20
Thursday, January 30

Spring Term

Spring term classes begin
Good Friday holiday
Spring term classes end
Commencement

2014

Wednesday, February 5
Friday, April 18 - Saturday, April 19
Saturday, May 17
Saturday, May 24

Summer Term**

Fourth of July holiday

2014

Friday, July 4

** Some classes meet outside of academic calendar term dates. Please check www.hamline.edu/classsschedules or www.hamline.edu/registrar/classes for current course information.

About Hamline

Rigorous academics and innovative programs attract and challenge a diverse and talented student body in Hamline University's undergraduate college, graduate schools, and law school. Guided by faculty who are leaders in their fields, Hamline's more than 4,400 students experience an intimate environment of small classes and personal attention along with the opportunities of a comprehensive university.

Ranked first in Minnesota among comprehensive universities by *U.S. News* and *World Report*, Hamline is also Minnesota's first university, founded in 1854.

Accreditation

Hamline University is accredited by the Higher Learning Commission of the North Central Associations of Colleges and Schools. The Commission is located at 30 North LaSalle Street, Suite 2400, Chicago, Illinois 60602-2504, and can be reached at 312-263-0456 or 800-621-7440.

Hamline University is also accredited by the:

- American Bar Association;
- Association of American Law Schools;
- American Chemical Society;
- University Senate of the United Methodist Church;
- Minnesota Department of Education/Board of Teaching; and
- National Council for Accreditation of Teacher Education

Hamline's four schools may have additional accreditation in specialized areas. Please contact the dean's office of each respective school for a complete listing.

Graduate Programs at a Glance

College of Liberal Arts

Celebrating more than 25 years of rigorous, interdisciplinary study, the College of Liberal Arts' graduate programs (formerly the Graduate School of Liberal Studies) have developed a national reputation in creative writing and liberal studies.

- Graduate degrees offered include the master of fine arts in writing (MFA), and the master of fine arts in writing for children and young adults (MFAC).
- The MFA program is Minnesota's first graduate degree program in creative writing. It is distinguished by its interdisciplinary emphasis and its support of work in more than one genre.
- The low-residency MFA in writing for children and young adults is a full-immersion program boasting a five-to-one

student to faculty ratio. The program brings students and distinguished faculty from across the country to campus twice a year for eleven days. Afterward, students work independently from home with a faculty advisor throughout the semester.

School of Business

Hamline's School of Business offers master's degrees in all three economic sectors of government, business, and nonprofit. In addition, students can earn a doctorate in public administration, dual degrees, and professional development certificates.

- Degrees offered: master of arts (MA) in public administration or nonprofit management; master of business administration (MBA); doctorate in public administration (DPA). Joint master's and juris doctor degrees, as well as dual master's degrees.
- The doctorate in public administration was the upper Midwest's first such program.
- International student body provides a distinctive learning atmosphere in which cross-cultural, as well as cross-sector, exchanges occur.
- Concentrations in business include international management, conflict management, marketing, and finance.
- Continuing studies seminars and certificate programs focus on current and relevant subjects to professionals in businesses, government, and nonprofit organizations.

School of Business

Admissions: 651-523-2900 or 1-800-753-9753

gradprog@hamline.edu

School of Education

For more than thirty years, Hamline's School of Education has inspired, challenged and transformed educators to improve learning for all children. More than 10,000 students have grown professionally through Hamline's quality educational coursework taught in a community of adult learners who value intellectual challenge and scholarship in an environment of mutual respect.

- Degrees offered: doctorate in education (EdD); master of arts (MA) in education; MA in education with an emphasis in natural science and environmental education; MA in English as a second language (ESL); MA in literacy education and MA in teaching, which provides initial licensure for new teachers.
- Home to nationally recognized programs and centers, including second language teaching and learning, literacy, the Center for Global Environment Education, and the Center for Excellence in Urban Teaching.

- The school's ESL program, the largest in Minnesota, is internationally recognized.
- Licensure (including principal, superintendent, and special education director), certificate, and continuing education programs serve more than 8,000 educators annually.

School of Education

Admissions: 651-523-2900 or 1-800-753-9753

gradprog@hamline.edu

Admission Information

Office of Graduate Admission

1536 Hewitt Ave., MS-A1710

Saint Paul, MN 55104-1284

651-523-2900 or 800-753-9753

Admission information and applications can be found at www.hamline.edu/graduate.

Students wishing to enroll in degree program coursework must be either fully admitted to the degree program or admitted with conditional or special status. Students wishing to pursue an additional teaching license or an administrative license must apply for admission to the appropriate licensure program. Exceptions may be made at the discretion of individual programs. Admission requirements, application instructions, and deadlines are published in each program's materials.

Admission decisions are made by each program's admission committee. The admission committee will not review an application file until all required documents have been received. When a decision is made, the applicant will be notified by mail.

Upon admission, degree-seeking students will be asked to accept their admission and they will receive registration materials, financial policies and procedures, and instructions for accessing student information through Hamline University's secure website, Pipeline.

Conditional Status: Conditional admission may be granted, upon the approval of the program director or the admission committee, in those instances where the applicant has not submitted all the required materials to complete the application process. Students must submit all admission requirements prior to the completion of their first semester.

Provisional Status: Provisional admission is granted in situations where a student does not meet all academic standards but through the review of application materials demonstrates the ability to be successful in graduate studies. After completion of the first semester, program personnel will review to determine if the student has satisfied the requirements for full admission.

Special Status: Students who wish to take graduate courses for credit but do not wish to be degree candidates may be allowed to register on a space-available basis. To do so, students must apply for Special status. Application forms for Special status are available from the Office of Graduate Admission or on the program's Website.

A Special student must hold a bachelor's degree from a regionally accredited institution. Special students are expected to participate fully in all classes. Courses taken under Special status may later be applied toward degree requirements, provided that satisfactory grades are achieved. A student may take up to three courses under Special status. Special students are not considered degree seeking and are not eligible for financial aid.

Inactive Status: Students who have not enrolled in Hamline course work for one year from the term of their last registration will be placed on inactive status. Students who wish to have their record reactivated may do so by contacting the program in writing and requesting to be placed on active status. The period of inactivity will be counted as a part of the time frame to complete the program.

Reactivation, Readmission, Deferral: Students who have been admitted for a specific term may defer their admission to a following term by contacting their program office. Students who have been made inactive or who have withdrawn and wish to resume their graduate program must go through a review by program staff. Additional documentation for readmission may be requested by the program.

International Students Additional Requirements: Applicants with a degree from a non-U.S. institution must submit official or certified-true academic records along with a course by course credential evaluation from a NACES approved evaluator (www.naces.org). An explanation of the grading system should be submitted if it differs from the U.S. 4.0 system. Students are responsible to cover all fees of such evaluation as well as to make their own arrangements with the Credential Evaluation Company to send their documents to Hamline University directly.

A minimum TOEFL score of 550 (written exam) or 213 or above (computer-based exam) must be achieved and submitted to Hamline University directly from the Educational Testing Service. The exception to this is the Master of Arts in ESL which requires a minimum TOEFL score of 600 (written). Visit www.ets.org/toefl for more information about the TOEFL exam.

An Affidavit of Support needs to be completed and signed by the person who will be paying for your expenses during your studies here at Hamline and in the United States. The person that signs the Affidavit of Support must also include his/her bank statements as a proof of the said funding.

Financial Aid and Scholarships

Hamline University graduate students are generally not eligible for need based or institutional grants. However, graduate students may choose to apply for Federal Stafford Loans to help defray their education costs. To be eligible for Federal Stafford Loans, graduate students must maintain at least half-time status (four credits per semester). In addition to Federal Stafford Loans, some graduate students are eligible to borrow Federal Graduate PLUS loans and/or private alternative educational loans up to the cost of their education.

Hamline University's graduate programs offer the following annual scholarships:

College of Liberal Arts' graduate programs

Bailey Scholarship

Awarded yearly to an outstanding writer in the MFA program

MALS Alumni Endowed Scholarship

Awarded yearly to one student in the MALS program.

School of Business:

Brooks Scholarship

Awarded yearly to a female student in either the master's or doctorate program in public administration. Recipients must be committed to the advancement of women, plan a career in public administration, and show academic achievement.

Novak Scholarship

Awarded annually to a student in either the master's or doctorate program in public administration. Recipients must show commitment to public service and the community and academic achievement.

Another important source of financial aid for Hamline University graduate students comes from outside scholarships. These are scholarships that students procure on their own from resources outside of Hamline. Graduate students are encouraged to register at www.fastweb.com, a major national scholarship database/resource. In addition, graduate students should also regularly check the Hamline University scholarship list that is maintained by the Financial Aid Office. This list is available in paper format in the Student Administrative Services Office, and in electronic format on Hamline's Financial Aid website at

www.hamline.edu/outsidescholarships.

Academic Standards and Policies

Academic Integrity—Graduate School

Statement

Dishonesty of any kind in relation to academic work threatens the integrity of the academic enterprise and is prohibited at Hamline University. Such dishonesty includes plagiarism, ghost writing, and falsifying official information concerning one's academic background or status.

Plagiarism is the unacknowledged use of another person's work or ideas. Any passage copied verbatim, with small changes, or in paraphrase must be acknowledged with a citation. Ghost writing is preparing work for another or having another prepare one's own work.

When a student is found to be in violation of the academic integrity policy, academic penalties may be prescribed by the instructor of the course in question including, but not restricted to, the requirement of additional work, an assignment of a failing grade on the work in question, or a failing grade for the entire course. When a student is found to have falsified official information, the administrative official responsible will determine whether the violation merits suspension from the university.

The student has the right to appeal the instructor's or administrator's decision to the appropriate graduate school dean, and if still dissatisfied, to the Vice President for Academic and Student Affairs. In the case where the dean is the instructor or administrator, a second member of the school/program faculty will be asked to perform an independent investigation and make a recommendation. The decision of the Vice President for Academic and Student Affairs is final.

Academic Progress for Graduate Students

Students must make satisfactory progress toward their degree or license. Students who, for example, have poor class attendance records, fail to complete several courses, or have a consistently low GPA may be suspended at the discretion of the program dean/director and the faculty advisory committee.

Accommodations for Disabilities

Hamline University is committed to ensuring all qualified students equal access to academic and extracurricular activities. The goal of Disabilities Services is to enable students with disabilities to maximize their educational potential and to develop independence and self-advocacy skills to the fullest extent possible within the standard university curriculum.

Both Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990 governs Hamline

University. Section 504 of the Rehabilitation Act of 1973 prohibits discrimination on the basis of disability against people in programs or activities receiving or benefiting from federal financial assistance. The ADA of 1990 is a federal civil rights law that guarantees equal opportunity for individuals with disabilities in state and local government services, public accommodations, employment, transportation, and telecommunications. It upholds and extends the standards for compliance set forth in section 504 to include all policies, procedures, and practices that impact the treatment of students with disabilities.

Hamline requires:

- Recent and appropriate documentation from a qualified professional to verify the need for accommodations, adjustment, and/or services
- Current documentation, including testing and diagnosis information, that has occurred within the past three years
- Consultation with the student in determining appropriate accommodations, adjustments, and/or services timely requests for all accommodations, especially testing
- Advance notice for any requests for alternate format materials. These materials can take up to six to eight weeks to obtain
- A meeting with Disability Services at the beginning of each semester to review accommodations and to keep professors updated

Services and support provided may include, but are not limited to:

- Alternate format reading materials
- Books on tape
- Braille
- Large print
- Assistive technology in accommodations room
- Classroom note takers
- Strategies for studying
- Sign language interpreters
- Testing services
 - o Extended time
 - o Reader
 - o Reduced distraction room
- Advocacy and tools for self-advocacy
- Assistance with accessibility issues
- Disability information for the University
- Meetings with prospective students
- Referrals for assessments

- Priority registration if needed
- Individual meetings
- Community links
- Liaisons to faculty, staff, and other university services

Graduate students who need accommodations should contact the Director of Disability Services, at 651-523-2521. If any student feels that the provisions in the above policy are not being met, they should contact Alan Sickbert, dean of students and grievance coordinator, located in Dean of Students Office, or by telephone at 651-523-2134.

Attendance/Assignments

Students are not permitted to attend classes for which they are not registered.

Students are expected to attend all course meetings and to turn in all course work as assigned. Students who are unable to attend a class or submit an assignment in a timely manner should inform their instructor in advance. Academic penalties, including failure of a course, may be imposed for missing class meetings or late assignments. Expectations for online courses are handled on a course-by-course basis.

Students who miss class to observe religious holidays or to attend political caucuses will not be penalized if arrangements are made with the instructor in advance.

If class assignments include group work, each student in the group must contribute his or her fair and proportionate share to the project.

Students may not submit substantially similar work or material for more than one course unless they obtain permission from the instructors of all applicable courses. This applies to courses taken simultaneously or in different terms.

Class Cancellation

In the unlikely event that course enrollment does not reach the minimum, the course will be canceled. Students are notified via email as soon as the course has been officially canceled by the University.

Commencement

Graduates are honored at the annual commencement ceremony held at the end of each spring term. Clearance of all financial obligations is essential in order to receive a diploma. Diplomas are distributed within six to eight weeks following commencement. The transcript degree conferral date is the date when final requirements are met or the term end date (when earlier).

Course Evaluation

Students are expected to evaluate their current courses and quality of instruction at the conclusion of every course. If a student has a concern outside the evaluation process, it is recommended that the student first address the instructor. If

unable to resolve the concern, the student should consult with the program dean to discuss both informal and formal processes for dealing with the concern. In a case where the instructor is the dean, the student should consult with the Vice President for Academic and Student Affairs.

Grade Definitions and Grading Information

Students may occasionally have the option of choosing a grading system (letter grade, pass/no pass, audit, etc.) and must identify this preference at the time of registration. This decision is irreversible. To protect student identity and confidentiality, grades are not given out over the telephone or faxed, and transcripts are not released if a student's account balance is not current. For official transcript information, call 651-523-2345 or check www.hamline.edu/transcript.

Grades

The following grades may be assigned:

Grade	Value/Definition
A	4.00
A-	3.70
B+	3.30
B	3.00
B-	2.70
C+	2.30
C	2.00
C-	1.70
D+	1.30
D	1.00
D-	.70
F	0.00
AU	Audit-no credit given-attended class
EX	Registration extended to following term
I	Incomplete
N	No credit
P	Pass-credit awarded
W	Withdrawn

A. Incomplete Grade: With an instructor's approval, a student may take an incomplete ("I") in a course. An "I" will be given only in unusual circumstances that are beyond the control of the student. An "I" cannot be granted for failing or uncompleted work (a substantial portion of the work must have already been completed). An instructor must update an "I" to a final grade within four months after the end of the registration term (or by August 31 if the student intends to graduate in the summer). Otherwise, the "I" will convert to an "F" grade.

If an "I" has been converted to an "F," the student may complete the necessary course work, at the instructor's discretion, within one year in accordance with the grade change policy. The student may not complete course work after that time.

Note: All instructors enter "I" grades via Piperline before a term's grading deadline. The instructor must also file an agreement for an incomplete (completed between the student and the instructor) with the department chair before the final grade deadline for the term. The form is available at www.hamline.edu/registrar/forms.

B. Audit Grades: Generally, students may audit master's level courses on a space-available basis and with the permission of the program office. Students who audit a course will not receive academic credit for the course. The decision to audit is irreversible. Upon completion, a final grade of AU is assigned to the student's permanent record. Auditors participate in all classroom activities, projects, and assignments but do not receive evaluation for their work. College of Liberal Arts graduate Liberal Studies writing courses, School of Business MBA modules, and EdD courses may not be audited. Contact the program office for audit registration and fee information. Students intending to audit a course must submit a registration form with needed approvals to the Registration and Records office (East Hall 113) no later than the last day to add or drop the course.

C. Grades for Degree Program and Licensure Students: For master's and doctoral students, only grades of "B" or better, or Pass, are acceptable toward graduation. Exceptions are described below. All grades appear on students' official transcripts, but only letter grades are calculated into the GPA. Grades for courses transferred into a graduate degree program at Hamline are not calculated into students' GPAs. Degree program and licensure students may view final grades on Piperline at www.hamline.edu/piperline approximately two weeks after the last day of class.

D. Grades for Graduate School of Liberal Studies Students: Residencies, internships, and capstone projects are graded on a Pass/No Credit basis, while all other classes are assigned a letter grade. Sampler courses may be taken by degree-seeking students for a letter grade or for Pass/No Credit. Sampler classes taken for Pass/No Credit may not be used for degree credit.

E. Grades for School of Business Students: For MBA students, grades of C or better are acceptable for graduation. All graduate students must maintain a 3.0 GPA in order to graduate. Letter grades are assigned for all courses, including capstones. GPA 8992 Dissertation II and GPA 8993 Dissertation III are graded on a Pass/No Credit basis.

F. Grades for School of Education Students: Students in the Master of Arts in Education (MAEd) and Master of Arts in ESL programs receive a Pass/No Credit upon

completion of the capstone. All education licensure advanced practica are taken Pass/No Credit (except for the Advanced Reading Practicum and Keyboarding Practicum, which are taken for a letter grade). All other education licensure course work that is to be used toward licensure must be taken for a letter grade. Education licensure students must maintain a 3.0 GPA in order to be recommended for any licensure. The practicum seminar and exit interview in Administrative Licensure are taken for no credit, but a "P" is issued upon completion of the processes.

G. Repeat Grades/GPA for All Students: See program specific requirements for grades. The original grade will remain on the transcript. The most recent course grade will be used in computing the GPA.

Grade Change and Appeal

Grade Changes

Students may request of their instructors course grade changes based on a claim of clerical mistake, oversight, omission, or arbitrary and capricious grade assignment and must do so within 30 calendar days of the date the grade was issued. The grade change procedure is not to be used to challenge grades on individual assignments. It is the responsibility of the student to determine whether the grade change request must be made sooner than this deadline in situations where prerequisite course requirements are involved in the student's course sequence.

Students must meet with their instructor to request a grade change. To start the grade change request process, the student must contact the instructor to request a face-to-face meeting, and the instructor must respond in a timely manner to schedule the meeting. If the instructor or the student is no longer on campus, or if the student has a compelling reason why a face-to-face meeting would not be feasible, the instructor will engage in timely written communications with the student about the grade change request.

A decision regarding a requested grade change will be made by the faculty member within three weeks, or, if the request was submitted on a date outside the dates of a full semester (as defined by the program offering the course), within three weeks after the start of the academic semester following the receipt of the grade change request. By the applicable deadline, the faculty member will notify the student of the decision regarding the grade change, and, if the faculty member decides to change the course grade, the faculty member will also notify the Registrar. The Registrar will send confirmation of the grade change to the faculty member and student.

Grade Appeals

No grade appeal may be filed unless a grade change has first been sought and a decision reached. The grade appeal

procedure shall be utilized if a student has been unsuccessful in achieving a grade change and wishes to pursue the matter further. As with grade change requests, the appeal procedure is only for course grades and is not to be used to challenge grades on individual assignments. In addition, the appeal procedure may be used only when the student contends that the course grade was assigned on an arbitrary or capricious basis. "Arbitrary or capricious" implies that:

- The student has been assigned a course grade on the basis of something other than his or her performance in the course; or
- The course grade is based upon standards that are significant, unannounced and unreasonable departures from those standards articulated in the course description or standards otherwise clearly conveyed to the students in the course.

Grade appeal process:

- The student must first communicate with the instructor and request a grade change under the grade change process identified above.
- If the student is unsuccessful in achieving a grade change and wishes to further pursue the matter, he or she must submit a completed Grade Appeal Request Form, with all materials supporting the grade appeal, to the department chairperson or designated academic administrator (or Dean, if the department chairperson or designated academic administrator was the instructor).

Students can download the Grade Appeal Request Form at hamline.edu/registrar/forms. The student is to complete Part 1. Department chair or dean will complete Part 2. Both forms, completed and signed, are required.

- The student must request the grade appeal no later than six months following the end of the academic term in which the course was taken, or within 30 calendar days of notification from the instructor as to the decision on the grade change request, whichever is later. Any application for a grade appeal after this deadline will not be accepted.
- The department chairperson or designated academic administrator (or Dean, if the department chairperson or designated academic administrator was the instructor) will consider the appeal and may request additional information if needed for consideration of the grade appeal.
- The department chairperson or designated academic administrator (or Dean where applicable) will make his or her best effort to communicate with the instructor regarding any grade appeal and allow for input from the instructor.
- A decision will be made by the department chairperson or designated academic administrator (or Dean where applicable) within three weeks of receiving the Grade Appeal Request Form, or, if the request was submitted on

a date outside the dates of a full semester (as defined by the program offering the course), within three weeks after the start of the academic semester following the receipt of the grade appeal submission. This time line and the proceedings under this policy may be adjusted at the discretion of the department chairperson or designated academic administrator (or Dean where applicable) in the circumstances where the student has alleged a violation covered by the Discrimination and Harassment Policy in the award of a final grade.

- The department chairperson or designated academic administrator (or Dean where applicable) will provide notification of the decision to the student, the instructor, the Dean, and the Registrar, and will provide the student a copy of the Grade Appeal Request Form with the department chairperson's or designated academic administrator's section completed.
- If the student wishes to appeal the initial grade appeal decision, he or she may request, in writing, a review by the Dean of the department in which the course was taught. If the department chairperson or designated academic administrator was the instructor of the course and the Dean decided the initial grade appeal, the student may appeal by requesting, in writing, a review by the Provost. The written request in either event must include a copy of the Grade Appeal Request Form, as completed by the person who decided the initial appeal, and all documents submitted with the form. The request must be received within 30 calendar days of the date that the student was notified of the initial grade appeal decision. The Dean or Provost shall make a decision within 30 calendar days of receipt of the appeal materials. This decision is final.
- The Dean or Provost will notify the student and the instructor of the final decision and provide the student a copy of the Grade Appeal Request Form with the Dean's section completed. The Dean, or the Provost, will notify the Registrar of any course grade change.

Holds

If your Hamline University account is in arrears, a financial hold is placed on your student account. You will be eligible to receive or request an official transcript or a diploma only after an obligation is cleared and the financial hold is removed.

Military Leave

An enrolled student who is an active reservist called to active duty in one of the armed military services may receive a future credit in the amount of tuition paid during the term the student withdraws. Tuition paid includes cash payments, student loans, Pell Grants, Minnesota State Grants, SEOG grants and outside scholarships paid on the student's behalf. Hamline scholarships and grants are not included in determining the future credit.

The Financial Aid office will apply the credit to the student's account during the term the student re-enrolls. The amount of the future credit will be determined by student accounts and Financial Aid in consultation with the Registrar's office. A student receiving the credit will be provided with a letter at the time of withdrawal stating the terms of the credit. A copy of the letter will be filed with Financial Aid, Student Accounts, and Registrar's office for the student's file. The credit will be valid for no more than three years from the date the student commences the non-voluntary military leave. Students should contact the Registrar's office with copies of all military orders.

Name Changes

Name change requests for current students must be made to Registration & Records (East Hall 113). Hamline alumni may make requests to either their respective alumni or registrar's office.

- A. Current and Former Students:** All current and former students have the opportunity to change their names on institutional records upon the production of evidence showing the student name has been officially changed, accompanied by a written request from the student. A certified copy of a court order, a marriage certificate, or a dissolution decree reflecting the new name in full are examples of the evidence required to support an official name change. Diplomas are issued with the student's legal name on file at the time of degree completion.
- B. Gender Changes:** A certified copy of a court order is required, along with a written request from the student in order to change gender and name on institutional records.
- C. Minor Variations in Names:** Minor changes in names can be made without a court order at the discretion of the Registrar (for example, spelling corrections or revisions). In these instances the student must provide documentation such as a current driver's license with photo, Social Security card, or resident alien card.

Registration

The Hamline registration website at www.hamline.edu/registration lists registration instructions, course information, an academic calendar for the term, and registration forms for degree and licensure students. Registration closes the day before the beginning of the course. Courses involving travel or other events may have earlier deadlines.

All Hamline course offerings are available at www.hamline.edu/classchedules.

Contact Student Administrative Services at 651-523-3000 (East Hall 113) if you have questions related to registration.

- A. Degree Program and Licensure Students** register for master's and doctoral level classes on Piperline at www.hamline.edu/piperline.

B. Professional Development for Educators Students

register for classes online through Piperline at www.hamline.edu/piperline.

- C. Non-Degree/Non-License Students** (such as Sampler and Adult Special students) register by mail, fax, or in person in the Student Administrative Services office (East Hall 113). Publications are available listing courses; however, the most current are always listed on Piperline. Early registration is recommended as classes may fill. However, students may register for classes up until the first day of class as long as the class is still open.

- D. Special Registrations** such as independent studies, internships, field experiences, capstone, advanced practicum, personal assessment, and other individual projects require specific registration forms and approvals. The appropriate forms are available online or in the program offices. Prior to submitting a special registration, students should consult their advisor or a faculty member regarding the format of the project. Students approaching their capstone projects should meet with a faculty advisor for guidance well before the registration term begins. Most special registrations require the permission of the project advisor, and sometimes that of the program dean or director. The student is responsible for obtaining all necessary permissions before submitting the registration to Student Administrative Services.

- E. Registration Processing:** Registrations for all students are processed on a first-come, first-served basis. Registrations received from students with registration holds will not be processed until the hold (financial or administrative) is released. For degree- and license-seeking students, a \$50 late fee is charged for registrations received after the last day to add/drop a course. This fee will also be charged if a registration cannot be processed by that deadline because of a registration hold (administrative or financial).

- F. Maximum Credit Loads:** The maximum credit load allowed for all degree programs (except School of Business MBA and School of Education MAT) is eight semester credits per term, unless permission is received from program dean, director, or faculty advisor. The maximum credit load for School of Business MBA students is ten semester credits per term and School of Education MAT students is sixteen semester credits per term.

- G. Enrolling after the Class Start:** Instructor permission is required to add a course after the class has started. Appropriate forms to add/drop are available in Student Administrative Services (East Hall 113). MAEd learning community students should contact the program coordinator.

- H. Enrolling after the Class Ends:** Instructor permission is required to add a course after it has ended. Registration requests received up to one year after a course has ended will be processed; later requests will be denied.

I. Confirmation of Registration: Students can check their Pipeline schedules to confirm registration at www.hamline.edu/pipeline. Students may request their Pipeline pin by calling Student Administrative Services at 651-523-3000.

Release of Student Information (FERPA)

Access to student records, which complies with the Family Educational Rights and Privacy Act of 1974 (FERPA), is described below:

A. Definitions

Record: A record includes any data or information about you and related individuals, regardless of the media used to create or maintain the record.

Education Records: Educational records include records maintained by the institution but exclude records maintained by individuals and available only to those individuals or designated substitutes (that is, "personal files"). Your educational records are located and maintained by administrators in one or more of the following offices: Admissions; Alumni Relations; Financial Aid; Registration & Records; Student Accounts, and your academic program office. **Note:** The Registration and Records office is the only university office authorized to issue official transcripts and certify students' enrollment status. All requests for such documentation must be directed to that office.

Public Information: Public information (also called "directory" information) consists of your name, student ID number, address, e-mail address, telephone number, dates of attendance, full-time or part-time enrollment status, photographs taken and maintained by the university for various purposes, previous institutions attended, major and minor fields of study, awards, honors, degrees and dates conferred, past and present participation in officially recognized sports and activities, physical factors (height, weight) of athletes, and date and place of birth. Records of arrests and/or convictions are public records and thus not subject to university policy. Note: If you wish to restrict the release of your directory information, you must do so by notifying Registration and Records (East Hall, 113).

B. Release in Emergencies: The confidentiality of all records may be broken in an emergency if deemed necessary by the severity of the emergency, the usefulness of the records, and the extent to which time is critical.

C. Release to You: Your records are available to you with the following exceptions: confidential letters of recommendation submitted prior to 1975; records of your parents' financial status; records related to your student employment that are subject to other laws and are administered by the Human Resources office; medical and psychological records (which will be released only to a healthcare professional designated by you) and, if you signed a voluntary waiver of access, letters of recommendation related to admission, candidacy for awards, and candidacy for employment—these records may be used only for the purpose originally intended. You may see any of your available records within 45 days after submitting a written request to the Registration and Records office, either in person or by mail. You will receive an interpretation of the record upon request, at or after the time that access is granted.

D. Release to Hamline Faculty and Staff: Your records are available to members of the faculty and staff (school officials) who have a legitimate need for them, as determined by the administrator of the office responsible for maintenance of the record.

E. Release to Others: Except as specified below, your records will be released only upon completion of a consent form or letter you have signed. Any such release will include a notice that further release by the recipient is prohibited by law. A record of the release will be maintained. Records about you will be released without your consent to your parents if you are a dependent as defined by the Internal Revenue Service; to federal officers as prescribed by law; as required by state law; to agencies or individuals conducting educational research (provided that the administrator of the records is satisfied concerning the legitimacy of the research effort and the confidentiality to be maintained by the researcher); to agencies responsible for accreditation of the institution or its programs; in response to a lawful subpoena, after making reasonable attempts to provide prior notification and opportunity for objection by you; and to institutional security officers when necessary for a criminal investigation.

F. Retention of Records: Hamline University reserves the right to maintain only those records it considers useful and to set retention schedules for various categories of those records. However, the administrator responsible for each category of records will ensure that a record being challenged is not destroyed prior to resolution of the dispute.

FINANCIAL AID MAXIMUM TIME FRAMES				
COLLEGE/PROGRAM	DEGREE	MINIMUM (CREDITS)	MAXIMUM (CREDITS)	MINIMUM GPA
College of Liberal Arts				
Master of Fine Arts	MFA	48 credits	72 credits	3.0
Master of Fine Arts in Writing for Children and Young Adults	MFA	52 credits	78 credits	3.0
School of Business				
Doctorate in Public Administration	DPA	48 credits	72 credits	3.5
Master of Business Administration	MBA	48 credits	72 credits	3.0
Master in Nonprofit Management	MNM	48 credits	72 credits	3.0
Master in Public Administration	MPA	48 credits	72 credits	3.0
School of Education				
Additional License				
Elementary		54 credits	36 credits	3.0
Secondary		60 credits	90 credits	3.0
K-12		35 credits	52 credits	3.0
English Second Language		52 credits	78 credits	3.0
Administrative Licensure		24 credit	36 credits	3.0
Doctorate in Education	EdD	68 credits	102 credits	3.0
Master of Arts in Education	MAEd	34 credits	51 credits	3.0
Natural Science and Environmental Education	MAEd:NSEE	35 credits	51 credits	3.0
Master of Arts in English as a Second Language	MAESL	42 credits	63 credits	3.0
Master of Arts in Literacy Education	MALED	34 credits	51 credits	3.0
Master of Arts in Teaching	MAT			
Elementary		72 credits	108 credits	3.0
Secondary		88 credits	132 credits	3.0
K-12		90 credits	135 credits	3.0
English Second Language		65 credits	97 credits	3.0

Graduate and Professional Schools

Satisfactory Academic Progress Policy

Financial aid eligibility is based on satisfactory academic progress (SAP) standards that Hamline University of Financial Aid is required by the U. S. Department of Education to establish, publish, and apply. The Financial Aid Office measures academic performance and enforces SAP standards to ensure that financial aid recipients progress toward completion of their degree or certificate program. Students who fail to meet these standards become ineligible to receive financial aid until compliant with all of the requirements detailed in this policy.

To demonstrate Satisfactory Academic Progress, a student's academic performance must meet two main SAP components. The first is a qualitative component, represented by grade point average (GPA). The second is a quantitative component measured by credit completion (the ratio between attempted and completed credits) and the maximum timeframe to complete the degree or certificate program.

Section 1. Standards of Satisfactory Academic Progress

A. Grade Point Average – All graduate and professional students must maintain a cumulative GPA that is

equivalent to the graduation standards published by their program.

B. Credit Completion – Students must complete 67% of all credits attempted. A completed credit has a grade of A, B, C, D, HP, or P. Withdrawals, incompletes, and repeated courses are included in attempted credits.

Minimum Academic Progress Standards for Financial Aid

Cumulative Attempted Credits	Completion Rate
Up to 9.0 credits	50%
9.1+ credits	67%

C. Maximum Time Frame – All students are expected to finish their degree or certificate within an acceptable period of time. Financial aid recipients may continue to receive federal aid through their cumulative attempted credit that equals 150% of the required number of credits needed to complete their program, including transfer credits from another college that apply to the Hamline program. Students who require developmental coursework may appeal to have the 150% limit extended.

Section 2. Definitions/Conditions

- A. **Credit** – A credit is the unit by which academic work is measured.
- B. **Attempted credit** – An attempted credit includes all credits for which you are registered at the beginning of each term.
- C. **Cumulative credits** – Cumulative credits represent the total number of credits evaluated (attempted and earned) for all periods of enrollment at the University, including summer and J-terms or terms for which the student did not receive aid.
- D. **Earned credits** – Earned credits are those that are successfully completed with a grade of A, B, C, D, HP, and P and all plus and minus variations. Grades of I, W, N, F, and EX, or drops are not counted as earned credits. Audit credits are not counted as attempted or earned credits.
- E. **Grade Point Average (GPA)** – The GPA is calculated using a grade point value outlined in the catalog for grades A, B, C, D, and F and all plus or minus variations. Although a grade of P or HP will count as credit earned, it carries no grade point value.
- F. **Incompletes** – An “I” or “EX” are included in the cumulative credits attempted. These credits cannot be used as earned credits until a passing grade is assigned.
- G. **Repeat Credits** – Repeats may be allowed in order to improve a grade or meet program requirements. They are included in credit completion and maximum time frame standards. The most recent grade will become the grade calculated for GPA.
- H. **Transfer Credits** – Grades associated with transfer credits are not included in the cumulative GPA calculation. Transfer credits accepted by Hamline University that are applicable to the current degree program apply toward the maximum time frame calculation for that program.
- I. **Change of Degree, and Dual Degree** – Many students receive multiple awards from Hamline University. Only attempted credits eligible for application toward the student’s current degree program will count toward the maximum time frame of that degree. Attempted and earned credits under all degrees will be included in the calculation of GPA and credit completion. Students who change degree or seek a dual degree may appeal for an extension of the maximum time frame provision of this policy. Appeals will be evaluated on an individual, case-by-case basis.
- J. **Consortium/Joint Program Credits** – Credits accepted by the University are included with attempted and earned credit totals.

Section 3. Implementation

Following the second term of enrollment, academic progress for every financial aid applicant will be monitored after each semester, including summer term. If the program is less than

one year in length the review will take place at the mid-point. All of a student’s academic coursework is considered in the review process, whether the student received aid that term or not. The assessment will be based on the student’s entire academic record, including all transfer credit hours accepted. Because grades may not be available before the next scheduled term begins, it is possible that financial aid may be disbursed before the review is conducted. In the event that a student is found to be ineligible for the financial aid that has been disbursed due to failure to meet one of the standards, the aid that was disbursed will be canceled and returned to the appropriate program(s). If the student successfully appeals and is granted a probationary term, the aid can be reinstated for that term.

A. Financial Aid Warning Status – If the student does not meet either the GPA or Credit Completion standard, the student will be placed on Financial Aid warning for the next registered term. While on warning status, students are eligible to receive financial aid.

To be removed from financial aid warning status, the student must meet the program’s minimum cumulative GPA requirement and credit completion standards. A student who has reached the maximum time frame prior to completing the program will no longer be eligible for financial aid.

B. Financial aid ineligibility/suspension – Students who do not meet the minimum cumulative GPA and/or credit completion ratio or do not meet the terms of financial aid probation will be no longer eligible for federal, state or institutional aid. Students may be eligible for private loan programs and outside assistance that does not require SAP.

Provided the student’s academic status allows for registration, s/he may attend the University at his or her own expense until the minimum cumulative GPA and credit completion requirement has been met.

Hamline University may immediately deem a student ineligible for financial aid in the event of extraordinary circumstances, such as a student who registers for but does not earn any credits for two consecutive terms, or a student who demonstrates an attendance pattern that abuses the receipt of financial aid.

Students who failed to meet these standards due to unusual circumstances may appeal the financial aid SAP suspension status.

C. Academic suspension – Students who have been suspended by the University are no longer eligible for financial aid. If a student is readmitted, s/he must complete the SAP appeal process. Eligibility for financial aid will be determined based on financial aid SAP standards through a review of the academic record.

Section 4. Right to Appeal

A student who is unable to achieve satisfactory academic progress and is suspended from enrollment and/or financial

aid has the right to appeal based on unusual or extenuating circumstances, such as medical or personal problems. The student may appeal the financial aid suspension status at any time during the year if:

- The record shows that the student has now earned the required cumulative minimum GPA and credit completion ratio to meet SAP standards.
- The student is readmitted after suspension by the University.
- Unusual circumstances interfered with the student's ability to meet SAP standards, including but not limited to:
 - o Illness, accident, or injury experienced by the student or a significant person in the student's life.
 - o Death of a family member or significant person in the student's life.
 - o Divorce experienced by the student or parent.
 - o Reinstatement after an academic dismissal or extended break in the student's enrollment.
 - o Personal problems or issues with spouse, family, roommate, or other significant person.
 - o Exceeding time frame while in a second undergraduate or dual degree program or as a result of changing major.

To appeal, students must submit to the Financial Aid Office the following:

- A statement from the student explaining the nature of the extenuating circumstances that contributed to the SAP deficiency.
- Third party documentation to support the circumstances.
- An explanation of how the barriers to academic success have been removed.
- Approved academic plan developed by the student and academic personnel from student's program office.

Student Status (Full-Time/Part-Time Status)

For Hamline graduate degree and licensure students, full-time status is defined as 8 semester credits per term and half-time status is 4 semester credits per term. For graduate education continuing studies students, full-time status is defined as 12 semester credits per term and half-time status is 6 semester credits per term.

Technology Use

Hamline University recognizes the growing importance of technology as a means to support its missions of education, research and service, and therefore provides faculty, students and staff with access to technology, which includes a high-speed local area network, access to shared network software and storage space, public computing facilities, support services, on-line Library databases and access to the Internet. In return users of Hamline's technology must be committed to complying with university policies and applicable law on

appropriate use of these systems. All users of Hamline's technology are expected to observe the highest standards of responsibility and ethics. In general this means that an individual's use of technology should not infringe on the rights of other users, utilize an unfair share of system resources, or interfere with the normal operation of the computer system.

Because we are an academic community, the faculty, students and staff of Hamline University honor intellectual property, respect the privacy of data, and respect the rights of others. As a carrier of information, Hamline University does not subject users' files to prior review. However, the University does make its best effort to educate the community in responsible use and respond when violations are pointed out.

Each information technology resource—those existing on campus as well as external ones to which we are connected—has an owner. Attempts, even unsuccessful ones, to use or access any resource without the permission of the owner are a violation of this policy. All assessors must respect conditions of access and use stipulated by the owner. Although individuals are not the owners of accounts assigned to them (Hamline University is the owner), they are the owners of the files they create, and have rights to privacy and responsibilities to control access by others. You must respect others' rights when you communicate with them over networks. Anything less than adherence to the letter and spirit of copyright laws and regulations is unethical and possibly illegal. Users must obtain permission of the creator or publisher to copy software written by others. Users must abide by license agreements controlling copying and use of software and data files of all kinds (text, audio, graphics, video, etc.)

University resources are provided solely for the education and research mission of Hamline University and may not be used for commercial or for-profit purposes. Users who express opinions and positions through the university's IT resources must make clear that these opinions and positions are those of the individual who posts them, not of the university. Because Hamline University is the owner of all IT resources granted to users, the university reserves the right to deny use to those who have used them in an irresponsible manner. Offenders may also be subject to disciplinary action through existing structures for faculty, students and staff, as described in relevant handbooks.

People who use both on-campus and external network media (including any communication performed on the network for any purpose) must do so responsibly and in a manner that constitutes respectful behavior as defined in the faculty, staff, and student handbooks. It is unethical not to adhere to this type of behavior, even when communicating with people outside the Hamline community. For example, no form of harassment, as defined in the student, faculty and staff handbooks, will be tolerated within any media. In addition, all communications must include the sender's complete network address, unless the service explicitly invites anonymous communication. If someone requests you stop communicating

electronically with him/her, you are required to do so immediately.

Questions concerning this policy should be directed to the Chief Information Officer, 651-523-2630.

Appropriate Use of Technology

A. Use of Computers is a Privilege

Hamline University maintains a variety of computing and network resources for use by students, faculty, staff, and guests in support of the university's mission of education, research, and service. Access to these resources is a privilege, and the university can revoke that privilege if university policies are not followed.

B. Only Appropriate Uses Are Permitted

Hamline's technology may be used by students, faculty, staff, and guests for appropriate uses only, as defined in the policies.

1. Appropriate uses of Hamline's computer systems include primary uses and secondary uses. Technology can be used for the following primary uses:
 - Learning;
 - Research;
 - Teaching;
 - Internal and external communication/collaboration;
 - University administrative functions;
 - Authorized extra-curricular activities;
 - Access to the Internet for appropriate uses defined in this policy;
 - Other uses supported in the current version of the Hamline University student/faculty/staff handbooks, or in other university policies;
 - Other uses that support the professional activities of the faculty and staff.
2. Hamline's technology may also be used for secondary uses, as long as such uses do not interfere with staff and faculty work duties. At times, however, it may be necessary to restrict secondary uses if they interfere with primary uses. Secondary uses include:
 - Personal communication;
 - Personal projects;
 - Recreational activities.

C. Prohibited Uses

Prohibited uses are those uses, which interfere with or are contrary to appropriate uses of the computer systems or network, furtherance of the university's mission, or compliance with the university's policies or applicable law. Prohibited uses of the university's technology include:

1. Interference with the operation of any university computer systems or network;
2. Interference with the security of any university computer systems or network;
3. Unauthorized attempts to alter files or systems;
4. Making unauthorized changes to the configuration or wiring of equipment;
5. Intentionally damaging software or hardware;

6. Intentionally disrupting the university's network, website, or email systems;
7. Removing software or hardware from Hamline's computer systems without authorization;
8. Use of Hamline computer systems for personal or private commercial gain without appropriate authorization from a Hamline University cabinet member;
9. Use of university technology to access or change non-public information about any individual, or to access, without authorization, any email, voice mail, or other communications intended for another individual.

D. Internet Activities

Use of the Internet must be in compliance with all applicable laws and university policies. The following guidelines should be observed:

Software may be downloaded from the Internet only when the owner of the software has granted permission for doing so.

Users should scan all downloaded software for viruses. Copyrighted materials (including text, graphics, video and audio) downloaded from the Internet, should only be used with the permission of the copyright holder, or to the extent allowed by fair use.

All personal and organizational web pages published by users of the Hamline computer system should clearly indicate who has created them. No one may create a presence on the Internet, such as a home page, which purports to be an official publication of Hamline University, without the written approval of the Hamline University Vice President for University Relations. See the Hamline University Web Policy for more information.

Confidential information from personnel files or student records cannot be placed on or transmitted through the Internet, unless it is appropriately encrypted or secured.

Compliance with Applicable Law

A. Various Laws Apply to Use of Technology

The privilege of using Hamline's technology is conditioned upon the technology user complying with all applicable law. Applicable law includes the law relating to defamation, pornography, trade secrets, theft, copyright, criminal actions, and sexual harassment.

B. Compliance with Copyright Laws for Software

Nearly all computer software is protected by the copyright laws. The exceptions to this rule are so few that users of Hamline's technology should assume that all software on Hamline's computer system, on third party systems, or available through the Internet is protected by copyright, unless there is clear information to the contrary. Simply stated, the copyright laws allow a user of software to use the software, load it onto the hard drive of a computer, and retain the original disk as an archive copy. The copyright laws do not allow a user to modify the software, make more copies of it, store copies on

both a home and a university computer, or distribute the software through the Internet, unless the license agreement permits those activities. Unless a user of Hamline's computer systems knows that any of those activities is permitted by the applicable license agreement, users of Hamline's computer systems shall not copy any software, modify any software, load copies of it onto a network or on multiple hard drives, or distribute the software in any way, including through the Internet.

C. Licensing of Computer Software

All users of Hamline's technology must cooperate with Hamline in ensuring that the university properly obtains all software included for use within Hamline's technology. Users should refer to Hamline University policies on Information Technology Software Purchases. Obtaining copies of software without appropriate licenses or using software in a manner beyond the rights granted in any license are violations of this and other university policies, and can subject the individuals involved to discipline.

D. Use of Unlicensed Software

All software installed on the university's computer systems must be properly licensed, either by the university, or by the individual user. The university will monitor its computer systems to ensure that unlicensed software is not installed on its computers. Individuals who install software on their office computers must keep records to show that this software is properly licensed, and they must inform the network manager that the software has been installed.

E. Compliance with Copyright Laws for Text, Audio and Video

Nearly all written, audio, and pictorial (including graphics and video) material is protected by the copyright laws, regardless of whether it is in a hard copy, an electronic copy, or on the Internet. The exceptions to this rule are so few that users of Hamline's technology should assume that all such materials in hard copy or available in electronic form or through the Internet are protected by copyright, unless there is clear information to the contrary. Simply stated, the copyright laws allow a user to read, listen to, or view the copyrighted material. The copyright laws do not allow a user to modify a copyrighted work, make copies of it (beyond those allowed by fair use), distribute copies of a work through the Internet, or broadcast a copy of a work (such as in the case of video or audio) on any channel or network. As with materials from a library or other sources, the user is responsible for using materials obtained off the Internet in compliance with the copyright laws and the Hamline University Information Technology Responsible Use Policy for Copying.

Hamline University Information Technology Responsible Use Policy for Copying

Because we are an academic community, the faculty, students and staff of Hamline University honor intellectual property, respect the privacy of data and recognize the rights of others. In turn, each individual has a responsibility to use copying and reproduction technologies in a responsible manner, consistent with the overall Technology Use Policy. Anything less than adherence to the letter and spirit of copyright laws and regulations is irresponsible, unethical, and possibly illegal. Respect for intellectual labor and creativity is vital to academic discourse and enterprise. This principle applies to works of all authors and publishers in the media. It encompasses respect for the right of acknowledgment, the right to privacy and right to determine the form, manner, and terms of publication and distribution.

Because printed, recorded, and digitized information is easily reproduced, respect for the work and personal expression of others is critical. All assessors must respect conditions of access and use stipulated by the owner of a given resource. Violations of authorial integrity including plagiarism, invasion of privacy, unauthorized access and copyright violations may be grounds for sanctions against members of the Hamline community. The University does not exercise prior review of copied materials. However, the University does make its best effort to educate the community in responsible use and respond when violations are pointed out.

Protected Works Include Eight Categories:

- Literary works
- Musical works, including any accompanying words
- Dramatic works, including any accompanying music
- Pictorial, graphic and sculptural works
- Motion pictures and other audiovisual works
- Sound recordings
- Architectural works, including drawings, blueprints and the final structure

All Hamline faculty, students, and staff are held accountable to the Hamline University Information Technology Responsible Use Policy for Copying.

Individuals, not Hamline University, will be held accountable for liability for willful infringement of copyright laws.

Security of Computer Systems

A. Protection Against Unauthorized Access

Each individual desiring access to Hamline's computer systems must comply with the procedures administered by Hamline's Information Systems department for obtaining a password and systems access. Each individual is responsible for choosing and protecting an appropriate password for that person's access to the university computer systems. Each individual is responsible for all actions taken and uses of the computer systems made

under that individual's password. Faculty, staff, students, and guests shall not share passwords, post them on computer terminals, or otherwise communicate a password to anyone, other than their supervisors at Hamline and Hamline technical systems personnel.

B. Unauthorized Internet Access

Each individual is responsible for proper and lawful use of the Internet when it is accessed using Hamline technology. The rules for use of the Internet are basically the same as for use of Hamline's computer systems and use of paper documents. Prohibited uses of the Internet include all the prohibited uses of the university's computer systems defined in this policy, as well as any other uses of the Internet which would be a violation of applicable law. For example, Hamline's technology cannot be used to access the Internet for the sending of harassing material, pornography, chain letters, or defamatory matter.

C. Privacy of Files

Respecting the privacy of others' work and communications is an important value in an academic community that promotes the free exchange of ideas and civil discourse. Computer files and email messages stored on the Hamline computer system are considered private to the extent allowed by law and university policy. As indicated in Section II C of this policy, attempts to access stored files or communications of another user, without authorization, are prohibited. However, it is important for users of Hamline technology to realize that the privacy of computer files, email, and voicemail cannot be guaranteed and should not be assumed. Since Hamline University owns and maintains the computer and communication technology used by its students, faculty, and staff, it has the responsibility to service and repair these systems and to ensure that all university policies and applicable laws are observed. Hamline technology users should be aware that: Technology services staff has access to all computer files and email stored on the Hamline network servers. In the course of their normal duties they may see the content of these files. In order to resolve some types of problems with the computer system it may be necessary to examine the content of a file. There are cases in which Hamline University has the obligation to reveal the content of files stored on its computer systems. Hamline will examine or reveal the contents of user files if it is required by law or by court order, or in cases where there is reason to suspect serious violations of federal or state regulations, or of university policies. In the case of an internal investigation, access to a user's files must be authorized in writing by two university vice presidents.

D. No Expectation of Security on Internet

Information and messages sent over the Internet can be intercepted in various ways. Users of Hamline technology to access the Internet cannot assume that information

they send over the Internet will be or remain confidential and inaccessible to anyone other than the intended recipient.

Related Policies

All Hamline University policies, including Freedom of Expression, Discrimination & Harassment, Academic Integrity, University Authority and Civil Penalties, Posting Policy, and the Judicial Code apply to use of any university technology. These policies can be used as guidelines to determine whether an individual is using the university's computer systems in an appropriate or inappropriate manner.

Enforcement of Policies

A. Notification of Violations

Hamline encourages individuals to report any suspected violations of Hamline policy regarding Hamline's technology and the proper uses of it to the Director of Information Systems or an appropriate Hamline cabinet member. The university shall be responsible for investigating any potential violations, and encourages individuals to cooperate in the investigations. Hamline considers violations of this policy to warrant serious review and action.

B. Discipline for Policy Violations

Use of Hamline University's technology in violation of this policy may result in disciplinary action. Alleged violations of this policy will receive the same due process as any other alleged violation of university policy.

Email Guidelines

Email provides essential communication regarding teaching/learning/community and general operations of the university. All degree-seeking students, all full-time faculty, and all staff are required to use the official Hamline email account that has been provided for Hamline-related correspondence. All university correspondence, including assignments, course materials, financial aid information, employment and benefits information, safety and security alerts, news and events, and other important information, will only be sent to official Hamline addresses, and many notices will only be sent via email. Individuals are responsible for any messages sent to their official Hamline email accounts.

Network Connection Policy

Hamline University is committed to the use of technology to further the education of its students. As part of this commitment, Hamline University has pre-wired every residence hall room with network connection, providing every residence hall room with the ability to connect to Hamline's network and via this network, to the Internet/ World Wide Web. Hamline University has also wired a number of classrooms on campus and several Law School Library carrels so that a student may connect from a laptop to Hamline's network via one of these classrooms or carrels. The following

policy outlines the connection process, guidelines for network use, process for resolving network connection problems and hardware and operation system standards.

As a student user, you are expected to read and follow the policy as outlined in the software section of this website.

Web Policy

The Hamline University website provides online access to university and external information sources that support teaching, learning, marketing, and administration of the university.

Information on the website is provided by members of the community, including faculty, staff, and students, to enhance communication and informed decision-making by facilitating access to current information. The Hamline University Web Policy guides the development and publishing of that information.

Questions

Users of Hamline's technology are encouraged to ask questions and seek information on the topics covered in this policy, in order to be better able to comply with this policy. Questions about the appropriate use of computer and technology resources should be directed to the Chief Information Officer (651-523-2630). Questions regarding disciplinary actions and procedures should be directed to the appropriate office: for students, the dean of students; for staff, the director of human resources; and for faculty, the dean of the appropriate academic unit.

Time Limits

A. Program Completion for Degree Program Students:

Degree programs are to be completed within seven years. In extenuating circumstances, the student may make a written request to the program chair/dean for an extension of the seven-year limit. The letter should outline the reasons for the request and a time line for completing degree requirements.

B. Program Completion for Non-Degree Students:

Licensure program completion has no time limits; however, students should note that Hamline University retains the right to modify learning contracts to reflect program changes. If changes occur, students will be given one-year advance notice of the change.

C. Final Paper/Project: See chart below.

Transcripts

Hamline University maintains a voice recording, 651-523-2345, listing instructions for ordering a transcript. Transcripts of all Hamline University coursework (other than School of Law) can be obtained by submitting an online request in Piperline (www.hamline.edu/piperline) or by sending a signed request (see www.hamline.edu/transcript).

For the protection of students and former students, transcripts will not be faxed and all transcript requests must be personally signed. No transcript will be released until all financial obligations to Hamline have been met.

Transcripts and other documents submitted from other institutions and agencies are the property of Hamline University and will not be reissued to applicants, students, alumni, or any other parties.

TIME LIMITS FOR FINAL PAPER/PROJECT

PAPER/PROJECT	PROGRAM	TIME LIMIT
Thesis I and II Synthesis I and II	College of Liberal Arts (MFA)	Each thesis/synthesis registration must be completed in two semesters. If the student is unable to do so, he/she must re-register and pay for the course again.
Master's Thesis	School of Business	1 Terms
Capstone	School of Business	1 Term
Dissertation I-III	School of Business	Dissertations should be completed within one-and-a-half to two years.
Capstone	School of Education	Capstones must be completed one year from the term of registration. If it is not completed in this time frame, the student must re-register for the capstone course.
Dissertation I-IV	School of Education	Dissertations must be completed within the seven-year program time limit. Extensions may be granted upon request to the department chair.

Transfer Credit/Credit Equivalencies

A. Transfer of Credit:

The chart at <http://www.hamline.edu/policies/credit-transfer-grad.html> outlines various programs and transfer credit policies. Grade points are not transferable to Hamline. In other words, approved transfer credit will not affect the Hamline GPA. All transfer credit must be earned at regionally accredited institutions. Please contact the program office with specific questions.

Students may apply for credit transfer with the assistance of their advisor. Credit may be transferred onto a student's graduate degree transcript from Hamline's Graduate Continuing Studies program and from other accredited institutions subject to certain limitations.

The Application for Transfer Credit form is available from each program office. Official sealed transcripts, mailed directly from the other institution to the program office, are required to support transfer credit application. The program office, in conjunction with the registrar determines the eligibility of transfer-of-credit requests, which may be submitted once a student is advanced to candidacy.

Transcripts and other documents submitted from other institutions or agencies are the property of Hamline University and will not be reissued to applicants, students, alumni, or any other party.

B. Licensure Program Equivalencies: Students pursuing licensure may be granted equivalence for courses taken at other institutions. Courses are not transferred onto the student's Hamline transcript. The equivalence is noted on the student's learning contract, an outline of a student's requirements for completing the licensure program.

charges may be added to the student's account. Please contact the program for more specific information. When course materials are required, the corresponding cost covers the photocopying as well as the cost of procuring copyright permission from the publisher(s).

3. Other Fees: Occasionally, a fee to cover special materials, supplies, or food will be added to the cost of the course.

Withdrawal/Add/Drop

A. From Courses: Refer to the current academic calendar for adding/dropping/ withdrawal deadlines or call Student Administrative Services at 651-523-3000 if you have questions. If a student drops or withdraws from a class, the effective day of the drop is the day the completed form is returned to the Student Administrative Services office (East Hall 113), not when the student stopped attending class. The amount of tuition owed is calculated from the effective day of the drop. A student who stops attending a course without dropping it will continue to be billed for tuition charges.

(**Note:** MFA in Writing for Children & Young Adults students follow the above for non-residency terms. During residency terms, students may withdraw up to 10 days prior to the start of the residency and owe no tuition. If withdrawing fewer than 10 days before the start of the residency, 100% of the tuition will be owed.)

B. From Programs: Any student who wishes to withdraw from a program must notify the program office in writing.

Tuition and Fees

A. Tuition: The Financial Policies and Procedures brochure with current tuition and fee information is distributed to new degree seeking students. The brochure is updated annually and is available from the Student Administrative Services office or online at www.hamline.edu/studentaccounts.

B. Dual Degree Tuition: Graduate students seeking two degrees will be billed the tuition rate for their primary curricula until that degree is complete. Primary curricula will be determined by the degree program started first.

C. Fees:

1. Program Fees: New students who are fully admitted to any graduate degree program are charged a one-time \$175 program fee to be paid with the first term's tuition. The fee covers binding of the capstone and graduation expenses.

2. Textbooks and Course Materials: The cost of textbooks and course materials is handled in a variety of ways. Some courses may require additional materials such as course packets and CDs. Minneapolis Center courses may provide books for the students. These

Transfer Credit							
Degree Program	Timeframe Limit	Credit Total/Level Elective versus Core	Credit before Admission to Program	Credit/Level from Hamline/Graduate Courses	Credits/Level Non Hamline Coursework	Minimum Grade	Exceptions
EdD <i>(Required: 68 credits total; Includes 16 elective and 16 dissertation credits)</i>	Must be fewer than 7 years old from date admitted to degree program (see admissions letter).	16 credits (Graduate 8000+ level) limit toward Elective only. Credits cannot apply to Core and cannot be from an already-earned degree.	Must be post-master's degree and at discretion of chair.	8000+ level taken after graduate degree earned. Administrative Licensure GED 8100+ courses, GLS, HSB, and School of Law courses may apply to electives.	8 credits (8000+ level) from non-Hamline EdD or PhD with minimum grade of B. Cannot be part of already-earned degree. Chair's approval required.	B- (no P/S)	Maximum of 16 credits from Administrative License may apply with minimum grade of B.
DPA	Must be fewer than 10 years from date admitted to the program.		N/A		8 doctoral credits.	B- (no P/S)	
MBA, MPA and MNM	Must be fewer than 7 years old from date admitted to degree program.	8 graduate credits. Credits cannot be from an already-earned degree.			8 graduate credits.	B- (no P/S)	
MFA	Must be fewer than 10 years from date admitted to program.		N/A	N/A	Must be from accredited institution.	B (no P/S)	Depending upon the area in which a student chooses to focus, additional transfer credits may be allowed. This is decided on an individual basis.
MFA in Writing for Children & Young Adults	Must be fewer than 10 years from date admitted to program.	From low-residency MFA programs in writing for children & young adults: 2 residencies and 2 semesters. From low-residency MFA programs in writing: 1 residency and 1 semester. From traditional residency MFA programs: 8 credits (graduate level).	N/A	N/A	Must be from Accredited institution.	B (no P/S)	Depending on review by Hamline MFA faculty and staff.

College of Liberal Arts

The Creative Writing Programs (CWP) in the College of Liberal Arts offer a deep immersion in the process and craft of creative writing taught by award-winning practicing writers. The college offers two graduate degree options: the master of fine arts in writing (MFA), and the low-residency master of fine arts in writing for children and young adults (MFAC). These degrees prepare students who wish to specialize in creative writing and to teach writing at the college level. The MFA is offered full- or part-time; provides depth and breadth in fiction, poetry, and creative nonfiction; and offers interdisciplinary electives. The MFAC is one of only a few programs in the country that focuses exclusively on writing for young readers. Students can complete this program in just over two years. The Creative Writing Programs in the CLA house all creative writing at the university, including the bachelor of fine arts (BFA) degree. They also publish *Water-Stone Review*, an award-winning national literary magazine.

Master of Fine Arts in Writing (MFA)

The Master of Fine Arts in Writing is part of The Creative Writing Programs (CWP) at Hamline University. The MFA is a terminal degree for students who wish to pursue careers as writers and/or who want to teach writing at the college level. Hamline's MFA program, established in 1994, was the first MFA degree in creative writing in Minnesota. It is distinguished from many writing programs around the country by its interdisciplinary emphasis and its encouragement of multi-genre explorations.

The program, offered full- or part-time, allows students to develop the process and craft of writing in a rigorous, engaged, and supportive environment. Our small class sizes provide an intimate setting in which students will establish trust and rapport with classmates and receive one-on-one advising and feedback from their professors.

Many students will focus primarily on one genre in the advanced stage of the program as they move toward thesis. Students can choose from poetry, fiction, creative nonfiction (e.g., the essay, memoir, biography, etc.), children's literature, or any combination of genres. Courses in playwriting, screenwriting, and the graphic novel are also offered.

MFA Degree Requirements

(Total 48 credits):

Core Seminar (4 credits) The MFA journey begins with a core seminar course, "Writers and Readers: Creators Both." The course is a reading-intensive examination of the relationship

between reading and writing. Students expand their knowledge of the craft of writing and the use of literary texts as guides for their own work. They also learn the value of giving and receiving constructive feedback, and increase their understanding of the creative process and of the relationship between writer and reader. After successful completion of the Core Seminar, and with the recommendation of the core professor, the student becomes a degree candidate. The next phase includes six writing courses and three electives.

- WRIT 8000 - MFA Core

Groundings Course (4 credits)

MFA students complete a total of six writing courses. One must be a fundamentals course covering craft techniques in depth in one of the genres. (Groundings in the Craft: Elements of Fiction, Creative Nonfiction, or Poetry). Another must be an advanced course in the genre in which the student does his/her thesis (Advanced Workshop: Fiction, Creative Nonfiction, or Poetry). Students choose from an array of other writing courses that are offered each term.

- WRIT 8110 - Groundings in the Craft: Elements of Poetry
- WRIT 8120 - Groundings in the Craft: Elements of Creative Nonfiction
- WRIT 8130 - Groundings in the Craft: Elements of Fiction

Writing Courses (16 credits)

- GLS 8360-8399

Advanced Course (4 credits):

- WRIT 8310 - Advanced Poetry
- WRIT 8320 - Advanced Creative Nonfiction
- WRIT 8330 - Advanced Fiction

Electives

(12 credits)

MFA students choose three elective courses (12-credits) to complement their exploration of the writing craft and expand their knowledge of other areas.

Mid-Point Advising

After completion of six courses, MFA students meet with their faculty advisor to discuss their goals and progress in the program. Under consideration are the student's plans for thesis, including the choice of genre(s), prospective thesis advisors, and timeline for completion of degree requirements.

Capstone (8 credits)

The MFA capstone is a two-part process, Thesis 1 (GLS 8491) and Thesis 2 (GLS 8492) respectively. Each is one semester long. If necessary, Thesis 1 or 2 can be extended to two semesters.

- Thesis 1 requires a completed draft of the envisioned work. During this phase, students work with their primary advisor on content, craft, and process. At the end of Thesis 1, the student and primary advisor meet to identify the strengths and weaknesses of the work and to discuss revisions.
- Students then register for Thesis 2 in which they revise the draft into a book-length work of acceptable literary quality that shows mastery of the craft. Both primary and secondary advisors read and critique the final draft. Students also are required to write an artist's statement in which they discuss their process and goals in writing the thesis and explore the subjects and themes contained therein.
- GLS 8491
- GLS 8492

MFA Application Requirements

Complete application (online at www.hamline.edu/gls/admission/apply_mfa.html).

- Complete questionnaire.
- Essay question. Respond to the following question in a three-to-four page, double-spaced essay.
 1. What book or writer has had significant influence on you? Please include reference to key stylistic or content elements which you believe to be of special importance.
- Writing sample
MFA in Writing: Attach a 20-page creative writing sample. Prose should be double-spaced. Choose whatever you regard as your best work.
- Official, sealed transcripts from your undergraduate degree-granting institution.
- Two letters of recommendation. Request these letters from two people familiar with your academic and/or professional qualifications.
- Any supplemental materials you wish the admission committee to consider.

Master of Fine Arts in Writing for Children and Young Adults (MFA)

The Master of Fine Arts in Writing for Children and Young Adults (MFAC) is part of The Creative Writing Programs (CWP) at Hamline University. The MFAC program offers an exciting opportunity to those individuals who wish to write fiction, nonfiction, and poetry for children and young adults. This program, established in 2007, is a natural extension of the

Master of Fine Arts in Writing that Hamline established in 1994.

The MFA in Writing for Children and Young Adults is a low-residency program that requires limited, intense periods of time on campus. Students and faculty congregate twice a year, each for eleven days. During the residencies, students attend lectures and workshops. They are then assigned to an advisor to work with throughout the semester. The low-residency model accommodates working adults and those who do not wish to or cannot relocate to attend college.

MFA in Writing for Children and Young Adults Requirements (Total 52 Credits)

The usual time frame for earning the MFA in Writing for Children and Young Adults degree is two years.

Five Residencies (20 credits)

Each January and July, faculty and students gather for eleven days of intensive—and exhilarating—lectures, workshops, seminars, and readings devoted exclusively to writing for children and young adults.

Our unique, comprehensive program *is not defined by specific required courses*, rather it examines the following subjects in depth over the period of five residencies:

- * Elements of the craft
- * The writing process
- * Forms of writing (e.g., picture book, novel—fantasy, mystery, science fiction, historical; nonfiction; poetry, etc.)
- * The history of children's and YA literature (including classic texts)
- * The business of publishing
- * The writer's life (e.g., keeping the work going, finding and then working with an agent and editor, promoting one's work, teaching, etc.)

Children and young adult literature will be explored through a required reading list, lectures during the residencies by experts in the field, and on-line presentations given by Hamline University faculty in the School of Education. Additionally, guest presenters such as agents, editors, and publishers bring the business-of-books to real life.

Faculty, visiting writers, and graduating students deliver lectures that examine a broad range of issues for writers in the field. Workshops and seminars are led by faculty. Personal attention for students is assured by the low student-faculty ratio that is a hallmark of our program. Readings allow students and faculty alike to share their latest creative work with attentive and enthusiastic audiences. All residency events will be held on the Hamline University campus. Summer living quarters will be on the Hamline campus as well, while winter living quarters will be at a nearby hotel with shuttle-bus service provided for students and faculty to travel easily from their lodgings to campus and back. Following each residency, the student works with a faculty advisor who provides mentoring and detailed manuscript critique by way of monthly

correspondence. During the final (fifth) residency, students present a formal lecture as well as a reading of their work.

- GLS 8350 (4 credits)
- GLS 8352 (4 credits)
- GLS 8354 (4 credits)
- GLS 8356 (4 credits)
- GLS 8358 (4 credits)

Four Semesters (32 credits)

In the first two semesters, students are required to submit—in addition to their creative writing—monthly critical responses to assigned works in the field. The assigned reading is designed to provide students with pertinent lessons in craft as well as a comprehensive overview of the field of children’s literature in English. In the third semester, students must submit—in addition to their creative writing—a critical thesis of twenty or more pages on an aspect of children’s/young adult literature, or an aspect of craft or literary theory pertaining to the field. In the fourth semester, students must submit a creative thesis: a book-length manuscript of original work (e.g., poems, short stories, picture books, a novel—middle grade or young adult, creative nonfiction).

- GLS 8351 (8 credits)
- GLS 8353 (8 credits)
- GLS 8355 (8 credits)
- GLS 8357 (8 credits)

MFA in Writing for Children and Young Adults Application Requirements

- Complete application (online at www.hamline.edu/gls/admission/apply_mfa.html).
- Complete questionnaire.
- Essay question. Respond to the following question in a three-to-four page, double-spaced essay:
 1. What book or writer has had significant influence on you? Please include reference to key stylistic or content elements which you believe to be of special importance.
- Writing sample
Low-residency MFA in Writing for Children and Young Adults: Attach a writing sample in at least one of the following areas: two to three picture book stories, 20 pages middle grade prose (double-spaced,) 20 pages young adult prose (double-spaced.).
- Official, sealed transcripts from your undergraduate degree-granting institution.
- Two letters of recommendation. Request these letters from two people familiar with your academic and/or professional qualifications.
- Any supplemental materials you wish the admission committee to consider.

School of Business

The Hamline School of Business prepares the next generation of nonprofit, government, and business leaders to serve, collaborate, and lead in their organizations and communities. Our integrated approach, unlike any other, dissolves the narrow confines of business education to produce leaders who are forward-thinking, ethical, and have a broad worldview. At Hamline, students join a network of strong leaders prepared to effect change and be supported by faculty and staff members and alumni who are personally invested in their success.

Vision

Where the business, government, and non-profit sectors intersect to educate and collaborate for the common good.

Mission Statement

The Hamline School of Business is an inclusive community dedicated to the professional and personal development of our students, faculty and staff and to the advancement of the common good. We achieve our mission through teaching excellence, the integration of theory and practice, and the engagement of a network of stakeholders (including alumni and community partners) to address complex issues facing the business, government, and non-profit sectors. We see our mission firmly rooted within the values of Hamline University.

Sequential Graduate Degree Completion

Graduates of the MBA, MPA, or MNM programs can return within 5 years of finishing their degree to complete a sequential degree with any of the other masters programs in the School of Business. They must complete the subsequent degree within 3 years of beginning work on the sequential degree. Students will be required to complete an additional 28-32 credits depending on degree sought. They may take additional electives if desired to gain greater depth in their second field.

Program Logistics*:

- I. MPA/MNM Sequential Degree (28 credits)—Students with an MPA or MNM returning to complete the other of these two degrees would follow the same degree completion requirements as if completing the dual degree. Review of their previous transcript will determine which 7 courses are required (6 core and 1 elective from the new field).
- II. MPA or MNM to MBA (32 credits)—Students with an MPA or MNM returning to complete the MBA need to complete MBA modules 2, 3, 5 & 6 for a total of 32 credits. Students may choose to take additional MBA electives if they want more breadth in the field.
- III. MBA to MNM (28 credits)—Students with an MBA returning to complete an MNM will take the following courses:
 - i. GPA 8002 Fundamentals of Nonprofit Management
 - ii. GPA 8032 Financial Management for Nonprofits
 - iii. GPA 8062 Law for Nonprofits

- iv. GPA 8110 Governance and Planning for Nonprofits
 - v. GPA 8362 Fundraising for Nonprofits
 - vi. GPA 8070 Research Methods
 - vii. GPA 8492 Capstone for Nonprofits
- IV. MBA to MPA (28 credits)—Students with an MBA returning to complete an MPA will take the following courses:
- i. GPA 8000 Foundations of Public Administration
 - ii. GPA 8030 Public Fiscal Management
 - iii. GPA 8040 Public Policy Analysis
 - iv. GPA 8050 Public Sector Human Resources
 - v. GPA 8061 Administrative Law
 - vi. GPA 8070 Research Methods
 - vii. GPA 8490 Capstone for Government

*Above logistics are based on current program structure and are subject to change as programs are revised.

Doctorate in Public Administration (DPA)

The doctorate in public administration (DPA) is a cohort program that starts every other fall term. A cohort is a group of students who start and finish a program together. This program is available at the Hamline University Saint Paul Campus. The Hamline University doctorate in public administration (DPA) is ideal for professionals who wish to build on the knowledge and experience they have already attained, who are anticipating their next career step, or who want to pursue the highest qualification in their profession.

The Hamline University doctorate in public administration (DPA) is a part-time program designed for working professionals interested in the in-depth analysis of state and local public policy issues. The program integrates theory and practice, service and values to foster students' critical thinking skills and scholarship. Students completing the Hamline University doctorate in public administration (DPA) program should expect to achieve:

- Advanced public leadership skills and knowledge, with a focus on critical issues and challenges facing senior managers in governance and politics
- Mastery of the field of public administration, due to an in-depth exploration of contemporary ideas and practices related to public administration
- A substantial ability to work with, synthesize, and integrate public administration concepts
- Enhanced skills as producers and consumers of public administration research, applying this advanced knowledge to the field and to the workplace
- An improved ability to communicate public administration concepts to diverse audiences
- Enrichment through interaction with other reflective public administration practitioners

NOTE: Hamline recognizes that many professionals interested in public administration may have received master's degrees

or extensive graduate-level education in fields other than public administration. To accommodate these students, the Hamline University School of Business offers options to prepare academically prior to entering the program.

DPA Degree Requirements

(Total of 48 credits, exam completion and dissertation completion/defense):

6 Required Core Courses (24 credits)

- GPA 8501 - Historical Foundations and Professional Development
- GPA 8502 - Research Methods
- GPA 8503 - Critical Issues for Public Administrators
- GPA 8504 - Advanced Organizational Theory and Leadership
- GPA 8506 - Advanced Seminar in Public Policy
- GPA 8507 - Dissertation I: Advanced Research Methods

4 Elective Courses (16 credits)

Choose from any School of Business course level 8500 or above.

Comprehensive Exam:

After completion of all coursework, students must pass a final comprehensive exam.

Doctoral Dissertation (8 credits)

The completion and defense of a dissertation is the final requirement in the doctorate of public administration (DPA) program. The DPA candidate must demonstrate a high level of academic competence, which typically results in a significant contribution of new knowledge in the field. The DPA dissertation usually focuses on applying theory to practice in the contexts of critical public issues and the student's professional experience. To advance to degree candidacy, the DPA candidate is required to complete the Dissertation I course and successfully defend a dissertation prospectus. Then, the DPA candidate is expected to register for dissertation work (Dissertation II through Dissertation V) for four consecutive semesters, leading to the completion and successful defense of the Dissertation. However, a student who is able to rearrange her or his work schedule to permit more intense concentration on the dissertation may register for Dissertation II and Dissertation III in the same semester. This requires prior approval from the student's advisor and her or his dissertation committee chair. GPA 8507 - Dissertation I: Advanced Research Methods

- GPA 8992 - Dissertation II
- GPA 8993 - Dissertation III
- GPA 8994 - Dissertation IV
- GPA 8995 - Dissertation V

Time Limit:

New students enter in the fall semester, and normally complete most or all of their core courses together. (Exceptions can be arranged with the approval of a student's advisor and the program faculty coordinator.)

Satisfactory/steady progress is typically completion of one course per term, two or three terms per year. Normally students complete all required core courses within the first three years of study.

NOTE: Ten years is the maximum time allowed for students to complete the doctorate in public administration (DPA) program.

NOTE

These requirements are consistent with other doctoral program requirements (as per the National Association of Schools of Public Affairs Administration Committee on Doctoral Programs, 1993).

DPA Application Requirements:

- Completed application form (available online at: www.hamline.edu/gsm/admission/online_application.html)
- Personal Statement. A one- to two-page personal statement, typewritten and double-spaced, detailing:
 - why you have chosen Hamline University,
 - how the degree program will help you meet your career goals, and
 - which concentrations or policy areas are of interest to you and why.
- Professional résumé or curriculum vitae.
- Official transcripts from all undergraduate and graduate work. If your transcripts are in a language other than English, you must submit both the original and an official or a certified course by course English translation. The Hamline University School of Business reserves the right to require applicants to have their academic records evaluated by an academic credential evaluator.
- Three letters of recommendation, written by people familiar with your academic and/or professional history, detailing your specific qualifications to pursue advanced study (letters from family members are unacceptable).
- Writing sample. A sample of your academic or work-related writing, typewritten, at least three pages in length, written in the last two years, and written solely by you.

Master of Business Administration (MBA)

The master of business administration (MBA) program is designed as a modular program. The module topics surface in every day activities and long-term planning for all organizations. Many programs provide stand-alone courses in these topics. Our approach is to integrate these topics throughout the core modules with repeated emphasis from a variety of perspectives.

The master of business administration (MBA) is available at the Hamline University Saint Paul and Minneapolis campuses

as a cohort program. (A cohort is a group of students who start and finish a program together.)

All students in the master of business administration (MBA) program are required to complete forty-eight academic credits. This includes core and elective courses completed in six modules, completed in 24 months.

MBA Degree Requirements

(Total of 48 credits)

Module 1 (8 credits): Leading People with Integrity and Purpose

- MBA 8101 - Management & Organizational Behavior
- MBA 8140 - Critical Thinking
- MBA 8160 - Leadership Skills Development

Module 2 (8 credits): Managing Financial Resources

- MBA 8250 - Financial Accounting
- MBA 8210 - Managerial Accounting
- MBA 8240 - Managerial Economics

Module 3 (8 credits): Leveraging Organizational Resources

- MBA 8310 - Managerial Finance
- MBA 8350 - Marketing Management
- MBA 8330 - Managing the Global Marketplace

Module 4 (8 credits): Improving and Protecting Resources

- Elective (selected from approved list, below)
- MBA 8450 - Business Law and Regulatory Environment
- MBA 8470 - Managerial IT

Module 5 (8 credits): Planning Change and Development (Part 1)

- Elective (selected from approved list, below)
- MBA 8420 - Strategic Financial Analysis
- MBA 8495 - Strategic Management and Capstone/Field Study I

Module 6 (8 credits): Planning Change and Development (Part 2)

- Elective (selected from approved list, below)
- MBA 8496 - Strategic Management and Capstone/Field Study II

Concentrations

There are four concentrations within the master of business administration (MBA) program. Concentrations can be earned by completing three elective courses within the same subject area. Each allows a student to focus more deeply on one area of interest. Students may select three electives within their chosen concentration, but concentrations are not required. Currently, students may complete concentrations in marketing, finance, international management, or conflict management.

Elective Courses

A range of elective courses are available for students.

Conflict Management

- MBA 8010 - Negotiation Theory & Practice
- MBA 8011 - Conflict Management Systems Design
- MBA 8012 - Conflict Theories

Finance

- MBA 8020 - Corporate Finance
- MBA 8021 - Financial Institutions and Markets
- MBA 8022 - Finance Theory & Applications

International Management

- MBA 8031 - International Business Transactions
- MBA 8053 - International Marketing Management
- MBA 8097 - International Seminar

Marketing

- MBA 8051 - Electronic Marketing
- MBA 8052 - Market Research
- MBA 8053 - International Marketing Management

Program Sequence

Semester 1	Module 1	8 credits
Semester 2	Module 2	8 credits
Semester 3	Module 3	8 credits
Semester 4	Module 4	8 credits
Semester 5	Module 5	8 credits
Semester 6	Module 6	8 credits

Time Limit

The MBA is a 24-month cohort program; however, 7 years is the allowed maximum.

Grades

Grades below C do not count toward the 48 credits required to graduate. A student who earns a C- or below in a course within a required MBA module must repeat that course. When the course is repeated and a grade of C or better is earned, the GPA is recalculated. Students will be advised to retake the course at the next available opportunity to maintain degree progression.

A student who earns a C- or below in an elective may choose to retake the elective, in which case his/her GPA will be recalculated if the grade earned is C or better. If a student chooses not to retake the elective and instead chooses a different elective, the grade remains part of the overall GPA calculation.

Students must successfully complete the core courses in modules 1 through 4 before they enter module 5.

Additional Requirements

Completion of undergraduate coursework in economics and statistics with a grade of B or better.

MBA Application Requirements

- Completed application form/application fee (If you submit a paper application, there is a non-refundable fee of \$30.)
- Official transcripts from all undergraduate and graduate work
 - o Official sealed transcripts from a regionally accredited college or university should be sent directly from the institution to the Graduate Admissions Office.
 - o If your transcripts are in a language other than English, you must submit both the original and an official or certified course by course English translation. The Hamline University School of Business reserves the right to require applicants to have their academic records evaluated by an academic credential evaluator.
- Minimum of two years of relevant post-baccalaureate work experience.
- Current résumé
 - o A professional résumé including a chronological list of your employers, positions held, and job responsibilities.
- Personal statement
 - o A 1-2 page personal statement, typewritten and double-spaced, detailing: (a) why you have chosen Hamline University, (b) how the degree program will help you meet your career goals, and (c) which concentrations or fields are of interest to you and why.
- Writing sample
 - o A sample of your academic or work-related writing, typewritten, at least three pages in length, written in the last two years, and written solely by you.
- Three letters of recommendation written by people familiar with your academic and/or professional history, detailing your specific qualifications to pursue advanced study, and sent directly to the Office of Graduate Admission. (Letters from family members are unacceptable.)
 - o If your letters of recommendation are in a language other than English, please send the original letters and certified English translations.

Master of Arts in Nonprofit Management (MNM)

The Hamline University master in nonprofit management (MNM) program gives working professionals the practical knowledge, tools, and skills they need to manage effectively and meet the complex fiscal and economic challenges of the nonprofit sector. The Hamline University master in nonprofit management (MNM) program is recognized as the premier master's degree program in the region dedicated exclusively to practitioners and professionals in the discipline. The curriculum content combines the theories of the nonprofit

management discipline with organizational practices and skills training of the sector.

The master in nonprofit management (MNM) is available at the Hamline University Saint Paul campus. An accelerated master in nonprofit management (MNM), a cohort program, is also available. (A cohort is a group of students who start and finish a program together.) Please contact the School of Business office at 651-523-2284 for more information.

All students in the master in nonprofit management (MNM) program are required to complete forty-eight academic credits. This includes ten required core courses, one elective course, one final course (either Capstone Skills Development or Master's Thesis). For some students without nonprofit work experience, an internship with a nonprofit organization is also a program requirement.

NOTE: Requirements for the accelerated master in nonprofit management (MNM) program are slightly different. Students are required to take 12 set courses.

The master in nonprofit management (MNM) program begins with a fundamentals course, which provides students with a sound foundation in the history, theory, and management standards of the nonprofit sector. Other courses (required and elective) provide working professionals with a base of knowledge in a variety of subjects, each necessary to build effective management skills.

MNM Degree Requirements

(Total of 48 credits)

8 Required Core Courses (32 credits)

- GPA 8002 - Fundamentals of Nonprofit Management
- GPA 8020 - Organizational Theory and Behavior
- GPA 8032 - Financial Management for Nonprofit Organizations
- GPA 8052 - Human Resource Management for Nonprofit Organizations
- GPA 8062 - Law for Nonprofit Organizations
- GPA 8070 - Research Methods
- GPA 8110 - Governance and Planning in Nonprofit Organizations
- GPA 8362 - Fundraising for Nonprofits

3 Elective courses (12 credits)

Three elective courses must be chosen from among the School of Business graduate level courses.

1 Final Course (4 credits) Choose from:

- GPA 8492 - Capstone Skills Development for Nonprofits
- GPA 8495 - Master's Thesis

Additional Requirements

- Completion of an internship (GPA 8494) for students with limited nonprofit sector experience.

Time Limit

Generally, it will take students 2-3 years to complete the traditional MNM program; however, 7 years is the allowed maximum.

MNM Application Requirements

- Completed application form (available online at: www.hamline.edu/gsm/admission/online_application.html)
- Personal statement. A one-to two-page personal statement, typewritten and double-spaced, detailing:
 - o why you have chosen Hamline University,
 - o how the degree program will help you meet your career goals, and
 - o which concentrations or policy areas are of interest to you and why
- Professional résumé or curriculum vitae.
- Official transcripts from all undergraduate and graduate work. If your transcripts are in a language other than English, you must submit both the original and an official or a certified course by course English translation. The Hamline University School of Business reserves the right to require applicants to have their academic records evaluated by an academic credential evaluator.
- Three letters of recommendation, written by people familiar with your academic and/or professional history, detailing your specific qualifications to pursue advanced study (letters from family members are unacceptable).
- Writing sample. A sample of your academic or work-related writing, typewritten, at least three pages in length, written in the last two years, and written solely by you.

Master of Arts in Public Administration (MPA)

The Hamline University master in public administration (MPA) gives working professionals the practical knowledge, tools, and skills they need to manage effectively and to meet the complex fiscal and economic challenges of their sector.

The master in public administration (MPA) is available at the Hamline University Saint Paul and Minneapolis campuses. The flexible model is offered in St. Paul and the online hybrid model is offered in Minneapolis.

All students in the master in public administration (MPA) program are required to complete forty-eight academic credits. This includes eight required core courses, three elective courses, one final course (either Capstone Skills Development or Master's Thesis). For some students, an internship with a government entity is also a program requirement.

NOTE: Requirements for the online hybrid master in public administration (MPA) programs are slightly different. Students are required to take 12 set courses.

The master in public administration (MPA) program begins with a foundations course, which provides students with a sound foundation in the history, theory, and management standards of the government sector. Other courses (required and elective) provide working professionals with a base of knowledge in a variety of subjects, each necessary to build effective management skills.

MPA Degree Requirements

(Total of 48 credits)

8 Required Core Courses (32 credits)

- GPA 8000 - Foundations in Public Administration
- GPA 8010 - Professional Ethics
- GPA 8020 - Organizational Theory and Behavior
- GPA 8030 - Public Fiscal Management
- GPA 8040 - Public Policy Analysis
- GPA 8050 - Human Resource Management for Government
- GPA 8061 - Administrative Law
- GPA 8070 - Research Methods

3 Elective courses (12 credits)

Three elective courses must be chosen from among the School of Business graduate level courses.

1 Final Course (4 credits) Choose from:

- GPA 8490 - Capstone Skills Development for Government
- GPA 8495 - Master's Thesis

Additional Requirements

- Completion of an economics course prior to taking Public Fiscal Management (GPA 8030) for students with no economics background.
- An internship (GPA 8494), for students with limited public sector experience.

Time Limit

Generally, it will take students 2-3 years to complete the traditional MPA program; however, 7 years is the allowed maximum.

MPA Application Requirements

- Completed application form (available online at: www.hamline.edu/gsm/admission/online_application.html)
- Personal statement. A one- to two-page personal statement, typewritten and double-spaced, detailing:
 - why you have chosen Hamline University,
 - how the degree program will help you meet your career goals, and
 - which concentrations or policy areas are of interest to you and why
- Professional résumé or curriculum vitae.

- Official transcripts from all undergraduate and graduate work. If your transcripts are in a language other than English, you must submit both the original and an official or a certified course by course English translation. The Hamline University School of Business reserves the right to require applicants to have their academic records evaluated by an academic credential evaluator.
- Three letters of recommendation, written by people familiar with your academic and/or professional history, detailing your specific qualifications to pursue advanced study (letters from family members are unacceptable).
- Writing sample. A sample of your academic or work-related writing, typewritten, at least three pages in length, written in the last two years, and written solely by you.

Dual Degree and Joint Degree Programs

The dual degree and joint degree programs allow students to receive graduate training across sectors and disciplines.

Dual Degrees

Hamline's dual degree programs will put you to work, gaining hands-on training across sectors and endowing you with the skills and experiences employers want.

Business Administration and Nonprofit Management (MBA/MNM)

Public Administration and Nonprofit Management (MPA/MNM)

Business Administration and Public Administration (MBA/MPA)

Students can complete **two graduate degrees in 18 courses** (72 credits)—fewer than the 24 courses (96 credits) required to complete the degrees separately. The programs were designed for working professionals with **evening classes** and **flexible scheduling**.

Why a dual degree?

- Complex issues of today require a multi-sector approach, with government agencies, nonprofit organizations, and private companies all playing critical roles.
- Developing skills and knowledge in other sectors can improve performance in their chosen sector and increase opportunities for cross-sector partnerships.
- Paul Light of the Brookings Institution calls it "The New Public Service" – professionals today are "deeply committed to making a difference," but unlikely to stay in one sector throughout their careers.

More information

Contact the graduate admission office at 651-523-2900 or gradprog@hamline.edu.

Joint Degree Programs with Law

In collaboration with the School of Law, the School of Business offers law students the opportunity to earn two degrees which combine law with public administration, business administration, or nonprofit management.

Six joint degrees are offered:

- Law & Public Administration (JD/MPA)
- Law & Business Administration (JD/MBA)
- Law & Nonprofit Management (JD/MNM)
- Law & Public Administration (LLM/MPA) for international lawyers
- Law & Nonprofit Management (LLM/MNM) for international lawyers

Hamline University law students who have completed one year of study at the School of Law and who have grade point average of 2.5 or higher are eligible to apply for a joint degree program.

More information on Dual/Joint Degrees

Consult the dual/joint degree program flyer or you may contact the graduate admission office at 651-523-2900 or gradprog@hamline.edu.

School of Education

Drew Hall 197, 651-523-2600

The School of Education (HSE) has a long history of providing coursework tailored to meet the needs of local and regional educators. Our vision is to inspire, challenge, and transform. HSE faculty and staff understand and respond to the needs of working adults and are committed to offering programs for adult learners that provide active and reflective learning in an atmosphere of mutual respect and intellectual challenge. More than 8,000 educators enroll in coursework through Hamline's School of Education. A variety of degree and licensure programs are offered to graduate students including:

- Master of Arts in Education (MAEd)
- Master of Arts in Education: Natural Science & Environmental Education (MAEd: NSEE)
- Master of Arts in English as a Second Language (MAESL)
- Master of Arts in Literacy Education (MALED)
- Master of Arts in Teaching (MAT)
- Doctorate in Education (EdD)
- Initial Licensure Programs
- Additional Licensure Programs

In addition, HSE includes the Continuing Studies, the Center for Excellence in Urban Teaching, and the Center for Global Environmental Education to meet your ongoing professional development needs.

Doctorate in Education (EdD)

Drew Hall 66, 651-523-2600

The learning community structure and thematic curriculum of the doctorate in education (EdD) provide intellectually stimulating and collaborative teaching and learning. Each community remains together during a set of core courses, thus deepening personal connections and enriching shared experiences. Eight powerful themes are integrated into the curriculum: building community; constructivism/constructing knowledge; language/communication; child/adult development; technology; leadership; inquiry; and assessment. The themes form the nucleus for exploring and understanding current education ideas and issues. The quality of the doctoral experience results from the meaningful program design, the exploration of eight program themes and their implementation, the responsive setting of the learning climate, and the skills and expertise of the faculty and students.

EdD Degree Requirements

(Total 68 credits)

12 Required Core Courses (36 credits)

- GED 8501 - The Learning Organization
- GED 8502 - Educational Foundations
- GED 8504 - Educational Organizations
- GED 8505 - Leadership
- GED 8507 A - Frameworks for Inquiry

- GED 8507 B - Frameworks for Inquiry
- GED 8508 - Advanced Inquiry
- GED 8513 - Paideia Seminar: Knowledge Construction
- GED 8514 - Doctoral Writing Seminar
- GED 8515 - Paideia Seminar: Community Building
- GED 8516 - Equity and Social Justice Policy
- GED 8517 - Paideia Seminar: Inquiry and Reflection

Elective Courses (16 credits)

(see below)

Dissertation (16 credits)

- GED 8991 - Dissertation Credit I
- GED 8992 - Dissertation Credit II
- GED 8993 - Dissertation Credit III
- GED 8994 - Dissertation Credit IV

Advancement to Candidacy after required coursework is complete

Maintenance of a minimum grade of 3.0 (B grade or higher) in all courses

Successful completion of the following

- a written examination
- a synthesis presentation
- a portfolio
- a dissertation

Schedule of Required Courses

Core courses (GED 8501-8517) meet during 14-week fall and spring terms according to a three-year schedule. Each term, students enroll in two required courses: a 4-credit course meeting on four weekends, followed by a 2-credit course meeting on two weekends. Courses meet on Friday night, 5-9 p.m., and Saturday, 9 a.m. to 5 p.m. No courses are scheduled on Sunday. The schedule for each year is distributed in advance of the year's terms. Because there are limited sessions per course, consistent attendance is required. For additional information, please refer to the School of Education website and specific program information.

Electives

Sixteen semester credits of electives are required. Students may begin taking electives during the next term following admission. However, EdD students are discouraged from co-enrolling in electives during their first year of required courses. The elective requirement may be satisfied by taking electives at Hamline, at another regionally accredited university, or through a combination of these two options. Each is explained below.

Electives at Hamline

Students may use selected 8000-level graduate courses from HSE master's programs, though course restrictions apply and registration may need to be approved. It is important that students consult their faculty advisers to determine which courses may be available to them. In addition, selected courses in the School of Business, the School of Law, and master's-level course work in The Creative Writing Programs may be used to fulfill elective credits. Prerequisites apply as indicated. HU continuing studies or professional development courses may not be used to fulfill elective credit.

EdD students who earn an administrative license through the HU School of Education may apply these credits toward their electives, whether they earned the license before or during their doctoral work. That is, Hamline University administrative license alumni may transfer 16 credits. Note: New administrative licensure students must apply for admission to that program separately. Licensure course work may precede, overlap, or extend beyond earning an EdD.

Electives at Other Institutions

EdD students may transfer a maximum of 8 semester credits of course work from another regionally accredited university. This credit may have been earned prior to admission to the EdD program or it may be taken while students are registered for courses in the EdD program. Continuing studies or professional development courses will not be accepted to satisfy doctoral requirements. Approval to transfer credit depends on meeting transfer credit criteria. For additional information, see the EdD program website or contact the program administrator.

If EdD students wish to transfer graduate courses from international universities, transcripts should be accompanied by translation and recommendations from one of several educational services recommended by HU Student Administrative Services for this purpose.

EdD Application Requirements:

- Completed application (available online at www.hamline.edu/education/admission/apply_online_instructions.html)
- Personal statement of educational aims.
- Resume.
- Official sealed transcripts of undergraduate and graduate work.
- Three recommendations, using forms provided with the application form, with at least two from instructors, employers, or colleagues who are familiar with the applicant's learning capacity, leadership, and community-building capacity as described on the form.
- Submission of a short, article-length piece of writing (ten pages) demonstrating ability to synthesize and portray thinking about a critical issue in education as described in the application form.

- Interview with a faculty committee following successful review of application and materials described above.

Master of Arts in Education (MAEd)

Drew Hall 66, 651-523-2600

Designed to help educators meet the challenges of today's schools and society, this program continues Hamline's tradition of relevant curriculum, outstanding faculty, and personal attention. The curriculum is strongly inspired by the HSE conceptual framework: build learning communities, advocate for equity and social justice, construct knowledge, and practice reflection and inquiry. The curriculum builds on your knowledge and prior experience and links theory to practice. Instructional strategies promote reflection, engagement, and collaboration. At the heart of the curriculum is a set of guiding questions that stimulate thought-provoking discussion and professional growth. Elective credits are chosen based on personal and professional interests and needs. A Hamline certificate or license may be applied as electives.

The MAEd program is available in three formats:

Hamline's campus

In face-to-face courses, students can complete the program at their own pace, and most required courses are offered year round. At faculty discretion, up to 50% online or distributed learning activities may be included to extend learning beyond the traditional classroom.

Face-to-face learning communities around the State

Required courses are facilitated by two faculty off-campus during the fall and spring terms following a two-year schedule that frees summers for electives. Students learn together during required courses.

At faculty discretion, up to 50% online or distributed learning activities may be included to extend learning beyond the traditional classroom.

Online learning communities

Required courses are facilitated by faculty online during the fall and spring terms following a two-year schedule that frees summers for electives. Active engagement in learning is expected beginning with the first week of class; weekly learning schedules are posted, and synchronous activities may be required.

MAEd Degree Requirements

(Total 34 credits):

24 Required Core Credits

- GED 8020 - Explorations: Reflection, Community Building, and Knowledge
- GED 8021 - Designing Effective Learning Environments
- GED 8022 - Action Research: Practice and Application
- GED 8024 - Educating for Equity and Social Justice
- GED 8025 A - Public Policy: Design and Action

- GED 8025 B - Public Policy: Design and Action
- GED 8023 - Capstone Practicum
- GED 8495 - Capstone

10 Elective Credits (selected by the student)

Half of the ten elective credits (5 credits) must be completed through Hamline University. Elective credits may be earned through 6000, 7000, or 8000-level Hamline University graduate courses or at other accredited institutions. Graduate work (either through Hamline University or another accredited institution) completed before admission into the MAEd program may be used towards elective credits, provided the transfer criteria are met. Transfer of prior credit occurs after successful completion of GED 8020. Most elective choices are made to meet students' personal curriculum and instructional needs. A Hamline certificate or licensure program may be used to fulfill the elective requirement.

MAEd Application Requirements:

- Completed application (online at www.hamline.edu/education/admission/apply_online_instructions.html)
- Goal Statement
 - a. Why have you decided to pursue graduate study?
 - b. How will the MAEd meet your personal and/or professional goals?
 - c. What outcomes do you expect as a result of the MAEd program at Hamline University?
- Official, sealed undergraduate degree transcript.
- Two letters of recommendation.

Master of Arts in English as a Second Language (MAESL)

845 Snelling, 651-523-2600

If you have licensure or a certificate in ESL, TEFL, adult ESL, or bilingual education, you have the option of pursuing an advanced degree in ESL. Developed in consultation with experts in the field and designed for those currently teaching, the MAESL offers online and evening courses to accommodate working adults. MAESL graduates are ESL teachers/leaders who understand systems of language, the language-culture relationship, how these affect learning, and integrate technology into instruction. Courses integrate linguistics and literacy, feature practical applications, and are taught by experienced professionals.

MAESL Degree Requirements

(Total 41-48 credits):

The following outline shows the three different routes by which an MAESL can be obtained. Please refer to the section that reflects the program of interest to you. Bilingual licensure

students should consult with an advisor about appropriate equivalencies for their bilingual coursework.

I. MAESL/TEFL Strand (41 credits)

A. Completion of the TEFL program or its equivalent (8 credits):

- ESL 6620 - TEFL Certificate Course

B. Completion of the following ESL courses (20 credits):

- ESL 6636 - Course Design for Adult ESL Classes
- ESL 6638 - Assessment of the Adult English Language Learner
- ESL 7519 - Linguistics for Language Teachers
- ESL 7650 - Basics of Modern English
- ESL 7660 - Second Language Acquisition
- ESL 7502 - Language and Society
- ESL 7610 - History of English

C. Completion of the following upper division coursework (13 credits):

- ESL 8010 - Phonetics and Phonology
- ESL 8020 - Advanced Linguistic Analysis
- ESL 8490 - Research Methodology
- ESL 8495 - Capstone

II. MAESL/ADULT Strand (41-43 credits)

A. Completion of the Adult ESL Certificate (8 credits):

This certificate includes:

- ESL 6631 - Introduction to the Adult English Language Learner: Developing Reading/Writing Skills
- ESL 6634 - Introduction to the Adult English Language Learner: Developing Oral Skills
- ESL 6636 - Course Design for Adult ESL Classes
- ESL 6638 - Assessment of the Adult English Language Learner

B. Completion of the following ESL courses (18 credits):

- ESL 7519 - Linguistics for Language Teachers
- ESL 7650 - Basics of Modern English
- ESL 7660 - Second Language Acquisition
- ESL 7502 - Language and Society
- ESL 7610 - History of English
- ESL 6612 - Advocating for English Language Learners

C. Completion of a practicum experience (2 credits):

- ESL 7790 - Advanced Practicum

D. Completion of the following upper division coursework (13 credits):

- ESL 8010 - Phonetics and Phonology
- ESL 8020 - Advanced Linguistic Analysis
- ESL 8490 - Research Methodology
- ESL 8495 - Capstone

III. MAESL/K-12 LICENSURE Strand (43 credits)

A. Completion of the following K-12 Licensure courses (25 credits):

- ESL 7519 - Linguistics for Language Teachers
- ESL 7650 - Basics of Modern English
- ESL 7660 - Second Language Acquisition

- ESL 7755 - Development of Literacy Skills
- ESL 7753 - Testing & Evaluation of English Language Learners
- ESL 7610 - History of English
- ESL 7502 - Language and Society
- ESL 7776 - ESL Methods

B. Completion of an approved elective with a literacy, technology or cultural focus (2 credits)

C. Completion of the following (2 credits):

- ESL 6612 - Advocating for English Language Learners

D. Completion of a practicum experience (1-6 credits):

- ESL 7790 - Advanced Practicum

E. Completion of the following upper division coursework (13 credits):

- ESL 8010 - Phonetics and Phonology
- ESL 8020 - Advanced Linguistic Analysis
- ESL 8490 - Research Methodology
- ESL 8495 - Capstone

MAESL Application Requirements:

- Completed application (available online at www.hamline.edu/education/admission/apply_online_instructions.html)
- Two letters of recommendation from professors with whom you have studied. These may include Hamline professors.
- Official sealed transcript of undergraduate and relevant graduate work. Hamline licensure and TEFL program graduates do not need to resubmit transcripts.
- Submit an academic paper dealing with a second language issue that shows that you can:
 - a. synthesize information from several sources; or
 - b. apply information from academic or research articles to your teaching or personal experience.
- MAESL students must have at least two years of high school or one year of college foreign language, or the equivalent. Foreign language study must be documented.

Master of Arts in Literacy Education (MALEd)

The courses in the Master of Arts in Literacy Education (MALED) will provide a comprehensive, rigorous focus on literacy instruction and leadership.

Acquired skills and knowledge

Teachers who graduate from the MALED program will:

- Develop the expertise, confidence and skills needed to become teacher leaders in their classrooms, schools and communities.
- Gain experience staying abreast of literacy theory, research and classroom application.
- Become supporters, promoters and advocates of literacy in schools and communities.

Conceptual framework and guiding questions

The Professional Education Program at Hamline University is committed to developing teacher-leaders who promote equity in schools and society, build communities of teachers and learners, construct knowledge, and practice thoughtful inquiry and reflection. This conceptual framework is reflected in a series of guiding questions woven throughout the MALED curriculum.

Each required course has a set of guiding questions. The following is a sampling from one of the required courses, GED 8030: Essentials in Literacy & Learning:

- What is literacy and how does the expanding definition of literacy affect teaching and learning?
- What is the relationship between literacy theories and beliefs, values and practices?
- How does a theoretical context for understanding research support study in diverse educational contexts?
- How can seminal literacy research in language, literacy and culture inform practice?
- What are the foundations of building and sustaining a learning community of literacy professionals?
- How do the essentials in literacy and learning contribute to the research base for the capstone?

MALED Degree Requirements

(Total of 34 credits):

The MALED includes 34 total credits, 24 required and 10 elective.

At least five of the ten elective credits should be literacy-focused. Most elective choices are made to meet students' professional learning needs. Credits may be earned through 6000, 7000, or 8000-level Hamline University Graduate Continuing Studies/Professional Development courses or at other accredited institutions.

The MALED provides a broad array of literacy-rich elective credit options and draws upon established certificates, licensures and institutes to provide you with wide-ranging choice in elective credit. The variety of these options will enable you to tailor your learning experiences to specific areas of literacy education (e.g., reading, writing, children's literature or book arts).

24 Required Core Credits

- GED 8030 - Essentials in Literacy and Learning
- GED 8031 - New Literacies in the 21st Century
- GED 8032 - Rethinking Literacy Across the Disciplines
- GED 8034 - Literacy Leadership and Coaching
- GED 8035 - Literacy Capstone - Thinking, Researching, Writing
- GED 8036 - Educational Policy and Literacy Practice
- GED 8040 - Critical Literacy
- GED 8495 - Capstone

10 Elective Credits (selected by the student)

Elective coursework in this degree may be acquired through graduate language arts courses:

- K-12 Reading License
- Literacy Certificate
- Writing Certificate
- Children's Literature Certificate
- A combination of courses from the above certificates and license
- Other elective credit options

MALED Application Requirements

- Completed application (online at www.hamline.edu/education/admission/apply_online_instructions.html)
- Written essay: The Admission Committee uses this essay to learn about your plans for the Master of Arts in Literacy Education program and your ability to think and write. Please answer the following questions:
 - a. Why do you want to pursue the Master of Arts in Literacy Education?
 - b. How will the MALED meet your personal and/or professional goals?
 - c. What outcomes do you expect will result from participation in the MALED at Hamline University?
- Official undergraduate degree transcript sent directly from the institution to Graduate Admission or in a sealed, signed envelope. You do not need to supply transcripts for courses taken at Hamline University.
- Two letters of recommendation.

Transfer of credit guidelines

At least half of the elective credits (five semester credits) must be completed through Hamline University. Up to five semester credits of graduate work from another accredited institution completed prior to admission into the MA program may be used towards elective credits, provided the following transfer criteria are met:

- Official transcript clearly states course is at graduate level.
- Course was completed within 7 years prior to admission.
- Applicant received a letter grade of B- or above.

Up to 10 semester credits completed at Hamline prior to admission can be transferred into the MALED program as elective credits. If you have already earned a Hamline certificate or license, you may bring in 10 semester credits to fulfill the elective requirement.

Transfer of credit for course work completed prior to degree program admission occurs after successful completion of GED 8030: Essentials in Literacy and Learning.

Master of Arts in Natural Science and Environmental Education (MAEd: NSEE)

Drew Hall 66, 651-523-2600

One of the nation's most respected environmental education programs has designed a graduate degree program to bring out the best in you and impact the world in which we live.

The MAEd: NSEE program inspires through a focus on leadership development that taps participants' convictions and passions. It promotes field based research and community collaborations including partnerships with the Audubon Center of the North Woods, Science Museum of Minnesota, Como Park Zoo and Conservatory, the American Museum of Natural History and other prominent organizations. It challenges through inquiry, reflection and a strong focus on research and transforms through a constructivist approach that draws on each student's strengths and experiences as vital contexts for learning.

The MAEd: NSEE program focuses on environmental teaching and learning with an emphasis on systems and problem solving. It is designed for both classroom teachers and non-formal educators.

MAEd: NSEE Degree Requirements (Total 35 credits):

Foundation Courses (10 credits):

- NSEE 8000 - Environment and Society
- NSEE 8010 - History of the Environment
- NSEE 8110 - Foundations of Environmental Education

Knowledge Courses (5 credits):

- NSEE 8200 - Ecological Systems: Biomes
- NSEE 8300 - Social Systems: Environmental Footprints

Research Courses (8 credits):

- NSEE 8485 - Research Methods Practicum
- NSEE 8495 - Capstone

Electives (12 credits):

Choose from ENED, SCED, and other education 6000- and 7000-level course offerings.

MAEd: NSEE Application Requirements:

- Completed application (available online at www.hamline.edu/education/admission/apply_online_instructions.html)
- Essay—Submit a 500-word essay that describes your personal and professional philosophy of environmental education.
- Résumé.
- Two letters of recommendation. Request these letters from people familiar with your academic and/or professional qualifications.
- Official, sealed transcripts from your undergraduate degree-granting institution.
- Any supplemental materials you wish the admission committee to consider.

Master of Arts in Teaching (MAT)

Drew Hall 66, 651-523-2600

Designed for working adults, this degree program provides initial licensure and a master's degree in a supportive learning environment. Faculty have K-12 experience and a commitment to helping you become a successful teacher. Learn hands-on applications in an integrated curriculum focusing on urban, multicultural issues. Five categories of licensure are available:

- Elementary Education K-6
- Secondary Education in the specialty areas of chemistry (9-12), communication arts and literature (5-12), life science (9-12), mathematics (5-12), physics (9-12), science (5-8), or social studies (5-12);
- Secondary Education (9-12) in the specialty areas of chemistry, life science, or physics;
- K-12 in English as a second language (ESL), world languages and cultures (French, German or Spanish), physical education, health 5-12/physical education K-12, or theater arts and dance.

Field placements are integrated throughout the program so you practice what you learn in your courses as you progress toward full-time student teaching. You will develop the skills, content, and confidence to be a highly qualified teaching professional. Graduate education classes typically meet once a week in the evening. You may attend the program on a full-time or part-time basis, according to your preferred pace of study.

For program course requirements, refer to the MAT website or contact the MAT program coordinator. After successfully completing the courses listed in an individually-developed learning contract, students apply for acceptance to student teaching. Upon successful completion of the license requirements, students are recommended for state licensure. Students have seven years to complete their MAT degree after licensure and must maintain a 3.0 overall GPA.

MAT Degree Requirements

Education Courses (All Licenses)

- GED 7801 - Introduction to MAT
- GED 7815 - Schools and Society
- GED 7825 - Educational Psychology
- GED 7862 - Education and Cultural Diversity
- GED 7867 - Theory to Practice
- GED 7872 - Exceptionality

Elementary

- GED 7835, 7837, 7838 - Teaching Art, Health and Physical Education in Elementary School (1 credit each)
- GED 7840 - Teaching Social Studies in the Elementary School/K-6 (4 credits)
- GED 7845 - Teaching Literacy in the Elementary School/K-6 (6 credits)

- GED 7851 – Teaching Science in the Elementary School/K-6 (4 credits)
- GED 7852 – Teaching Mathematics in the Elementary School/K-6 (6 credits)

Secondary/K-12

- GED 7871 – Teaching Literacy in Middle and Secondary School/5-12 (4 credits)
- GED 7875 – Teaching in the Secondary School (4 credits)
- GED 78xx – Subject Methods Courses (4 credits)

Student Teaching

- GED 0050 – Student Teaching Seminar (0 credits)
- GED 7885 – Elementary/K-6 (8 credits); or
- GED 7894 – Secondary/9-12 (8 credits); or
- GED 7895 – Secondary/5-12 (8 credits); or
- GED 7896 – K-12 (10 credits)

Degree Completion Courses (Master of Arts in Teaching)

Students who have successfully completed student teaching in the HSE Initial Licensure program may choose to complete the Master of Arts in Teaching (MAT) by enrolling in either of the following degree completion options:

Plan A: Flexible pacing, your schedule (12 credits)

Three 4-credit courses, capstone project completed within one-year (12 credits)

- GED 8023 - Capstone Practicum
- GED 8025 A - Public Policy: Design and Action
- GED 8025 B - Public Policy: Design and Action
- GED 8495 - Capstone

Plan B: Cohort model, one-year completion

Meets as a cohort group taking three 4-credit courses per term for three consecutive terms (12 credits). Students must choose one content area and complete course work in that area. They are:

ESL Series

Literacy Series

Science and Inquiry Series

Culture and Learning Series

MAT Application Requirements:

- Completed application (available online at www.hamline.edu/education/admission/apply_online_instructions.html)
- Official sealed transcripts of previous coursework.
- Two letters of recommendation.
- Written essay. Submit a one- to two-page, double-spaced essay discussing why you have decided to pursue public school licensure. Please include your experience (volunteer or paid) in working with children.

Additional Licensure

An additional teaching license can provide new opportunities and options for teachers with a standard teaching license.

Available licenses include:

- Bilingual/Bicultural Education License (K-12)
- English as a Second Language (ESL License) (K-12)
- Reading License (K-12)
- Other Additional Licenses
 - Grades 5-8 Specialty
 - Elementary (K-6) with 5-8 Specialty
 - K-12
 - Secondary (5-12) or (9-12)

More information regarding additional licensure programs including course requirements and descriptions is on the Hamline University website at

www.hamline.edu/education/teacher-licensure/additional.html

Administrative Licensure

Administrative Licensure can provide new career opportunities for experienced P-12 teachers who have already earned a master's degree and also have at least three years of teaching experience. The School of Education offers preparation for three administrative licenses: Principal, Superintendent, and Director of Special Education. For additional information, please consult

www.hamline.edu/education/licensure-admin.html.

Courses

ESL 6612 - Advocating for English Language Learners

Are you advocating for students, programs, and professional status? Learn to enlist support from administrators, parents, community, lawmakers, and the media. Through a series of readings, guest speakers, discussions, and assignments, learn how to speak and write about issues with authority, how to identify and organize potential supporters, and how to take practical steps toward changing policies and attitudes that affect ESL students, programs, and teachers.

Credits: 2 credits

Target audience: teachers of ESL/bilingual K-Adult; others who advocate for ESL/bilingual students in a school setting.

ESL 6620 - TEFL Certificate Course

Credits: 8 credits

ESL 6631 - Introduction to the Adult English Language Learner: Developing Reading/Writing Skills

How do adult learners acquire a second language? What is involved in the development of literacy skills? Explore the basic concepts of second language acquisition and the development of literacy skills. Discuss how languages are learned, and the implications for classroom instruction. The development and assessment of reading, writing and academic skills, and the politics of literacy will also be addressed.

Credits: 2 credits

Target audience: ESL teachers of adult learners.

ESL 6634 - Introduction to the Adult English Language Learner: Developing Oral Skills

How can we help the adult ESL learner develop oral skills? Uncover the nature of oral communication. Gain an awareness of the form, meaning and use of spoken English and how to present language to learners most effectively. Learn about the principles of teaching, listening, and speaking; use of authentic materials; and the assessment of oral proficiency and listening comprehension. Develop a basic understanding of the sound system of English phonetics, stress, rhythm and intonation. Learn strategies for teaching pronunciation. Emphasis is on developing classroom practices that maximize students' participation.

Credits: 2 credits

Target audience: ESL teachers of adult learners.

ESL 6636 - Course Design for Adult ESL Classes

How can ESL teachers develop courses to meet a variety of language and learning needs? ESL students come to programs for a variety of reasons: some need English for the workplace;

some need survival English; others may want to go on to study in a community college or university. Understand the principles of needs assessment and course design, and learn the tools to develop courses that are tailored to the language and learning needs of your students. Learn how to develop different types of curricula including English for special purposes and content-based courses. Create curricula and materials for use in your own program.

Credits: 2 credits

Target audience: ESL teachers of adult learners.

ESL 6638 - Assessment of the Adult English Language Learner

Learn the basic principles of testing and evaluation, and how assessment is related to curriculum. Learn how to conduct valid and reliable formal and informal assessment of ESL learners. Develop authentic assessment tools for academic and workplace settings. Discuss entrance and exit criteria for ESL programs and how to assess student progress. Explore the politics of testing and assessment.

Credits: 2 credits

Target audience: ESL teachers of adult learners.

ESL 7502 - Language and Society

Focus on the varieties of language and how they reflect social patterns. Explore the importance of language in all our interactions. Examine the social nature of language, and how language reflects social situations. Study the issues of language and social class, ethnic group, and gender, as well as topics in language and nationality, language and geography, and the social nature of writing. Learn to pay particular attention to the social-linguistic situations of second language learners (i.e., those who are not native speakers of a socially dominant language or dialect) as well as the sociolinguistics of language in the classroom.

Credits: 4 credits

Target audience: language arts, modern language, and ESL teachers, K-adult.

ESL 7519 - Linguistics for Language Teachers

Teachers Study language in all its complexity! This is a broad, applied introduction to the study of language including morphology (word forms), syntax (sentence structure), semantics (meaning), and phonetics/phonology (pronunciation), as well as the social and cognitive dimensions of language. Study the application of linguistic skills to language instruction and the use of technology in teaching, in addition to an introduction to graduate-level research and Internet skills in a two-hour in-class library orientation.

Credits: 4 credits

Target audience: teachers K-12.

ESL 7610 - History of English

Have you wondered why the English language has such a bizarre spelling system, so many exceptions to its grammar rules, and the largest vocabulary of any modern world language? Discover the answers by studying the development and forms of the English language from Anglo-Saxon beginnings to present-day standard English and varieties of English. Understand the sociocultural and linguistic forces that cause language to undergo constant change. NOTE: Should be taken after or concurrently with a linguistics course.

Credits: 4 credits

Target audience: language arts and ESL teachers, K-12.

ESL 7650 - Basics of Modern English

An overview of English grammar designed for teachers of ESL grades K-12. Develop an understanding of the basics of English grammar both descriptively and pedagogically, particularly in areas that cause difficulties for learners of English as a Second Language. Improve your skills at error analysis and your ability to effectively incorporate grammar instruction into your classroom in a way that is meaningful and interesting to your learners. NOTE: Should be taken after or concurrently with a linguistics course.

Credits: 4 credits

Target audience: ESL teachers, current or prospective.

ESL 7660 - Second Language Acquisition

How do students learn a second language? Examine the factors that affect how languages are learned—age, environment, academic background, motivation, and developmental processes. Emphasis will be placed on understanding the language learning process and being able to communicate this process to administrators, teachers, and parents. Current research issues will also be addressed, with opportunities for teachers to apply theory to practice.

NOTE: Should be taken after or concurrently with a linguistics course.

Credits: 4 credits

Target audience: ESL and bilingual/bicultural education teachers K-12.

ESL 7753 - Testing & Evaluation of English Language Learners

Examine the complex issues of assessment, testing, and evaluation of ESL students, in both ESL and mainstream classrooms. Develop an understanding of the policies, procedures and instruments used in assessing English language proficiency and the academic competency of ESL students. Learn how to use appropriate assessment to improve student performance and how to advocate for students in testing situations.

Credits: 4 credits

Target audience: teachers K-12.

ESL 7755 - Development of Literacy Skills

Literacy development is crucial for the academic success of ESL students! Develop a working knowledge of best practices in literacy development for second language learners. Learn about emergent and content literacy theory and methods through a critical literacy framework.

Credits: 4 credits

Target audience: teachers K-12.

ESL 7776 - ESL Methods

Explore the intersection of theory and practice! Examine historical and contemporary methods for teaching language. Learn to develop lessons that focus on reading, writing, listening, speaking, grammar and vocabulary for a variety of ages, proficiency levels and educational contexts. Learn to write language and content objectives and align standards, objectives, assessment, and activities to ensure purposeful instruction. This course also presents cultural theory and development.

NOTE: Methods should be taken at the end of the licensure course sequence.

Credits: 4 credits

Target audience: persons seeking ESL licensure.

ESL 7790 - Advanced Practicum

Credits: variable credits

ESL 8010 - Phonetics and Phonology

Help English language learners attain intelligible pronunciation. This course addresses areas of phonetics and phonology that ESL professionals need to know in order to assess and respond to learner needs. Issues of age, motivation, and context as they relate to pronunciation are discussed. Ideas for integrating pronunciation instruction into various curricula are included as well. The needs of both children and adults are addressed.

Credits: 2 credits

ESL 8020 - Advanced Linguistic Analysis

Using naturally occurring linguistic data from the first languages that ESL practitioners encounter in Minnesota (e.g. Spanish, Hmong and Somali), this course will provide ESL practitioners with a solid understanding of topics in syntax, semantics and pragmatics. The emphasis will be on recognizing pattern and structure (including linguistic universals) and relating this knowledge to the language learning needs of ESL students.

Credits: 3 credits

ESL 8490 - Research Methodology

This course examines the ideological and theoretical underpinnings of research in second language pedagogy and learning. In conjunction with reviewing quantitative and qualitative research methods, students formulate the research question for their capstone projects, design the methodology, and write the literature review.

Credits: 4 credits

ESL 8495 - Capstone

Credits: 4 credits

Prerequisite: Successful completion of ESL 8490

GED 0050 - Student Teaching Seminar

This is the required weekly seminar that accompanies the classroom student teaching experience. It is offered for no credit. Refer to the course description for the student teaching experience.

Credits: 2 credits

Prerequisite: Formal acceptance in the MAT teacher education program; successful completion of content area and education course requirements; and, successful presentation and evaluation of your Professional Teaching Portfolio.

GED 7801 - Introduction to MAT

An orientation course is required prior to or during the first semester of a student's program in order to facilitate the MAT student's progress through the complexities of the licensure coursework and the gateways toward state licensure. The course will cover material such as the conceptual framework of the program, the requirements of the licensure coursework, and the gateways which have been established for monitoring successful progress through the program.

Credits: 0 credit)

GED 7815 - Schools and Society

This course will explore the profession of teaching from historical, philosophical and sociological viewpoints. Students will develop a personal philosophy of education and conduct research on current topics in the field. This course includes three days of school tours and a 30-hour field experience.

Credits: 4 credits

Prerequisite: Concurrent enrollment in GED 7825 is recommended.

GED 7825 - Educational Psychology

This course surveys theories of learning, motivation and intelligence; theories of cognitive, social, and emotional development; and, influences of social and cultural background on development and learning. Students will learn about assessment and evaluation and the theoretical bases for instructional models.

Credits: 4 credits)

GED 7862 - Education and Cultural Diversity

This course will explore the impact of diversity in the classroom: race/ethnicity, class, gender, language, sexual orientation, and disability and will explore nature, causes, and effects of prejudice. Approved by MN Department of Education as satisfying the Education 521 human relations requirement.

Credits: 4 credits

GED 7867 - Theory to Practice

This course will require students to analyze the structure and methods of managing learning environments, design developmentally appropriate learning opportunities that incorporate different approaches to learning, learning styles, and multiple intelligences, and practice strategies for culturally mediated instruction and uses of technology to facilitate and enhance learning. This course has a 15-hour field placement.

Credits: 4 credits

GED 7872 - Exceptionality

This course will survey areas of exceptionality such as learning disabilities, physical and mental disabilities, emotional and behavior disorders, and giftedness, and consider their impact on classroom learning. The course will address educational practices for responding to exceptional students' needs. The course includes a 4-hour field placement.

Credits: 2 credits

GED 7885 - Elementary Student Teaching K-6

Elementary student teaching provides preservice educators with experiences to connect theory and practice in the context of a K-12 classroom; instructional planning; and implementation in an assigned learning environment. Preservice teachers' responsibilities include; longterm planning, implementation of an integrated curriculum, the facilitation of small- and large-group learning, and the development of assessment systems that support the Minnesota graduation standards for K-12 students.

Notes: Students must attend a student teaching intake session, which takes place in the fall semester. Contact your advisor or the Director of Field and Student Teaching Experiences, for scheduling information.

Attendance at weekly seminar is required (no credit). Refer to course description for Student Teaching Seminar.

Credits: 6 credits

Open only to preservice teachers who have adequate preparation in subject matter; have demonstrated proficiency with regard to the program and Minnesota's Standards for Effective Practice for Beginning Teachers; have met all program requirements; and, have evidenced fitness for entering the teaching profession. This is graduate level student teaching with graduate level exceptions.

Prerequisite: Formal acceptance in the MAT teacher education program; successful completion of content area and

education course requirements; and, successful presentation and evaluation of your Professional Teaching Portfolio.

GED 8020 - Explorations: Reflection, Community Building, and Knowledge

Participants increase their reflection skills through dialogue, writing, and examination of their personal beliefs about teaching and learning. They learn about and practice building community with class colleagues and in their workplaces. They explore how knowledge is constructed individually and socially.

Credits: 4 credits

GED 8021 - Designing Effective Learning Environments

In the context of individual values and beliefs and the complexity of an increasingly diverse society, providing effective learning environments for all students is a continual and complex challenge. Participants take up this challenge by considering a variety of research-based approaches for crafting inclusive, active, and engaging learning environments. These include pedagogically sound technology integration, differentiated instruction, and understanding by design.

Credits: 2 credits

GED 8022 - Action Research: Practice and Application

Participants design an action research project. In the process, they learn to value their own voices and the questions they generate about their professional practice. Engaging in action research enables participants to use structured inquiry as a strategy for enhancing learning environments.

Credits: 2 credits

GED 8023 - Capstone Practicum

As members of an inquiry community, participants challenge contemporary notions of "research." Each participant explores and owns a critical question and drafts a capstone proposal. Participants learn to design and implement an extended structured inquiry.

Credits: 4 credits

GED 8024 - Educating for Equity and Social Justice

This community critically examines education through an equity and social justice lens. Using critical cultural studies and multicultural education as theoretical frameworks, participants collaboratively investigate ways in which racism, sexism, classism, heterosexism, ageism, and other forms of discrimination permeate educational policy and practice. Participants consider what individuals and communities can do to ensure that all students have equitable educational opportunities.

Credits: 4 credits

GED 8025 A - Public Policy: Design and Action

Policy decisions or actions present opportunities for teachers-leaders to use a policy cycle to improve teaching and learning. Participants collect data, analyze problems, and design policy initiatives, which may be at the classroom, department, school, district, state, or federal level.

Notes

Students must register for both 2-credit sections of 8025 at the same time.

Credits: 2 credits

GED 8025 B - Public Policy: Design and Action

This course is a continuation of GED 8025 A Public Policy.

Notes: Students must register for both two-credit sections of 8025 at the same time.

Credits: 2 credits

GED 8030 - Essentials in Literacy and Learning

Examine the relationship between literacy theories and classroom practice. Expand the definition of literacy as it relates to self, students and society. Learn about and practice building community with colleagues in a literacy environment.

Credits: 4 credits

GED 8031 - New Literacies in the 21st Century

Explore the variety of different text types that can be used to teach 21st century students. Examine visual literacies and methods for teaching reading and writing with multimedia and new literacies. Learn an array of strategies intended to increase new literacy practices in the classroom.

Credits: 2 credits

GED 8032 - Rethinking Literacy Across the Disciplines

Gain an overview of the reading process based on current theory and research. Practice and incorporate instructional methods for teaching and promoting literacy across the disciplines. Learn how to expand language specific to academic subjects and explore assessment tools that strengthen student learning with diverse texts.

Credits: 3 credits

GED 8034 - Literacy Leadership and Coaching

Explore the role of literacy leaders and literacy coaches in schools. Learn a wide range of leadership skills through the study of adult learning, professional development and research-based coaching practices. Examine methods for building and maintaining relationships with colleagues and the school community.

Credits: 3 credits

GED 8035 - Literacy Capstone - Thinking, Researching, Writing

Become a teacher researcher by learning to design and implement structured inquiry in literacy education. Develop a critical question and draft a capstone proposal. Expand an understanding of the research process, methodology and structure of the capstone.

Credits: 3 credits

GED 8036 - Educational Policy and Literacy Practice

Develop an understanding of educational policy at the classroom, department, school, district, state or federal level. Study literacy reform efforts through inquiry, reflection and analysis. Learn how to influence policy and become an agent of change.

Credits: 2 credits

GED 8040 - Critical Literacy

Deepen understanding of critical literacy by actively questioning the stance found within, behind, and among texts. Learn to guide students to ask questions about representation, marginalization, power and benefit. Encourage critical awareness through personal and professional transformation.

Credits: 2 credits

GED 8041 - Understanding Language and Language Learners

English learners (ELs) are increasing in numbers in our K-12 schools, with linguistic and cultural needs that are new to many teachers. This course will introduce the principles of language and culture that teachers need to know when working with ELs. Questions addressed will include: What is the nature of language? How is a second language learned? What is the relationship between language, culture, and the language learner?

Notes

Requirements: Completion of student teaching and admission to the MAT program. Concurrent enrollment in GED 8091.

Credits: 3 credits

GED 8042 - Academic Language for English Learners

This course will address best practices in the instruction of ELs. Questions this course will address are: How can language be learned in a content classroom? How do teachers make instruction and assessment accessible? Why is it important to teach academic language and how is it done?

Please note: Concurrent enrollment in GED 8092 is also required.

Credits: 3 credits

Requirements: Successful completion of GED 8041 AND GED 8091 is required to register for this course.

GED 8043 - Supporting and Advocating for English Learners

This course is designed for mainstream teachers. The premise of the course is to show teachers ways to advocate for English Language Learners in the classroom, in the school, and in the community. It also provides ways to show ELLs how to speak up for themselves, their families, and their communities.

Please note: Concurrent enrollment in GED 8093 is also required.

Credits: 3 credits

Successful completion of GED 8041, GED 8091, GED 8042, and GED 8092 is required to register for this course.

GED 8051 - Literacy Connections in the Classroom

This course builds upon the foundational and content knowledge from teachers' pre-service literacy coursework and scaffolds literacy learning gained from MAT clinical and student teaching experiences. The content and course activities will provide an emphasis on literacy instruction that will prepare teachers to become successful practitioners in today's classrooms.

Please note: Concurrent enrollment in GED 8091 is required.

Credits: 3 credits

GED 8052 - Summer Literacy Institute

This is one of three courses in the new Literacy Induction Series specifically designed for MAT license completers.

Features national literacy leaders and also break-out sessions presented by local practitioners.

Please note: Concurrent enrollment in GED 8092 is also required.

Credits: 3 credits

Requirements: Successful completion of GED 8051 AND GED 8091 is required to register for this course.

GED 8053 - Literacy Connections II

Building on the learning opportunities in Literacy Connections in the Classroom and students' Summer Literacy Institute experiences.

Please note: Concurrent enrollment in GED 8093 is also required.

Credits: 3 credits

Requirements: Successful completion of GED 8051, GED 8091, GED 8052, and GED 8092 is required to register for this course.

GED 8061 - Nature of Science and Historical Perspectives

Fundamental to effective science teaching is a deep understanding of science and its development over time. The scientific enterprise will be explored through cultural, historical, and social perspectives.

Please note: Completion of student teaching and admission to the MAT program. Concurrent enrollment in GED 8091 is required.

Credits: 3 credits

GED 8062 - Science Teaching and Learning

Science Teaching and Learning is a practitioner's course where science-specific instructional strategies will be actively investigated, including the classroom environment, impact of state and national standards, inquiry as process and pedagogy, effective questioning, misconceptions and gaps in understanding, use of science notebook/journals, curriculum design, assessment models, state science testing, science literacy, and cultural perspectives.

Please note: Concurrent enrollment in GED 8092 is also required.

Credits: 3 credits

Requirements: Successful completion of GED 8061 AND GED 8091 is required to register for this course.

GED 8063 - Rivers Institute

The field-based course addresses the natural overlaps between science processes, content, and the skills of literacy. Our natural affinity to water makes rivers and watersheds a useful and familiar context for teaching and learning.

Please note: Concurrent enrollment in GED 8093 is also required.

Credits: 3 credits

Requirements: Successful completion of GED 8061, GED 8091, GED 8062, and GED 8092 is required to register for this course.

GED 8071 - Race and Culture in Today's Classroom

This course will explore how race and culture impact teacher instruction and student learning. You will look at a little talked about theory: White Racial Frame and how this frame impacts the effort and excellence in urban and urban/like classrooms. Participants will review strategies and techniques to reach all students and not just those that may look, dress, talk or act like a participant. When educators began to focus on culturally proficient/responsive instruction all students benefit: poor students, middle class students, rich students, students of color, immigrant students, language students, and students with disabilities. All stakeholders become winners: students, teachers, parents, schools, and districts.

Please note: Completion of student teaching and admission to the MAT program. Concurrent enrollment in GED 8091 is required.

Credits: 3 credits

GED 8072 - Intercultural Competency and Dimensions of Diversity

This course will offer teachers an in-depth analysis of who they are culturally and identify at least one identity of intersectionality and how to improve their practice as it relates to meeting the needs of diverse learners in the 21st century.

Please note: Concurrent enrollment in GED 8092 is also required.

Credits: 3 credits

Requirements: Successful completion of GED 8071 and GED 8091 are required to register for this course.

GED 8073 - Linking Community to Classroom: Building on Learner Capital

Learning can be meaningful, engaging, and permanent when it builds upon the social and cultural capital learners bring to the classroom. Build upon the rich and diverse out-of-school experiences of learners from diverse backgrounds and develop ways to acknowledge and integrate those experiences into your teaching through readings, lesson plan development, reflection, and interaction with families and communities.

Please note: Concurrent enrollment in GED 8093 is also required.

Credits: 3 credits

Requirements: Successful completion of GED 8071, GED 8091, GED 8072, and GED 8092 is required to register for this course.

GED 8495 - Capstone

The capstone project is the culmination of an MA student's work at Hamline University. It is generally an applied research project conducted in the student's school or workplace. The student works closely with an administrative advisor to construct the research, carry out the research, and complete the project. The capstone committee offers additional support throughout the process. Registration requires advisor and committee members' signatures. Capstone registration materials, timelines, and formatting guidelines are found in the Capstone Completion Guide and Capstone Formatting Guide, which are available online. If you have questions, please contact the Advanced Degrees Department program administrator.

Credits: 4 credits

Prerequisite: Successful completion of GED 8023 or GED 8035 (Literacy Education).

GED 8501 - The Learning Organization

This course examines the social foundations of United States education from comparative and historical perspectives with attention to future trends. The course provides ample opportunities for participants to articulate and understand the presuppositions and suppositions (foundations) of their individual philosophy, knowledge base, valuation of education, schooling, the relationship between teachers and learner, and between skills and knowledge.

Credits: 4 credits

GED 8502 - Educational Foundations

This overview course examines how schools, universities, and other formal organizations built around learning have evolved, particularly in the United States. Learners and learning processes, teachers and teaching processes, and leaders and leading processes will be discussed in the context of

education as a discipline.

Credits: 4 credits

GED 8504 - Educational Organizations

This course examines organizations that educate: their structures and processes, cultures, management of change processes, productivity and effectiveness issues, their place in society, and organizational development techniques and theories. Participants will explore the implications of social, cultural, and racial demographic changes on historically Eurocentric thinking about organizations. This exploration offers opportunities to rethink these social constructions.

Credits: 4 credits

GED 8505 - Leadership

This course focuses on understanding and analyzing these aspects of leadership: theories, with special attention to constructivist leadership; complexities of leading in an interdependent world; leader-follower relationships; change and transition; and communication and decision-making processes. Participants will apply their understanding and analysis to personal, professional, and organizational settings.

Credits: 4 credits

GED 8507 A - Frameworks for Inquiry

The major aim of this course is to develop and extend critical habits of mind via inquiry. It surveys the qualitative and quantitative research paradigms. Both paradigms require habits of mind that include: making sense of competing paradigms; framing research questions; respecting data over prejudices; and judging whether conclusions are supported by evidence. This course continues the study of research designs and methods from both paradigms.

Credits: 2 credits

GED 8507 B - Frameworks for Inquiry

The major aim of this course is to develop and extend critical habits of mind via inquiry. It surveys the qualitative and quantitative research paradigms. Both paradigms require habits of mind that include: making sense of competing paradigms; framing research questions; respecting data over prejudices; and judging whether conclusions are supported by evidence. This course continues the study of research designs and methods from both paradigms.

Credits: 2 credits

GED 8508 - Advanced Inquiry

This course extends the knowledge and activities of Frameworks for Inquiry with attention to the intersection of the two paradigms and multimethod designs. Participants critique current research practices, analyze research findings related to current educational issues, and analyze and evaluate the implications of those findings. Participants also draft a dissertation prospectus, which is the initial stage of

dissertation work.

Credits: 4 credits

GED 8513 - Paideia Seminar: Knowledge Construction

Participants in the seminar explore and think critically about ideas and practices related one EdD theme:

Constructivism/Constructing Knowledge. Exploration is done through a set of guiding questions and active participation in a variety of learning mediums.

Credits: 2 credits

GED 8514 - Doctoral Writing Seminar

Participants focus in improving aspects of writing assignments from the 1st-semester courses. This is done through assessments, analysis of strong and weak models of doctoral-academic writing, focused revision, self-reflection, and goal setting to improve writing for the doctoral course work and the dissertation.

Credits: 2 credits

GED 8515 - Paideia Seminar: Community Building

Participants in the seminar explore and thinking critically about ideas and practices related to one category of the professional education unit's shared vision: Building Community. Exploration is done through a set of guiding questions and active participation in a variety of learning mediums.

Credits: 2 credits

GED 8516 - Equity and Social Justice Policy

Notes

In addition to an overview of educational policy development, particular focus is placed on equity and social justice implications of educational policies at the local, state, national, and international levels. This includes the impact of the history of the U.S. civil rights and global human rights movements on educational policy. Public scholarship related to policy is examined. Participants engage in the design, development, and evaluation of policy related to educational policy issues. An underlying principle of the course is policy activism.

Credits: 4 credits

GED 8517 - Paideia Seminar: Inquiry and Reflection

Participants in the seminar explore and think critically about ideas and practices related to one category of the professional education unit's shared vision: Practice thought inquiry and reflection. Exploration is done through a set of guiding questions and active participation in a variety of learning mediums.

Credits: 2 credits

GED 8991 - Dissertation Credit I

This is the first of four 4-credit registrations for the dissertation. Working individually with a dissertation committee, the student develops a dissertation proposal and successfully presents it at a committee proposal meeting.

Prerequisites: Successful completion of all required courses, written examinations, synthesis presentation, and portfolio.

Credits: 4 credits. Graded on a Pass/No Pass basis.

GED 8992 - Dissertation Credit II

This is the second of four dissertation courses. Following a successful proposal meeting in GED 8991, students continue to work with a dissertation committee to develop, implement, and write the dissertation.

Credits: 4 credits. Graded on a Pass/No Pass basis.

Prerequisite: Successful completion of GED 8991, including the dissertation proposal meeting.

GED 8993 - Dissertation Credit III

This is the third of four dissertation courses. Students continue to work with a dissertation committee to develop, implement, and write the dissertation.

Credits: 4 credits. Graded on a Pass/No Pass basis.

Prerequisite: Successful completion of GED 8991 and 8992.

GED 8994 - Dissertation Credit IV

This is the fourth and final dissertation course. Students continue to work with a dissertation committee to complete the dissertation. Completion of the dissertation, including the final meeting or defense, is the final requirement for the Doctorate in Education (EdD) degree.

Notes (All are graded on a Pass/No credit basis)

Credits: 4 credits. Graded on a Pass/No Pass basis.

Prerequisite: Successful completion of GED 8991, 8992, and 8993.

GLS 8002 - Public Intellectual Practicum

People who share academic knowledge with the general public are sometimes called public intellectuals, people like Carl Sagan, Edward Said, Susan Sontag, Henry Louis Gates, E.O.

Wilson, and Camille Paglia. These men and women are original thinkers who can write well and who wish to explore and debate real-world issues and problems and share their ideas with a wider audience. Since the great issues of our time defy easy or simple solutions, the public intellectual often explores diverse fields of inquiry, seeking to draw connections that result in deeper understanding. Students in the practicum will choose a subject or issue to investigate using interdisciplinary methods of inquiry and research. They will explore writing and presentation strategies appropriate for different kinds of audiences (e.g., essay, radio commentary, podcast, video script, blog, public presentation, etc.). Students will learn how to communicate clearly and persuasively with a wider audience, to conduct interdisciplinary research, and to act

upon their creative and intellectual potential.

Credits: (4 credits)

GLS 8010 - The Essay

We believe, to quote Donald Murray, Pulitzer-Prize winning journalist and poet, that "writing is the fundamental tool of the intellectual life." All MALS students take a course on the essay, which will instruct them on the techniques of writing the critical and personal essays. This course will help to prepare students for their final capstone project and will provide a vehicle to carry the ideas and values they explore in the Graduate School of Liberal Studies outside the academy and into the real world.

Notes MALS Requirement MFA Elective

Credits: 4 credits

GLS 8029 - The Labyrinth

Credits: 4 credits

GLS 8060 - Birth and Death

Credits: 4 credits

GLS 8307 - Poetry: The Sacred

Credits: 4 credits

GLS 8363 - Creative Process

Credits: 4 credits

GPA 8000 - Foundations in Public Administration

This course introduces students to the professional study of public administration. The course provides a historical overview of American public administration and each of its significant sub-fields, as well as an introduction to contemporary reform efforts, both within and outside the public sector. Students learn to integrate their own experiences with key concepts in public administration and to use these experiences and concepts to plan the rest of their master's programs.

Credits: 4 credits

GPA 8002 - Fundamentals of Nonprofit Management

This course provides an overview of the historical development of the nonprofit sector, an introduction to emerging issues and leadership challenges for the sector, and a close look at management issues unique to the nonprofit sector. The class also examines the missions, operations, and challenges of nonprofit organizations.

Credits: 4 credits

GPA 8010 - Professional Ethics

This course explores selected theories of ethics and fundamental principles of ethical management, with a focus on practical approaches to dealing with ethical dilemmas across the public, private, and nonprofit sectors.

Credits: 4 credits

GPA 8020 - Organizational Theory and Behavior

This course examines the concepts, analytical tools, and personal skills relevant to the study of behavior in organizations. The course uses simulations, case studies, and discussion. It explores planned organizational change, the relationship between accomplishing tasks and fulfilling a mission, and other crucial topics in organizational life.

Credits: 4 credits

GPA 8030 - Public Fiscal Management

This course analyzes government revenue and expenditure policies, with an emphasis on the Minnesota state budgetary process. Topics include principles of public fiscal management, tax and spending systems, revenue sources, intergovernmental relations, and the administrative and political aspects of fiscal policy.

Credits: 4 credits

GPA 8032 - Financial Management for Nonprofit Organizations

This course introduces concepts and techniques in financial management applicable to nonprofit organizations. The focus is on nonprofit accounting, the interpretation and analysis of nonprofit financial statements, data and procedures for operational forecasts and budgets, financial responsibility, and the duties of nonprofit boards.

Credits: 4 credits

GPA 8040 - Public Policy Analysis

This course evaluates a variety of approaches and models used to analyze the making of public policy by examining the assumptions and limitations of each model. Current policy issues are explored. Each student designs and completes a significant research project on a selected public policy issue.

Credits: 4 credits

GPA 8050 - Human Resource Management for Government

This course examines current case law, regulations, and trends that define and influence the personnel function. Topics include recruitment, selection, compensation, employee motivation, collective bargaining, organizational philosophies, and legislation and regulation.

Credits: 4 credits

GPA 8052 - Human Resource Management for Nonprofit Organizations

This course provides an overview of the human resources function, with emphasis on the unique issues facing nonprofit organizations. It examines challenges of recruitment, retention, compensation, and personnel policies. Special attention is given to the role of boards and other volunteers.

Credits: 4 credits

GPA 8061 - Administrative Law

This course has been designed to be user-friendly to the nonlawyer and has as its goal to acquaint students with the fundamental principles and concepts of administrative law. Taught from a public administration perspective, the course provides students the opportunity to explore the interplay between and among politics, democracy, and bureaucracy; to examine bureaucracy's relationship to the legislative branch of government and to the courts; to learn about the administrative process at the local, state, and federal levels; to focus on the regulatory aspects of administrative law with particular attention to controlling risks, solving problems, and managing compliance; and to take a look at some contemporary substantive issues through the lens of administrative law.

Credits: 4 credits

GPA 8062 - Law for Nonprofit Organizations

This course examines the legal history and frameworks of nonprofit organizations. Emphasis is placed on the laws relating to the incorporation and tax-exempt status of nonprofit organizations. The course includes an examination of how nonprofit organizations influence legislation and rule-making processes. Students look at issues of accountability for nonprofit organizations and analyze the differences between profit and nonprofit organizations.

Credits: 4 credits

GPA 8070 - Research Methods

This course is designed to enhance managers' applied research skills in both their quantitative valuations and qualitative evaluations of various issues that confront them in their roles as decision-makers. Topics include research purpose and design; literature reviews; survey and data collection; statistical hypothesis testing; and research-proposal development

Credits: 4 credits

GPA 8082 - Volunteer Management

This course explores the theories and practices required to develop and implement effective volunteer management programs within nonprofits. Topics include planning to ensure the success of volunteer programs, outlining the steps of appropriate volunteer recruitment, creating effective personnel policies and procedures, orientation training, supervising and evaluating, and recognizing volunteers for their contributions. Some related topics covered: what is national service, the changing demographics of the community volunteer, and organizational responsibilities and liabilities with administering volunteer programs.

Credits: 4 credits

GPA 8100 - Communications and Marketing for Nonprofits

This course explores research and marketing techniques used by nonprofits. Examines the importance of long range strategic planning for nonprofit organizations' market development. The course involves students in exercises in brand development and management, audience targeting, development of key messages, and other components of effective communication.

Credits: 4 credits

GPA 8110 - Governance and Planning in Nonprofit Organizations

This course introduces the governance process in nonprofit organizations, including the composition, roles, and responsibilities of governing boards; the relationship between boards and staff; and the role of governing boards in planning. Examines strategies for analysis and intervention when governance structures are not serving organizational needs.

Credits: 4 credits

GPA 8120 - Labor Relations

This course offers a wide review of Labor Relations. The course assumes a general understanding of relationships between management and organized labor and other core graduate courses specifically organizational theory and human resource management. The instructional approach is in the survey form and will employ lecture, readings, guest speakers, student presentation, and case study to achieve its objectives. It is not intended to train students for specialized careers in labor relations in a single course, but to acquaint the student with the underlying values, systems, laws and procedures shaping Labor Relations and the pertinent topics affecting the workplace today.

Credits: 4 credits

GPA 8130 - Housing & Economic Policy

This course examines economic development theories and housing policies in the United States. Emphasis upon understanding how economic and housing markets operate and how national, state, and local governments can influence business investment and job development decisions and the construction and rehabilitation of housing for different populations. This course first provides an overview on how economic and housing markets function. The discussion will include discussion of basic principles of macro and microeconomics and then analysis of specific views of economic development, including export-base, core-periphery, and locational theories. The course then provides specific analysis and evaluation of the different policies and techniques governments have used to secure economic and housing goals. Among the techniques examined will be: tax incentives and TIFs, bonding, public subsidies, public/private partnerships, infrastructure development, and direct government investment in, or ownership of housing and economic development entities.

Credits: 4 credits

GPA 8201 - Public Dispute Resolution

This course is an introduction to the public policy formation and implementation process. Public organizations encounter many situations where negotiation skills and mediation training in a public context is useful. Neighborhood disputes, development issues or special interest concerns require public officials to negotiate and mediate between parties in order to reach consensus and resolution to different opinions and points of view. These skills are different than the typical policymaking and implementation training that most public officials are used to. In today's world of public participation and citizen awareness, negotiation and mediation skills are essential.

Credits: 4 credits

GPA 8221 - Public Negotiation Skills Building

This course is designed to give the student a working knowledge of the theory and practice of negotiations in various public sector settings. The course is structured to allow the student to spend considerable time in realistic role-play exercises and will cover employee to employee, labor and community interest group dispute resolution through the use of bargaining skills and tactics. Participants will be involved in team negotiations with other members of the class.

Credits: 4 credits

GPA 8222 - Public Mediation Skills Building

Conflict is not necessarily good or bad. Conflict can be dysfunctional, and it can be difficult and dangerous for personal, business, or institutional relationships. Conflict often requires a third party neutral to assist parties in resolving their disputes and in creating valuable and workable relationships after their disagreements. This course provides students with the basic skills to become a mediator, and it provides students with an understanding of common mediation principles and practices. Students will also learn how mediation fits into the broader area of Alternative Dispute Resolution.

Credits: 4 credits

GPA 8223 - Contemporary Social Policy Issues

This course is open to advanced master's level students. This course examines the historical context, theoretical arguments, and political controversies surrounding current and emerging social policy issues. Consideration is given to the impacts of changing social policies on vulnerable populations, the delivery of health and human services, and society at large.

Credits: 4 credits

GPA 8225 - Critical Issues in Public Administration

This course explores in-depth those changes that are likely to have the greatest impact on local government managers in today's environment. External factors such as changing demographics, rising citizens' expectations, and the evolving nature of federalism will be examined as context for how effective managers must now respond. Several important

internal issues such as how to motivate the new work force, how to determine the costs and benefits of technology in service delivery, and governing body expectations for successful managers will also be covered.

Credits: 4 credits

GPA 8228 - Public Arbitration Skills Building

This course is designed to make students familiar and comfortable with arbitration as a dispute resolution process in the public sector. Students will have a chance to participate in several scripted arbitration proceedings that will give them knowledge of the legal requirements and tactical underpinnings of this common workplace process. Employees will be made aware of the State Statutes governing public employee disputes and will become familiar with both salary and discipline arbitration proceedings.

Credits: 4 credits

GPA 8230 - Municipal County Administration

This course is a survey of contemporary issues facing municipalities specifically in Minnesota and generally in the upper Midwest. The semester will explore the practicalities and politics of managing a municipal organization using a variety of current practitioners in the field. Areas of concentration will include: community roles and power structures, city council and staff relations, public safety and public works issues, land use and community development, employee relations, finance, legal authority and emerging issues of governance and the role of citizen participation. Students currently will find this class a good way to acquire a broad-based understanding of municipal operations and the complexities of this occupational field.

Credits: 4 credits

GPA 8235 - Strategic Planning & Decision Making in the Public Sector

The first half of the course is a survey of strategic planning, to include: organization of the planning process; the mission statement; analysis of environmental strengths, weaknesses, opportunities, and threats (SWOT analysis); and identifying strategic issues or goals. We will also review the effectiveness of strategic planning in government. Students will examine strategic plans and work in teams on planning exercises. As strategic planning should lead to decision making in an organization, the second half of the course is on normative and behavioral decision making. Several normative models of decision making are introduced and contrasted with findings from psychological research and behavioral decision theory on how individuals and groups make decisions in practice. Research shows that people often do not think in the best way or make the best decisions to reach their own goals. Topics include utility theory, expert systems, Kohlberg's stages of moral thinking, and the effectiveness of individual versus group decision making. Psychological biases are shown to occur in probability estimation, hypothesis testing, preference

reversals, framing effects, and risk avoidance.

Credits: 4 credits

GPA 8243 - Public Negotiation and Mediation

This course's focus is on mediation as an element of the negotiation process. It will concentrate on the role of the mediator as a neutral facilitator within the conflict resolution process. The course includes lectures, discussions, and mediation and negotiation exercises that give participants an opportunity to acquire essential skills and familiarize themselves with mediation and negotiation procedures. This course also explores major themes in negotiation theory and practice, including distributive versus integrative bargaining, personality styles, multi-party negotiation, and ethical issues.

Credits: 4 credits

GPA 8244 - Advanced Public Arbitration

This course's focus is on more complicated public arbitration cases. Particular emphasis will be placed on labor and management issues. Time is also devoted to the legal framework of public arbitration. This course will explain procedural and evidentiary issues and will address decision-making and writing awards.

Credits: 4 credits

GPA 8245 - Advanced Public Mediation

This course covers advanced public mediation techniques, strategies, and tactics. The course is designed to enhance the participant's basic mediation skills. Special emphasis will be given to intercultural disputes, improving communication skills, and option development techniques. The course will also focus on the facilitative and evaluative approaches to public mediation. Participants in the class will be involved in numerous exercises and will have opportunities to experience co-mediation in a public arena.

Credits: 4 credits

GPA 8250 - Legislative Practicum

An in-depth exploration of how the state legislative processes operates and how knowledge of the law-making process is critical to public policy management and advocacy. The course will employ reading, discussion, guest presenters, on-site visits, and a project that requires students to follow a bill from start to finish.

Credits: 4 credits

GPA 8260 - Alternative Service Delivery

This course is open to advanced master's level students. State and local governments are facing their worst fiscal crises in years. As a result, public officials in Minnesota and across the United States are seeking either more cost effective or alternative ways to deliver public services, including the employment of what President Bush calls "faith-based initiatives." This course examines the theoretical underpinnings, debates, and track record of the various alternatives to delivery public services. Topics include:

privatization, vouchers, contracting out, public/private and public/nonprofit partnerships, and the use of market incentives and competition to improve service delivery. We shall also examine several policy areas where alternative means to deliver services have been tried or advocated including criminal justice, education, health care, welfare, energy, and transportation.

Credits: 4 credits

GPA 8270 - Social Identities & Conflict

This course will examine issues of race, gender and ethnicity as they influence conflict in the changing workplace. This course is designed to provide participants an opportunity to examine conflicts in multicultural settings and how these are influenced by various social identities. This course will also engage students in reflective dialogue concerning issues of cultural diversity in the workplace and their impact on the process of social conflict. Emphasis will be placed on conflicts involving race, gender and ethnicity and will include discussions of issues of disability, sexual identity, social class and religion. Included in the course goals are the following: 1) Gaining a theoretical understanding of various issues and perspectives on social identity. 2) Understanding the role community and culture can play in the ways individuals see, understand and respond in conflict situations. 3) Examining how issues of social identity and social conflict manifest personally as well as professionally. 4) Identifying a range of strategies and resources to help us address social conflict more effectively in diverse organizational settings.

Credits: 4 credits

GPA 8360 - Lobbying for Nonprofits

This course provides the historical and theoretical context for nonprofit involvement in advocacy and lobbying; addresses organizational infrastructure needs in building capacity for public policy work; examines legal guidelines for nonprofit lobbying; and provides students with practical experience in working with the legislative process at the state or local level.

Credits: 4 credits

GPA 8361 - Fundamentals of Philanthropy

This course examines the history, key issues, and emerging trends of philanthropy. Identifies the unique issues and career opportunities in this discrete component of the nonprofit sector. This course is for students interested in the field of philanthropy and practitioners in the field who want to gain an understanding of the history and issues that frame the context for their work.

Credits: 4 credits

GPA 8362 - Fundraising for Nonprofits

This course examines strategies for diversifying revenues and creating short and long-term development plans. This course helps students develop skills in conducting research, identifying resources for public and private grants, and writing

proposals. Covers capital campaigns, earned income opportunities, membership development, individual donors, planned giving campaigns, and other fundraising initiatives.

Credits: 4 credits

GPA 8440 - Social Demographics

This course will look at some of the details impacting our society and specifically how immigration, aging, and policy converge in our society and ultimately in our policymaking. Any one of the three issues covered in this course could be a separate, semester long course. This course covers basic concepts present in each of the three areas.

Credits: 4 credits

GPA 8490 - Capstone Skills Development for Government

This course requires students to integrate the diverse materials mastered in the core program, formulate business recommendations, and communicate findings in oral and written form. In a series of structured simulations of contemporary problems commonly encountered by administrators, students receive the opportunity to practice managerial skills and demonstrate the leadership necessary for effective managerial performance.

Notes (MPA capstone)

Credits: 4 credits

GPA 8492 - Capstone Skills Development for Nonprofits

This course provides MANM soon-to-be-graduating students with a rigorous classroom and practicum course that helps them demonstrate the skills and knowledge they have mastered in the program and test their critical thinking and skills abilities to manage and/or lead a nonprofit organization. Students will study and examine the critical or current issues of the nonprofit sector, complete an applied research project with a Twin Cities organization, and present the project including a final paper and presentation to a MANM Nonprofit Board of Review (a panel of nonprofit leaders selected) at the end of each semester.

Notes (MANM Capstone)

Credits: 4 credits

GPA 8494 - Internship

Any student without professional work experience in his or her field of study is required to participate in an internship. This internship is an additional course that will not fulfill an elective requirement. Each student is notified at the time of admission whether an internship is a required component of his or her individual program. If the student is required to complete an internship, he or she must work with his or her advisor in planning the internship.

Credits: 4 credits

GPA 8495 - Master's Thesis

Research and writing of a major academic or professional paper of approximately 50 to 100 pages in length under the supervision of a student-selected faculty member and committee that integrates knowledge and skills acquired in the program. Individual master's theses must be approved by a faculty committee, and oral defense of the final paper is required. The master's thesis is completed over two semesters. The master's thesis is an option for all MAM, MANM, and MPA students on the Saint Paul campus. Dual degree students may complete a master's thesis on a cross-sector issue.

Credits: 4 credits

GPA 8497 - Independent Study

Independent study provides an opportunity to work independently under the direction of a faculty member. The student and the instructor work out a course of study before the term begins and typically meet four to six times throughout the term to discuss readings and papers. Students may take one independent study.

Credits: 1-4 Credits

GPA 8501 - Historical Foundations and Professional Development

This course examines how public administration and nonprofit management have evolved as fields of study, and how they are designed and practiced. The academic and career development goals of individual students are addressed. Students are prepared to integrate theory into practice at an advanced level.

Credits: 4 credits

GPA 8502 - Research Methods

Advanced Research Methods introduces students to the basic techniques of quantitative and qualitative research required in the field of public administration. Students learn how to define a research project and select appropriate methodologies to investigate political and social phenomena. Emphasis is also placed on learning how to interpret and critically evaluate public administration research.

Credits: 4 credits

GPA 8503 - Critical Issues for Public Administrators

This course identifies and explores important contemporary issues facing public administration practitioners, and looks at how these issues relate to major ideas in the history of the field. This course examines leading-edge professional practices related to these issues, and the extent to which these practices have been successful in local, state, and national contexts. Students integrate their learning from the other core courses and prepare for written exams in the program.

Credits: 4 credits

GPA 8504 - Advanced Organizational Theory and Leadership

This course is an advanced, in-depth examination of the concepts, analytical tools, and personal skills underlying behavior in organizations. It explores the relationship between task accomplishment and human fulfillment in the context of planned organizational change.

Credits: 4 credits

GPA 8506 - Advanced Seminar in Public Policy

This course examines the theoretical and philosophical approaches used to systematically examine the public policy process. Because no single theory or model can adequately describe the complexities of this process, the analytical frameworks and assumptions of the major approaches to policy analysis are emphasized, and emerging theories explored. In individual assignments, students are encouraged to examine policy issues and frameworks that relate to potential dissertation topics.

Credits: 4 credits

GPA 8507 - Dissertation I: Advanced Research Methods

This course prepares students to design, develop, complete, and defend an applied dissertation research project. The nature and purpose of dissertation research are explored, and technical issues relevant to research in the field of public administration are examined. By the end of the course, students are expected to develop dissertation prospectuses of sufficient quality to be submitted to their dissertation committees for review and approval. (Graded on an A-F basis)

Credits: 4 credits

GPA 8523 - Contemporary Social Policy Issues

This course examines the historical context, theoretical arguments, and political controversies surrounding current and emerging social policy issues. It considers the impacts of changing social policies on vulnerable populations, the delivery of health and human services, and society at large.

Credits: 4 credits

GPA 8524 - Housing and Economic Development Policy

This course examines economic development theories and housing policies in the United States. Emphasis upon understanding how economic and housing markets operate and how national, state, and local governments can influence business investment and job development decisions and the construction and rehabilitation of housing for different populations. This course first provides an overview on how economic and housing markets function. The discussion will include discussion of basic principles of macro and microeconomics and then analysis of specific views of economic development, including exportbase, core-periphery, and locational theories. The course then provides specific analysis and evaluation of the different policies and techniques governments have used to secure economic and

housing goals. Among the techniques examined will be: tax incentives and TIFs, bonding, public subsidies, public/private partnerships, infrastructure development, and direct government investment in, or ownership of housing and economic development entities.

Credits: 4 credits

GPA 8527 - Alternative Service Delivery

State and local governments are facing their worst fiscal crises in years. As a result, public officials in Minnesota and across the United States are seeking either more cost effective or alternative ways to deliver public services, including the employment of what President Bush calls "faith-based initiatives." This course examines the theoretical underpinnings, debates, and track record of the various alternatives to delivery public services. Topics include: privatization, vouchers, contracting out, public/private and public/nonprofit partnerships, and the use of market incentives and competition to improve service delivery. We shall also examine several policy areas where alternative means to deliver services have been tried or advocated including criminal justice, education, health care, welfare, energy, and transportation.

Credits: 4 credits

GPA 8534 - Civic Engagement

Fundamental to our democracy is the active involvement of citizens. Today we hear a lot of talk about civic engagement. But what is civic engagement? How do the public and nonprofit sector become models of citizen participation? This course will explore the discontents and the promises, introducing students to a new model of engaged democratic practice which is deeply political in an older sense of politics as engaging different interests and views in solving common problems and creating common things.

Credits: 4 credits

GPA 8570 - Managerial Leadership and Cultural Competency

This course is designed to provide students with an opportunity to examine issues of cultural competence in managing and leading organizations in changing times. This course will engage students in a series of dialogues concerning issues of cultural competence in the workplace, their impact on the processes of management, work and the organization. Emphasis will be placed on workplace issues of race and gender and will include discussions of issues of disability, age, social class, sexual identity, religion and ethnicity.

Credits: 4 credits

GPA 8600 - Strategic Planning and Decision Making in the Public Sector

The first half of the course is a survey of strategic planning, to include: organization of the planning process; the mission statement; analysis of environmental strengths, weaknesses, opportunities, and threats (SWOT analysis); and identifying strategic issues or goals. The effectiveness of strategic planning in government is also examined. Students will

examine strategic plans and work in teams on planning exercises. As strategic planning should lead to decision making in an organization, the second half of the course is on normative and behavioral decision making. Several normative models of decision making are introduced and contrasted with findings from psychological research and behavioral decision theory on how individuals and groups make decisions in practice. Research shows that people often do not think in the best way or make the best decisions to reach their own goals. Topics include utility theory, expert systems, Kohlberg's stages of moral thinking, and the effectiveness of individual versus group decision making. Psychological biases are shown to occur in probability estimation, hypothesis testing, preference reversals, framing effects, and risk avoidance. Doctoral students will lead discussions and write papers on assigned topics.

Credits: 4 credits

GPA 8992 - Dissertation II

The preparation of a successful doctoral dissertation (one approved by the student's doctoral committee), with direction from the student's committee. (Graded on a Pass/no Credit basis)

Credits: 4 credits

GPA 8993 - Dissertation III

The preparation of a successful doctoral dissertation (one approved by the student's doctoral committee), with direction from the student's committee. (Graded on a Pass/no Credit basis)

Credits: 4 credits

GPA 8994 - Dissertation IV

Independent work completing research based on approved proposal.

Credits: 2

GPA 8995 - Dissertation V

Independent work with chair/mentor writing up analysis and conclusions. Outcome is finished dissertation that will go to final defense.

Credits: 2

GPA 8997 - Independent Study

Independent study provides an opportunity to work independently under the direction of a faculty member. The student and the instructor work out a course of study before the term begins and typically meet four to six times throughout the term to discuss readings and papers. Students may take two independent studies.

Credits: 1-4 Credits

MBA 8010 - Negotiation Theory & Practice

Through both lecture and simulation, this course explores major themes in negotiation theory and practice, including distributive versus integrative bargaining, personality styles, multi-party negotiation, and ethical issues. Students are encouraged to reflect on the theoretical foundations that underlie our actions and on the many considerations that influence effective and ethical negotiation practice.

Credits: 4 credits

MBA 8011 - Conflict Management Systems Design

This course will help you improve decisions, increase creativity, enhance others' performances and your capacity to build a healthy, productive workplace. The classroom will be a metaphor for "organization". Students will experience how conflict is managed individually and systemically. The class will discern patterns, roles, concerns, power differentials and differing workplace assumptions. Participants will work in teams within the organization to design customized conflict responses. The course will merge theory and practice, challenging students on best practices, conflict prevention tools, and alternative dispute resolution options.

With a greater in-depth appreciation for workplace culture, systems and people, class team members will gain familiarity with the necessity of assessments, buy-in, design teams, development, implementation, roll-out and feedback loops. Participants will build their capacity to manage conflict more effectively on a systemic basis using principles of organizational systems design.

Credits: 4 credits

MBA 8012 - Conflict Theories

This course explores the nature of conflict from a range of theoretical and research-based perspectives including psychology, communication, and group and social dynamics. This course lays a foundation for further study in conflict management and resolution.

Credits: 4 credits

MBA 8020 - Corporate Finance

This course presents the theory and practice of corporate finance. Topics include concepts of corporate valuation, financial statement analysis and forecasting; the evaluation of capital investments under differing assumptions about risks and the state of the world; the financing choice for capital projects; the effects of debt, equity and derivative financial instruments on the value of the firm; dividend policy and other stakeholder forms of payment; corporate restructuring, bankruptcy, and merger; issues in corporate control and compensation.

Credits: 4 credits

MBA 8021 - Financial Institutions and Markets

This course begins with a discussion of the financial system and financial institutions and the relationship between interest

rates and security prices, the money market where interest rates are determined, and the role of the consumer and business and government in the financial markets. The course 1) examines how markets are organized and how trading occurs; and 2) establishes a framework for understanding how existing markets are set up, how trading occurs in them and how these markets evolve over time. The concentration is on securities markets and trading practices, but most of the principles developed are also applicable to other kinds of markets - markets for products, service and information.

Credits: 4 credits

MBA 8022 - Finance Theory & Applications

This course covers the major decision-making areas of corporate finance and selected areas of financial history. Focusing on financial analysis and planning, corporate policies, valuation, and risk management. Topics will include firm capital structure and payout policy, short-term and long-term financial planning, options, risk management and derivatives, and corporate restructuring. The course builds upon the topics covered in MBA 8220: Managerial Finance.

Credits: 4 credits

MBA 8031 - International Business Transactions

This course provides students with an understanding of selected types and forms of international business transactions. It examines the role of business organizations in these transactions and focuses on international dispute mechanisms and how business disputes are resolved using these mechanisms. Attention is given to regional trade agreements such as NAFTA, ASEAN, and MERCOSUR. The WTO, the United Nations ICSID, UNCITRAL, and non-governmental options such as the International Chamber of Commerce will also be examined. Some time is devoted to public and private international organizations and how they influence the resolution of business disputes. Specific international dispute centers, such as New York, London, and Stockholm are examined in light of their practices and procedures. International business transactions are an essential part of today's business and dispute resolution methods utilized in resolving conflicts are essential for business graduates.

Credits: 4 credits

MBA 8040 - HR Strategy

Typically the majority of an organization's costs relate to people, yet few organizations take a strategic approach to HR management. This course provides an in-depth review of the essential elements required to develop a strategic HR role. It also includes the development of a human capital strategic plan for an organization, which facilitates student skill development in this critical area. This course should be of interest to HR professionals, those who are considering the field of HR, and/or those who are interested in the potential to

significantly impact organizational profits.

Credits: 4 credits

MBA 8051 - Electronic Marketing

This course explores the important concepts of electronic marketing, which will be considered within the framework of the marketing function and its influence on total business function. This course is designed to provide you with an introduction into the world of the digital channel and Internet based marketing communications such as the use of social media marketing (Facebook, Twitter, LinkedIn and etc.) to influence our customers in decision making. This course will examine electronic marketing issues from a balanced perspective of theory and practice. On the theory side, we will draw on recent developments in research on Internet marketing. On the practical side, real-world cases and practices will be used to systematically supplement the principles and theories introduced.

Credits: 4

MBA 8052 - Market Research

Marketing strategy and decision making rely on accurate, useful information developed through marketing research activities. This course introduces you to the fundamentals of marketing research in order to prepare you to conduct basic research on your own or be a more informed consumer of sophisticated and specialized marketing research services. This course has an applied, skill-building focus, underlined with thorough understanding of marketing research principles. You will learn the typical research methods used to generate and analyze primary data in marketing research. You will also be exposed to and use standard sources of secondary data. Finally, you will undertake typical data analysis tasks used in marketing research.

Credits: 4

MBA 8053 - International Marketing Management

This course focuses on practical issues of participating in international markets. We discuss foreign direct investment, joint ventures, licensing and distribution agreements. Topics covered include exporting, supply chains, global human resource management, global marketing, and financial management in international business. We also examine entry strategies for doing business in global markets. The course includes both conceptual frameworks and contemporary applications. Students apply the topics covered by working in groups to develop an international marketing plan to enter a foreign market with a specific product or service

Credits: 4

MBA 8097 - International Seminar

Credits: 4 credits

MBA 8101 - Management & Organizational Behavior

Managing people requires a broad range of interdisciplinary knowledge and skills. To be effective, managers must have solid planning and organizational skills. They must also have solid understanding of human behavior, and how human behavioral tendencies affect and are affected by organizational systems, processes, and interactions. This

component of Module 1 helps students develop the knowledge and skills needed to effectively manage people in organizations. Topics include fundamentals of social cognition, individual differences, judgment and decision making, motivation, organizational power and politics, managerial communications, and conflict management.

Credits: 3 credits

MBA 8160 - Leadership Development

The concepts of management and leadership are often compared. One way to define leadership in a managerial context is that leadership is the extent to which a manager has influence over others above and beyond their positions-based power or authority. This component of Module 1 will help students develop two distinct sets of skills that will help them become leaders: self-leadership and team building. Topics will be introduced in regular class settings, and then be developed through intense full-day workshops and follow up activities.

Credits: 3 credits

MBA 8210 - Managerial Accounting

This course will build on financial accounting principles and examine the tools that support management measurement and control of costs and operations. Financial forecasting and budgeting will be introduced for establishing performance targets. Cost volume and differential pricing techniques will be examined as tools for making tactical decisions. Budgeting, job order and activity based costing will be examined as tools for measuring day-to-day operations. Alternative performance measures will be examined for measuring progress towards strategic goals.

Credits: 3 credits

MBA 8240 - Managerial Economics

This course examines supply and demand and the effect of elasticity on price, income and total revenue. With this foundation, marginal analysis and opportunity cost concepts will be introduced. The course will then examine how economic principles are impacted by different market structures (perfect competition, monopoly, monopolistic competition and oligopoly). The course will conclude with analysis on how economics impacts strategy and business decision-making.

Credits: 2 credits

MBA 8250 - Financial Accounting

This course is an introduction to the external accounting systems used by U.S. organizations to report their financial position to external users such as stockholders, creditors, and potential investors. Students will develop an understanding of the Balance Sheet, Income Statement, and Statement of Cash Flows. By the end of the course, students will be able to read and interpret financial statements.

Credits: 3

MBA 8310 - Managerial Finance

Today, managers need to understand the fundamentals of financial management to make good decisions. This course covers the issues in finance that a manager is likely to encounter. It will be taught in two parts. The first portion of the course will discuss the financial statements, cash flows and the time value of money. Once we understand these basics, we will discuss issues surrounding corporate financing including equity and debt. We will discuss capital investment and how a company decides to allocate its resources in a value-maximizing manner. We will also discuss risk and return and how it ultimately affects the company's cost of capital. The second part of the course focuses on applying some of what we learned in the first part of the course. We will also discuss special topics such as mergers and acquisitions and international finance in this part of the course.

Credits: 3

MBA 8330 - Managing the Global Marketplace

Managers need a background in global trade to function in the international marketplace. We will cover globalization, outsourcing and international trade theory. The discussions of the organization of international business and import-export issues will help the students understand the planning involved in effectively moving a business into the global marketplace. There will be coverage of ethical issues in international transactions. Materials on cross cultural negotiations, human resource issues and strategies for entering a specific international market will aid the students in negotiating a license agreement in class covering a specific product or service to be distributed in an international market.

Credits: 3 credits

MBA 8350 - Marketing Management

Marketing expertise has emerged as a key requisite in determining the success of organizations. This course will prepare students to lead organizations through complex challenges in the local and global marketplace. State-of-the-art marketing practices, theories, case studies, and trends are blended into results-oriented actions that equip students with the skills and knowledge necessary to make sound marketing decisions.

Credits: 3 credits

MBA 8420 - Strategic Financial Analysis

Viewing strategy through the lens of financial performance sharpens (or enhances) management (or management capabilities). Whether evaluating alternative strategies, setting strategy-assessing metrics, or judging strategy implementation -- financials play a paramount role. Strategic Financial Analysis is designed to provide students with both theory and hands-on analytical practice to analyze and support strategic decisions.

Credits: 2 credits

MBA 8450 - Business Law and Regulatory Environment

Business Law and Regulatory Environment provides a clear understanding of the basic principles of business law. Among the topics covered are contracts, sales, intellectual property, business organizations, agency, securities regulation, negotiable instruments, e-commerce and antitrust law. When the students complete the course they should be able to identify and work through common legal problems and ethical issues they will face in the workplace.

Credits: 2

MBA 8470 - Managerial IT

Organizations are only as strong as the combined effectiveness of its people, processes, and technology. The people manage and implement the business processes; technology is the key enabler of them. This course will examine how to understand and manage information technology to create and revitalize business processes, improve decision making, and gain competitive advantage. Selected major areas of IT critical to all managers and leaders will be surveyed using case studies as a core learning method.

Credits: 2

MBA 8495 - Strategic Management and Capstone/Field Study I

This competency integrates a broad understanding of business strategy with a practical field study experience. Strategy literature is evaluated to assess applicability of classic frameworks in the 21st century. Business cases are analyzed with a focus on competitive strategy, the economics of information, resource allocation, industry analytics, ethics, and the importance of mission and goals. The Capstone/Field Study competency challenges you to integrate and apply skills developed throughout your Hamline MBA education to issues being faced by an actual business organization by giving you the experience of serving as a consulting team for a designated client organization contemplating significant change or investment. Throughout this competency you will have numerous opportunities for dialogue with industry leaders, allowing you to blend theory and practice in understanding the complicated world of business today.

Credits: 2

MBA 8496 - Strategic Management and Capstone/Field Study II

This competency integrates a broad understanding of business strategy with a practical field study experience. Strategy literature is evaluated to assess applicability of classic frameworks in the 21st century. Business cases are analyzed with a focus on competitive strategy, the economics of information, resource allocation, industry analytics, ethics, and the importance of mission and goals. The Capstone/Field Study competency challenges you to integrate and apply skills developed throughout your Hamline MBA education to issues being faced by an actual business organization by giving you the experience of serving as a consulting team for a designated client organization contemplating significant change or investment. Throughout this competency you will have numerous opportunities for dialogue with industry leaders, allowing you to blend theory and practice in understanding the complicated world of business today.

Credits: 4

NSEE 8000 - Environment and Society

Participate in a community investigation of natural and social environmental issues. Explore the concept of environmental literacy, build a solid understanding of the basics of environmental education, and be actively involved in a series of community investigations in human-built and natural locations around Minnesota's Twin Cities. Learn to focus through three "lenses": systems (knowledge of social and natural systems and their interaction); problem identification and solving (ethics typically are an issue in these situations); and move to action (defined as citizenship and stewardship). Examine and reflect on your environmental philosophies and behaviors.

Credits: 3 credits

NSEE 8010 - History of the Environment

From Izaak Walton to Rachel Carson, the history of the environment is filled with dedicated role models. Environmental education is the outgrowth of dedication, perseverance, literature, painting and politics, but the history of environmental ethics, movements and education is not well understood. Meet people like Leopold, Olson, Comstock, Peterson, and Carson; look at the power of the individual, the organization of groups, and emerging and changing ethics.

Course includes some humor and some drama.

Credits: 3 credits

NSEE 8011 - History and Nature of Science

Fundamental to effective science teaching is a deep understanding of how science works, its challenges through history, and its impact on those we call "scientists." Explore science through cultural and historical perspectives; share examples of scientists, scientific advancements, and their impacts on society; and design plans for making the history and nature of science standards more inclusive in your curriculum.

Credits: 2 credits

NSEE 8110 - Foundations of Environmental Education

You will read, discuss, and write about contemporary issues in teaching, learning, and assessment as they apply to education about the environment. You will demonstrate your reflection skills through dialogue, writing, and examination of your personal beliefs about teaching and learning. You will explore how knowledge is constructed individually and socially. In this course, you will study teaching and learning concepts, but also challenge them. In a supportive community of learners, we will think critically about how theories apply to practice, and explore different approaches to helping people make environmentally literate decisions.

Credits: 4 credits

NSEE 8111 - Science Teaching and Learning

Science classrooms are exciting environments. The combination of hands-on exploration, laboratory activities,

vocabulary and research makes science teaching complex and challenging. This is a practitioner's course where science-specific instructional strategies will be actively investigated, including the classroom environment, impact of state and national standards, inquiry as process and pedagogy, effective questioning, misconceptions and gaps in understanding, use of science notebooks/journals, curriculum design, assessment models, state science testing, science literacy, and cultural perspective.

Credits: 3 credits

NSEE 8200 - Ecological Systems: Biomes

The concept of systems is essential to understanding ecological principles; nothing demonstrates this better than the biomes of Minnesota. Each of Minnesota's biomes (prairie, deciduous forest, boreal forest) is an interplay of large geologic, biologic, cultural, and meteorological systems. Within each broad system is a subset of systems recognized as plant communities. Experience hands-on, wet-feet camping; sampling, identifying, and observing; travel and reflection, story-sharing; and science knowledge. Discover applications for your own classroom.

Credits: 3 credits

NSEE 8300 - Social Systems: Environmental Footprints

It's not just how many footprints mark our presence on Earth. It's how big those footprints are. At the heart of the ecological footprint are questions about equity, justice, and sustainability. The typical American consumes between four and eight times more resources than people of other cultures. Create a personal environmental impact statement while investigating the math, science, and social implications of how we live.

Credits: 2 credits

NSEE 8485 - Research Methods Practicum

Research as an inquiry strategy is the central theme of this course. Critical steps in the research process, along with related methodological issues, are examined. These include an understanding of a variety of research methodologies, statement and clarification of research problems, and basic statistical methods of describing data

Credits: 4 credits

NSEE 8495 - Capstone

The capstone project is the culmination of an MAEd:NSEE student's work at Hamline University. It is generally an applied research project conducted in the student's school or workplace. The student works closely with an administrative advisor to construct the research question, carry out the research, and complete the project. The capstone committee offers additional support throughout the process. This project requires a written component and an oral presentation. Advisor/committee approvals are required at proposal stage before registration occurs. The capstone course is only

available to those master's students who are nearing completion of their NSEE degree program.

Credits: 4 credits

Prerequisite: Successful completion of NSEE 8486.

WRIT 8000 - MFA Core

The MFA journey begins with a core seminar course, "Writers and Readers, Creators Both." The course is a reading-intensive examination of the relationship between reading and writing. Students expand their knowledge of the craft of writing and the use of literary texts as guides for their own work.

Notes: required of MFA students

Credits: 4 credits

WRIT 8010 - Composition Theory and Pedagogy

Notes: MFA Elective

Credits: 4 credits

WRIT 8013 - Apocalypses

Credits: 4 credits

WRIT 8017 - Vocation and Money

Credits: 4 credits

WRIT 8110 - Groundings in the Craft: Elements of Poetry

In this course, students study important elements of poetry: metaphor, simile, voice, forms and structures for poems, free verse structures, and the image.

Notes: MFA Only

Credits: 4 credits

WRIT 8120 - Groundings in the Craft: Elements of Creative Nonfiction

This foundation class explores the fundamental craft skills and broad structural subgenres of creative nonfiction.

Notes: MFA only

Credits: 4 credits

WRIT 8130 - Groundings in the Craft: Elements of Fiction

The focus is on the fundamentals of writing fiction: character development, scene, plot, narrative voice, structure, setting, and dialogue.

Notes: MFA only

Credits: 4 credits

WRIT 8205 - Regional Literature

Credits: 4 credits

WRIT 8210 - Currents in Poetry: Riding the Waves as Editor and Writer (Water-Stone: Poetry)

Credits: 4 credits

WRIT 8220 - Creative Nonfiction Today: Navigating the Craft as Editor and Writer (Water-Stone: Creative Nonfiction)

Credits: 4 credits

WRIT 8230 - The Successful Story: Fiction Through the Lens of Editor and Writer (Water-Stone: Fiction)

Credits: 4 credits

WRIT 8310 - Advanced Poetry

The focus of the course will be on completing new work which will become part of a book-length manuscript.

Notes: MFA only;

Credits: 4 credits

Prerequisite: GLS 8300

WRIT 8320 - Advanced Creative Nonfiction

This class is a sequel to Groundings in the Craft: Elements of Creative Nonfiction. Its purpose is to build upon fundamental craft knowledge already practiced by the student, and to pursue rigorously and adventurously the development of finished works that reflect a writer's vision and knowledge.

Notes: MFA only

Credits: 4 credits

Prerequisite: GLS 8320

WRIT 8330 - Advanced Fiction

This is an advanced level, thesis preparation class designed for students who have had substantial coursework and who are ready to begin the serious work of shaping a book-length fiction thesis.

Notes: MFA only

Credits: 4 credits

Prerequisite: GLS 8340

WRIT 8400 - Form and Vision in Poetry

Credits: 4 credits

WRIT 8401 - The Novel

Credits: 4 credits

WRIT 8402 - Lyric Essay

Credits: 4 credits

Campus Services

Bookstores

Hamline University Bookstore

651-523-2270

www.hamlineuniversitybookstore.com

The Hamline University Bookstore's primary function is to provide textbook services for undergraduate and graduate schools' classes. The bookstore is the best source for information regarding the correct books for current Hamline classes as well as the best source for used books. The bookstore also provides a number of other services including the sale of Hamline apparel and school and office supplies.

Student Bar Association Bookstore

School of Law

651-523-2075

The Student Bar Association (SBA) Bookstore provides textbooks and course materials for School of Law students and also carries supply essentials such as pens, paper, and folders. The bookstore also sells coffee, pastries, pop, and candy throughout the academic year. SBA Bookstore hours are posted on the door. Return policies and information on consignment books is available by calling 651-523-2075.

Bush Library

Bush Library

MS-C1919

651-523-2373 Library Circulation Desk

651-523-2373 Library Hours

651-523-2375 Library Reference Desk

www.hamline.edu/bushlibrary

Bush Library provides research materials for Hamline students and faculties. The library provides a major collection of books, periodicals, and electronic databases. Bush Library is a popular space for group research as well as quiet individual study. CLICnet is our library consortium catalog; check out or request books from member libraries. A Hamline ID to borrow Hamline or CLIC materials. Reference librarians are here to help you determine what materials you need and how to get them- come to see us in person and also see our research guides. Current Bush Library hours are updated on our website.

Campus Employment

Old Main, lower level, room 012, MS-C1904

Dorcas Michaelson, director

Lori Larkin, manager of student employment

651-523-2210

www.hamline.edu/hr

The Hamline University Student Employment Program provides a student work force that is incorporated into virtually all phases of the university's operations. The program is designed primarily for students who need employment to help finance their education and connect to the university.

Career Development Center

Drew Science, main floor, room 113, MS-B1802

651-523-2302

www.hamline.edu/cdc

Whether it's choosing a major, finding an internship or tackling the job search, the CDC is here to help. We work with undergraduate and graduate students, as well as alumni to help them explore their unique career interests and achieve their career-related goals. If you're asking the question "What do I want to do with my life?" visit the CDC to find out how we can help you today.

Classrooms and Labs

Campus facilities include, among others, technology classrooms, the fully equipped Robbins Science Center and architectural award-winning buildings designed for interaction- the School of Law Building, Bush Library, and the Giddens/Alumni Learning Center.

Counseling Center

Manor House, lower level, Room 016

MS-C1908

Hussein Rajput, PhD, LP, director

651-523-2204

www.hamline.edu/chs

The Counseling Center promotes students' personal growth and emotional well-being. Counseling can help students cope with concerns including (but not limited to) depression, anxiety, stress, relationships and sexuality, body image, self-esteem, identity development and family concerns. Students may use counseling for one-time consultation or on an on-going basis. All counseling services are confidential, free of charge and provided by doctoral-level psychology staff and interns.

Dean's Office

College of Liberal Arts

Bush Memorial Library, Room 201, MS-C1913
John Matachek, dean
651-523-2252

School of Business

570 Asbury Street
Hamline Park Plaza, Suite 303, MS-A1740
Anne McCarthy, dean
651-523-2335

School of Education

Drew Hall 66, MS-A1720
Nancy Sorenson, dean
651-523-2600

Dining Services

Anderson Center, 215
651-523-2453
www.hamline.edu/dining

Hamline Dining Service offers multiple dining locations on campus. There is also a wide variety of dining membership plans available to fit any lifestyle. For the best dining experience visit us at www.hamline.edu/dining.

Disability Services

Giddens/Alumni Learning Center, main floor, Room 133W
Kathy McGillivray, director
651-523-2521
www.hamline.edu/offices/disability-services/

Disability Services offers a variety of services and support to qualified students with disabilities. The office exists to create equal opportunities for students with disabilities by providing reasonable accommodations, and also to assist Hamline in being a community that welcomes qualified students of all abilities. Reasonable accommodations may not compromise or fundamentally alter the essential requirements or objectives of a course of program. Services and accommodations include, but are not limited to: alternative reading materials, note takers, sign language interpreters, testing services, accessibility issues. Please call 651-523-2521 to make an appointment.

Diversity Integration Office

Anderson Center, MS-A1775
651-523-2051
www.hamline.edu/diversity

The Office of Diversity Integration provides coordination, consultation, and advocacy in support of integrating diversity and equity in university-wide programs, policies, procedures, and practices. The director of diversity integration works with students, faculty, and staff in developing and coordinating diversity-centered programs, forums, and campus-wide events; initiating training and development opportunities; supporting curricular, pedagogical, and scholarly innovation; consulting on best practices in the recruitment, retention, and development of diverse students, faculty, and staff; providing leadership in establishing a welcoming campus culture and climate for persons from diverse communities; creating and sustaining a clearinghouse and archive of diversity materials and resources; and forging external partnerships with organizations and groups in the larger community.

Graduate Student Life

1500 Englewood Ave
Kelly Krebs, Coordinator of Graduate student Life
651-523-2902

The Graduate Student Life Office (GSLO) is a part of Student Activities and Leadership Development within the Division of Student Affairs. GSLO strives to connect graduate students to the Hamline community. GSLO cultivates student and organizational development by providing an inclusive environment for leadership and networking opportunities, and awareness of campus services.

Hamline University Minneapolis

Located at the intersection of 394 and 100, Hamline University Minneapolis offers an ideal location to complete a graduate degree in business administration, nonprofit management or public administration. This environment serves the needs of graduate students by offering state of the art classrooms, computer labs and a lounge space. The location also features a student service center and bookstore. Ample free parking is available to the students along with an array of amenities that make this an exciting option to earn your Hamline degree.

Hancock Elementary/Hamline University Collaboration

The Hancock/Hamline Collaboration is an integral part of the Hamline community, with Hancock and Hamline being across Snelling Avenue from each other since 1887. The mission of the Hancock/Hamline University Collaborative is to build and strengthen the collaborative community through relationships, shared learning, and cultural diversity. "College Begins in

"Kindergarten" is the motto that helps encourage life-long learning for students in all schools at Hancock and Hamline. Mentoring, tutoring, student teaching, curricular enrichment, and other collaborative projects mean that Hancock and Hamline students, faculty, staff, and administrators work together on a regular basis on both side of Snelling Avenue. To learn more about the collaboration, see www.hamline.edu/hancock or call Megan Anderson at 651-523-2836.

Health Services

Manor House, lower level, Room 016, MS-C1908
Heidi Faul, director
651-523-2204
www.hamline.edu/chs

Health Services seek to support students in their academic pursuits by promoting their physical health and personal growth. Health services are provided by registered nurses. Services offered include prevention, evaluation and treatment of a variety of health concerns and wellness. Consultation with a nurse is free. Fees for immunizations and lab tests can be billed to the student's account. All students are eligible for services regardless of insurance coverage.

The Hedgeman Center for Student Diversity Initiatives

Anderson Center, 317
Carlos D. Sneed, director of the Hedgeman Center
651-523-2423
www.hamline.edu/hedgeman/

The Hedgeman Center for Student Diversity Initiatives (formerly the Center for Multicultural and International Student Affairs) offers support, advising, advocacy and programming to undergraduate students of color and all university international students to assist students in their transition to and success at Hamline. Staff and initiatives help create a campus community where the needs of students of color and international students are addressed by offering pre-orientation sessions, workshops, advising, mentoring and support for culturally-specific student organizations and programs, including assistance for international students on immigration and visa regulations and processes. Additionally, the Hedgeman Center sponsors and supports all-campus events that help members of the community learn about issues of diversity, multiculturalism, internationalism and social justice.

Information Technology Services

Over 250 computers are housed in public computing labs across the campus. The labs are open 90-100 hours a week and provide access to the Internet and a diverse range of software applications.

The main computer center is located in the basement of Bush Library and also houses the ITS Helpdesk, which is staffed by student lab consultants. There is also a public lab in the School of Law that offers software unique to the legal profession.

A 24-hour lab is available in Sorin Dining Hall. Public printing is available in all computer labs managed by Information Technology Services. Specific information about public printing is available from the ITS website (www.hamline.edu/its) or the ITS Helpdesk (651-523-2220). In addition to the computer labs managed by Information Technology Services, many departments maintain specialized computer labs for students use.

Parking/Campus Map

Parking permits are required to park in campus lots between 8 a.m. and 8 p.m., Monday through Thursday and 8 a.m. and 4 p.m. on Friday during the regular school year. Contact Safety & Security with parking questions at 651-523-2100 or visit www.hamline.edu/parking for more information about parking and a campus map.

Pipeline

Pipeline is the student, faculty, and staff administrative database. Use Pipeline to register and to access course schedules, final grades, unofficial transcripts, account balances, and more. Log in to Pipeline at www.hamline.edu/pipeline. For assistance with your PIN, please contact the ITS Helpdesk (651-523-2220) or itshelp@gw.hamline.edu.

Residential Life

Manor Hall, lower level, room 026, MS-C1903
Javier Gutierrez, director
651-523-2061
www.hamline.edu/reslife

The Office of Residential Life manages all on-campus residence, including residence halls, houses, and the apartment building. Residential Life provides an environment where students and staff work collectively to develop and maintain a safe, respectful and inclusive learning environment. Students are encouraged to meet their hall director and speak with him/her regarding any concerns they may have.

Safety and Security

Drew Hall, main floor, room 128, MS-C1905

651-523-2100

www.hamline.edu/security

Hamline maintains a twenty-four hours security service, which includes twenty-four hour escort service, twenty-four hour referral service, twenty-four hour emergency response, after hours building access, key control and assistance. Along with a full-time director, two assistant directors, three sergeants, one office manager and an investigator/crime specialist, the security staff is comprised of patrol officers, staff dispatchers and student communications workers. Hamline security officers are charged with the safety and security of people and property, as well as parking enforcement on the Hamline University campus. They are sensitive to the cultural diversity that exists at Hamline and strive to provide quality assistance to the Hamline community.

There may be times when the officers ask an individual for a Hamline ID. Per Hamline policy, all community members are expected to comply with these requests. Hamline security officers are normally uniformed. If a student doesn't know who to ask or what to do about a particular problem, they should contact the Security Office.

Student Administrative Services

East Hall, room 113

651-523-3000 or 1-800-888-2182

www.hamline.edu/sas

Student Administrative Services (SAS) is a centralized services office for students, faculty, and staff members of the Hamline community. Departments within SAS include Financial Aid, Registration and Records (Graduate and Undergraduate), Student Accounts, and Cashier's Office. SAS is located on the first floor of East Hall, room 113, with office hours of Monday-Friday

9 a.m. to 5:30 p.m. Cashier hours are Monday-Friday 10 a.m. to 5:30 p.m. (Closing at 3 p.m. the last day of each month).

SAS representatives can be reached at 651-523-3000 and toll-free at 800-888-2182.

Student Affairs Division

www.hamline.edu/studentaffairs

Student Affairs has the primary responsibility for making the out-of-classroom environment an integral aspect of your education. This is done through the work of student affairs professionals who understand the development of college students and are committed to enriching the lives of Hamline students. This group of professionals anticipates, solves and manages the daily activities of the students that constitute their area of responsibility in Student Affairs - Counseling Center, Career Development Center, Health Services,

Disability Services, Multicultural and International Student Affairs, the Bookstore, Dining Services, the Wesley Center consisting of Religious and Spiritual Life, Office of Service, Learning and Volunteerism and McVay Youth Partnership, and the Campus Life Center consisting of Residential Life, Orientation and First-Year Programs and the Student Leadership and Activities.

University Center

The Carol Young Anderson and Dennis L. Anderson University Center, located on the prominent corner of Snelling and Englewood, will be the official entrance to campus. Opening up a vista on residential life at Hamline and to Hamline Church, an icon of our founding tradition, the University Center will create an image that reflects our commitment to being a diverse, learning-centered university. The University Center will announce arrival at Hamline. It will welcome visitors, alumni, parents, and the community, and will create a positive first impression of the university as energetic yet modest, down-to-earth yet ambitious. The University Center will be the anchor gathering place on the south end of campus, appropriate for virtual and person-to-person connections and a wide array of users.

The University Center will invite living and learning activities with the amenities of good food, essential services, and spaces that fit the users and purposes of gathering together. The University Center will have quiet places and robust spaces: areas where the Faculty Council is as comfortable as the debate team, and commuter students meet before class to complete a team assignment and have a nutritious meal. Although the University Center will have designated spaces, such as the kitchen and dining areas, ideally the facility will accommodate multiple constituencies that rotate with ease throughout the days, weeks, and seasons of the year. To ensure its high performance and effective use, the University Center will function as the most people-oriented, community-centric facility on campus, worthy of a walk to its door, even in the most inclement weather. Some of these spaces and features include:

- Campus life - Campus Life offices and work space for student organizations.
- Mixed dining - The mixed dining spaces will cater to all visitors, whether enjoying a meal from all-you-care-to-eat cafeteria, a bag lunch, or a treat from the coffee shop.
- Forum for events - Large and flexible event and meeting spaces.
- Tech connectivity - The University Center's computer bars and lounge offer a convenient place to stay connected while on campus.
- Meditation room - Open to all who desire a quiet space for reflection or prayer.
- Fireplace - When it's cold outside, the lounge offers a toasty place to warm up.

- Responsible design – Constructed with sustainable building materials and energy-efficient design.
- Spirit Shop – Get your favorite Hamline gear at the Spirit Shop!
- Outdoor terrace – Offers the perfect venue to enjoy some fresh air and sunshine.

Just as Old Main represents Hamline as a revered place of tradition, authenticity, and academic excellence, Hamline's University Center will become a welcoming icon of an innovative, diverse, learning-centered university for generations of students.

Veteran Affairs

<http://www.hamline.edu/students/veterans/>
Undergraduate and Graduate Schools, 651-523-3000
School of Law, 651-523-2468
Email: va-rep@hamline.edu

Undergraduate and Graduate Schools Veterans should contact the Student Administrative Services Office for certification for benefits. Veterans are eligible to receive veterans' benefits while attending the university. School of Law veterans should contact the Law Registrar's Office.

Wesley Center

Rev Nancy Victorin-Vangerud, director and chaplain
651-523-2750
www.hamline.edu/wesleycenter

The Wesley Center brings together the Office of Service-Learning and Volunteerism; the Religious and Spiritual Life Office; the Wesley Scholars; the McVay Youth Partnership; and the Hancock-Hamline collaboration. Our programs promote compassion, service, inclusiveness, civic involvement, personal and spiritual wholeness and social justice on campus and in the wider community.

McVay Youth Partnership

Jane Krentz, director
651-523-2071
www.hamline.edu/mcvay

The McVay Youth Partnership, "Youth VOICE", is an after-school program where select Hamline students serve as mentors and role models working with inter-city middle school youths three afternoons per week. McVay fellows are usually juniors or seniors. They work in teams of three, from 3:15 p.m. to 6:15 p.m. on Mondays, Wednesdays and Fridays and are responsible for planning and leading the programming. They are assisted by McVay Inters who bring their own unique talents to the program and work one to two afternoons per week. All staff receives training from CEUT and others, and participates in weekly Monday night meetings.

The Religious and Spiritual Life Office

Rev Nancy Victorin-Vangerud, chaplain and director of the Wesley Center
Chapel located in Bush Student Center, second level
651-523-2315 Megan Dimond
651-523-2750 Rev Nancy Victorin-Vangerud
651-523-2687 Rabbi Esther Adler

RSLO fosters and supports spiritual and ethical development of persons from diverse religious traditions and practices, including those with no religious affiliations, and promotes peace, justice and service. Christian, Jewish, Muslim, Buddhist and multi-faith programs are offered. The chaplains offer confidential pastoral care about spiritual questions, personal crisis and other concerns.

Civic Engagement and Service Learning

MS-A1735
651-523-2483 Jane Turk
www.hamline.edu/oslv

Service Learning means learning to participate in, and contribute to, community. The Office offers the Community Service Investigation spring break service-learning trips on topics of economic and racial justice; Election Action; projects on hunger and homelessness; and city Serve. Civic Engagement and Service Learning also connects to the Hancock Elementary School/Hamline University Collaboration.

Women's Resource Center

Bush Student Center, lower level
Kristin Mapel-Bloomberg, advisor
651-523-2042

The Women's Resource Center (WRC), established in 1983, is a place for Hamline women and men to get together to work toward making the world a better place for everyone. The purpose of the WRC is to focus on non-partisan social and intellectual action and educational programming focused on the issues of women's health, children and family, careers and internships, as well as to further education about current social topics relating to women. The WRC serves as a resource base to meet the needs of women on campus and to educate the university on the contributions of women to society. Past WRC activities include the celebration of Women's History Month, topical "coffee talks" and other speakers, and book discussion groups.

Faculty Directory

College of Liberal Arts

Patricia Weaver Francisco, 1988-2011*, 2011

Visiting Assistant Professor
BA 1973, University of Michigan

Deborah Keenan, 1988

Professor
BA 1974, Macalester College

Julie Neraas, 1991

Assistant Professor
BA 1976, Whitworth College
MDiv 1979, Princeton Theological Seminary

Sheila O'Connor 1992

BA 1982, University of Minnesota
MFA 1986, Iowa Writers Workshop

Larry Sutin, 1993

Professor
BA, University of Michigan
JD, Harvard University

School of Business

Hossein Akhavi-Pour, 1982-1988*, 1988

Professor
BA 1969, Faculty of Law, University of Tehran
MA 1975, PhD 1980, Kansas State University

Peggy Anderson

Instructor
BA 1989, Ambassador University
MA 1999, St. Mary's University
PhD, University of Minnesota

David Berg, 2009

Assistant Professor
BA 1981, St. Olaf College
MIBS 1984, University of South Carolina
PhD 1998, University of Minnesota

Stacie Bosley, 2002-2007*, 2008

Assistant Professor
BBA 1994, University of Wisconsin-Madison
PhD 2001, University of Minnesota

Kenneth Fox, 1996

Professor
Director, Conflict Studies
Senior Fellow, Dispute Resolution Institute
BA 1979, University of California
JD 1985, Northwestern School of Law at Lewis and Clark College

Elizabeth Gunderson, 1980

Professor
BAS 1976, University of Minnesota
MBA 1981, College of St. Thomas
PhD 1991, The Union Institute

James M. Hagen, 2008

Associate Professor
AB 1974, University of Michigan
MS 1987, University of Minnesota
PhD 1997, University of Illinois

William S. Joynes, 1986

Associate Professor
BA 1970, University of Minnesota
MA 1974, Occidental College

Jennifer Keil, 2000

Associate Professor
BBA 1986, University of Michigan
MBA 1992, PhD 1999, University of Kansas

J. Dan Lehmann, 2008

Assistant Professor
BS 1974, MS 1975, PhD 1982, University of Illinois

Kim McKeage, 2010

Visiting Associate Professor
BS, Mississippi University for Women
MS, Oklahoma State University
PhD, University of Massachusetts-Amherst

Jane Calabria McPeak, 1992

Associate Professor
BA 1969, St. Mary's College
JD 1977, William Mitchell College of Law

Kristen Norman-Major, 2001

Associate Professor
BA 1987, Hamline University
MA 1990, University of Minnesota
PhD 1996, Vanderbilt University

Jack Reardon, 2008

Professor
PhD 1991, University of Notre Dame

Robert Routhieaux, 2006

Associate Professor
BS 1987, California State University
MS 1993, PhD 1995, University of Arizona

James Scheibel

Honorary Professor of Practice
BA 1969, St. John's University, Collegeville, MN

Karen Somerville, 2008

Assistant Professor
MBA 1990, University of Ottawa
PhD 2008, Carleton University
Chad Sponsler, 2009
Lecturer
BA 2002, MBA 2003, University of North Dakota
JD 2008, Hamline University

Chad Sponsler, 2009

Lecturer
BA 2002, MBA 2003, University of North Dakota
JD 2008, Hamline University

Nancy Webber, 2008

Instructor
BS 2002, MBT 2004, University of Minnesota

Reid Zimmerman

Honorary Professor of Practice
BA 1972, Concordia College
MDiv 1980, Luther Theological Seminary
BS 1990, St. Cloud State University
PhD 2006, Union Institute and University

School of Education**Letitia Basford, 2008**

Assistant Professor, Teacher Education Department
BA 1995, University of Minnesota
MA 2000, San Francisco State University
PhD 2008, University of Minnesota

Jennifer Carlson, 2006

Assistant Professor, Teacher Education Department
BS 1991, Winona State University
MS 1998, Minnesota State University, Mankato
PhD 2001, University of Wisconsin, Madison

Terri Christenson, 2001

Assistant Professor, Advanced Degrees and Administrative
Licensure Department
BA 1981, Pacific Lutheran University
MA 1999, University of Saskatchewan
PhD 2006, University of Minnesota

Barbara Devlin, 2009

Assistant Professor, Advanced Degrees and Administrative
Licensure Department
BA 1969, Gustavus Adolphus College
MA 1971, University of Massachusetts, Amherst
PhD 1978, University of Minnesota

Barbara Elvecrog, 1992

Assistant Professor, Teacher Education Department
BA 1969, Macalester College
MA 1992, University of Minnesota
EdD 2003, Hamline University

Rachel Endo, 2010

Chair, Teacher Education Department
BS, MPA, MA, University of Nebraska at Omaha
PhD, University of Illinois at Urbana-Champaign

Walter Enloe, 1995

Professor, Advanced Degrees and Administrative Licensure
Department
BA 1971, Eckerd College
MA 1973, PhD 1978, Emory University

Jeff Fink, 2009

Assistant Professor, Teacher Education Department
BS 1976, University of Minnesota
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