General Information

longstanding commitment to providing adults with educational opportunities that accommodate their work schedules. A variety of online programs offer opportunities to balance study with career and family responsibilities. Marist has seen tremendous growth in its graduate programs due in large part to its successful online MBA and MPA programs, the first to be accredited by New York State. Marist also offers other online programs at the undergraduate and graduate levels as well as study-abroad opportunities in many countries.

Marist has received national attention and a number of awards for its advanced technology. The College is a member of Internet2, providing students and faculty direct access to digital education and research resources across all member institutions. All classrooms employ "smart technology," and wireless access is available throughout the campus, both indoors and out. A joint study agreement with the IBM Corporation has allowed both partners to develop innovative uses for technology in learning and teaching.

# History

Marist can trace its roots to 1905, when the Marist Brothers first purchased property in Poughkeepsie, NY, as the site of a house of studies. In 1930, the state of New York certified the Marist Training School to offer college-level courses. In 1946, the state granted a charter to Marian College as a four-year institution of higher learning under the leadership of founding president Brother Paul Ambrose Fontaine, FMS. In 1956, the College broadened its scope to include the wider community and, in 1957, admitted lay male students to pursue undergraduate studies.

Dr. Linus Richard Foy was named president in 1958 and became, at age 28, the youngest college president in the United States. In 1959, the College introduced an evening division to serve the educational needs of the surrounding communities. Marian College was renamed Marist College in 1960, and by 1969 the Brothers transferred ownership to the Marist College Educational Corporation with an independent board of trustees.

The College admitted women to its evening division in 1966. In 1968, women entered the day division, making the College fully coeducational.

With the naming of Dr. Dennis J. Murray in 1979 to the presidency of Marist College, another period of significant growth and development began. The campus now consists of 51 buildings and 37 student housing facilities, with a total estimated value of $607 million. Over the past two decades, Marist has expanded its course offerings and tripled its applicant pool. The College now receives more than 11,000 applications each year for admission to the freshman class. Its acceptance rate during that same period has gone from 75 percent to 31 percent in 2012.

# The Marist College Faculty

The Marist College faculty is comprised of highly experienced and credentialed educators who are dedicated to the intellectual and professional development of their students. Many of these faculty members are highly skilled professionals with practical hands-on experience in corporate, government, not-for-profit, and community settings. Faculty regularly take part in research, publishing, and consulting, and are

frequently called upon by various organizations and institutions for their expertise in their given academic areas. Furthermore, the Marist College faculty is known for their longstanding commitment to excellence in teaching. An average class size of fifteen students allows Marist's faculty to actively involve students in the learning experience. In-class exercises, case studies, computer simulations, group projects, and presentations all play an integral role in the learning process. Through the use of this multi-dimensional teaching model, learning occurs not only from faculty, but also from fellow students who bring a wide range of relevant experiences to the classroom.

Marist College recognizes the competing needs of adult students who often balance their career and home life with their graduate studies. There are a number of options available to help students meet this challenge. Marist offers the convenience of evening classes and online classes, as well as a choice of campus locations, thus enabling working adults to pursue their graduate degree with minimal disruption to their personal lives. At the same time, part-time students can choose to accelerate their studies by taking more than one course per term. Fall, spring, and summer sessions allow students to complete their degree at a pace which suits their personal and professional goals.

Graduate courses are not just offered at the main campus in Poughkeepsie. They are available at extension centers in Fishkill and Florence, Italy, as well as at several additional satellite locations. Graduate classes normally meet one evening per week (Monday through Thursday) at 6:30 P.M., either at the main campus of Marist College in Poughkeepsie, New York, or at the Marist Executive Center in Fishkill, New York. Two fifteen-week semesters are offered during the fall and spring terms, as well as a shortened summer session.

Online classes are accessible 24 hours per day and are scheduled in eight- to 15-week segments. The eight-week online classes are generally taken sequentially, thus enabling students to complete six (6) credit hours of graduate work per semester.

# The IBM/Marist Joint Study

Marist seeks to distinguish itself by the manner in which it uses information technology to support teaching, learning, and scholarship. The College has had a longstanding partnership with the IBM Corporation that has helped place Marist among the most technologically advanced liberal arts colleges in the country. A key component of the Marist/IBM partnership has been a 20-year joint study arrangement that has benefited both the College and IBM in many ways. Through the Study, IBM has been able to test concepts and technology applications that the company believes can be of value in the 21st century in education, business, digital media, communications, and other fields. The Study has also provided Marist with the capacity to acquire and use cutting-edge technology to support instruction, faculty, and student research and administrative initiatives.

The introduction of computers and computer science courses at Marist began in the mid 1960s, a time when few colleges the size of Marist had moved into this field. From the start, computers have been viewed as a functional tool for everyone at Marist as well as a scientific discipline to be mastered by those in the School of Computer Science and Mathematics.

The IBM/Marist Joint Study began in 1988 with the installation of a $10 million IBM 3090 mainframe computer in Donnelly Hall. Over the past two decades,

distinctive resources. The second level features the main reading room, as well as circulation, reserve and reference desks, the reference collection, and a selection of current print periodicals. The third floor houses electronic classrooms and a multimedia language lab. It is also home to a suite of collaborative student services including Academic Technology & eLearning, the Academic Learning Center, the Center for Multicultural Affairs, and the Center for Career Services, reflecting the emerging role of libraries in higher education as collaborative learning centers.

Throughout, the Library provides a number of spacious study areas and attractive, quiet rooms for research, conferences, and collaborative work. In all, the Library provides more than 850 seats, in a variety of settings. There is a quiet study area. Over a dozen group study rooms may be reserved in advanced. They are very useful for class project meetings. The library is open an average of 112 hours a week during the semester. During exam periods, it remains open for extended hours. The Library has an extensive collection of print and electronic books and journals, DVD and online videos, and internet-accessible online databases. The electronic resources are available both on and off campus. Current students can access the full slate of Library research databases and full text journal articles from anywhere in the world. A vigorous collection development program keeps print, non-print, and on-line resources updated to serve the research, teaching, and learning needs of students and faculty.

The James A. Cannavino reference staff provides a full complement of services to meet student needs, including on-site instruction and assistance, telephone help for off-campus users, and a web-based “Ask-a-Librarian” request form. The Information Literacy programs include online tutorials, web-based Library Pathfinders, subject-specific bibliographic instruction, and library orientation sessions. Librarians are also available at faculty request to deliver information literacy instruction designed to assist students with the completion of specific assignments or to provide an overview of library services. Students are encouraged to contact a librarian in person, by phone, or e-mail with any questions or concerns regarding the use of library materials.

## THE LOWELL THOMAS COMMUNICATIONS CENTER

The newly renovated Lowell Thomas Communications Center houses classrooms, faculty offices, and collaborative work space for the School of Communication and the Arts. It is also home to the School of Global and Professional Programs. The center is named in memory of the legendary broadcast pioneer who received an honorary degree from Marist in 1981. Lowell Thomas lived in Pawling, NY, 20 miles from Marist's main campus, for more than 50 years. A public gallery within the center holds a permanent exhibition of memorabilia from his remarkable career as a com-
l disciproy materials.

Enrollment. Used for undergraduate and graduate instruction in all academic disciplines, the center is named in honor of business leader Charles H. Dyson, who received an honorary degree from Marist in 1986, and his wife, Margaret, who together improved the quality of life throughout the Hudson Valley through their philanthropy.

DONNELLY HALL AND THE STEEL PLANT STUDIOS AND GALLERY

Donnelly Hall houses the School of Science, including state-of-the-art chemistry labs, a two-story greenhouse, and labs for the study of athletic training and medi-

PROGRAMS

The Marist Fishkill Center currently offers the Master of Business Administration and Master in Public Administration to adults wishing to pursue a new career or advance in their current one.

FOR MORE INFORMATION

Marist Fishkill Center
400 Westage Business Center, Suite 105
Fishkill, New York 12524
Phone: (845) 897-9648
Email: fishkill@marist.edu
Web: www.marist.edu/fishkill

# Lorenzo De' Medici In Florence

Located in the heart of Tuscany, Florence is the ideal destination for those interested in museum studies. Extraordinarily rich in history and ancient traditions, the city, with its world-famous artistic heritage, offers the student a wide spectrum of cultural events throughout the year. The city is also known for its exceptional cuisine, char acteristic restaurants, ice-cream parlors, wine bars, elegant shops, artistic workshops, and traditional markets. As a thriving economic center with particular strengths in the fashion, luxury goods, and tourist sectors, the city of Florence also offers its inhabitants the chance to investigate myriad aspects of the contemporary Italian world. In addition, Florence is an excellent location for access to other sites and cities in Tuscany, Italy, and Europe.

The Florence branch campus is located in ten campus buildings (totaling 4,800 square meters), mainly in the lively San Lorenzo district of the historic city center. The main building, situated in Via Faenza, dates back to the 13th century and originated as a convent connected to a medieval church, San Jacopo in Campo Corbolini. This church, now deconsecrated, was founded in 1206 and for its first hundred years belonged to the Knights Templar. Rich in medieval frescoes and sculpture, the church has recently been restored to its original splendor and serves as the setting for LdM conferences and receptions. Students and professors from LdM's Restoration Department were fully involved in the restoration of the church interior.

The Master of Arts in Museum Studies is offered in partnership with the Istituto Lorenzo de Medici in Florence, Italy. This 34 credit, one-year program exposes students to the principal aspects of museum management and public engagement. Students benefit from the integration in the city and hands-on exposure to real world museum research and practices in one of the world's most important cultural centers. For more information please visit: http://www.marist.edu/admission/graduate/museumstudies.html.

# Student Services & Facilities

## INFORMATION TECHNOLOGY COMPUTER LABS

## THE COLLEGE BOOKSTORE

The Marist College bookstore is located on the lower level of the Student Center. The bookstore is open six days per week during the academic year. Please call (845) 575-3260 for store hours.

## NEW ACADEMIC BUILDING AND STUDENT CENTER RENOVATION

Construction of a new academic building and the accompanying expansion and renovation of the Student Center are slated for completion in fall 2013. The esteemed firm of Robert A.M. Stern Architects, which designed Marist's Hancock Center, is leading the $29 million project. The new building will house Marist's robust Music Department as well as multipurpose space for performances, readings, and lectures. The Student Center renovation will feature a 25,000-square-foot dining hall with a spectacular Hudson River view and a magnificent atrium. The project also will renovate the Nelly Goletti Theatre, named in memory of accomplished composer, pianist, and singer Nelly Goletti, a longtime Hudson Valley resident. Additional facilities within the Student Center include a health and wellness center, student lounges, student government offices, a post office, and a bookstore.

## ATHLETIC FACILITIES

The Marist campus offers a variety of athletic facilities that support an extensive intramural program as well as intercollegiate athletics competition. The James J.

 GENEN D.37 622.28 Tm (14)Tj 2.863 -0.0]HFORMATIONThe Center also sponsors w

# Application Requirements for International Students

International students applying to any graduate program at Marist must:

Submit an application for admission by July 15 for the fall semester or by November 30 for the spring semester with a $50 (U.S.) non-refundable processing fee.

Provide an official evaluation of all foreign academic credentials (examination results and grade reports) that correspond to a four-year bachelor's degree or its equivalent in the United States. Not required for Information Systems and Software Development applicants from India or Nepal.

Submit a minimum score of 550 on the paper-based TOEFL exam or a 213 on the computer-based TOEFL or an 80 on the Internet-based TOEFL exam. Students may choose to submit a minimum score of 6.5 on the IELTS exam in lieu of the TOEFL. All test scores must come directly from the Testing Service to the Office of Graduate & Adult Enrollment at Marist College. Note: the Marist report code is 2400. Copies of test scores will delay the admission process since an I20 will not be issued without official documents.

Submit an original notarized copy of the Declaration of Finances Form or notarized affidavit of support, signed by both the applicant and his/her sponsor, for $31,265 (U.S.) to cover costs for the 2012-2013 academic year.

Submit an official letter from a bank or other financial institution (with bank seal and management signature) stating that a minimum of $31,265 (U.S.) is accessible to cover costs for the 2012-2013 academic year.

NOTE: The amount may change for the 2013-2014 academic year.

Additional application requirements vary by graduate program; therefore, please follow the criteria listed for each individual program.

International graduate students must register for a minimum of 9 credits (3 classes) per semester to maintain a full-time course load. NOTE: a minimum of 6 credits (2 classes) must be taken on campus.

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# Financial Aid

Financing graduate study is a major concern for many people, but there are several options available. In addition to traditional sources, including personal income, savings, and family/employer assistance, several programs are available to assist both full- and part-time students in meeting the cost of their graduate education. For eligibility, students must be matriculated in a graduate program at Marist and maintain satisfactory academic progress each semester. Only electives listed for the individual graduate program requirements will be considered when determining financial aid eligibility. Satisfactory progress is defined as maintaining a cumulative GPA of 3.0 or above.NOTE: Information subject to change. Refer to our web site for updated information regarding institutional, state and federal student aid programs.

Marist Graduate Merit Scholarships

The Office of Graduate & Adult enrollment awards merit-based scholarships upon acceptance into an eligible graduate program at Marist. Awards are based on the applicant's cumulative GPA from their undergraduate degree-granting institution or most recently earned graduate/professional degree. Merit awards are given at the discretion of the scholarship committee. General eligibility for a scholarship does not guarantee admission. Marist alumni are eligible to receive a scholarship upon acceptance for $150/course. Visit www.marist.edu/graduate for more information.

GRADUATE SCHOLARSHIPS

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- International applicants.
- Marist students currently enrolled in a 5-year bachelor's/master's degree program.
- Students receiving special tuition pricing through organizational partnerships.

Scholarship amounts apply to new graduate students entering Marist College beginning in the Spring 2009 semester and thereafter.

### Graduate Assistantships

Graduate assistantships are awarded on a competitive basis to full-time students. Graduate assistants work with faculty and staff to perform administrative and research tasks as well as other duties such as monitoring labs, tutoring, and assisting with student activities. Assistantships are comprised of a partial tuition waiver and stipend. The assistantship value and nature of work involved varies by program. The range is $2,000–$6,200 per year. For more detailed information, contact the director of the respective graduate program.

### International Scholarships

Scholarships are awarded on a competitive basis to international students enrolled in the Computer Science graduate programs. These awards are based upon actual enrollment and may range from $2,000 to $3,000 per academic year. For more detailed information, please contact the respective program director.

### Need-Based Financial Assistance

Marist also awards assistance based on demonstrated financial need. To apply for need-based financial assistance, full-time and part-time graduate students must complete the Free Application for Federal Student Aid (FAFSA). The application deadline is May 15 for returning graduate students, August 15 for new students, and January 15 for spring. Early application is recommended and the necessary forms are available by calling the Office of Student Financial Services at (845) 575-3230 or by visiting their website at www.marist.edu/sfs.

In addition to the above, students selected for verification must provide the Office of Student Financial Services with the following:

- Marist Application for Financial Aid.
- Copies of Federal Tax Return Transcripts for the student and spouse (if applicable).

PLEASE NOTE: Marist College defines academic full-time study for graduate programs as a nine (9) or greater credit course load. However, this should not be confused with the federal and state financial aid definition of full-time study which is a 12-credit course load or higher.

### Marist Full-Time Graduate Grant

There are a limited number of grants for full-time graduate study awarded each year to students who receive no other form of tuition assistance. The award amount varies in accordance with need and academic merit and students must re-apply each year as it is not automatically renewed. Based upon actual enrollment, this award may range

from $1,400 to $4,000 per academic year. To qualify, recipients must maintain a 3.0 or higher cumulative grade-point index and a nine (9) credit per semester course load.

Marist Part-Time Graduate Grant
There are a limited number of grants for part-time graduate study awarded each year to students who receive no other form of tuition assistance. The size of the award varies in accordance with need and academic merit as well as the number of credit hours being taken. Based upon actual enrollment, this award may range from $600 to $2,000 per academic year. Students must re-apply each year as the grant is not automatically renewed. To qualify, recipients must maintain a 3.0 or higher cumulative grade-point index.

Marist Five-Year Graduate Grant
There are a limited number of grants for full-time graduate study awarded each year to students enrolled in a Marist College combined undergraduate/graduate degree program who receive no other form of tuition assistance. The award amount varies in accordance with need and academic merit. Based upon actual enrollment, this award may range from $2,250 to $4,000 per academic year. To qualify, recipients must maintain a 3.0 or higher cumulative grade-point index and a nine (9) credit per semester course load.

Marist Graduate/International Student Employment Program
College student employment is funded through Marist's Campus Employment Program. There are opportunities for employment with various academic and administrative offices within the College. Students are not allowed to work more than 20 hours per week during the regular academic terms and 40 hours per week during vacation periods.

Federal Direct Unsubsidized Loan
The Federal Direct Unsubsidized Loan enables qualified graduate students who are enrolled at least half time (6 credits) to borrow up to $20,500 per academic year, with a fixed rate of interest of 6.8% effective July 1, 2006. Interest begins to accrue on the date of disbursement. Students may defer the interest, but it will be added to the loan principal (capitalized)PLEASE NOTE: Students may borrow up to $20,500, not to exceed the cost of attendance.

Federal Direct PLUS Loans for Graduate or Professional Students
As of July 1, 2006, graduate students are now eligible to borrow under the PLUS Loan Program up to their cost of attendance minus other estimated financial assistance. The terms and conditions applicable to Parent PLUS Loans also apply to Graduate/

- The College may impose conditions for student's continued eligibility to receive Title IV aid.
- Student may receive aid for one payment period.
- Student may

PLEASE NOTE:
Marist College will only grant a one-time appeal unless there is an extenuating circumstance that is approved by the review committee and or the Executive Director.

SAP – Notifications

- The College will notify a student of the results of a Satisfactory Academic Progress review that impacts the student's eligibility for Title IV aid.
- The notification will include instructions for filing an appeal.

Qualitative Standard:
Students will be reviewed for satisfactory academic progress once per year, after the spring semester. However, if a student is on probation (had an appeal previously approved), Satisfactory Academic Progress will be reviewed after the payment period (semester).

- Whenever the semester GPA is below 3.00, but the cumulative GPA is at or above 3.00, students will receive Financial Aid notification regarding their status.
- The first semester that the cumulative GPA is below a 3.00, the student will be placed on High Risk Notification status.
- At the end of the following semester, students who do not raise their cumulative GPA to a 3.0 will not be meeting SAP standards and will lose their financial aid eligibility. At that time, students will need to submit an appeal. Please refer to the SAP Appeal Process as listed above.

Quantitative Measure:
Although the College considers the student in good academic standing, based on a cumulative GPA of 3.00 or better, failure to earn the necessary number of credits toward degree completion can jeopardize the student's aid eligibility. Students who do not meet the quantitative requirements, regardless of their GPA, will be ineligible for financial aid. Students who have lost their financial aid eligibility have the option of requesting a one-time appeal from the Office of Student Financial Services.

- Students must complete 75% of the hours attempted once 9 credits have been attempted.
- Pace Measurement. Although the College considers the student in good academic standing, based on a cumulative GPA of 3.00 or better, failure to earn the necessary number of credits toward degree completion can jeopardize the student's aid eligibility. Students who exceed 150 percent of the normal time required to complete their academic programs are not eligible for additional Title IV assistance for the period that is in excess of 150 percent of their academic period normally required to complete the program of study. Students must earn 75% of the credits attempted to meet the quantitative requirements. To complete the quantitative measure of a student's SAP, Marist must compare the amount of work students attempted with the amount of

work that was successfully completed, which is defined as "pace." In order to determine a student's pace, the following formula will be used:

$$\text{Pace} = \frac{\text{Cumulative number of hours successfully completed (earned)}}{\text{Cumulative number of attempted hours}}$$

Students who do not meet the quantitative requirements, regardless of their GPA, will be ineligible for financial aid. Students who have lost their financial aid eligibility have the option of requesting a one-time appeal from the Office of Student Financial Services.

Definition of Attempted Hours:

- The hours for which the student is registered at the end of the add/drop period.
- All transfer hours
- All hours are included, even if the student did not receive financial assistance during these time periods.

Military Service Activation:
Students called to active duty that results in withdrawal from all classes will be granted a waiver upon submission of documents verifying activation. Students that meet the Financial Aid Standards of Progress at the time of military activation will retain their financial aid eligibility.

The Appeal Process for Students Who Have Failed the Satisfactory Academic Progress
Students will be notified by the Office of Student Financial Services that they have lost their financial aid eligibility.

Students will initiate the process by requesting a an appeal. Such requests should be forwarded to the Executive Director of Student Financial Services within two weeks of aid loss notification.

Possible reasons for appeal: serious personal problems, family tragedy, illness, employment and/or difficult adjustment to college, and other unusual circumstances that could reasonably contribute to a lack of academic progress. Appeals should include supporting documentation.

A committee comprised of the Executive Director of Student Financial Services, the Director of Advising and Academic Services and the Registrar, and others as needed, will review the appeal requests.

PLEASE NOTE: only one appeal will be granted, whether based on qualitative and/or quantitative standards. Students who are not granted an appeal or those who have already used the appeal, but do not have a cumulative GPA of 3.00 or do not meet quantitative standards will regain eligibility once the cumulative GPA and quantitative standards are met. Only in extreme circumstances will the committee consider granting a second appeal for aid eligibility. At that time, new information must be presented as an appeal will not be considered twice for the same circumstance.

Summer Session: Students not meeting SAP after the spring semester, and taking courses over the summer session, will be reviewed once final summer grades are calculated to determine if the student is now meeting SAP for the upcoming academic year.

Students may also be admitted into a graduate program on a non-matriculated basis if they fall into one of the following categories:

sa prospective student with an outstanding undergraduate record who does not have time to fully complete his or her requirements for admission before the start of the semester. In such cases, a student lacking GMAT, GRE, or other standardized test results, or select prerequisite courses, may be admitted on a non-matriculated basis at the discretion of the Program Director. Minimally, the applicant must present a completed application form and official transcripts of all previous college records (including two-year colleges) at least two weeks before the start of the semester.

sa visiting student, matriculated in another graduate program, who wishes to

not assigned in a case where failure to complete course requirements on time is due to student delinquency.

S This grade may be given only for Psychology internships and indicates satisfactory performance.

P This grade is awarded in Business Administration, Psychology, Educational Psychology, Public Administration, and School Psychology internship, project or thesis courses when the project or thesis has been completed and accepted by the department. This grade is awarded for Public Administration internships and indicates satisfactory performance.

X This grade is awarded in Information Systems, Psychology, Educational Psychology, and School Psychology project and thesis courses when the project or thesis is still in progress at the end of the semester.

AU This grade indicates completion of an audited course. It is assigned only when a course is being taken on a non-credite1f Tda, a2y

locating funding sources, obtaining and interpreting application forms, developing proposal narratives and budgets, and securing institutional support and approvals.

AFFIRMATIVE ACTION / EQUAL OPPORTUNITY

Marist College is committed to the principles of Equal Opportunity and Affirmative Action in its employment policies and academic programs, and all other programs and services provided by the College. The College does not tolerate discrimination in any form and it shall be considered a violation of College policy for any member of the community to discriminate against any individual or group with respect to employment or attendance at Marist College on the basis of race, color, disability, religion, age, sex, marital status, national origin, sexual orientation, veteran status, or any other condition established by law. The College's Affirmative Action Officer is responsible for overseeing affirmative action and equal employment opportunity. All questions, concerns, and complaints regarding the College's Affirmative Action Plan should be directed to: michael.silvestro@marist.edu.

Marist College does not discriminate in the admissions process or in the awarding of financial aid on the basis of race, color, sex, religion, or disability.

ASSOCIATE DEAN, MBA PROGRAM DIRECTOR
School of Management

## EDUCATIONAL OBJECTIVES

The educational objectives of the MBA Program are to:

- sprovide a dynamic business curriculum that cultivates professional skills and values, while focusing on real-world applications and employing current and emerging technologies, and
- sadvance students' managerial knowledge, elevate their communication, analytical, technological, and decision-making skills, and stimulate their appreciation of the social and ethical implications of working in a diverse, global business environment.

## AACSB INTERNATIONAL ACCREDITATION

In 2002, the Marist College MBA program was granted accreditation by one of higher education's most prestigious and rigorous international accrediting bodies, The Association to Advance Collegiate Schools of Business-International (AACSB). Accreditation by AACSB-International is the highest distinction offered to business schools both nationally and internationally and confirms Marist's commitment to the highest standards of excellence in its business curriculum, faculty, and student resources. Only 30 percent of business and management programs nationwide are accredited at both the bachelor's and master's degree level, achieving a standard widely accepted and adopted by the educational and business communities.

## MBA PROGRAM FORMAT & SCHEDULING

The newly re-designed MBA Curriculum consists of three types of classes: Foundation, Core, and Electives or Concentrations. Foundation courses are only taught online while Electives and Concentration courses are taught primarily online. Core courses are taught both online and on-site at the Marist Executive Center in Fishkill. MBA801 Strategic Management — the capstone course — is taught online and on-site at the Marist Campus in Poughkeepsie. Fall, spring and summer online courses typically run 8 weeks; a few are 15 weeks in duration. On-site courses meet one night per week for 15 weeks.

## HOW ONLINE COURSES WORK

Marist College, a recognized leader in the use of technology in the classroom, was the first college or university in New York State to gain approval to offer its entire MBA program online. Students juggling work responsibilities, travel requirements, and family obligations can pursue their MBA from the convenience of their own keyboards, whenever and wherever they may be. The Marist online platform, iLearn, enables students to interact extensively with their instructors and classmates. Online students log on according to their own schedules, when it is most convenient for them. Communication is ongoing via e-mail, bulletin boards, group conference rooms, and private chat rooms. There is no on-campus requirement nor are all students expected to be online at the same time.

## ADMISSIONS REQUIREMENTS

The MBA program looks at the interests, aptitude, and capacity of a prospective management student as indicated by the applicant's previous academic record,

achievement on either the Graduate Management Admission Test (GMAT) or the Graduate Record Exam (GRE) General Test, letters of recommendation, response to essay questions, and past professional achievement and growth. The MBA Program Committee reviews applications of qualified applicants regardless of their-under graduate major. All applicants must hold a baccalaureate degree from an accredited college or university.

Students with an undergraduate GPA of 3.0 or higher may take up to two Foundation courses in one semester as a non-matriculated candidate. The studen must satisfy all requirements for matriculation upon completion of the non-matric-ulated semester. Admission as a non-matriculated student does not guarantee full admission to the MBA program as a matriculated, degree-seeking candidate.

We expect MBA students to have adequate competencies in basic math skills through college algebra and basic computer skills including the use of Microsoft Office and the Internet. We encourage students who consider themselves deficient in these basic areas to take basic skills courses at Marist or another college or university before starting the MBA program.

## APPLICATION PROCESS

Applicants must submit all of the material listed below:

- sA completed Marist Graduate Admissions Application
- sA $50 non-refundable application fee made payable to Marist College
- sOfficial transcripts from all undergraduate and graduate institutions attended
- sA current résumé or a written statement describing work history and present responsibilities
- sAn official score report of the Graduate Management Admission Test (GMAT) or the Graduate Record Exam General Test (GRE) taken within five years of application. Specify on the GMAT application that the GMAT score should be sent to Marist College. Marist's report code is K9K-FZ-91. For the GRE General Test, specify on the GRE application that the GRE General Test score should be sent to Marist College. Marist's report code is 2400.
- sCompleted recommendation forms from two references, preferably at least one from a former professor
- sWritten response to essay questions
- sProof of MMR immunity (if b(s repodnisP0730000>tM that8d04 0 Tdder)1Iu/i3 1

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non-matriculated semester. Foundation course waivers are determined by the Program Director at the time of application. Candidates wishing to apply for Foundation course waivers or transfer credit from another institution must submit all official transcripts and request a review at the time of application.

The GMAT is administered as a computer-adaptive test and is offered almost anytime throughout the year at over 400 computer-based testing sites. Applicants are strongly encouraged to utilize commonly available study guides to prepare for taking the exam. Failure to engage in adequate preparation may result in scores unacceptable for admission to the program. To obtain additional information regarding the GMAT exam including registration for upcoming test dates, please visit www.GMAT.org.

The GRE® revised General Test is available at about 700 test centers in more than 160 countries. It is offered as a computer-based test year round at most locations around the world and as a paper-based test up to three times a year in areas where computer-based testing is not available. To obtain additional information regarding the GRE exam including registration for upcoming test dates, please visit www.ets.org/gre.

## INTERNATIONAL APPLICANTS

International applicants may apply for the fall and the spring semesters according to published application deadlines. International students must have their transcripts evaluated (and translated, if necessary) for program equivalency by a recognized credential evaluation service prior to application. A course-by-course evaluation and grade equivalency are needed. Immigration regulations state that no more than one online course per semester may be used toward the 9 credits required to meet full-time status. Students wishing to pursue the program on a full-time basis assume responsibility for remaining in compliance with immigration regulations. Please visit www.marist.edu/graduate for complete international admissions criteria.

## TRANSFER CREDITS

Up to six (6) graduate credits, earned within seven years of starting the MBA pro-

Concentrations – (12 credits required, these consist of a specific sequence
of electives)

MBA Concentrations allow students the opportunity to gain deeper knowledge in a specific area. Students may select one of the following 4 Concentrations: Ethical Leadership, Financial Management, Healthcare Administration or International Business. If a student does not select a Concentration, the student will receive a general MBA degree.

Ethical Leadership

1) MBA 684 Leadership, Power & Influence
2) MBA 685 Negotiations and Conflict Management
3) MBA 688 Ethical Management of Organizations

Required prerequisite for all: MBA 654 – Managing Organizational Change

Financial Management

1) MBA 644 Financial Statement Analysis
2) MBA 672 Financial Markets & Institutions
3) MBA 673 Investment Analysis & Theory

Required prerequisite for all: MBA 671– Corporate Financial Theory & Practice

Healthcare Administration

1) MBA 681 US Health Care Policies and Systems
2) MBA 682 Ethical/Legal Issues in Health Care
3) MBA 683 Critical Issues in Health Care

Required prerequisite for all: MBA 654 Managing Organizational Change

MBA Elective Courses
(Please visit www.marist.edu/mba for a complete list of current electives.)
Each are 3 credits.

| | |
|---|---|
| MBA 610 | Sustainable Management in the 21st Century |
| MBA 613 | International Economics |
| MBA 621 | Strategic Marketing Planning |
| MBA 622 | International Marketing |
| MBA 623 | Consumer Behavior |
| MBA 635 | Business Analysis for Effective Decision-Making |
| MBA 644 | Financial Statement Analysis |
| MBA 645 | Principles and Quantitative Methods in Operational Excellence |
| MBA 653 | Management and Collective Bargaining |
| MBA 654 | Managing Organizational Change |
| MBA 661 | Operational Excellence |
| MBA 671 | Corporate Financial Theory & Practice |
| MBA 672 | Financial Markets and Institutions |
| MBA 673 | Investment Analysis and Theory |
| MBA 681 | US Healthcare Policies & Systems |
| MBA 682 | Ethical/Legal Issues in Healthcare |
| MBA 683 | Critical Issues in Healthcare |
| MBA 684 | Leadership, Power and Influence |
| MBA 685 | Negotiations and Conflict Management |
| MBA 686 | Strategic Cost Analysis |
| MBA 687 | Electronic Marketing |
| MBA 688 | Ethical Management of Organizations |
| MPA 500 | Introduction to Public Administration |
| MPA 521 | Management in Nonprofit Organizations |
| MSIS 527 | Systems and Information Concepts in Organizations |
| MSIS 537 | Data Management |
| MSIS 567 | Data Communications |

NOTE: From time to time Special Topics courses are offered.

# Graduate Courses in Business Administration

## FOUNDATION COURSES

MBA 515
Economics Foundations
This course introduces students to the study of economics by intensively examining both microeconomic and macroeconomic principles and analysis. Economics is the study of how we, as individuals and as a society, can best use scarce resources. Markets-deter mine which resources are used to produce goods, how many goods will be produced, and how goods are distributed. In addition, the course will examine the performance of

al and international business organizations. Changing expectations and responsibilities of organizations with regard to current and

MBA 635
Business Analysis for Effective Decision-Making
This course explores common tools for data analysis and their application to decision-making situations. Topics include regression and correlation, forecasting, linear programming, project management, and other selected topics. All models will be taught with attention to managerial applications, including case analyses. Course will include heavy computer usage.
Prerequisites: All Foundation courses and Core courses (except MBA 801)

MBA 644
Financial Statement Analysis
Financial statements are relevant to the decisions of many individuals including investors, creditors, consultants, managers, auditors, directors, analysts, regulators, and employees. This course equips the student to use the information provided in financial statements to make reasoned decisions in a variety of contexts. Traditional analytical techniques such as ratio analysis, trend analysis, and vertical and horizontal analysis are used. Additionally, the course provides a framework in which the students can develop appropriate valuation techniques.
Prerequisites: All Foundation courses and Core courses (except MBA 801), MBA 671

MBA 645
Principles and Quantitative Methods in Operational Excellence
This course provides comprehensive coverage of principles and current issues in operations management, such as process strategies, lean and sustainable manufacturing, planning processes, and supply chain and quality management. Particular focus is placed on the perspective of operations management in global businesses, value creation, alignment with company strategy, and application of quantitative decision-making methods. This is accomplished by qualitatively and quantitatively analyzing common operations management scenarios as well as case studies and issues from the current press.
Prerequisites: All Foundation courses and Core courses (except MBA 801)

MBA 653
Management and Collective Bargaining
Labor as a critical part of the American industrial relations system is examined. The American labor movement and labor law are studied. Emphasis of the course is on the collective bargaining process as carried out between labor and management.
Prerequisites: All Foundation courses and Core courses (except MBA 801)

MBA 654
Managing Organizational Change
This course is designed to build skills that will help the student effectively manage change. Particular attention will be given to enhancing the student's capability to analyze situations of change, plan and implement appropriate actions for change, and learn from personal experiences and the experiences of others regarding change.
Prerequisites: All Foundation courses and Core courses (except MBA 801)

MBA 661
Operational Excellence
This course is designed to provide the student with the concepts and tools necessary to design, manage, and control the transformation process in manufacturing and service settings and to develop sys-
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globaaor
Prerequisites: All Foundation courses and Core courses (except MBA 801)

dividend policy, short term financial management, and financial forecasting.
Prerequisites: All Foundation courses and Core courses (except MBA 801)

MBA 672
Financial Markets and Institutions
This course examines the nature and the role of financial markets and institutions in the domestic and international framework. The following topics are covered: the effects of monetary policy; the role of the Federal Reserve; the continuing flux in financial institutions, especially in banking; domestic and international commercial markets, and international exchange.
Prerequisites: All Foundation courses and Core courses (except MBA 801), and MBA 671

MBA 673
Investment Analysis and Theory
This course offers a study of investment, primarily in stocks and bonds, and of portfolio theory. Significant theoretical and empirical studies are discussed. The following topics are covered: the development of portfolio theory, fundamental analysis, technical analysis, bond and stock portfolio management, and international diversification.
Prerequisites: All Foundation courses and Core courses (except MBA 801), and MBA 671

MBA 681
US Health Care Policies and Systems
US Health Care Policies and Systems is an introduction to health care delivery systems and the policy environment they operate in, with emphasis on the American system of health care and its major issues and challenges. The course explores the dynamics of administration in health care institutions such as hospitals, nursing homes, and ambulatory care facilities, and the policy issues and controversies that shape the delivery of health care.
Prerequisites: All Foundation courses and Core courses (except MBA 801, and MBA 654

MBA 682
Ethical/Legal Issues in Health Care
Ethical/Legal Issues in Health Care provides you with a fundamental knowledge of the legal system as it relates to health care institutions. The course then builds on your understanding of the legal system to integrate it with administrative theory as we examine ethical situations and decisions unique to health care administration and to the health care industry.
Prerequisites: All Foundation courses and Core courses (except MBA 801), and MBA 654

MBA 683
Critical Issues in Health Care
Critical Issues in Health Care covers topics of contemporary and controversial nature, focusing on topics such as the implementation of health care policy and the ongoing challenges of balancing margin v. mission decisions while working to ensure the long-term viability of an organization. It actively integrates historical information on health care issues with current topics under discussion in that week's news outlets. Once it helps you develop an understanding of contemporary health care debate, it also provides you with tools and tactics for influencing the debate on a personal and system level.
Prerequisite: All Foundation courses and Core courses (except MBA 801, and MBA 654

MBA 684
Leadership, Power and Influence
This course will examine the theory and practice of leadership in organizations. Traditional and modern theories of leade

MBA 685
Negotiations and Conflict Management
This course is an introduction to the theory and practice of interpersonal bargaining. The course will examine types of bargaining strategies, planning for negotiations, how to handle negotiation breakdowns, communications, power, persuasion, and ethics in negotiations, as well as international dimensions of bargaining. The pedagogical

# Master of Business Administration Faculty

ELMORE R. ALEXANDER Professor of Management, 2007. Degrees: B.A., Wake Forest University; M.A., Ph.D., University of Georgia

KAVOUS ARDALAN Professor of Finance, 1998. Degrees: B.A., National University of Iran; M.A., Ph.D., University of California, Santa Barbara; Ph.D., York University, Toronto, Canada

WILLIAM S. BROWN Assistant Professor of Management, 1999. Degrees: B.A., Fairleigh Dickinson University; M.A., Montclair State University; M.B.A., Fairleigh Dickinson University; Ph.D., University of Pittsburgh

CHRISTY HUEBNER CARIDI Af liate Assistant Professor of Economics, 2006. Degrees: M.B.A., Fordham University; Ph.D., New School University

KENNETH COLETTI

CHESTER KOBOS

SUSAN VONREUSNER Adjunct Instructor of Business Administration, 2011. Degrees: B.A., Union College; M.P.A., Woodrow Wilson School of Public and Int'l Affairs

XIAOLI (SHIRLEY) WANG Assistant Professor of Finance, 2011. Degrees: B.E., Xi'an Jiaotong University, China; M.E., Xi'an Jiaotong University, China; M.Econ., Xi'an Jiaotong University, China; M.B.A. and Ph.D., Rutgers University

YU-WEI WANG Assistant Professor of Finance, 2012. Degrees: B.A., SUNY Buffalo; M.A., SUNY Buffalo; M.B.A., The Garvin School of International Management; Ph.D., University of South Florida

SATINA V. WILLIAMS Assistant Professor of Accounting, 2006. Degrees: B.S., Benjamin

ASSOCIATE DEAN, GRADUATE DIRECTOR — MBA FOR ACCOUNTANTS
School of Management
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In 2009 New York became the 47th state in the U.S. to require 150 credit hours to be eligible for licensure as a Certified Public Accountant (CPA) in New York State. The Marist College School of Management is pleased to offer a "registered program" with the New York Office of Professions which meets the 150-credit-hour educational requirements for a candidate to be eligible for licensure as a Certified Public Accountant (CPA) in New York State. Individuals successfully completing the 30-hour program will earn a Master of Business Administration (MBA) degree.

The MBA for Accountants program builds upon the accounting foundation that students acquired in their undergraduate degree program by providing a high-quality, broad-based business management education. This program emphasizes the application of theory to management practice and the use of technology to enhance student learning.

## SCHOOL OF MANAGEMENT MISSION

We develop people of integrity with the managerial expertise, vision, pragmatism and ethical sensibility to succeed professionally and personally on their own and with others. We prepare leaders to face the challenges of a dynamic and diverse world grounded in our ideals of excellence in education, the importance of community, and commitment to service.

Excellence in Education:
We challenge and develop students by creating a nurturing integrative experiential education within a strong liberal arts tradition.

Importance of Community:
We collaborate as a community of faculty, staff, students, alumni and other stakeholders to expand and continuously improve knowledge of the practice, study, and teaching of management through program innovation, research, and professional activities.

The Commitment to Service:
We use our knowledge and experience with our stakeholders to improve the operation of public and private organizations and the quality of life for individuals and communities in both the region and the world.

## EDUCATIONAL OBJECTIVES

The educational objectives of the MBA Program are to:

- provide a dynamic business curriculum that cultivates professional skills and values while focusing on real-world applications and employing current and emerging technologies, and

sadvance students' managerial knowledge, elevate their communication, analytical, technological, and decision-making skills, and stimulate their appreciation of the social and ethical implications of working in a diverse, global business environment.

AACSB INTERNATIONAL ACCREDITATION

In 2002, the Marist College MBA program was granted accreditation by one of higher education's most prestigious and rigorous international accrediting bodies, The Association to Advance Collegiate Schools of Business-International (AACSB). Accreditation by AACSB-International is the highest distinction offered to business

– partially face-to-face in a traditional classroom setting, and partially online. The fall and spring courses are taught face-to-face during a 15-week semester. The winter session course is an intense 4-week course taught in a face-to-face format. Students who successfully complete all requirements of the program are eligible to graduate with the MBA degree in May, one year after completing the bachelor's degree.

## ADMISSIONS REQUIREMENTS

The MBA for Accountants program looks at an applicant's academic accounting and business background, interests, aptitude, and capacity to perform graduate work. In determining admittance to the program, the MBA for Accountants program admissions committee checks to make sure the applicant holds a baccalaureate degree. In addition, they look to see that the student has earned a grade of "B" or better in the requisite accounting courses at the undergraduate level including: Financial Accounting, Managerial Accounting, Intermediate Accounting I and II, Cost Accounting, Advanced Accounting, Auditing, Tax, and Advanced Auditing. Further, applicants must have completed the following Foundation courses as part of their undergraduate degree program: Macro and Micro Economics, Marketing, Statistics, Business Management, and Financial Management, with grades of "B" or better. Next, the MBA for Accountants program admissions committee takes into account an applicant's achievement on either the Graduate Management Admission Test (GMAT) or the Graduate Record Exam (GRE) General Test. At minimum, applicants must earn a score of 450 on the GMAT (and a comparable score on the GRE) to qualify for the MBA for Accountants program. Finally, the admissions committee considers the applicant's resume and letters of recommendation if applicable.

## APPLICATION PROCESS

Applicants must submit all of the material listed below:

- A completed Marist Graduate Admissions Application
- A $50.00 non-refundable application fee made payable to Marist College
- Official transcripts from all undergraduate institutions attended
- A current résumé
- An official score report of the Graduate Management Admission Test (GMAT) or the Graduate Record Exam General Test (GRE) taken within five years of application. Specify on the GMAT application that the GMAT score should be sent to Marist College. Marist's report code is K9K-FZ-91. For the GRE General Test, specify on the GRE application that the GRE General Test score should be sent to Marist College. Marist's report code is 2400.
- Completed recommendation forms from two references, preferably at least one from a former professor
- Proof of MMR immunity (if born on or after January 1, 1957) – upon enrollment in the program.

The GMAT is administered as a computer-adaptive test and is offered almost anytime throughout the year at over 400 computer-based testing sites. Applicants are strongly encouraged to utilize commonly available study guides to prepare for taking the exam. Failure to engage in adequate preparation may result in scores unacceptable for admission to the program. To obtain additional information regarding the GMAT exam including registration for upcoming test dates, please visit www.GMAT.org.

The GRE® revised General Test is available at about 700 test centers in more than 160 countries. It is offered as a computer-based test year round at most locations around the world and as a paper-based test up to three times a year in areas where computer-based testing is not available. To obtain additional information regarding the GRE exam, including registration for upcoming test dates, please visit www.ets.org/gre.

## INTERNATIONAL APPLICANTS

International students must have their transcripts evaluated (and translated, if necessary) for program equivalency by a recognized credential evaluation service prior to application. A course-by-course evaluation and grade equivalency are needed. Students wishing to pursue the program assume responsibility for remaining in compliance with immigration regulations. Please visit www.marist.edu/graduate for complete international admissions criteria.

## REGISTRATION PROCEDURES

Registration and payment is done online.

## MBA PROGRAM ACADEMIC POLICIES

To remain in good standing in the MBA for Accountants program, students must maintain a minimum cumulative GPA of 3.0 throughout the program and to graduate. The Graduate Program Director will review the academic status of any student whose GPA falls below 3.0 to determine whether that person can continue in the program. Any student who earns a grade of F for any course will be dismissed from the program. (Please refer to the Student Handbook for additional policies and procedures not covered in this section.)

# Graduate Courses for MBA for Accountants Program

MBA 610
Global Environment of Business
This course analyzes the broad range of forces shaping the global environment for the conduct of business – with a focus on issues that are increasingly critical for successful business managers. This course includes a survey of core functions of international businesses to illustrate the unique challenges faced by international business managers, and analyzes techniques managers have adopted to respond to these challenges. Topics addressed include the nature and scope of international business; the political, cultural, legal, ethical, and economic considerations of international business; international trade and foreign direct investment, global operations, including production, marketing, strategic planning and human resource management, as well as issues in international accounting.

MBA 614
Accounting Research
and Communications
This course is designed to provide students with an understanding of how to perform professional accounting and tax research using electronic accounting and tax research services and the Internet. Techniques of identifying issues, locating and evaluating relevant authority, and effectively communicating in writing the conclusions and recommendations of the research are emphasized.

MBA 621
Strategic Marketing Planning
This course develops an understanding of the concepts and techniques of contemporary strategic marketing planning. Major subject areas include: evolution of strategic corporate and marketing planning; the logic of the planning process; product and market analysis; definition of opportunities and threats; strategic selection based on product life cycle; evaluation of marketing plans by discounted cash flows, net present value method, and internal rate of return method. The use of models to develop marketing strategies will also be examined. The course makes extensive use of the case study method and employs a "learning by doing" approach.

MBA 635
Business Analysis for Effective
Decision-Making
This course explores common tools for data analysis and their application to decision-making situations. Topics include regression and correlation, forecasting, linear programming, project management, and other selected topics. All models will be taught with attention to managerial applications, including case analyses. Course will include heavy computer usage.

MBA 654
Managing Organizational Change
This course is designed to build skills that will help the student effectively manage change. Particular attention will be given to enhancing the student's capability to analyze situations of change, plan and implement appropriate actions for change, and learn from personal experiences and the experiences of others regarding change.

MBA 661
Operational Excellence
This course is designed to provide the student with the concepts and tools necessary to design, manage, and control the transformation process in manufacturing and service settings and to develop systems thinking. The manufacturing philosophies of MRP/ERP, JIT/TQM, TOC/Synchronous Manufacturing, and Supply Chain Management will be explored in depth. Additionally, project management skills will be developed and practiced. These concepts will be applied to case studies and/or business projects.

MBA 671
Corporate Financial Theory

# Master of Business Administration Faculty

ELMORE R. ALEXANDER Professor of Management, 2007. Degrees: B.A., Wake Forest University; M.A., Ph.D., University of Georgia

KAVOUS ARDALAN Professor of Finance, 1998. Degrees: B.A., National University of Iran; M.A., Ph.D., University of California, Santa Barbara; Ph.D., York University, Toronto, Canada

WILLIAM S. BROWN Assistant Professor of Management, 1999. Degrees: B.A., Fairleigh Dickinson University; M.A., Montclair State University; M.B.A., Fairleigh Dickinson University; Ph.D., University of Pittsburgh

CHRISTY HUEBNER CARIDI Affiliate Assistant Professor of Economics, 2006. Degrees: M.B.A., Fordham University; Ph.D., New School University

KENNETH COLETTI Lecturer of Accounting, 2003. Degrees: M.B.A., Marist College

ISMAY V. CZARNIECKI Lecturer of Management, 2008. Degrees: B.A. The College of New Rochelle, M.B.A., Iona College

ANN E. DAVIS Associate Professor of Economics, 1986; Degrees: B.A., Barnard College; M.A., Northeastern University; Ph.D., Boston College

ELIZABETH M. DOHERTY Associate Dean, Director of Graduate Programs, and Professor of Management, 2011. Degrees: B.A., Lawrence University; M.S.W., Washington University in St. Louis; Ph.D., Washington University in St. Louis

JOHN P. FINNIGAN Professional Lecturer of Finance, 2008. Degrees: B.S., LeMoyne College; M.B.A., Pace University

DAVID J. GAVIN Assistant of Professor of Management, 2007. Degrees: B.S., Liberty University; M.B.A. Marist College; Ph. D., University of Albany

JOANNE GAVIN Associate Professor of Management, 2002. Degrees: B.S., University of New Orleans; M.B.A., University of New Orleans; Ph.D., University of Texas at Arlington

ROBERT J. GROSSMAN Professor of Business, 1983. Degrees:

University; Ph.D.RPIge

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CHESTER KOBOS Assistant Professor of Finance, 1982. Degrees:

SUSAN VONREUSNER Adjunct Instructor of Business Administration, 2011. Degrees: B.A., Union College; M.P.A., Woodrow Wilson School of Public and Int'l Affairs

XIAOLI (SHIRLEY) WANG Assistant Professor of Finance, 2011. Degrees: B.E., Xi'an Jiaotong University, China; M.E., Xi'an Jiaotong University, China; M.Econ., Xi'an Jiaotong University, China; M.B.A. and Ph.D., Rutgers University

YU-WEI WANG Assistant Professor of Finance, 2012. Degrees: B.A., SUNY Buffalo; M.A., SUNY Buffalo; M.B.A., The Garvin School of International Management; Ph.D., University of South Florida

SATINA V. WILLIAMS Assistant Professor of Accounting, 2006. Degrees: B.S., Benjamin Franklin University; M.B.A., University of North Carolina; Ph.D., Virginia Commonwealth University

SCOTT WILLMEN Adjunct Instructor of Business Administration, 2012. Degrees: B.A., Gettysburg College; M.B.A., Auburn University; Ph.D., University of Sarasota/Argosy

ANNE ZAHRADNIK Assistant Professor of Health Care, 2010. Degrees: B.A., University of Pittsburgh; M.A., Western Michigan University; Ph.D., Western Michigan University

ASSOCIATE DEAN, MPA PROGRAM DIRECTOR
School of Management
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## MISSION AND OBJECTIVES

The School of Management has offered the Master of Public Administration degree program since 1980. It rapidly became one of the most popular MPA programs for working adults in New York State.

The MPA program's mission is to provide students with the knowledge, skills, and values to be professionally competent and ethical leaders of a diverse work force in public and nonprofit organizations within the context of a global society. The curriculum links theory and practice by emphasizing contemporary issues grounded in the historical foundation of public administration. Designed to meet these objectives, and based on standards from the National Association of Schools of Public Affairs

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MPA FOUNDATION COURSES (9 CREDITS REQUIRED, WAIVABLE)
A student may be waived from one, two or all three MPA foundation courses at the time of admission to the program based on criteria described above.

| | |
|---|---|
| MPA 501 | Politics and Policy |
| MPA 505 | Human Resource Management in Public Organizations |
| MPA 508 | Statistics for Public Managers |

MPA CORE COURSES (24 CREDITS REQUIRED, 3 CREDITS WAIVABLE)
A student may be waived from the internship, MPA 660, at the time of admission to the program based on criteria described above.

| | |
|---|---|
| MPA 500 | Introduction to Public Administration |
| MPA 503 | Public Budgeting |
| MPA 506 | Administrative Law |
| MPA 507 | Technology Management for Public Managers |
| MPA 513 | Program Planning and Evaluation |
| MPA 530 | Organizational Theory and Chang2f |
| MPA 560, | |

Health Care Administration:

| | |
|---|---|
| MPA 681 | US Health Care Policies and Systems |
| MPA 682 | Ethical/Legal Issues in Health Care |
| MPA 683 | Critical Issues in Health Care |

Prerequisite for all: MPA 530 Organizational Theory and Change

## COURSE FORMAT & SCHEDULING

Students may pursue the MPA program in a hybrid (face-to-face and online sessions), fully online, or through a combination of both – whatever best suits their needs. The face-to-face component of the hybrid courses are at the Fishkill Executive Center, and at sites in Albany and NYC. Hybrid courses and online courses cover the same content, have identical learning goals, and are taught by the same faculty. The key difference is the delivery format.

Courses are offered in 8-week segments or "rounds." Round 1 courses run the first 8 weeks of each semester. Round 2 courses run the second 8 weeks of each semester. The face-to-face component of the hybrid courses are offered over the same 8-week segments with meetings one night per week.

## HOW ONLINE COURSES WORK

Marist College, a recognized leader in the use of technology in the classroom, was the first college in New York State to gain approval to offer its entire MPA program online. Students juggling work responsibilities, military duty, travel requirements, and family obligations can pursue their MPA from the convenience of their own keyboards, whenever and wherever they may be. iLearn instructional technology enables students to interact extensively with their instructors and classmates. Online students log on according to their own schedules, when it is most convenient for them. Communication is continuous via e-mail, discussion forums, virtual group confer ence rooms, and private chat rooms. There is no on-campus requirement for students completing the program fully online, nor are all students expected to be online at the same time.

## ADMISSIONS REQUIREMENTS

The members of the MPA Admissions Committee look at the interest and aptitude of a prospective student as indicated by the applicant's previous academic record, achievement on the Graduate Records Examination (GRE) if required, letters of recommendation, and past professional achievement and growth. All applicants must hold a baccalaureate degree from an accredited college or university.

Students entering the MPA program are expected to have strong computing (word-processing, spreadsheet, presentation software) skills as well as strong library and Internet research skills.

## APPLICATION PROCEDURES

The Admissions Committee will review applications of prospective students regardless of their undergraduate major. The overall scholastic record and potential of the applicant are assessed. Students who wish to pursue the program may begin in the

Any student who is compelled to leave school for even one spring or fall semester must notify the Program Director in writing to request a Leave of Absence. Interruption of study beyond two consecutive semesters requires re-application. The admissions policy and program curriculum effective at the time of readmission will apply.

To qualify for the MPA degree from Marist College, a student must complete 39 credits of graduate work or 42 credits for those needing an internship. Candidates must complete the MPA degree requirements within seven years of acceptance into the program. Students who exceed the time limit to complete the MPA program will

to decision making and problem-solving. Topics include descriptive statistics, probability, sampling plans, research design, analytical methods for hypothesis testing, and regression analysis. Familiarity with high school algebra is necessary.

MPA 513
Program Planning and Evaluation
Program Planning and Evaluation is an analysis of the theory and practice of designing, implementing, and evaluating public and nonprofit programs. This course develops skills in outcome measurement, survey design, and presentation of results.

MPA 521
Management in Nonprofit Organizations
As more programs are operated by nonprofit organizations, public managers must understand the "third sector." This course provides an overview of the history, structure, and role of the nonprofit sector, including how nonprofit agencies differ from public and for-profit entities in mission, governance, funding, and staffing, and will consider current issues facing the nonprofit sector.

MPA 530
Organizational Theory and Change
Organizational Theory and Change covers the theory and practice of improving organizational effectiveness through planned, systematic interventions and change. Typical topics include analyzing organizational cultures, structures, processes, and capabilities; designing needed interventions; and assessing the motivational, educational, and other tools needed for successful implementation.

MPA 616
Global Issues in Public Administration
This course guides students through an overview of the challenges of managing public and not-for-profit organizations, which are staffed with a diverse workforce and subject to cultural and political influences beyond their obvious scope of responsibility. The course then builds on students' understanding of diversity issues, integrating them with administrative theory, as we examine ethical situations and decisions public administrators face in an increasingly globalized work environment.

MPA 660
Internship
The internship provides students with an on-site practical experience. It aims to provide students with a better appreciation of the relevance and value of the learning that goes on in the classroom. In addition, an internship experience enables students to give more careful consideration and thought to an issue, and practice using theoretical knowledge to solve practical administrative problems. Internships are three credits and graded pass/no pass.

MPA 681
US Health Care Policies and Systems
US Health Care Policies and Systems is an introduction to health care delivery systems and the policy environment they operate in, with emphasis on the American system of health care and its major issues and challenges. The course explores the dynamics of administration in health care institutions such as hospitals, nursing homes, and ambulatory care facilities, and the policy issues and controversies that shape the delivery of health care.
Prerequisite: MPA 530 Organizational Theory and Change

MPA 682
Ethical/Legal Issues in Health Care
Ethical/Legal Issues in Health Care provides the student with a fundamental knowledge of the legal system as it relates to health care institutions. The course then builds on the student's understanding of the legal system to integrate it with administrative theory as ethical situations and decisions unique to health care administration and to the health care industry are examined.
Prerequisite: MPA 530 Organizational Theory and Change

MPA 683
Critical Issues in Health Care
Critical Issues in Health care covers topics of contemporary and controversial nature, focusing on topics such as the implementation of health care policy and the ongoing challenges of balancing margin v. mission

# Master of Public Administration Faculty

ROBERT APPLETON Adjunct Instructor of Public Administration, 2008. Degrees: B.S.,

GRADUATE DIRECTOR
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## MISSION AND OBJECTIVES

The Master of Science in Information Systems (IS program) offers excitement and challenges for the information age. It provides advanced expertise and experience in both computer science and business administration. This program focuses on apply-

and nurture a student's oral and written communication skills, the Marist pedagogy includes the following as critical success factors for students in information systems:

- dialogue, not lecture, is the primary teaching method used. Most of the courses in this program will require you to verbally interact with the instructor and/or your peers on a regular basis in class or online;
- participation in small-group or team situations. These are designed to help develop your systems thinking and to enhance your interpersonal skills both in and out of the classroom;
- oral presentations to your instructor, your class, or to a real client. These may be formal or informal presentations and will summarize your own work or that of some team of which you are a member;
- written reports or research papers which will help evaluate the effectiveness of your written communication skills and provide feedback for improving them.

The above demands and/or standards are applied universally to all students in the information-systems program

## ADMISSIONS REQUIREMENTS

In addition to the application materials addressed in the Admissions to Graduate Programs section of the General Information section of this catalog, applicants to the graduate program in Information Systems must submit the following:

- a current résumé;
- a written summary of technical or professional non-credit course training;
- a written statement which outlines the applicant's career objective(s), the reason(s) for selecting Marist's IS program, desired specialization, and the applicant's personal and professional expectations from the program;
- optionally, at the graduate director's discretion, two letters of recommendation may be required.

Admissions requirements for international students are outlined in the Application Requirements for International Students in the General Information section of this catalog.

## PREREQUISITES

Applicants to the Information Systems Management track are expected to have completed undergraduate-level course work in introductory statistics.

Applicants to the Information Technology Management track are expected to possess a reasonable proficiency in object-oriented programming and statistics, since knowledge and skill in these areas will be used throughout this specialization.

Proficiency in computer programming can be satisfied with a B or better grade in the Marist graduate course MSIS 500 Fundamentals of Object-Oriented Programming.

## TRANSFER CREDIT

A student may transfer up to six graduate credits from a regionally accredited graduate program. Only courses with grades of B or better will be accepted. Courses should be equivalent in content and credit value to courses offered in the Marist program.

The graduate director of the IS program will determine the status of all transfer requests at the time of the application that includes previous graduate study.

## DEGREE REQUIREMENTS

To qualify for the Master of Science degree in Information Systems, a student must normally complete 36 to 37 hours of work at the graduate level (excluding any prerequisites). Course waivers may reduce this to as few as 30 credit hours.

As a rule, each student is expected to complete the IS degree as outlined at the time of admission to Marist College. Therefore, under normal circumstances transfer credit or waiver requests for graduate work taken elsewhere after admission to this program will not be granted. Such substitutions will only be considered for a substantive reason, such as relocation.

Upon acceptance into the program, graduate students receive a list of prescribed courses to be successfully completed. Specific undergraduate or graduate course work may be recommended to satisfy prerequisite requirements or remedy deficiencies as identified by the graduate director. IS degree requirements must be completed within

good faith to resolve such problems whenever they occur. Students are responsible for taking courses in the scheduled semesters.

For part-time students, it is recommended that two courses per semester be established as the normal objective. Benefits to the student are that initial personal motivation is better sustained, program completion occurs more quickly, odds on finishing are greatly increased, and the rewards of the effort are gained much sooner.

The graduate director reserves the right to limit the number of courses that a student may take each semester depending upon a student's professional workload and other concerns.

## CAPSTONE ACTIVITY

The Information Systems Policy Course (MSIS 730) is used to demonstrate a satisfactory level of competence in writing, speaking, and research in the information-systems discipline. Because the policy course is a capping course, it is expected that all other required courses will have been completed before the student enters this course. This will maximize the student's experience in the course while minimizing peer knowledge differences.

## COURSE PLANNING

The semester in which courses are expected to be offered applies to the Marist College main campus only. The IS Graduate Office should be contacted each semester to determine the list of additional courses to be offered at extension sites during the following semester.

The college reserves the right to cancel a course due to insufficient enrollment, and to add additional courses as per student demand and instructor availability.

## ACADEMIC STANDING

All students must maintain a 3.0 or higher cumulative average. Those below this

IS PROGRAM OVERVIEW:
The IS graduate program offers two specializations. Each specialization will consist of six required common IS core courses and three required specialization-specific courses. One specialization is the Information Systems Management track (ISM), which has a business-application focus. The other specialization, Information Technology Management track (ITM), has an Information Technology focus.

NOTE:
It is strongly recommended that full-time graduate students work closely with the graduate director in order to accommodate any changes in scheduling that may become necessary.

SUBSTITUTE COURSES
In certain cases, the graduate director may include one or more substitute courses in a student's program. When this occurs, these substitute courses will become part of the degree requirements in place of the standard courses.

MASTER OF SCIENCE IN INFORMATION SYSTEMS
COURSE REQUIREMENTS:

MSIS Core Required Courses (18 Credits)

| | | |
|---|---|---|
| MSIS 527 | Systems & Information Concepts in Organizations | 3 credits |
| MSIS 537 | Data Management I | 3 credits |
| MSIS 567 | Data Communications | 3 credits |
| MSIS 647 | Information Analysis | 3 credits |
| MSIS 657 | Systems Design | 3 credits |
| MSIS 730 | Information Systems Policy | 3 credits |

Specializations – choose one:

ISM Required Courses (9 credits)

| | | |
|---|---|---|
| MBA 525 | Marketing Foundations | 3 credits |
| MBA 555 | Management Foundations | 3 credits |
| MBA 575 | Finance Foundations | 3 credits |

Electives

| | |
|---|---|
| Electives | 3 credits from: Information Systems, Business, Software Development |

Prerequisites:

| | |
|---|---|
| MSIS 500 | Fundamentals of Object-Oriented Programming |
| MATH 130 | Introduction to Statistics |

It is strongly advised that the graduate director be consulted in the choice of these elective courses in order to help tailor the program to the student's specific needs.

Each student must consult with the IS graduate director to plan a course schedule to enable the student to complete the IS program in the most efficient time frame considering student desire, transfer credits or waivers, prerequisites, and possible scheduling information.

# Graduate Courses in Information Systems

MSIS 500 (ITM)
Fundamentals of Object-oriented
Programming
3 Credits
The purpose of this course is to introduce the

MSIS 557 (Elective)
Data Quality in Information Systems
3 Credits
This course will help students explore and understand data and information quality (DQ and IQ) problems in information systems, databases, and data warehouses. The student will be able to recognize and use DQ and IQ concepts in information-systems projects: e.g., recognize patterns of data and design deficiencies in systems; suggest appropriate DQ and IQ improvement plans in light of known deficiencies; perform information quality assessments of organizations; apply

executive information systems and business intelligence.

MSIS 638 (Elective)
Information Systems Business Intelligence
3 Credits
This course aims to introduce the emerging information technologies for management support through business-intelligence systems. On completion of this course, students should be able to recognize the need for management support and business-intelligence requirements beyond typical management information systems as well as understand the application of various information technologies for business intelligence that support transformation and analysis of massive amounts of transaction data. The course includes hands-on work on data warehousing, OLAP, and data mining.
Prerequisite: MSIS 537 Data Management I

MSIS 647 (Core)
Information Analysis
3 Credits
An examination of the strategies for developing information systems including a study of the systems development life cycle for managing application development. Group dynamics and individual behavior in the development process are explored. Techniques for eliciting information requirements, methods for analyzing requirements, and the development of a general logical design are examined and employed in a major team exercise using real clients or an online case study.
Prerequisite: MSIS 537 Data Management. Fall and spring semesters

MSIS 657 (Core)
Systems Design
3 Credits
A rigorous study of the development of an information system including specification, design, implementation, and testing. Both managerial and technological aspects of systems design and implementation are considered. The process of planning for change, audits, and post-implementation reviews are considered. Emphasis is on a total systems solution rather than software alone. Team projects help the student acquire the knowledge and skills required to develop a physical design and implement an operational system from a logical design.
Prerequisite: MSIS 647 Information Analysis. Fall and spring semesters

MSIS 693, 694, 695
Graduate Internship in Information Systems
(One, two, and three credits respectively)
The graduate internship will provide advanced professional experience in the field of information systems. This course enables students to integrate the elements of their formal preparation and to apply theoretical concepts to real-world information systems. Graduate internships cannot be used to meet any elective requirement. Offered fall, spring, and summer semesters. Arrangements made through the program director.
Prerequisites: Completion of 12 graduate credits and 3.0 GPA

MSIS 720 (Elective)
Information Systems Project
3 Credits
Through the use of projects, this course fits together all of the concepts from previous courses regarding information systems development. The student gains experience in analyzing, designing, implementing, and evaluating information systems. Assignments consist of at least one systems development project involving all or part of the systems-development cycle.

Students will work independently or in teams to acquire practical experience through such projects, including the behavioral considerations in systems development. The instructor(s) will act ararathrougo

Prerequisites: Completion of MSIS 537, MSIS 567, MSIS 647, and MSIS 657. Offered at least every other year.

## Capstone course

MSIS 730 (Core)
Information Systems Policy
3 Credits
This course builds on previous courses in the IS program and is integrative in nature. It provides closure on the multitude of diverse

# Advanced Certificate in Information Systems

The 18-credit Advanced Certificate in Information Systems is designed to satisfy the professional needs of students who wish to acquire graduate-level knowledge in Information Systems (IS), but who do not wish to pursue a full graduate degree. It is offered for students who already possess a Master of Business Administration, a Master of Public Administration, or some other Master's degree program that contains or has been supplemented by a significant management-related component. The certificate program allows individuals who generally have little or no formal education in IS to develop an expan( Tw 0e is designed to satisfy )]TJnmJnmJnacksigned ound

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- sa current résumé;
- sa written summary of technical or professional non-credit course training;
- sa written statement which outlines the applicant's career objective(s), the reason(s) for selecting Marist's Advanced Certificate in Information Systems, and the applicant's personal and professional expectations from the program;
- soptionally, at the graduate director's discretion, two letters of recommendation may be required.

Students admitted on a non-matriculated basis are permitted to take three credits of course work. Upon completion of three credits, they will receive matriculated status if they have achieved at least a 3.0 GPA. All other prerequisites for matriculation must be met prior to receiving matriculated status. A cumulative 3.0 GPA is required to obtain the certificate

# Advanced Certificate in Business Analytics

The 12-credit Advanced Certificate in Business Analytics is aimed at helping professionals gain expertise in accessing and manipulating data, and applying analytical techniques to extract information from data and use it to predict future trends and behavior patterns. Students who complete the Advanced Certificate in Business Analytics develop expertise and skills in the areas of Data Management, Decision Making, Statistical Data Analysis, Management Science, Business Performance Management, Data Mining and Predictive Analytics. The field of business analytics has grown significantly over the last few years, providing business users with better insights from operational data stored in transactional systems. Business analytics stands today as one of the most strategically important fields in corporate information technology. Executives analyze sales trends and customer purchase patterns to improve their marketing strategies and better target customers with product offers and advertising. Students of the Advanced Certificate in Business Analytics acquire hands-on experience with cutting-edge analytical methods and software tools, leveraging the use of information technology to help improve decision making. The Certificate consists of a four course sequence (12 credits) that suits the needs of a broad audience of individuals in business, science, and technology across a wide range of domains. The list includes strategy managers, researchers (physics and engineering, social science, medicine), business analysts and consultants, IT professionals, advertising and marketing professionals, health care administrators and finance professionals. The program is offered in traditional and online format.

All courses taken in the certificate program are graduate IS courses and may be later applied to the IS graduate degree program provided the grades earned are B or better. However, because of the more comprehensive nature of the IS master's program, admissions requirements are more rigorous and additional technical compe-

## CERTIFICATE REQUIREMENTS

The Advanced Certificate in Business Analytics is obtained upon satisfactory completion of four courses (12 credits) from the Graduate Information Systems program as follows:

| | | |
|---|---|---|
| MSIS 537 | Data Management I | 3 credits |
| MSIS 594 | Introduction to Data Analysis & Computational Statistics | 3 credits |
| MSIS 637 | Decision Support Systems | 3 credits |
| MSIS 591 | Data Mining & Predictive Analytics | 3 credits |

## SUGGESTED COURSE SEQUENCE

Assuming two courses per semester:

| | |
|---|---|
| MSIS 537 | Data Management |
| MSIS 545 | Introduction to Data Analysis and Computational Statistics |
| MSIS 637 | Decision Support Systems |
| MSIS 645 | Data Mining and Predictive Analytics |

## ADMISSIONS REQUIREMENTS

Admission is based on prior academic performance and potential, a commitment to professional development, and demonstrated professional/leadership growth, as determined from the various documents submitted.

In addition to the application materials addressed in the Admissions to Graduate Programs section of the General Information section of this catalog, applicants to the graduate program in Information Systems must submit the following:

sa current résumé;

sa written summary of technical or professional non-credit course training;

sa written statement which outlines the applicant's career objective(s), the reason(s) for selecting Marist's Advanced Certificate in Business Analytics, and the applicant's personal and professional expectations from the program;

soptionally, at the graduate director's discretion, two letters of recommendation may be required.

Students admitted on a non-matriculated basis are permitted to take three credits of course work. Upon completion of three credits, they will receive matriculated status if they have achieved at least a 3.0 GPA. All other prerequisites for matriculation must be met prior to receiving matriculated status. A cumulative 3.0 GPA is required to obtain the certificate

# Computer Science/Software Development and Information Systems Faculty

RONALD COLEMAN Assistant Professor of Computer Science and Information Technology, 2002. Degrees: B.S., City College of New York; Ph.D., Polytechnic University. Specialties: Algorithms, Software Development, Distributed computing

BENJAMIN CARLE Assistant Professor of Computer Science, 2009. Degrees: B.S., Ph.D., State University of New York at Albany. Specialties: Algorithms, Artificial Intelligence

ROBERT M. CANNISTRA Senior Professional Lecturer of Information Technology, 2002. Degrees: B.S., State University of New York at Brockport; M.S., Marist College. Specialties: Data Communications and Networks.

CRAIG FISHER Professor Emeritus of Information Systems, 1989. Degrees: B.S., State University of New York at Oswego; M.A., Ball State University, Indiana; Ph.D., State University of New York at Albany. Specialties: Data Quality; Problem Solving & Programming; Systems Analysis & Design; Database Management

JAN HARRINGTON Associate Professor of Information Systems, 1989. Degrees: B.S., University of Washington; M.L., University of Washington; Ph.D., Drexel University. Specialties: Systems Architecture; Object-Oriented Software Development; Network Security; Technology and Society

HELEN HAYES Assistant Professor of Mathematics and Computer Science, 1983. Degrees: B.A., College of St. Elizabeth; M.S., Fordham University; M.S.C.S., Syracuse University; Specialties: Formal Languages; Computability; Algorithms; Neural Networks

ALAN G. LABOUSEUR Senior Professional Lecturer of Information Technology, 2003. Degrees: B.S., Marist College; M.S., Pace University. Specialties: Software Development, Database Systems, Internet-enabled Applications

EITEL J.M. LAURÍA Associate Professor and Graduate Director of Information Systems, 2002. Degrees: Electrical Engineering, Universidad de Buenos Aires (Argentina); M.B.A., Universidad del Salvador (Argentina) / Universidad de Deusto (Spain); Ph.D., State University of New York at Albany. Specialties: Data Management; Business Intelligence; Decision Support Systems; Data Mining & Predictive Analytics; Machine Learning; IT Implementation

ANNE BERINATO MATHEUS Assistant Professor of Information Systems and Director of Computer Literacy, 2001. Degrees: B.A., Marist College; M.A., Marist College; M.S.C.S., Marist College. Ph.D., State University of New York at Albany. Specialties: Information Decision Systems; Organizational Studies, Data Communications

CAROLYN MATHEUS Assistant Professor of Information Systems, 2009. Degrees: B.A., Marist College; M.A., Marist College; M.S.C.S., Marist College. Specialties: Organizational Studies, Management Information Systems

ROGER NORTON Associate Professor of Computer Science, 1980. Degrees: B.S., University of Massachusetts; M.A., Brandeis University; Ph.D., Syracuse University. Specialties: Semantics of Programming Languages; Object-Oriented Programming; Distributed Computing; Grid Computing

ONKAR SHARMA Professor of Computer Science, 1986. Degrees: B.S.E., Bahar Institute of Technology; M.S.C.S., University of California at Berkeley; Ph.D.C.S., New York University. Specialties: Computer Architecture; Systems Software

DIRECTOR, SOFTWARE DEVELOPMENT PROGRAM,
COMPUTER SCIENCE
Onkar P. Sharma, Ph.D.
(845) 575-3000, ext. 3610 or 2523
onkar.sharma@marist.edu

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## APPLICATION REQUIREMENTS

A baccalaureate degree from an accredited college or university with a GPA of 2.75 or higher is required for admission to the graduate program in computer science. Additionally, applicants should submit the following:

- A completed graduate application and application fee;
- Official copies of all undergraduate and graduate transcripts;
- An updated résumé specifying programming languages known.

Admissions requirements for international students include:

- Submission of iBT TOEFL/IELTS score;
- Bank statement and affidavit of support;
- Recommendation letters.

Formal admission to the master's degree program will be granted to students who have satisfied these requirements. Some students may, however, be permitted to enroll in graduate courses in a non-matriculated status upon satisfactory evidence of specific prerequisites. Questions concerning mathematical/computer science competency and non-matriculated status should be addressed to the Program Director.

## MATRICULATION STATUS

Applicants who satisfy all admissions requirements are admitted as matriculated students. Applicants who are required to complete undergraduate prerequisite courses are admitted as either matriculated or non-matriculated students at the discretion of the Program Director. Occasionally, conditional admission is granted; students must meet the specified conditions to continue in the program.

## DEGREE REQUIREMENTS

To qualify for the Master of Science in Computer Science, students must matriculate and complete 31 credits as described below. Degree requirements must be satisfied within seven years of acceptance into the program, with a cumulative index of no less than 3.0. Requests for an extension of the seven-year limitation must be made in writing to the Program Director. Each student is expected to complete the requirements as outlined in the catalog in effect at the time of admission to Marist College. Students may choose to follow a subsequently revised catalog.

All courses leading to the master's degree in Software Development are offered in the late afternoon or in the evening. Part-time students are limited to registering for one course during their first semester unless prior approval is granted by the Program Director. Full-time study is defined by a semester load of at least nine credits.

## ADVISEMENT

The Director of the Software Development Program serves as the advisor for all students in the program. The Program Director provides advice on course sequencing, approves all registration requests, and performs graduation audits. Students should discuss any questions or concerns they may have about their studies with the Director.

PREREQUISITES

All applicants are expected to be proficient in computer programming, computer architecture, and mathematics. The level of competence can ordinarily be demonstrated by appropriate courses in the areas noted below.

Computer Science

- Programming and Data Structures in JAVA
- Assembly Language Programming
- Logic Design and Computer Architecture
- Advanced Data Structures

Mathematics

- Discrete Mathematics
- Probability/Statistics
- Differential and Integral Calculus

# Graduate Courses in Software Development

ArcS

| | | |
|---|---|---|
| MSCS 550 | Artificial Intelligence | Fall |
| MSCS 555 | Computer Graphics I | Fall |

Additional Electives (offered when there is sufficient demand)

| | | |
|---|---|---|
| MSCS 596-600 | Special Topics in Computer Science | Spring |
| MSCS 640 | Distributed Database Systems | |
| MSCS 655 | Computer Graphics II | |
| MSCS 660 | Computer Networks II | |
| MSCS 670 | Applied Artificial Intelligence | |
| MSCS 720 | Thesis | |

Project Course (3 credits)

| | | |
|---|---|---|
| MSCS 710 | Project | Fall |

Internship Courses

| | | |
|---|---|---|
| MSCS 690, 691, 692 | Graduate Internship in Software Development | All Semesters |

# Description of Courses

MSCS 510
Software Design and Development
3 Credits
This course introduces a formal approach to the design and development of software systems. The various phases of the software development process are covered and students are introduced to an object-oriented design methodology using Unified Modeling Language. The course is project-driven and student teams design and implement a complex software system that utilizes a well-designed user interface. Java is the language of development and Java Swing will be covered. (Offered: spring semester)
Prerequisite: CMSC 335 Advanced Data Structures

MSCS 515
Operating Systems
3 Credits
Operating systems provide service to users to simplify their programming and data processing tasks, and they also manage systems resources to assure their efficient utilization. This course mainly presents operating systems as resource managers. In order to gain hands-on practical experience, students design and implement a multiprogramming operating system as an integral part of the course. (Offered: fall semester)
Prerequisites: CMSC 335 Advanced Data Structures; CMSC 415 Computer Architecture

MSCS 518
Compiler Design
3 Credits
Both the design and implementation of compilers will be studied. The lexical, syntactic, and semantic analyses of formal languages will be developed. Theoretical tools such as finite-state and push-down automata, and regular and context-free grammars will be presented as needed. Additionally, symbol-table construction and code-generation techniques will be required to develop a compiler

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