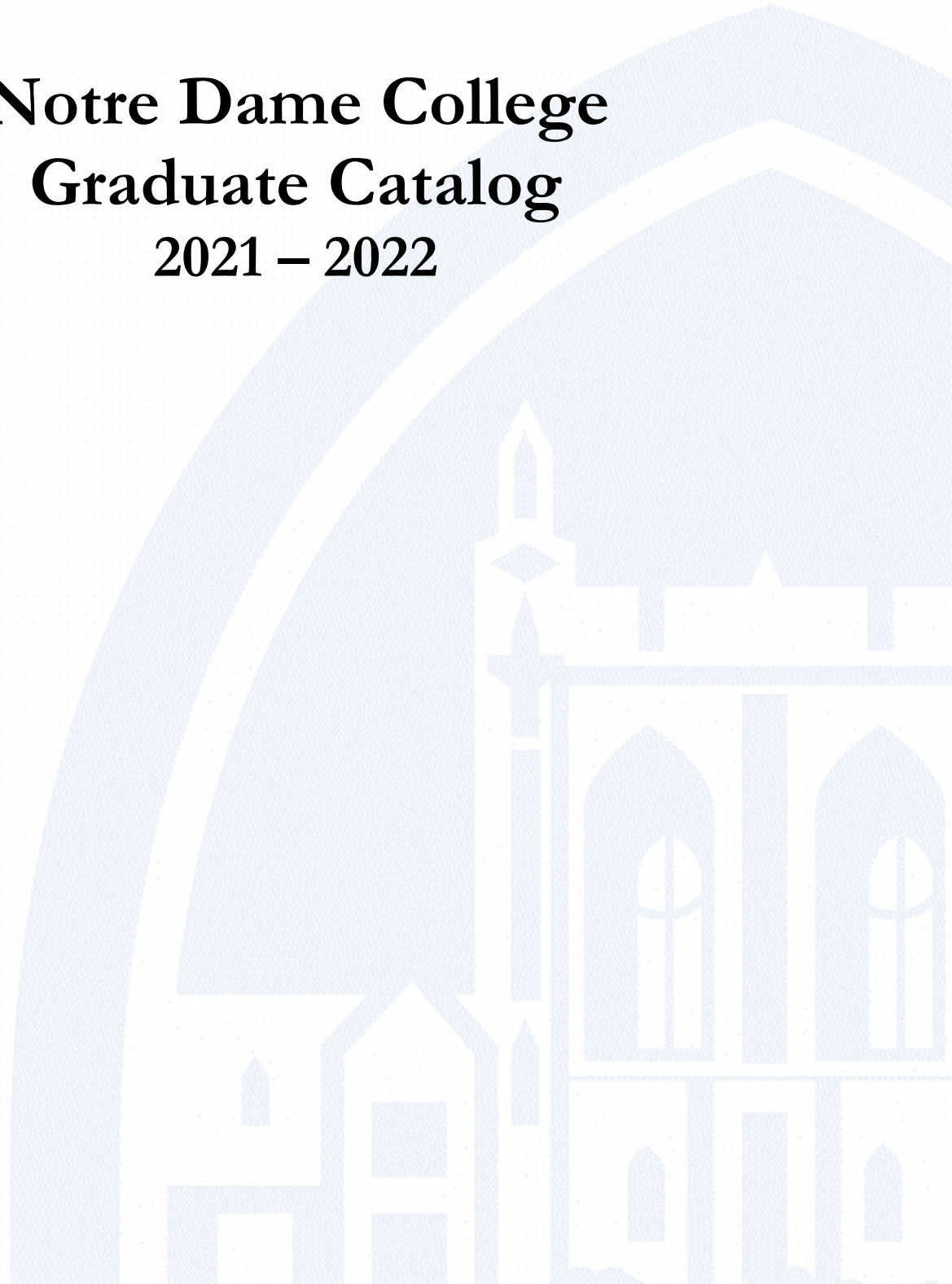




**NOTRE DAME**  
COLLEGE

**Notre Dame College  
Graduate Catalog  
2021 – 2022**



## Accreditation and Affirmative Action Statement

Notre Dame College is accredited by [The Higher Learning Commission](#) as a degree-granting institution. Other college accreditation, program approvals and affiliations include:

- The American Association of Colleges for Teacher Education
- Registration for State Teachers' Licenses by The State of Ohio Department of Education
- Association of American Colleges and Universities (AAC&U)
- Association of Catholic Colleges & Universities (ACCU)
- Association of Independent Colleges and Universities of Ohio (AICUO)
- College Entrance Examination Board (The College Board)
- College and University Personnel Association (CUPA)
- The master's degree program in nursing at Notre Dame College is accredited by the Commission on Collegiate Nursing Education (<http://www.ccnaccreditation.org>).
- Council of Independent Colleges (CIC)
- Council of Independent Colleges Tuition Exchange Programs
- National Association of Independent Colleges and Universities (NAICU)
- Council for the Accreditation of Educator Preparation (CAEP)
- Northeast Ohio Council on Higher Education (NOCHE)
- Ohio Board of Nursing (full approval for the Bachelor of Science in Nursing Program)
- Ohio Council of Teacher Education Organizations (OCTEO)
- Ohio Foundation of Independent Colleges (OFIC)

Notre Dame College upholds the policy that there shall be no discrimination against any student, faculty or staff because of race, color, religion, national origin, age or disability. The fees, programs, and requirements contained in this catalog are necessarily subject to change without notice at the discretion of Notre Dame College. It is the student's responsibility to know and follow current requirements and procedures.

## Contents

Purpose of This Catalog .....	5
Academic Calendar.....	5
Inquiries .....	5
Graduate Contact Information .....	6
Mission Statement.....	7
Statements of Purpose.....	7
Catholic Identity Statement.....	7
Student Services Contact Information .....	9
Campus Resources Available to Graduate Students .....	10
Resources .....	10
The Campus.....	10
The Dwyer Learning Center.....	11
The Writing Lab at Dwyer Learning Center .....	11
Clara Fritzsche Library.....	11
Academic Advising .....	12
NDC Virtual Bookstore.....	12
Academic Policies and Procedures .....	13
Institutional Review Board .....	13
Class Attendance .....	13
Provisional Admission.....	14
Transfer of Credit.....	14
Grading System.....	14
Academic Dishonesty .....	17
Readmission to a Master Degree Program .....	17
Course Formats.....	18
Online Courses.....	18
Student Services.....	20
The Master Level Program Outcomes.....	25
The Division of Business Administration.....	26
The Master of Business Administration (MBA).....	26
The Division of Professional Education .....	33
Master of Education in Curriculum and Instruction (30 hours) .....	33
Master of Education in MMIS (33-48 hours) .....	33
Reading Endorsement (15 hours) and Dyslexia Certificate (18 hours) .....	33

The Master of Education Degree with Concentration in Educational Leadership (33 hours) .....	33
Graduation Requirements for a Master of Education Degree .....	34
The Master of Education Degree with Concentrations in Curriculum and Instruction, Mild/Moderate Intervention Specialist, and Reading Endorsement .	35
Master of Education in Curriculum and Instruction (30 hours) .....	37
(M1) Master of Education with an Initial License, Mild/Moderate Intervention Specialist K-12 (MMIS) (36 hours).....	38
(M2) Master of Education with an Initial License, Mild/Moderate Intervention Specialist K-12 (MMIS) (48 hours).....	38
(M3) Master of Education, Non-Licensure, Mild/Moderate Intervention Specialist K-12 (MMIS) (33 hours) .....	39
Master of Education in Reading and Literacy (36 hours) .....	41
The Master of Education Degree with Concentration in Educational Leadership (33 hours) .....	48
The Division of Nursing.....	55
The Master of Science in Nursing Education Degree.....	55
Division of Arts and Humanities.....	59
The Master of Arts in National Security and Intelligence Studies Degree .....	59
Administration and Faculty .....	65
Board of Trustees .....	69

### **Purpose of This Catalog**

This catalog serves two fundamental purposes. The primary purpose is to define the academic course requirements of Notre Dame College's graduate programs. In this context, the programs of study outlined in the catalog define the courses required for a student to complete their graduate level program. The secondary purpose is to articulate policies and procedures related to the College and our graduate programs. In this context, the current catalog applies to all students regardless of when the student first enrolled at NDC. Changes in policies and procedures may occur at any point during the year. As changes take effect, the online version of the catalog is updated to reflect those changes.

### **Academic Calendar**

The Academic Calendar is located at <http://notredamecollege.edu/academics/academic-calendar>.

### **Inquiries**

See our website [NotreDameCollege.edu](http://NotreDameCollege.edu)

Send email to: [admissions@ndc.edu](mailto:admissions@ndc.edu)

### **Our mailing address is:**

Notre Dame College  
4545 College Road  
South Euclid, Ohio 44121-4293

**Phone:** 216.373.5355  
**Toll Free:** 877.NDC.OHIO (877.632.6446) ext. 5355  
**Admissions Fax:** 216.937.0357

**Undergraduate, Graduate and Online Learning Information:** Office of Admissions, First Floor, Main Administration Building 216.373.5355; toll free: 877.632.6446 ext. 5355; [admissions@ndc.edu](mailto:admissions@ndc.edu)

**Registration, class schedules and acceptance of credits:** Office of the Registrar, First Floor, Main Administration Building, 216.373.5287

**Financial aid, scholarship and loan inquiries:** Office of Financial Aid, First Floor, Main Administration Building, 216.373.5213

**Housing inquiries:** Office of Residence Life, [housing@ndc.edu](mailto:housing@ndc.edu)

**Athletics inquiries:** Office of Intercollegiate Athletics, Keller Center, 216.373.5138

**Academic advising:** Student Success Center, Second Floor, Main Administration Building, 216.373.5383

**Career development, internships, employment assistance:** Career Services Center, 216.373.5290

## **Graduate Contact Information**

**Office of Adult and Graduate Admissions**  
**Inquiries and Admissions Information for Graduate Degrees**  
**Notre Dame College**  
4545 College Road  
South Euclid, Ohio 44121-4293

**Office Location:**

Administration Building, 1<sup>st</sup> floor  
216.373.5173

Website: <http://www.notredamecollege.edu/admissions/graduate>

Email: [gradadmissions@ndc.edu](mailto:gradadmissions@ndc.edu)

**Master of Business Administration**

in the Division of Business Administration  
Joyce A. Banjac, Ph.D. Interim Director of the MBA  
Regina, Third Floor, # 318  
[jbajac@ndc.edu](mailto:jbajac@ndc.edu)  
216.373.6346

**Master of Education**

**in the Division of Professional Education**  
Director of Graduate Programs in Professional Education  
216.373.5429  
Professional Education Division Office: 216.373.5343

**Master of Science in Nursing Education**  
**in the Division of Nursing**

Director of Graduate Nursing Program  
216.373.6373  
Nursing Division Office: 216.373.5183

**Master of Arts in National Security and Intelligence Studies**  
**in the Division of Arts & Humanities**

Director of the Graduate Program in National Security and Intelligence Studies  
216.373.6476

### **Mission Statement**

Notre Dame College, a Catholic institution in the tradition of the Sisters of Notre Dame, educates a diverse population in the liberal arts for personal, professional and global responsibility.

### **Statements of Purpose**

Notre Dame College engages students, staff and the wider community in the educational experience. Those who choose a Notre Dame education are encouraged to develop these values and skills:

- Thinking logically, analytically and creatively
- Communicating effectively in speech and in writing
- Demonstrating mastery of an academic discipline
- Choosing wisely for health and well-being
- Appreciating the fine arts
- Integrating Judeo-Christian values into their lives
- Pursuing their personal spiritual development
- Sharing talents and gifts in the spirit of friendship and compassion
- Engaging in the lifelong search for truth, beauty and justice

### **Catholic Identity Statement**

Given the saving death and resurrection of Jesus, Notre Dame College sees itself as having a mission within the Church to extend Christ's loving, saving activity in the world. The Gospel serves as guide and goal.

- We live in a way that communicates that we are confident that life has meaning.
- We believe that in some way each of us is called to serve others and contribute to the "common good" in our immediate relationships and as a participant in the larger global community.
- Each one of us is called in Christ to respond to the fullness of gifts we have been given in the Spirit.
- As we exercise the gifts of the Spirit, we recognize the responsibility to live an honest, ethical and moral life so that our daily circles of influence are consistently marked in sometimes subtle or dramatic ways by the Notre Dame College mission.

Notre Dame College understands the unique role a Catholic College plays in the 21st century American culture. Committed to our Catholic faith tradition of belief in God's creating, saving and sustaining love, we strive to daily live out the distinctive characteristics of a Catholic University identified by John Paul II in his Apostolic Constitution on Catholic Universities, "Ex Corde Ecclesiae."

We give evidence of Christian inspiration and commitment as individuals and as a college community by daily celebration of liturgy, active participation in Christian and ecumenical prayer and through our worship spaces, Christ the King and Regina Chapels.

In both formal and informal settings, faculty and students conduct their academic work and reflection in light of the Catholic faith "with due regard for academic freedom and the conscience of every individual." All undergraduates are required to take a scripture class, a

social justice class and an ethics class in order to graduate. Students and faculty are committed to the ideals, principles and teachings of the Catholic Church. Students, staff and faculty are expected to develop and live a personal moral and ethical code that reflects the values of the Catholic tradition.

The mission of Notre Dame College calls faculty, staff and students to service of others through personal, professional and global responsibility. Students are involved in annual outreach including: Habitat for Humanity, immersion experiences and summer service projects. Both faculty and students make individual commitments to some local or national service project.

As a Catholic College, Notre Dame College was founded upon and continues to teach in light of our rich Catholic tradition and Catholic principles. Relying on our expansive intellectual heritage, Catholic intellectual life relies on a breath-taking body of works and treatise stretching from Justin to Augustine to Lonergan, from Origen to Anselm to Teilhard, from Aquinas to Newman, to Küng.

Affirming the sacramental principle that the natural world as well as human culture can serve to mediate God's grace. This principle, as well as those that undergird our responsibility to educate for justice, reminds us of our call to participate in the transformation of the world in light of the human dignity of all persons.

Prizing pluralism. The Catholic faith consistently confirms its universality and catholicity as it embraces all people: young or old, believer or non-believer, from every nationality or social class with special gifts of specific challenges.



## Student Services Contact Information

### Financial Aid

Phone Number: 216.373.5213

Fax Number: 216.803.6673

Email: [finaid@ndc.edu](mailto:finaid@ndc.edu)

We understand the need for information that will help students begin the process of financing their education. We focus on assisting qualified students find options that will allow them to finance their graduate education. These options may include grants, student loans, and other payment options. We understand that a graduate education is an investment in the future and we will provide students with information to help them accomplish this goal. Students who have been accepted to the College and have completed their FAFSA application may log into *MyNDC* to determine what additional documentation they may need to submit and to review their financial aid award letter. For detailed information about how to apply for financial aid at Notre Dame College, please visit <http://www.notredamecollege.edu/admissions/financial-information/Financial-Assistance/Applying-For-Financial-Aid>.

### Student Accounts

Phone Number: 216.373.5213

Fax Number: 216.916.4588

Email: [studentaccounts@ndc.edu](mailto:studentaccounts@ndc.edu)

The Office of Student Accounts is here to help graduate students manage their financial responsibilities to Notre Dame College. We strive to provide excellent customer service to assist graduate students in keeping their accounts current and to provide several payment options after financial aid has been applied to their accounts. We offer online payment options through CASHNet and a payment plan for convenience. Once registered, a student may login into *MyNDC* and create a *Course and Fee Statement* at any time to stay abreast of the status of account balances.

### Registrar

Phone Number: 216.373.5213

Fax Number: 216.916.4999

Email: [registration@ndc.edu](mailto:registration@ndc.edu)

The Office of the Registrar maintains records that include academic and demographic information on all Notre Dame College students. To protect the privacy of our students and to ensure that their educational records are accessible to them, Notre Dame College has a policy for maintaining and administering student records that is in compliance with the Family Education Rights and Privacy Act of 1974 (FERPA). The general guidelines of our policy and of FERPA are set forth there. Additional information on FERPA and the administration and maintenance of student educational records are available from the Office of the Registrar.

## Campus Resources Available to Graduate Students

### Resources

All students at Notre Dame College, regardless of their proximity to campus or the mode of delivery of the courses they are taking, have access to all of the support and services that are available to on-campus students. All student and support services offered by the College are listed on the College website. On the Notre Dame College home page, a navigation tab is labeled *Resources and Services*. Students can contact College staff in any of the support areas via telephone or email.

### The Campus

Notre Dame College sits on 48 picturesque, wooded acres, tucked away in South Euclid, Ohio, a quiet suburban neighborhood just 25 minutes from downtown Cleveland.

The area combines the excitement and cultural wealth of a major urban and educational center with the relaxed atmosphere of a suburban setting. University Circle in Cleveland, a 500-acre complex containing an unusual blend of cultural, educational, medical, religious and social service institutions, is easily accessible from the College. Legacy Village and Beachwood Mall, two of Cleveland's finest lifestyle retail centers, are just around the corner.

Situated on the shores of Lake Erie, Cleveland is the home of the Rock and Roll Hall of Fame and several professional sports teams. The Cleveland Metroparks offer a variety of activities and recreational opportunities. Snowy winters provide abundant opportunities for skiing and tobogganing, and popular ski areas are located a short distance from the city.

Our beautiful campus provides the perfect setting for:

- The English Tudor Gothic style Administration Building, which is listed on the National Register of Historic Places by the U.S. Department of the Interior and houses classrooms, labs and offices
- The Regina Complex, which houses the Finn Center for Adult, Graduate, and Professional Programs; additional offices; classrooms; a gym and an auditorium
- Five residence halls that house 655 students
- Connelly Center, which houses the dining hall
- The Clara Fritzsche Library
- The Falcon Café, which serves Starbucks products
- The Keller Center, home to the Murphy Gymnasium, a weight room and the 25-yard Mellen Pool
- Three athletic fields, a softball diamond and beach volleyball fields

The Campus Ministry program promotes the spiritual growth of the Notre Dame College community and facilitates community service, retreats and liturgy.

The theatre, choir and marching band programs promote talent in the performing arts and provide entertainment for the College community and general public. Faculty members and students frequently schedule and coordinate lectures, plays, performances and concerts.

Throughout the semester, several art shows display the talent of our students and local artists.

### **The Dwyer Learning Center**

The Dwyer Learning Center consists of an electronic classroom, a student computer lab, the Writing Lab, and a tutoring room. This area provides students with access to multimedia computers, printers, scanning devices, the latest productivity software, course-related software, the Internet, and email. All computers in the Learning Center are connected to the campus-wide network. Tutors and lab assistants are available to assist students in using these tools in the learning process. Peer tutors, many of who are education majors, are recommended by faculty. Additional networked computers are located in this area.

### **The Writing Lab at Dwyer Learning Center**

Graduate students seeking help with writing assignments, as well as those wishing to develop their writing skills in general, are invited to visit The Writing Lab, located in 208 in the Administrative Building and across the hall from Dwyer Learning Center. Staffed by undergraduate students trained in proven writing center methods, tutors majoring in a variety of disciplines offer one one-one writing assistance from the pre-writing stage through revision. The Writing Lab is open for walk in hours 10:00 a.m. to 7:00 p.m., Monday through Thursday and 3:00 p.m. to 7:00 p.m., Sunday. You may also set an appointment by sending an email to [thewritinglab@ndc.edu](mailto:thewritinglab@ndc.edu).

### **Clara Fritzsche Library**

The Clara Fritzsche Library, dedicated in 1971, houses a collection of more than 43,000 volumes. Located next to the Keller Center and adjacent to the Administration Building on the second floor of the Library/Student Center building, the Library contains a general collection supporting all areas of the curriculum with a special emphasis on education, literature, art and nursing. In addition, the Library maintains a comprehensive juvenile collection and a Curriculum Library that provides a wealth of resource materials for prospective teachers.

In an effort to provide timely information for all disciplines, the Clara Fritzsche Library is a member of OhioLINK, a network of 121 academic, public and special libraries that provides access to over 46 million books, ebooks, dissertations and audiovisual materials and over 100 databases containing thousands of journal titles and full text articles. In addition to these resources, the Library receives more than 180 periodicals in print form. Current issues are housed on the second floor and back issues are located on the ground floor. A microform reader/printer is available for viewing and duplicating periodicals kept on microfiche and microfilm. In addition to periodical holdings, education and graduate students have access to an extensive collection of Notre Dame College action research papers. Computers on both floors of the building allow access to our electronic catalog, the Internet and numerous online services such as EBSCO Education Research Complete, ERIC, Education Full Text, CINAHL, MEDLINE and PsychINFO.

Interlibrary loan is provided if the items patrons are seeking are not in the Library's collection. Through OhioLINK, students may request items themselves using their college I.D. barcode number. Materials not available through OhioLINK may be interlibrary loaned from Cleveland Public Library and other libraries throughout the country and will be provided in an efficient and timely manner. Library materials are loaned for the semester upon presentation of a current Notre Dame I.D. card. Library

patrons may also use their I.D. to receive borrowing privileges at most academic libraries throughout Ohio, including John Carroll University, Ursuline College, Cleveland State University and Case Western Reserve University.

### **Academic Advising**

Academic advising is the responsibility of the graduate faculty. Faculty advisors, working with the program directors, will be responsible for tracking student progress and making timely interventions. Faculty members are available to meet with and advise graduate students in-person via appointment and office hours; they are also available for advising via telephone and email.

#### **Academic Advisement Contact Information:**

Master of Business Administration Program - **216.373.6346**

Master of Education Program– 216.373.5429

Master of Science in Nursing Program – 216.373.6373

Master of Arts in National Security and Intelligence Studies – 216.373.6476

#### **Secondary Academic Advisement Contact**

Student Success – 216.373.6337

### **NDC Virtual Bookstore**

The Notre Dame College virtual bookstore is a full-service bookstore, readily available for students, faculty, administration and alumni. All required and recommended textbook adoptions are available for each course in a variety of formats: new, used, e-book or custom course packs. In addition to textbooks, the Notre Dame College virtual bookstore also offers general books, custom apparel, course-related supplies and book buyback.

## Academic Policies and Procedures

### Institutional Review Board

The mission of the Notre Dame College Institutional Review Board (IRB) is to protect the welfare, rights and privacy of human research participants.

Notre Dame College is committed to protecting the welfare, rights and privacy of all human research participants involved in research conducted under our auspices. These safeguards are based upon the Department of Health and Human Services (DHHS) Code of Federal Regulations (CFR) Title 45, Part 46 and the ethical principles articulated in the Belmont Report issued by the National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research in 1979.

The primary responsibility of the IRB is to review proposed and continuing research for the purpose of minimizing risks to participants, ensuring informed consent, protecting vulnerable populations, and protecting participant's privacy.

The Notre Dame College IRB reviews human subject research conducted by Notre Dame College faculty, staff and students; research in which Notre Dame College faculty, staff or students are research participants; and research that is conducted by external researchers on Notre Dame College's premises.

### Class Attendance

It is expected that graduate students will attend each meeting of a course. However, an instructor sets attendance policies, and the graduate student must adapt to the demands of each course. In case of unsatisfactory work because of excessive absence from class, the instructor may give ample warning to the graduate student and then recommend that he or she drop the course up to the deadline established for withdrawal.

### Student Verification and Attendance in Online Courses

Regular attendance and participation are important contributors to student success in online courses. To comply with federal mandates for the college's management of financial aid, certain kinds of student activity may or may not count as participation sufficient to qualify as "attendance" in online courses. For a copy of the latest version of these federal mandates, please see the Federal Student Aid Handbook.

For verification of enrollment in online courses, students must log in during week 1 of each 8-week "D" term.

All students who have not logged in to their class by the end of the 1st week of each 8-week "D" term will be automatically dropped from their course (effective on the last day of 100% refund) and billed a \$150 cancellation fee.

Any student enrolled in an online course at Notre Dame College must complete one of the following academically-related activities within their online course in order to be marked as having attended and actively participated in the online course(s):

1. Post to a discussion board
2. Submit an assignment
3. Submit a quiz or exam

#### 4. Submit some other assessment as assigned.

This means that simply logging into a course and navigating within the virtual classroom will not constitute participation; the student must complete one of the above academically-related activities.

All students who logged in to their course, but who have not participated academically by the end of the 2nd week of the “D” term will be automatically dropped from their course (effective on the last day of 100% refund) and billed a \$150 cancellation fee.

Please note that there are a significant number of other academically-related activities required when taking online courses, such as reading discussion boards, reading course materials and lectures, and messaging instructors, but these activities are not considered as student participation.

#### **Provisional Admission**

Applicants whose GPA is below the 3.0 requirement for admission may apply for provisional admission. The requirements for provisional admission are:

- Applicants must hold a bachelor’s degree from an accredited university or college.
- The undergraduate GPA must be a minimum of 2.75.
- Relevant work experience and/or other qualifications can be produced to complement the applicant’s academic record. **A letter of recommendation from an academic adviser or work supervisor is strongly encouraged.**
- Applicants must have completed their bachelor’s degree at least three (3) years prior.

Applicants who are admitted on a provisional basis will be restricted to a course load of 6 credits per semester and must achieve a GPA of 3.0 or better. After the completion of one semester, provisionally-accepted students who have earned at least a 3.0 GPA will be fully admitted and may continue to progress to complete degree requirements. Provisionally-accepted students who earn less than a 3.0 GPA after one semester will be dismissed from the program.

#### **Transfer of Credit**

Upon acceptance into one of the Master Degree programs, transcripts from previous graduate programs will be evaluated. Please see individual program policies for specific information.

#### **Grading System**

All graduate students are expected to maintain a minimum of a 3.00 grade point average by achieving “A” and “B” grades in all courses. A 3.00 cumulative grade point average is required for graduation.

Graduate expectations are markedly different from undergraduate demands. Graduate expectations include independent preparation and extensive reading, writing and recitation. Most students are successful in completing the graduate program by enrolling in an appropriate number of courses, by staying current with assignments in courses and

by preparing for and participating in class discussions. However, in occurrences of academic difficulty, the following apply:

Recognizing that performance in a course may be impacted by a personal situation, a "C" grade (includes "C+", "C", and "C-") is allowed in only one course during a graduate student's program. Any "C" grade (includes "C+", "C", and "C-") earned after the first occasion will result in the graduate candidate taking that course again at its next offering. A grade of "B-" or above must be achieved in the repeated course, or the graduate student will be dismissed from the program.

Any course in which a graduate student receives a grade of "D" or "F" must be taken again at its next offering. A grade of "B-" or above must be achieved in the repeated course, or the student will be dismissed from the program.

Any occurrence of the grade point average falling below 3.00 will result in the student being placed on academic probation. During the next semester, it may be recommended that the student limit the number of courses taken as the student must attain a 3.00 in the courses completed. A student with two semesters of less than a 3.00 average will be dismissed from the program. A student experiencing academic difficulty (i.e. academic probation and/or individual grades lower than B-) will be monitored by his or her advisor and Director of that Graduate Program.

Incomplete grades may be given to graduate students only if they are doing satisfactory work and if they have the permission of the instructor and the Director of their program. An incomplete grade that is not completed within the stipulated period of time will automatically change to an F.

#### **Grade Numerical Equivalent Quality Points**

A superior graduate-level achievement 93 – 100 % 4.0 per credit hour  
 A- excellent graduate-level achievement 90 – 92% 3.7 per credit hour  
 B+ very good graduate-level achievement 87 – 89% 3.3 per credit hour  
 B average graduate-level achievement 83 – 86% 3.0 per credit hour  
 B- acceptable graduate-level achievement 80 – 82% 2.7 per credit hour  
 C+ below average graduate-level achievement 77 – 79% 2.3 per credit hour  
 C below average graduate-level achievement 73 – 76% 2.0 per credit hour  
 C- below average graduate-level achievement 70 – 72% 1.7 per credit hour  
 D not acceptable graduate level achievement 65 – 69% 1.0 per credit hour  
 F failing 0 – 64% 0.0 per credit hour

#### **Grade Appeal**

Students have the right to expect fair and consistent issuance of course grades. The grading policy employed in each class, including the comparative weight of each component used to determine the final grade, is outlined in each course syllabus.

Students who have questions about grades on projects, tests or final grades for the semester are encouraged to meet with the course faculty member to review grades. In the case of a final grade only, if the student still does not understand the basis for the grade or believes that the composition of the semester grade conflicts with the grading policy stated in the syllabus, the student may request an additional meeting with the instructor and the Director of their program (if the Director is the instructor in question, then the concern should be directed to the appropriate Division Chair). This meeting

must be requested within two weeks of the receipt of the final grade and must take place no later than 30 days after the beginning of the next semester.

At this meeting, the student will be asked to provide evidence to substantiate the claim that the grade was either arbitrary or unfair. The Directors of each program facilitate communication and clarify misunderstandings. At the faculty member's sole prerogative, the final grade may be modified, or the assigned grade may be sustained. No grade may be lowered as a result of these meetings. If the dispute is resolved, this meeting is the final step in the review process.

If the dispute is not resolved, the student may appeal to the appropriate Division Chair within one week of the previous meeting. If the dispute is not resolved, the student may appeal to the Dean of the Finn Center, who will consult with the Director of the program and the Division Chair and will establish an appeal committee of three faculty members, one of whom may be recommended by the student bringing the appeal. A committee chairperson will be appointed by the Dean. That chairperson will notify the faculty member of the appeal and the composition of the committee.

The appeal committee will hear the student's complaint, interview the faculty member, and study the information provided by both parties. If necessary, the committee may interview other students or faculty members in its efforts to determine the facts.

The committee will make a report to the Dean of the Finn Center in which it reviews the issues and recommends a solution. This report is to be made within 30 days of the date the appeal was made to the Dean of the Finn Center. The Dean will inform the faculty member and the student of the recommendations of the appeal committee and will take steps necessary to implement the recommendations.

The grade appeal process is not designed to address accusations of discrimination or harassment. If such concerns are the premise upon which the appeal is made, the student is directed to use the policies for reporting discrimination and harassment found in the Student Handbook which can be found on the Notre Dame College website at <http://www.notredamecollege.edu/student-life/student-life-resources/student-concerns>

### **Academic Dismissal from Graduate Program and Appeal Process**

Students who are academically dismissed from their graduate program may appeal the decision by following the procedures outlined below. Those wishing to utilize this process must indicate mitigating circumstances that occurred during the course of the semester in question that could not have been anticipated prior to that period, and that adversely affected their ability to successfully complete their required coursework. (Events such as the death of an immediate family member, extended illness suffered by the student, or other unforeseeable events that may have caused significant hardship for the student may be considered as examples of mitigating circumstances.)

#### **Steps to Appeal:**

1. Complete and submit an NDC Graduate Student Academic Dismissal Appeal Form. The form is available on My.NDC.edu and the College website. The appeal requires a signature from the Graduate Program Director. (Your appeal must be e-mailed both to your Graduate Program Director, and to the Dean of Online and Graduate Programs at [fhoelker@ndc.edu](mailto:fhoelker@ndc.edu))



2. The appeal must contain an explanation as to why your grades fell below the required minimum GPA. Please indicate what plans you have to change your academic performance in the future. Documentation should not only indicate the mitigating circumstance that caused you to have academic problems during the semester, but also must clearly indicate that the circumstances that caused the problems have been rectified so that you will be able to successful in future semesters.
3. In most cases, the Graduate Policy and Planning (GPPC) Appeals Committee will render a decision within two weeks of receipt of a fully completed appeal. All decisions of the GPPC Committee are final. Notification of the decision will be sent via your Notre Dame e-mail account.
4. If the appeal is approved, you will receive an Academic Plan Form, which must be signed and returned to the Dean of Online and Graduate Programs and to your Graduate Program Director before you can continue for the next semester. You must meet the conditions of the Academic Plan in order to remain enrolled in your graduate program. Students re-admitted remain on academic probation until they meet academic standards as described in the *Graduate Catalog*.
5. If the appeal is denied, your status remains academically dismissed.

### **Academic Dishonesty**

Academic dishonesty includes but is not limited to the following: 1) the completion or attempted completion of any academic work by means other than those permitted; and 2) the alteration of a document relating to the grading process, including changing an instructor's grade book or changing answers on a test after the time to complete the test is over.

Examples of academic dishonesty include but are not limited to: unauthorized collaboration, copying another student's answers, unauthorized aids on a test, using purchased or pre-made term papers, plagiarism, and destroying another student's work.

Plagiarism occurs when an individual presents the ideas, thoughts or words of another as his or her own. Plagiarism includes, but is not limited to: using phrases, sentences, or ideas from a published source, including the Internet, without citing that source; representing another's unpublished work as your own; rewriting or paraphrasing the work of another without giving credit to that person by citation; and submitting a paper that has been copied, in whole or part, from another's work as one's own work.

Generally, the faculty decides upon sanctions for acts of academic dishonesty. Thus, academic dishonesty may carry specific penalties implemented by the faculty. Those penalties include but are not limited to: failure on the specific assignment, failure of the course, and/or a letter detailing the offense that is kept in the Office of the Dean of the Finn Center.

### **Readmission to a Master Degree Program**

Students who have been absent from the College for one calendar year or longer must reapply for admission. For the purpose of readmission, one calendar year is defined as any consecutive combination of a fall semester, spring semester, and summer session. Students seeking readmission are expected to follow the same admission process as those prospective students who will be attending Notre Dame College for the first time.

Students readmitted to the College must follow the catalog requirements and academic policies in effect at the time of readmission regardless of the number of credits earned under a previous catalog.

### **Course Formats**

Courses within the Master of Business Administration are offered online in an asynchronous environment, with some virtual technologies, such as Microsoft Teams and Zoom, used to ensure student engagement and interaction between and among students and course professors.

Courses within the Graduate Program in Professional Education are offered online and meet once a week in a virtual classroom through Zoom. All graduate students log in with their instructor and meet for 2.5 hours during which time, course content is discussed.

Courses in the Graduate Program in Security Policy Studies are offered in both face-to-face and online formats. The program has three residency requirements, each of which takes place over the course of an intensive weekend either at the beginning or end of the designated eight-week online semester.

### **Online Courses**

Course materials including written lectures, readings, assignments, exams, quizzes, and presentations are all contained in a Learning Management System (LMS). Students access their online course via the internet using a unique login and password. This information is provided to online students through their Notre Dame College email accounts the weekend prior to the start of their course. Using the login information, students access their course(s) and work through a series of eight, one-week lessons. Each lesson is self-contained and all work in that lesson must be completed within that week. Each lesson will contain directions from the instructor regarding requirements and expectations.

One activity used to engage students in each lesson is a forum. Forums are online threaded discussions that require students to respond to a prompt or set of directions posted in the lesson. After posting their initial reflection, students then read classmates' postings and respond with postings that help further the discussion and develop the concepts learned in the lesson. The instructor may also participate in the online discussion, helping to guide students in the development of the topic. Forums allow students to develop and share their thoughts at times that are convenient.

Because an online course spans only eight weeks it is more intense than the on campus course of 15 weeks. This means that students in an online course will spend about twice as much time per week completing work than students in the same course in the on campus format. This fast-paced, intense experience requires students to have a number of personal characteristics to ensure success. These include:

- Discipline to complete projects by deadlines. Excellent time management skills are critical.
- Persistence to attend to course assignments at least four days each week. It is helpful to set aside specific times on a routine basis to participate in the course.
- The ability to learn from the printed word. The majority of materials and communication are available through reading and writing.

- Excellent reading and writing skills in the English language.
- Excellent basic computer and email skills.
- Flexibility in dealing with technology problems.

Online courses have technical requirements that most students already own. The following items give a student the best chance for success in an online course:

- A computer (laptop, desktop, or netbook) that was purchased within the last 2 years.
- A broadband internet connection.
- Current version of Adobe Reader which is available online at no cost.
- Virus protection software is strongly recommended.
- For students in the Graduate Program in Professional Education:
- Microsoft Office (latest version). One copy of Microsoft Office Software Package is available to a Notre Dame College student for a fee of \$40.00. Contact the IT Department, 216.373.5244.

Additionally, students can download a copy at no cost after logging into their email accounts. This copy will work as long as the student is enrolled. After logging into the email account, click the *Install Software* button near the upper right corner of the welcome screen after logging in. After installation, verify your email and password to use the software.

## Student Services

### Registration

Student Enrollment Status Per 16 Week Semester:

The enrollment status of graduate level students is based on the following:

Full-time	= 8 or more credits
Half-time	= 4-7 credits
Less than half-time	= 1-3 credits

#### Intent to Graduate

All degree-seeking students must complete and submit the *Intent to Graduate* form. The form can be found by logging into *MyNDC*, clicking on the Academics tab, and clicking on the Intent to Graduate Application link on the left-hand side of the page.

*Intent to Graduate* deadline dates are posted in the Academic Calendar found at <http://www.notredamecollege.edu/academics/academic-calendar>.

### Financial Aid

#### Financial Aid Policies

Those admitted to the Master's programs (M.A., M.Ed., M.S.N.) AND who are enrolled in at least six credit hours a semester may be eligible to borrow funds through the Federal Stafford Loan Program. The first step is to complete a Free Application for Federal Student Aid (FAFSA), which will help to determine eligibility for this federal loan program. Applications can be found on the Internet at [www.fafsa.ed.gov](http://www.fafsa.ed.gov).

#### Standards of Satisfactory Academic Progress for Financial Aid Applicants

Federal regulations (HEA Sec. 484(a), 34 CFR 668.16(e), 668.32(f), 668.34) require that Notre Dame College review the academic progress of all students who apply for and/or receive federal financial assistance. This regulation applies to each financial aid applicant, whether a previous recipient or not. A student's entire academic record is included in the measurement. The measurement consists of three areas: Credit Hour, Grade Point Average, and Maximum Time Frame for eligibility.

##### A. Credit Hour Requirement

1. Graduate candidates or certificate students (including TEEL®) must successfully complete a minimum of 75% of the total number of hours attempted each academic year (or part thereof) at Notre Dame College.
2. Successfully completing a course requires a grade of A, A-, B+, B, B- or P. All other grades including NR, W, F, I, D, C-, C, C+, are considered unacceptable for graduate studies.
3. An award year includes all semesters beginning with summer semester through the following spring semester.

##### B. Grade Point Average (GPA Requirement)

1. Graduate candidates must maintain a 3.00 GPA at all times.
2. Certificate students must maintain a 2.00 GPA at all times.

##### C. Maximum Time Frame for Eligibility

Graduate candidates may continue to be considered eligible for assistance as long as they have not attempted (or registered for) more than the number of credit hours required in their major and/or have not completed (earned) more than 48 graduate credit hours. Transfer hours will be counted in the number of attempted/earned hours. Additionally, remedial and/or repeated course work will also be included in the maximum permissible number of hours attempted and earned.

#### **D. Transfer Students**

1. Transfer students will not be measured against the credit hour requirement or GPA requirement until the end of the academic year in which they start.
2. Transfer students will be measured against maximum time frame for eligibility based on hours transferred (See appeal process).

#### **E. Monitoring**

In most cases, satisfactory academic progress will be measured at the end of each academic year. However, in some instances, an evaluation will be conducted after each semester. Evaluation will be done in a timely manner; however, the next term may be in progress at the time of notifying students of their ineligibility. Should students be concerned that they may not have met the requirements, they may contact the Office of Student Financial Assistance during normal business hours.

Students will be notified via e-mail and U.S. mail if they have failed the measurement. Students may appeal the decision.

#### **F. Financial Aid Appeals** (Please note that this policy can be found of the back of the Financial Aid Award Letter.)

1. A student may appeal the denial of assistance by completing the Appeal Form. The student and his/her advisor must sign the form. An appeal form will be mailed to a student upon request or may be obtained from the Office of Student Financial Assistance.
2. Financial Aid appeals must be based on undue hardship caused by the death of a relative, personal injury, illness or other special circumstance supported with appropriate documentation.  
  
A plan as to how the student will improve his/her performance must be included in the appeal. The appropriate Program Director must sign all appeals.
3. An appeal must be presented to the Office of Student Financial Assistance within 10 working days after the receipt of the denial letter. The appeal will be reviewed within 10 working days and written notification of the decision will be sent.

#### **Return of Federal Financial Aid Funds Covered Under Title IV Funding:**

As part of the Higher Education Amendment Act of 1998, Congress passed regulations that dictate what happens to a student's federal financial aid when a student completely withdraws, official or unofficially, from the College during any given semester.

- Federal financial aid consists of:

- Federal loans: federal Direct loan, federal Perkins loan, and federal PLUS loan.
- Federal grants: federal Pell grant, federal TEACH grant, and Federal Supplemental Educational Opportunity Grant (FSEOG).
- Federal financial aid is awarded to a student under the assumption that the student will attend school for the entire semester for which the funds are awarded. Even though federal funds may be disbursed at the beginning of the semester, the student is required to “earn” the financial aid by attending classes up to the point that at least 60% of the semester has expired. (Students who complete more than 60% of the semester are considered to have earned 100% of their financial aid.)
- The R2T4 (Return to Title IV) calculation determines what percentage of disbursed financial aid the student has earned. It is based on the number of days completed divided by total number of days in the semester.
- Any unearned financial aid must be returned to the federal government. Students with "unearned" financial aid funds must repay these funds to the College.
- The Return of Title IV Funds policy is separate from the College's tuition refund policy. A student who withdraws from the semester may be required to return unearned Title IV financial aid funds and may still owe the College for institutional charges.
- The College must return unearned funds for which it is responsible as soon as possible, but no later than 45 days from the determination of a student's withdrawal.
- Funds are returned to the programs from which the student received aid in the following order, up to the net amount disbursed from each source:
  - (1) Unsubsidized Direct Loans (other than Direct PLUS Loans)
  - (2) Subsidized Direct Loans
  - (3) Federal Perkins Loans
  - (4) Direct PLUS Loans
  - (5) Federal Pell Grants
  - (6) Federal Supplemental Educational Opportunity Grants (FSEOG)
  - (7) TEACH Grants
  - (8) Iraq and Afghanistan Service Grants
- If the student receives less federal student aid than the amount earned, the school must offer a disbursement of the earned aid that was not received. This is called a post-withdrawal disbursement.
- A post-withdrawal disbursement must be made from available grant funds before available loan funds. The College must obtain confirmation from a student, or parent for a Direct Parent PLUS Loan, before making any disbursement of loan funds from a post-withdrawal disbursement. Grant funds, however, may be

credited without permission for current charges for tuition, fees, and room and board up to the amount of outstanding charges.

- The College must disburse any amount of a post-withdrawal disbursement of grant funds that is not credited to the student's account. Moreover, the school must make the disbursement as soon as possible but no later than 45 days after the date of the school's determination that the student withdrew
- There are three types of withdrawals that fall under the R2T4 federal calculation regulations:
  - (1) Official Withdrawals: Student has completed the formal drop process with the Registrar's Office, via [My NDC](#), or contacting the Registrar at [registration@ndc.edu](mailto:registration@ndc.edu).
  - (2) Unofficial Withdrawals: If a student begins to attend class, receives federal Title IV aid, but then ceases to attend class without providing official notification to the College, the federal government considers this to be an "unofficial withdrawal." The withdrawal date used in the calculation is based on the last date of attendance or academically-related activity, defined as:
    - Physically attending a class where there is an opportunity for direct interaction between the instructor and students.
    - Submitting an academic assignment.
    - Taking an exam, completing an interactive tutorial, or participating in computer-assisted instruction.
    - Participating in an online discussion about academic matters.
  - (3) Module Withdrawals: A module (or sub-session) is defined as a course or courses in a program that do not span the entire length of the semester. If a student withdraws from an individual module and does not complete all of the days s/he was initially scheduled to prior to ceasing attendance, an R2T4 calculation must be performed to determine the percentage of financial aid earned. The days in all modules for which the student initially registered are included in the total number of calendar days within the payment period.

If a student provides written confirmation of his/her intent to attend a future module within the semester, it is not necessary to perform the R2T4 calculation; however, the student's future attendance within the semester must be tracked. If it is determined that the student failed to attend a future module, the R2T4 must be performed.

## **Student Accounts**

### **Tuition Payment**

It is the policy of Notre Dame College that tuition, room, board, and fees for a given term are to be paid in full OR acceptable arrangements made by August 1 for Fall Semester, January 2 for Spring Semester, and by the first day of classes for Summer Semester. Acceptable arrangements are payment in full or enrolling for the payment plan and making on-time payments. Students who register after the deadline are expected to make acceptable payment arrangements at the time of registration. Pending financial

aid is not an acceptable payment arrangement. Please refer to Notre Dame College's Financial Policy published each academic year for further details about tuition cost and fees. A copy is available from the Student Accounts Office. Students who are not current on their student account will be unable to register for future terms.

**Tuition Refunds**

If a student withdraws from Notre Dame College during the semester, any unpaid balance covering the period of enrollment will become due immediately. Refund of a credit balance, if any, will be made after written notification of withdrawal is submitted to, and approved by, the Office of Student Records. The amount of refund will be calculated from the date appearing on the official Change of Schedule form. The amount of the refund will be determined by the date of the official withdrawal. See the current course schedule booklet for the refund schedule.

Refunds will be made approximately one month after the official date of withdrawal.

A student who withdraws from a course must give written notification to the Registrar's Office. Non-attendance and/or non-payment DO NOT constitute official withdrawal from a course. If a student fails to withdraw officially, he/she will be responsible for all tuition and fee charges.

**Collection of Past-Due Balance Policy**

Notre Dame College uses General Revenue Corporation to collect past-due accounts. Students with open balances not paid within two weeks after the end of the semester will be sent to collection. If any account is sent to collections, the student is responsible for paying the full balance before obtaining official transcripts. An additional collection charge is made to the student's account when it is sent to collection. The student will not be eligible to register or to be readmitted to the College until the account has been paid in full, including the College's entire cost of collection.

Official transcripts will not be issued for students with outstanding financial obligations.

**Veterans**

The college will not impose any penalty, including the assessment of late fees, the denial of access to classes, libraries or other institutional facilities, or the requirement that a Chapter 31 or Chapter 33 recipient borrow additional funds to cover the individual's inability to meet his or her financial obligations to the institution due to the delayed disbursement of a payment by the U.S. Department of Veterans Affairs.

**St. Catherine of Alexandria Medal**

The Medal of St. Catherine of Alexandria is awarded annually by Kappa Gamma Pi to a Master's Degree candidate at Notre Dame College on the basis of unusual and unselfish service to the College.



## **The Master Level Program Outcomes**

**Upon completing graduate programs, master-level students will:**

1. Apply knowledge in new and creative ways in complex environments.
2. Apply analytical frameworks to evaluate the influence of diverse factors affecting contemporary challenges.
3. Appraise the moral and ethical implications inherent in documents, a course of planned actions, and in research findings.
4. Through research, scholarly practice, and professional development, the student will infuse new knowledge into his/her discipline and share that knowledge with stakeholders--professional peers, students, and the community.

## The Division of Business Administration

### The Master of Business Administration (MBA)

#### Mission Statement

The Master of Business Administration (MBA) emphasizes the College's mission of educating a diverse population in the liberal arts for personal, professional and global responsibility. Our intention is simply stated: To teach, guide, and inspire our students to collaborate and lead for the betterment of business, society and the world. Additionally, the program strives to meet the demands for diversity in management. Our mission is to prepare our students to become ethical, socially responsible business leaders of the diverse organizations and communities of tomorrow.

#### Introduction

The Master of Business Administration (MBA) is an innovative program that builds student understanding of the traditions and foundations of business, revealing to graduate learners the tools and technologies facing business leaders. The ten-course program offers a myriad of benefits to students. The program advances business knowledge, sharpens business acumen, and integrates in-demand quantitative and qualitative skills, with content focused on leadership, ethics, and collaboration to ensure MBA graduates are successful managing and leading diverse organizations and communities.

Notre Dame College believes in educating learners for the profession of business. We believe in business, and its contribution to our lives. Business is continuously evolving, changing and improving in socially responsible ways. We believe that tomorrow's business will be better than it is today, which is why we are committed to business management and leadership.

The program provides students with a comprehensive understanding of business administration, beginning with the course, Leadership, and concluding with the capstone course, Strategy, which integrates areas of program focus and concentrates on application of business knowledge to solve contemporary business problems, and or to seize business opportunities. Students will examine business proposals, prepare cost-benefit analysis, learn how to scan for rapid changes in the technological environment, prepare themselves to align budgets with business goals, evaluate employees, and design marketing strategies based upon analysis. Students will deploy frameworks for assessing various functions of business from operations to human resources to finance and accounting. The MBA program is of an interdisciplinary nature as it integrates bodies of domain-specific knowledge from a variety of sources from psychological and sociological theories to Generally Accepted Accounting Principles (GAAP) and communications theory to the exploration of strategic business models. Courses include leadership, people (human resources), accounting, operations, communications, finance, management, marketing, technology and strategy.

### **Guiding Principles**

Notre Dame College believes in business, and its contribution to our lives. Business is continuously evolving, changing, and improving in socially responsible ways. Leaders are required to keep abreast of rapid change in business, and to serve others in the traditions of servant leadership, with is one of our guiding principles.

Educating in a holistic program develops the hard and soft skills employers demand, including communication, collaboration, creativity and critical thinking.

The MBA at Notre Dame Colleges teaches students how to lead times of change. Some of the most important threads through the program are noted here:

- **Communication:** Master how to convey complex ideas, orally and in writing
- **Collaboration:** Master how to work as a team, resolve differences and compromise to get results.
- **Creativity:** Master how to innovate, see situations from different perspectives and find solutions to difficult problems.
- **Critical Thinking:** Master how to analyze situations and evaluate strategic alternatives to make optimal decisions.

### **The MBA Program**

The MBA consists of ten courses of 30 credit hours and is offered on campus in classroom experiences and online. The MBA is an accelerated degree completion program, with eight-week classes scheduled back-to-back.

The program emphasizes leadership, ethics, communication, critical and creative thinking, collaboration and quantitative reasoning, and culminates in a capstone strategy experience in which integrative knowledge is applied to business solving problems and seizing business opportunities. Classes are taught by seasoned business and communications professionals.

The MBA program integrates principles and best practices around servant leadership. By learning how to better support colleagues and customers, you will grow personally and professionally.

The MBA provides students with activities and lessons to practice their skills through program assessments, case-studies and exercises. A unique feature of this program is that students can register for either modality: on-campus classes and online classes. All courses include the discussion of assigned readings on business, leadership and ethical decision-making. The program culminates in a capstone course and strategic project in which students apply the coursework to real world business problems and opportunities. Students completing the capstone course will be evaluated in accordance with the criteria of having satisfactorily met MBA program learning outcomes and graduate learning outcomes.

### **The Campus-Based MBA Program**

The campus-based MBA program holds evening classes on the College's beautiful South Euclid grounds, replete with state-of-the-art classrooms. Classes meet once per week on a consistent evening during the work week. Students may take the full roster of courses or may select a lighter load in accordance with their needs and life situation.

### **Online MBA Program**

The online MBA program takes place in a fully online environment that allows you to study when and where you have the time. You will learn from faculty members who have a deep understanding of business theory and practice. Course materials include written lectures, readings, assignments, exams, quizzes, and presentations which are all contained in a Learning Management System (LMS). Login information is provided to online students through their Notre Dame College email accounts the week prior to the start of their program. For more information visit:

<https://online.notredamecollege.edu/online-degrees/mba/>

### **Program Outcomes**

1. Distinguish how to communicate effectively to develop relationships, manage conflicts, and work across differences with diverse groups.
2. Demonstrate the ability to use qualitative, quantitative, and ethical methods to create business solutions.
3. Investigate how ethics, morals and values relate to leadership and business dilemmas.
4. Integrate leadership skill, tools, and concepts from multiple functional areas (i.e. marketing, management, operations, etc.) to solve business problems.

### **Admission Requirements**

The Graduate Admissions Committee is looking for well-rounded students who demonstrate a sincere interest and desire to make a positive impact in the field of business management. Students who meet or exceed the minimum requirements below will be considered for admission:

- The MBA at NDC accepts for full admittance business graduates with a minimum GPA of 3.0 from regionally accredited institutions of higher learning.
- The program may accept non-business majors with the minimum GPA of 3.0, although non-business majors must complete, or transfer, three business courses in Statistics, Macroeconomics and Management Principles. Bridge courses are available from NDC in on-campus or ground modalities with the prefix BU and begin with BU 501: Statistics; BU 502 Macroeconomics; BU 503 Management Principles.
- Applicants with a GPA between 2.75 and 2.99 may be considered for provisional admittance, provided that the applicant provides credible documentation of his or her work experience, including professional references, with a minimum of three to five years of progressively responsible assignments and managerial-level positions. Students without the requisite business and managerial experience may be considered upon the submission of GMAT scores, with the minimum score of 530. Recent NDC graduates seeking provisional admittance to the program should contact the graduate admissions advisor.

### **Application Process**

- Complete the free graduate online application.  
<https://www.notredamecollege.edu/admissions/apply/>
- Send official transcripts of all college coursework to:

Attn: Graduate Admissions  
Notre Dame College  
4545 College Road  
South Euclid, OH 44121

- Submit additional documentation as listed under Admissions Requirements.

### **Contact Information**

#### **Master of Business Administration**

##### **Enrollment**

**Brandy Viol**, Assistant Dean of Enrollment (Adult & Online) Admissions  
Administration Building, First Floor admissions Office

[bviol@ndc.edu](mailto:bviol@ndc.edu)

216.373.6481

#### **Master of Business Administration**

##### **The Division of Business Administration**

Joyce A. Banjac, Ph.D. Interim Director of the MBA  
Regina, Third Floor, # 318

[jbajac@ndc.edu](mailto:jbajac@ndc.edu)

216.373.6346

#### **Master of Business Administration**

##### **The Division of Business Administration**

Natalie Strouse, Division Chair  
Administration Building, Fourth Floor # 432

216.373.5298

[nstrouse@ndc.edu](mailto:nstrouse@ndc.edu)

### **Transfer of Credit**

No more than six graduate credits may be transferred into the Master of Business Administration. Applicants who feel they may have eligibility for transfer credits through ACE should contact the American Council on Education ([www.acenet.edu](http://www.acenet.edu)). Only transfer credit related to graduate business will be considered.

Notre Dame College will review and consider military credit for transfer credit. Applicants should send their joint service transcripts to Notre Dame College, Advising Department.

### **Requirements**

To graduate with a Master of Business Administration, a student must have:

- Maintained a 3.00 cumulative grade point average
- Completed a minimum of 30 semester credits of graduate credit
- Satisfactorily completed the Capstone Strategy course and final project
- Met program learning/graduate learning outcomes

### **Course Requirements**

MBA 500: Leadership

MBA 510: People

MBA 520: Communication

MBA 530: Operations

MBA 540: Accounting

MBA 600: Marketing

MBA 610: Finance

MBA 620: Management

MBA 630: Technology

MBA 640: Strategy (Capstone)

### **Recommended One Year Full-Time & Two Year Part-Time Course Sequences**

#### **Full Time and Part Time Status:**

In a graduate program, due to the rigorous academics, full time is considered as 8 academic credits. Students who intend to complete their course of study in one year must enroll in 12 academic credits per semester, taken within accelerated eight-week course terms. The program is intensive and fast-paced, and students must maintain a 3.0 GPA to stay in the program. Students who are admitted on a provisional basis will be restricted to a course load of 6 credits per semester and must achieve a GPA of 3.0. After the completion of one semester, provisionally-accepted students who have earned at least a 3.0 GPA will be fully admitted.

#### **One Year Fall Entry Completion Recommended Rotation**

Semester 1	D1: 500 & 510	D2: 520 & 540
Semester 2	D3: 600 & 610	D4: 530 & 620
Semester 3	D5: 630 & 640	D6: 640

#### **Two Year Fall Entry Completion Recommended Rotation**

Semester 1	D1: 500	D2: 540
Semester 2	D3: 600	D4: 530
Semester 3	D5: 630	D6: N/A

Semester 4	D1: 510	D2: 520
Semester 5	D3: 610	D4: 620
Semester 6	D5: 640	D6: 640

### **Course Descriptions**

#### **BU 501 Statistics (3 credits)**

*This course is one of three foundational prerequisites required for non-business baccalaureate degree holders provisionally admitted to the MBA program. All three must*

*be completed prior to enrollment in MBA courses. This course is not counted toward degree requirements, and is cross-listed with MA 221. Descriptive statistics, probability, normal and binomial distributions, sampling concepts, sampling distribution, estimation, hypothesis testing, confidence intervals and linear correlation.*

**BU 502 Principles of Macroeconomics (3 credits)**

*This course is one of three foundational prerequisites required for non-business baccalaureate degree holders provisionally admitted to the MBA program. All three must be completed prior to enrollment in MBA courses. This course is not counted toward degree requirements, and is cross-listed with EC 202. This course examines the goals of the macro economy (full employment, domestic price stability, economic growth, and stable international economic relations) and how they are promoted by the government's use of fiscal and monetary policy. The course concludes with a formal introduction to international economics, including the micro-based topics of international trade theory and commercial policy, as well as international finance and open-economy macroeconomics.*

**BU 503 Management Principles (3 credits)**

*This course is one of three foundational prerequisites required for non-business baccalaureate degree holders provisionally admitted to the MBA program. All three must be completed prior to enrollment in MBA courses. This course is not counted toward degree requirements, and is cross-listed with BU 240. An examination of the basic principles, processes and functions of management, including planning, organizing, leading and controlling. A look at contributions from key classical theorists and present applications of these theories. Topics also include ethics, globalization and decision-making. Application assignments are used to assist the development of student's written communication skills.*

**MBA 500 Leadership (3 credits)**

The course presents leadership and management theories/concepts that have emerged over the past several decades. This course focuses on how skills and abilities in leadership and management can be developed and applied by individuals in order to make a difference in organizations, communities, or societies. This will prepare students to focus on servant leadership, and other leadership traits and theories.

**MBA 510 People (3 credits)**

This course examines the role of the human resource professional as a strategic partner in managing today's organization. Key functions such as recruitment, selection, development, appraisal, retention and compensation and labor relations are examined. Implications of legal and global environments are appraised and current issues such as diversity training, sexual harassment policies, and rising benefit costs are analyzed. Best practices of employers of choice are considered.

**MBA 520 Communications (3 credits)**

The primary objective of this course is to develop students' capability to be effective leaders and communicators. Drawing upon the field of organizational behavior and communication, the course examines an individual's effectiveness on three levels: developing the manager from the inside out, working effectively with diverse teams and communicating effectively in organizations. The course sharpens written, oral and listening skills to meet the demands of a successful managerial communicator.

**MBA 530 Operations (3 credits)**

This course analyzes the key issues in operations management in both the manufacturing and service sectors. It will apply qualitative and quantitative analysis to such areas as quality, facility location, product mix, supply chain design, scheduling, inventory and quality control. Techniques may include network analysis, simulation, and decision trees.

**MBA 540 Accounting (3 credits)**

This course provides students with an understanding of the purpose and use of accounting information through the study of generally accepted accounting principles and concepts as applied to financial statements, included in the measurement of assets, debt and equities, determination of income, and preparation of statement of cash flows.

**MBA 600 Marketing (3 credits)**

Students in this course will examine the various aspects of marketing for developing strategic marketing programs. Product planning, distribution policies, marketing research, promotional activities, marketing planning and evaluation are included. Emphasis is on the value added to customers and to the organization through marketing.

**MBA 610 Finance (3 credits)**

The concepts of financial planning, analysis, forecasting, and control are examined. Emphasis is on the financial decision making from the perspective of the business firm. Topics include time value of money, ratio analysis, mergers, capital budgeting, risk, cost of capital, valuation, dividend policy, financial structure, and related financial topics.

**MBA 620 Management (3 credits)**

Focuses on the skills necessary to implement plans and manage projects, and to assess the performance of those plans and projects. Stresses project management, budgeting, quantitative performance evaluation, tactical programs, and the leadership and communication skills vital to successful implementation processes. Additionally, this course provides an overview of the entrepreneurial mindset. Students will be exposed to the development and presentation of new venture business plans, integrating market research, assessment of organizational needs and capabilities, and financial statements to support investment into enterprises.

**MBA 630 Technology**

This course provides an overview of information systems and connects organizational strategy to technology. The course topics include information systems, system analysis and design, artificial intelligence, data analytics, and scanning for emerging technologies. The course will also address ethical issues and considerations related to data.

**MBA 640 Strategy Capstone (3 credits)**

This course integrates principles of strategy at the business and corporate levels, with a focus on applying course and program knowledge to real-world business problems and opportunities within the context of experiential learning projects. Students are expected to investigate organizational problems, or opportunities, and to identify and collect data for subsequent analysis and final recommendations. Themes include industry analysis, firm resources and their implications, strategic fit, stakeholder analysis, leadership, the implementation of strategy, and the ethical implications of strategic business decisions.



Students may select from several final experiential project options including client projects and practicum/internship experiences.

## The Division of Professional Education

### Programs

#### Master of Education in Curriculum and Instruction (30 hours)

The Master of Education in Curriculum and Instruction non-licensure program is designed for any currently-licensed educator who is pursuing a master's degree. The program offers content in core master-level content with a focus on advanced curriculum design, data literacy, evaluation, and innovation.

#### Master of Education in MMIS (33-48 hours)

For the candidate who has a bachelor's degree from a regionally accredited four-year college or university AND has a teaching license, this program offers:

- (M1) Master of Education in MMIS degree with initial licensure in the area of Mild/Moderate Intervention Specialist K-12 (MMIS) with a practicum

For the candidate who has a bachelor's degree from a regionally accredited four-year college or university but does not have a teaching license, this program offers:

- (M2) Master of Education in MMIS degree with initial licensure in the area of Mild/Moderate Intervention Specialist K-12 (MMIS) with student teaching

For the candidate who has a bachelor's degree from a regionally accredited four-year college or university but is not seeking an initial license, this program offers study in the area of Mil/Moderate Intervention Specialist K-12 (MMIS).

- (M3) Master of Education in MMIS degree

#### Reading Endorsement (15 hours) and Dyslexia Certificate (18 hours)

For the candidate who has a bachelor's degree from a regionally accredited four-year college or university AND has a teaching license, this program offers a Reading Endorsement that can be added to any valid teaching license. A Dyslexia Certificate can be earned with the addition of ED 621 Multisensory and Structured Literacy Approaches. See Dyslexia Certificate. The Reading Endorsement can be added to the Master of Education Degree in MMIS program as well.

#### Master of Education in Reading and Literacy (36 hours)

For the candidate who has a bachelor's degree from a regionally accredited college or university, this program offers a Master of Education in Reading and Literacy. Courses include the program requirements for the Reading Endorsement as well. Candidates may add the Dyslexia Certificate with the addition of ED 621 Multisensory and Structured Literacy Approaches. See Dyslexia Certificate.

#### The Master of Education Degree with Concentration in Educational Leadership (33 hours)

The Educational Leadership program develops teachers and administrators who are willing to change the classroom or school one student at a time as part of their commitment to personal, professional and global responsibility.

We educate administrative candidates so that they are willing in their role as administrators to take a stand for human rights and social justice. The willingness to take a stand is critical in local communities and in a world where the disparities in access to goods and resources can threaten human relationships.

### **Admission Requirements**

Admission to the Master of Education programs is determined on the basis of academic and leadership potential as a professional educator. Basic requirements include the following:

- Bachelor's degree from a regionally accredited college or university,
- Minimum undergraduate grade point average of 3.00 on a 4.00 scale,
- Completed application to the Master of Education program,
- Official transcripts from all undergraduate and graduate institutions attended,
- Current teaching license/s, if applicable,
- Two professional references utilizing the reference form for admission to the Master of Education program (available online with the application form),

Specific M.Ed. programs may have additional requirements. Application forms are available from The Finn Center for Adult, Graduate, and Professional Programs and online at [https://my.ndc.edu/ICS/Admissions/JX\\_Apply\\_Online\\_1.jnz](https://my.ndc.edu/ICS/Admissions/JX_Apply_Online_1.jnz)

### **Transfer of Credit**

Upon acceptance into one of the Master Degree programs, transcripts from previous graduate programs will be evaluated.

A maximum of six semester credit hours earned at another regionally accredited graduate school may be applied toward the Master of Education degree at Notre Dame College. These credits are accepted based on the similarity to the content, core, or research courses required by Notre Dame College. The decision to transfer these credits is at the discretion of the Director of the Graduate Program for Professional Education.

### **TEACH Grant Program**

The Federal TEACH Grant Program provides grant assistance to students admitted to the College in the Master of Education program with a concentration in MMIS or Reading Endorsement, who agree to serve for at least four years as full-time "highly qualified" teachers in a high-need field in public or not-for-profit private elementary or secondary schools that serve students from low-income families. The Free Application for Federal Student Aid (FAFSA) and an institutional application are required and can be found on our website at: <http://www.notredamecollege.edu/finaid/FederalTeachGrant.aspx>.

Further information about the Federal Direct Loan program or the Federal TEACH Grant Program can be found at <http://www.notredamecollege.edu/finaid>.

### **Graduation Requirements for a Master of Education Degree**

To graduate with a Master of Education degree, a student must maintain a 3.00 cumulative grade point average and have successfully completed:

- A minimum of 30 semester hours of graduate credit,
- All core courses, courses in the graduate concentration, and research courses
- A maximum of one course with a grade at the "C" level

- All required clinical and field experience hours including a practicum or student teaching, if applicable, and
- A pre-approved and completed capstone project if applicable

### **The Master of Education Degree with Concentrations in Curriculum and Instruction, Mild/Moderate Intervention Specialist, and Reading Endorsement**

#### **Mission Statement**

The Notre Dame College Master of Education degree prepares teachers to effectively serve the needs of a diverse student population. Courses incorporate current, seminal research in educational theory and practice. Because our graduates recognize the significance of education within the family, community, and political contexts, they articulate difficult and consuming questions about the profession and respond to them with critical thinking and problem-solving skills. Awareness of the need for continuous professional development informs the design and completion of a school-based research project.

#### **Guiding Principles**

- Teacher dispositions of character, intellect, and care are integrated in all coursework to highlight the collaborative nature of the teaching profession.
- Graduate candidates assume responsibility for a range of independent work and investigation as appropriate to each course.
- Research-based best practice is modeled in course and field experience and guides teacher candidate work samples.
- The iterative cycle of content, connection and application continuously expands the breadth of knowledge and deepens the skill set of the graduate candidates.

#### **Program Outcomes**

The Division of Professional Education aligns its master's degree programs with *the Ohio Standards for the Teaching Profession*. The standards guide both the pre-service and the in-service teacher; they also serve as tools as the teacher moves along the professional development continuum.

1. Teachers understand student learning and development and respect the diversity of the students they teach.
  - Teachers display knowledge of how students learn and of the developmental characteristics of age groups.
  - Teachers understand what students know and are able to do and use this knowledge to meet the needs of all students.
  - Teachers expect that all students will achieve to their full potential.
  - Teachers model respect for students' diverse cultures, language skills and experiences.
  - Teachers recognize characteristics of gifted students, students with disabilities and at-risk students in order to assist in appropriate identification, instruction and intervention.
2. Teachers know and understand the content area for which they have instructional responsibility.

- Teachers know the content they teach and use their knowledge of content-area concepts, assumptions and skills to plan instruction.
  - Teachers understand and use content-specific instructional strategies to effectively teach the central concepts and skills of the discipline.
  - Teachers understand school and district curriculum priorities and the Ohio academic content standards.
  - Teachers understand the relationship of knowledge within the discipline to other content areas.
  - Teachers connect content to relevant life experiences and career opportunities.
3. Teachers understand and use varied assessments to inform instruction, evaluate and ensure student learning.
- Teachers are knowledgeable about assessment types, their purposes and the data they generate.
  - Teachers select, develop and use a variety of diagnostic, formative and summative assessments.
  - Teachers analyze data to monitor student progress and learning, and to plan, differentiate and modify instruction.
  - Teachers collaborate and communicate student progress with students, parents and colleagues.
  - Teachers involve learners in self-assessment and goal setting to address gaps between performance and potential.
4. Teachers plan and deliver effective instruction that advances the learning of each individual student.
- Teachers align their instructional goals and activities with school and district priorities and Ohio's academic content standards.
  - Teachers use information about students' learning and performance to plan and deliver instruction that will close the achievement gap.
  - Teachers communicate clear learning goals and explicitly link learning activities to those defined goals.
  - Teachers apply knowledge of how students think and learn to instructional design and delivery.
  - Teachers differentiate instruction to support the learning needs of all students, including students identified as gifted, students with disabilities and at-risk students.
  - Teachers create and select activities that are designed to help students develop as independent learners and complex problem-solvers.
  - Teachers use resources effectively, including technology, to enhance student learning.
5. Teachers create learning environments that promote high levels of learning and achievement for all students.
- Teachers treat all students fairly and establish an environment that is respectful, supportive and caring.
  - Teachers create an environment that is physically and emotionally safe.
  - Teachers motivate students to work productively and assume responsibility for their own learning.

- Teachers create learning situations in which students work independently, collaboratively and/or as a whole class.
  - Teachers maintain an environment that is conducive to learning for all students.
6. Teachers collaborate and communicate with students, parents, other educators, administrators and the community to support student learning.
- Teachers communicate clearly and effectively.
  - Teachers share responsibility with parents and caregivers to support student learning, emotional and physical development and mental health.
  - Teachers collaborate effectively with other teachers, administrators and school and district staff.
  - Teachers collaborate effectively with the local community and community agencies, when and where appropriate, to promote a positive environment for student learning.
7. Teachers assume responsibility for professional growth, performance and involvement as an individual and as a member of a learning community.
- Teachers understand, uphold and follow professional ethics, policies and legal codes of professional conduct.
  - Teachers take responsibility for engaging continuous, purposeful professional development.
  - Teachers are agents of change who seek opportunities to positively impact teaching quality, school improvements and student achievement.
- [https://education.ohio.gov/getattachment/Topics/Teaching/Educator-Equity/Ohio-s-Educator-Standards/Rev\\_TeachingProfession\\_aug10.pdf.aspx](https://education.ohio.gov/getattachment/Topics/Teaching/Educator-Equity/Ohio-s-Educator-Standards/Rev_TeachingProfession_aug10.pdf.aspx)

### **Course Requirements for Master of Education Programs**

#### **Master of Education in Curriculum and Instruction 30 hours**

The Master of Education in Curriculum and Instruction non-licensure program is designed for any currently-licensed educator who is pursuing a master's degree. The program offers content in core master-level content with a focus on advanced curriculum design, data literacy, evaluation, and innovation.

#### **Content Courses (12 credit hours):**

ED 629 History and Philosophy of Education  
 ED 634 Advanced Curriculum Design  
 ED 637 Data Literacy  
 ED 638 Educational Evaluation and Innovation

#### **Common Core Courses (12 hours):**

ED 501 Integrating Technology through Collaborative Teaming Across the Curriculum  
 ED 503 Social and Cultural Issues in Education  
 ED 504 Psychological Implications for the Professional Educator  
 ED 506 Introduction to Educational Research

**Capstone Courses (6 hours):**

ED 670 Action Research OR  
 ED 671 I-Search OR  
 ED 674 Master Capstone Project

**(M1) Master of Education with an Initial License, Mild/Moderate Intervention Specialist K-12 (MMIS) 36 hours**

For the candidate who has a bachelor's degree from a regionally accredited four-year college or university AND has a teaching license, this program offers a Master of Education degree with an initial licensure in the area of Mild/Moderate Intervention Specialist K-12 (MMIS).

**Content Courses (15 hours):**

ED 510 Foundations in Mild/Moderate Disabilities  
 ED 525 Foundations of Literacy  
 ED 553 Assessment in Special Education  
 ED 554 Instructional Strategies for Mild/Moderate Disabilities  
 ED 652 Student/Class Management

**Common Core Courses (12 hours):**

ED 501 Integrating Technology through Collaborative Teaming Across the Curriculum  
 ED 503 Social and Cultural Issues in Education  
 ED 504 Psychological Implications for the Professional Educator  
 ED 506 Introduction to Educational Research

**Capstone Courses (6 hours):**

ED 670 Action Research OR  
 ED 671 I-Search OR  
 ED 674 Master Capstone Project

**Clinical Internship (3 hours)**

ED 660 Education Practicum

**(M2) Master of Education with an Initial License, Mild/Moderate Intervention Specialist K-12 (MMIS) 48 hours**

For the candidate who has a bachelor's degree from a regionally accredited four-year college or university but does not have a teaching license, this program offers an initial licensure in the area of Mild/Moderate Intervention Specialist K-12 (MMIS), followed by the completion of the Master of Education degree.

**Content Courses (24 hours):**

ED 510 Foundations in Mild/Moderate Disabilities  
 ED 520 Children's and Young Adult Literature Studies  
 ED 525 Foundations of Literacy  
 ED 530 Phonics  
 ED 535 Disciplinary Literacy  
 ED 553 Assessment in Special Education  
 ED 554 Instructional Strategies for Mild/Moderate Disabilities  
 ED 652 Student/Class Management

**Common Core Courses (12 hours):**

ED 501 Integrating Technology through Collaborative Teaming Across the Curriculum  
ED 503 Social and Cultural Issues in Education  
ED 504 Psychological Implications for the Professional Educator  
ED 506 Introduction to Educational Research

**Capstone Courses (6 hours):**

ED 670 Action Research OR  
ED 671 I-Search OR  
ED 674 Master Capstone Project

**Clinical Internship (6 hours)**

ED 614 Student Teaching

**(M3) Master of Education, Non-Licensure, Mild/Moderate Intervention Specialist K-12 (MMIS) 33 hours**

For the candidate who has a bachelor's degree from a regionally accredited four-year college or university, this program offers study in the area of Mild/Moderate Intervention Specialist K-12 (MMIS), followed by the completion of the Master of Education degree. This degree is for those who will not seek licensure.

**Content Courses (15 hours):**

ED 510 Foundations in Mild/Moderate Disabilities  
ED 525 Foundations of Literacy  
ED 553 Assessment in Special Education  
ED 554 Instructional Strategies for Mild/Moderate Disabilities  
ED 652 Student/Class Management

**Common Core Courses (12 hours):**

ED 501 Integrating Technology through Collaborative Teaming Across the Curriculum  
ED 503 Social and Cultural Issues in Education  
ED 504 Psychological Implications for the Professional Educator  
ED 506 Introduction to Educational Research

**Capstone Courses (6 hours):**

ED 670 Action Research OR  
ED 671 I-Search OR  
ED 674 Master Capstone Project

### **Reading Endorsement (15 hours)**

ED 520 Children & Young Adult Literature Studies  
ED 525 Foundations of Literacy  
ED 535 Disciplinary Literacy  
ED 556 Principles of Literacy Instruction  
ED 655 Practicum in Assessment and Intervention

The State of Ohio requires a minimum of 15 graduate credits for a Reading Endorsement. Prerequisites include:

- A completed baccalaureate degree
- A current teaching license and
- Prerequisite coursework. This may be taken at the undergraduate or graduate level.

Applicants holding the Adolescent/Young Adult (AYA), multiage or career technical license must have completed a pre-requisite nine credit hours of undergraduate level reading coursework. All other applicants must have completed the pre-requisite 12 semester credit hours of graduate or undergraduate level reading coursework. Prerequisite coursework is stipulated in Ohio Revised Code 3319.24 and must include at least one separate three credit hour course in the teaching of phonics and must include coursework on:

- knowledge and beliefs about reading
- knowledge base
- individual differences
- reading difficulties
- creation of a literate environment
- word identification
- vocabulary and spelling
- comprehension
- study strategies
- writing
- assessment
- communicating information about reading
- curriculum development
- professional development
- research
- supervision of paraprofessionals

Only one transfer course can be accepted for the Reading Endorsement if a candidate is also seeking a Dyslexia Certificate. There can be no substitutions for ED 655.

Candidates may also receive a Dyslexia Certificate when the coursework for the Reading Endorsement is completed with the addition of ED 621 Multisensory and Structured Literacy Approaches See Dyslexia Certificate.

**Courses for candidates who do not have 9-12 hours of undergraduate literacy courses.**



The following courses must be taken before beginning the sequence of content courses for the Reading Endorsement. Candidates may choose from the courses below to complete 9-12 literacy hours. Three (3) of the required 12 hours must be in Phonics.

ED 530 Phonics (Prerequisite for ED 621)

ED 557 Diagnosis & Intervention in Literacy

ED 621 Multisensory and Structured Literacy Approaches (Prerequisite: ED 530)

ED 640 Seminar in Literacy Research

### **Master of Education in Reading and Literacy (36 hours)**

For the candidate who has a bachelor's degree from a regionally accredited college or university, this program offers a Master of Education in Reading and Literacy. Courses include the program requirements for the Reading Endorsement for the licensed teacher. Candidates may add the Dyslexia Certificate with the addition of ED 621 Multisensory and Structured Literacy Approaches. See Dyslexia Certificate.

### **Reading Content (18 hours) (Includes courses toward the Reading Endorsement)**

ED 520 Children & Young Adult Literature Studies

ED 525 Foundations of Literacy

ED 535 Disciplinary Literacy

ED 556 Principles of Literacy Instruction

ED 557 Diagnosis and Intervention in Literacy

ED 655 Practicum in Assessment and Intervention

### **Common Core (12 hours)**

ED 501 Integrating Technology through Collaborative Teaming Across the Curriculum

ED 503 Social and Cultural Issues in Education

ED 504 Psychological Implications for the Professional Educator

ED 506 Introduction to Educational Research

### **Research Component (6 hours: chose one)**

ED 670 Action Research OR

ED 671 I-Search OR

ED 674 Master Capstone Project

### **Dyslexia Certificate**

The International Dyslexia Association (IDA) Standards provide a framework for course content in university and other teacher preparation programs, offering the most thorough, research-supported documentation of what every teacher ought to know and be able to demonstrate, whether they are teaching students with dyslexia, other struggling readers or the general student population. Notre Dame College's Reading Endorsement program is accredited by the International Dyslexia Association for having met the standards outlined in the IDA's *Knowledge and Practice Standards for Teachers of Reading*.

Candidates seeking a Reading Endorsement only or with another Masters of Education program have the option of obtaining a Dyslexia Certificate from the International Dyslexia Association and Notre Dame College. Please note that this certificate does

NOT indicate that you have acquired your Reading Endorsement through the State of Ohio by taking and passing the Ohio Assessments for Educators Reading Subtests I and II. Further, it is NOT an official certificate from the International Dyslexia Association itself. It is meant to show your qualifications to teach students with dyslexia through the accredited Notre Dame College Advanced Program in Reading.

Once candidates have provided evidence of having successfully completed the 12-hour prerequisite reading core at the undergraduate or graduate level (one course a phonics course), the Reading Endorsement or other sequence of reading courses, and the Ohio Assessments for Educators Reading Subtests I and II, candidates may opt to take an International Dyslexia Test (IDA). In order for you to be certified directly by IDA, you must take the Certified Examination for Effective Reading Instruction at a designated testing center and pay the \$150.00 seat fee (\$25.00 is added if you charge the fee to a credit card). All of the information you need for this test is found in the handbook at this website: <http://documents.goamp.com/Publications/candidateHandbooks/CERI-Handbook.pdf>. The tests are given in H&R Block offices. In Ohio, we have centers in Brookpark, Columbus, Dayton and Toledo. There are also a number of centers in surrounding states that you can locate at this web address: <http://online.goamp.com/CandidateHome/displayTCList.aspx?pExamID=21608>.

Should you decide to become IDA Certified by taking and passing the exam, you will then be obligated to retake the test every seven years, pay annual fees (which vary according to the level of certification), and participate in further professional development every year.

For more information, visit the IDA website at <https://dyslexiaida.org/>.

### **Course Descriptions:**

#### **Curriculum and Instruction, Mild/Moderate Intervention Specialist, and Reading Courses**

##### **ED 501 Integrating Technology through Collaborative Teaming Across the Curriculum, 3 credits**

This research course focuses on technology integration, research studies, and assessment of the effectiveness of technology integration in the classroom. It assumes the graduate candidate has basic computer literacy. The course is delivered on three levels: (1) Research: graduate candidates research effective methodology and pedagogy in technology integration, (2) Technical: graduate candidates explore emerging technologies (which include assistive technologies) and their relevancy to academic content and a diverse student population, and (3) Design, Preparation and Assessment: graduate candidates apply a variety of design models to create and assess a learning environment enhanced by technology.

##### **ED 503 Social and Cultural Issues in Education, 3 credits**

This course introduces the historical and social forces that shape American education as well as the political and economic conditions underlying modern schooling; examines the Ohio Standards for Teachers and the Code of Professional Conduct; considers the spectrum of contemporary thought and controversy that has influenced the character of American education; and explores the nature of diverse schools, school choice, and the

“new segregation.”

**ED 504 Psychological Implications for the Professional Educator, 3 credits** This course provides a study of learning principles and theories from several perspectives: the physiological basis of thinking and learning, behaviorism, social cognition, learning and memory, developmental stages of cognition, and motivation. Graduate candidates will use these perspectives as lenses through which to evaluate and implement teaching and learning practices.

**ED 506 Introduction to Educational Research, 3 credits**

This course introduces the fundamentals of educational research. Topics include the nature of scientific investigation, ethical considerations in human subject research, quantitative and qualitative research methodology and their respective philosophies, and appropriate data analysis techniques for different research designs. Graduate candidates learn to analyze and interpret published research reports in order to become better consumers of research.

**ED 510 Foundations in Mild/Moderate Disabilities, 3 credits**

This course is an introduction to the field of special education, based on current and past theories. It focuses on the specific challenges for individuals with exceptional learning needs in the areas of mental, sensory, physical, communicative, social, and emotional skills. Classroom activities center on each of the thirteen categories of disabilities as defined by the Individuals with Disabilities Education Improvement Act. Ten hours of field experience are required.

**ED 520 Children & Young Adult Literature Studies, 3 credits**

This course offers an in-depth overview of children’s and young adult literature, covering topics such as genres; children’s and young adult books from developmental and sociocultural perspectives; the history of children’s and young adult literature in Western cultures; multicultural books; culturally competent teaching using children’s and young adult literature; psychological, educational, and literary theoretical approaches; and children’s and young adult literature in various media. Graduate candidates will explore titles of their choice as well as touchstone titles for whole group discussion.

**ED 525 Foundations of Literacy, 3 credits**

This course presents major theories and research studies from the past 100 years that form the basis of current literacy practices and instruction and describe cognitive, linguistic, motivational, and sociocultural foundations of literacy development, processes, and components. Graduate candidates become familiar with models of literacy processes and examine and apply the models as they are related to analytic and systematic phonics instruction, whole language approaches, literature-based instruction, and balanced approaches to literacy.

**ED 530 Phonics, 3 credits**

This course is an intensive study of phonology and phonics in terms of phonological and phonemic awareness of P-12 students. Candidates learn to apply strategies that develop and build on students’ understanding of the sound-symbol system as part of a balanced literacy curriculum. Graphophonic and morphological word identification strategies are used in a field experience that grounds students in learning to go beyond basic word-calling to reading for meaning.

**ED 535 Disciplinary Literacy, 3 credits**

This course exposes graduate candidates to a variety of disciplinary (content area) literacy skills that help P-12 students learn specific content through critical thinking, problem solving, and collaborative interactions. While the course content focuses on literacy for the middle and secondary levels, candidates learn how to adapt and differentiate basic before, during and after reading strategies to all grade levels.

**ED 553 Assessment in Special Education, 3 credits**

This course presents measurement and assessment theory which is integral to making appropriate decisions for pre-referral, identification, placement, and individualized instruction for students with disabilities. Terminology, instruments, and procedures used for assessing behavior, learning, achievement, and the environment are explored. Administration of assessment protocol, data collection, and analysis of assessments and experiences are provided. Graduate candidates become collaborators on educational teams, where they analyze assessment findings; write IEP academic goals and objectives; implement intervention strategies; and determine adaptations, accommodations, and modifications. Twenty-five hours of field experience are required.

**ED 554 Instructional Strategies for Mild/Moderate Disabilities, 3 credits** This course teaches the skills of building individualized education programs (IEPS) based on assessment data, planning and monitoring instructional strategies, developing curriculum and supporting materials, creating lesson plans, and preparing students for inclusion and/or transition programs or specialized environments. Formative evaluations are completed for non-licensed graduate candidates. Foundations in Mild/Moderate Disabilities (ED 510) is a prerequisite for this course. Twenty-five hours of field experience are required.

**ED 556 Principles of Literacy Instruction, 3 credits**

This course focuses on teaching and extending literacy strategies for teachers. Candidates learn to identify particular strategies that are supported by literature and research in teaching concepts of print, phonemic awareness, phonics, vocabulary, comprehension, fluency, critical thinking, motivation, and writing. Knowledge of critical stances and quality traditional print, digital, and online resources are an important focus of the course. Candidates also learn to use culturally competent strategies to promote and advocate for equality and social justice by creating literate environments that allow all P-12 students to learn.

**ED 557 Diagnosis and Intervention in Literacy, 3 credits**

This course introduces graduate candidates to formal and informal instruments for the evaluation of reading problems of children with diverse abilities, cultural backgrounds and learning styles. Candidates engage in the study and application of various types of assessments and identify their purposes, strengths and weaknesses. Candidates also engage in developing, administering and interpreting authentic assessments and create instructional plans based on assessment results. Finally, candidates are responsible for communicating assessment results to stakeholders in keeping with the roles of the literacy specialist in P-12 education. Twenty (20) field experience hours are required. ED 530 is a prerequisite for this course.

**ED 605 Curriculum Development for the Practitioner, 3 credits**

This course studies the essential structural components of curriculum development and the role of the educator in making curriculum decisions. Issues related to curricular theory, differentiated instruction, and the formulation of a curriculum design are explored. Either Student Teaching (ED 614) or a current teaching license is a prerequisite for this course.

**ED 614 Student Teaching, 6 credits**

This course is the required 15-week student teaching experience for the graduate candidate seeking the first or initial license in the Mild/Moderate Intervention Specialist program. The Placement Coordinator arranges an appropriate classroom setting for the graduate candidate. Attendance at a bi-weekly seminar is required for this course. All MMIS content courses must be completed before registering for this course.

**ED 621 Multisensory and Structured Literacy Approaches (Prerequisite: ED 530), 3 credits**

This course focuses on explicit, systematic teaching strategies for struggling readers in the areas of phonology, phonics, word recognition, fluency, vocabulary and comprehension. Multisensory and structured literacy approaches to language study and development are explored and applied in a field experience with P-12 students. (20 field experience hours required)

**ED 629 History and Philosophy of Education, 3 credits**

This course will examine the goals of educational systems across time and place so that candidates will understand and appreciate current trends in North American education. Foundational knowledge will include critical theorists and researchers who have made major contributions to educational practices and beliefs. Candidates will examine primary and secondary sources that will provide clues to social, economic, and philosophical changes in education throughout history.

**ED 630 Collaborative Teaming and Problem Solving, 3 credits**

This course includes the study and development of effective strategies for collaboration among professionals, paraprofessionals, and parents. The focus is on communication skills, conferencing techniques, and problem-solving strategies. Situational class experiences involve intervention-based, multi-factored evaluations; IEP team development; and co-teaching models for inclusive environments. Ten hours of field experience are required for this course.

**ED 634 Advanced Curriculum Design, 3 credits**

This course will offer candidates foundational knowledge and practice in developing curricula for K-12 schools that meet standards for 21<sup>st</sup> century learning. Research in curriculum trends, theories, and structures will be examined. A portion of the course will be devoted to curriculum design in online environments as well.

**ED 637 Data Literacy, 3 credits**

This course is designed to provide candidates in the Curriculum and Instruction track with the theoretical and practical background knowledge and analytical skills necessary to make evidence-based decisions using classroom/program data sets. The goal is to learn how to see educational data analysis is a means by which student learning and professional teaching can be continuously and simultaneously analyzed and improved.

This is especially important when considering appropriate differentiation strategies for students with a range of gifts, talents and challenges in their learning. Assessment choices and the collaboration/communication strategies to explain those choices to educational partnerships (administrators, parents, community members) will also be emphasized.

**Prerequisite:** ED 506

**ED 638 Educational Evaluation and Innovation, 3 credits**

This course is designed to provide candidates in the Curriculum and Instruction track with the theoretical and practical background knowledge and analytical skills necessary to evaluate educational and other service-centered programs using evidence-based, data-driven practices. Additionally, candidates will learn to use those evaluative findings to imagine new possibilities for organizational engagement and success, responsible resource allocation, and stakeholder buy-in.

**Firm Prerequisite:** ED 506

**Recommended Prerequisite:** ED 637

**ED 640 Seminar in Literacy Research, 3 credits**

Graduate candidates will work with the instructor and in small groups to explore the latest trends and findings in literacy research. Topics will include the processes of literacy research; developmental literacy; the reading process; teaching and learning reading; and sociocultural, historical, family, and language contexts of reading.

**ED 652 Student/Class Management, 3 credits**

This course focuses on increasing adaptive behaviors, decreasing maladaptive behaviors, developing positive behavior support interventions, collecting and analyzing data, legal and ethical implications and strategies for managing academic and social behaviors that integrate the cognitive and affective domains, establishing classroom environments that foster the development of life skills, implementing transitional intervention techniques such as teacher and peer mediation, increasing social skills, facilitating learning through an environment created through teacher behavior, and assisting parents to develop home management systems. Twenty hours of field experience are required for this course.

**ED 655 Practicum in Assessment and Intervention, 3 credits (15-week course)**

The goal of this course is for candidates to demonstrate their knowledge of literacy assessment and instruction, their positive dispositions related to their own and their students' literacy, and their ability to engage in professional exchanges of literacy theories and applications. Topics include analyzing literacy data gathered through formal and informal assessments, developing intervention strategies based on assessments, creating and evaluating reading programs, and peer coaching as literacy professionals. Pretesting, determining an intervention plan, post testing, and writing a diagnostic report are elements of the practicum and serve as the basis for intensive problem-solving in the online meetings with the instructor. Candidates must record two lessons to share with the instructor and classmates who evaluate the teaching and engage in coaching the candidate. This is the **final** course in the reading program; candidates **must** have completed the rest of the literacy courses in order to participate in this course. Fifty (50) hours of field experience are required for this course for the Reading Endorsement.

**ED 660 Practicum in Education, 3 credits**

Graduate candidates are involved in intensive clinical and field-based experiences designed to develop diagnostic and prescriptive approaches to teaching and that meet the needs of special learners in various educational settings. The development of IEPs and alternative assessments that demonstrate impact on student learning are integral to this experience. Collaborative and technology skills are applied in these settings. All courses within the licensure area must be completed before registering for this course.

**ED 670 Action Research, 6 credits**

This capstone is designed for candidates who are currently teaching or in a professional capacity in which an Action Research project can be implemented for a period of four weeks. Candidates identify a content or classroom/ student management area for study that adds to or improves their teaching practice. Candidates use 20 sources of archival research that informs the methodology. The methodology is implemented over a four-week period and data is collected on its impact. A public presentation of the project is scheduled at the end of the semester.

**ED 671 I-Search, 6 credits**

Although this capstone is intended for all candidates, its design will accommodate candidates who are either not currently teaching or not sufficiently familiar with the instructional and programmatic regularities of an educational site where they can develop a proposal that includes active data collection for a sustained period of eight to 10 weeks. Candidates will identify a topic for study that is of interest and importance to their practice. Methodology will focus on incorporating primary data sources. Hence, in addition to archival sources, candidates are required to use three forms of multi-media [e.g. documentary, videotape, DVD, radio and/or television interviews]; three in-person interviews consisting of at least 10 faculty-approved questions, and two observations using a faculty-approved observation protocol. Data is gathered, analyzed, and reported. A public presentation of the project is scheduled at the end of the semester.

**ED 674 Master Capstone Project, 6 credits**

This capstone is designed for the candidate who is seeking to pursue a project that will result in a pragmatic outcome. The candidate will work with their advisor to design an approved project that will follow agreed-upon standards and guidelines particular to the proposal. A public presentation of the project is scheduled at the end of the semester. Following is a list of possible projects:

- Engage in an outcomes-based evaluation of a program or curriculum in an educational setting and consult with stakeholders concerning the results and recommendations for improvement.
- Create a focus group with diverse people who will study a chosen topic in depth over a designated period of time. The aim will be to produce a report that summarizes the recruiting procedures, participant profiles, the information that was gathered, the impact on the members' original thinking, and the changes that will be made as a result of the discussions.
- Design and implement a qualitative case study of one teacher, administrator, or P-12 student. The study will include a detailed description of the purpose of the study, the methodology (i.e., direct observation, journaling, interviews, timeline of data gathering), and pertinent data. The case study report will include an

analysis of the person's role in the educational setting, community, culture, etc. as it relates to critical issues in education.

- Other possibilities:
  - Create a monthly newsletter for teachers that will update them on the latest research in education, trends, newly published teaching materials, current legislation, etc. Each newsletter will be comprised of a maximum of two pages with text, graphics, and illustration. There will be ten newsletters to cover the academic year.
  - Engage in a lobbying project by visiting at least two Representatives and two Senators from your state in an effort to persuade them on a critical matter in education. The resulting report will include your purpose, a meta-analysis of the research on the topic, detailed meeting notes, results of the meetings, and an action plan for next steps.
  - Create an educational video of at least 20 minutes that can be used for professional development in a chosen area. The video should be done in a professional manner and should be accompanied by an "artist's statement" explaining the purpose of the video, the intended audience, and implications for its use. As a final step, the video will be shown to an audience who will evaluate the effectiveness of the contents and delivery.

## The Master of Education Degree with Concentration in Educational Leadership

### Mission Statement

The Notre Dame College Education Division aims to prepare knowledgeable, effective and reflective teachers and administrators for professional work in public and private schools. The Education Division develops teachers and administrators who are willing to change the classroom or school one student at a time as part of their commitment to personal, professional and global responsibility.

### Guiding Principles

As a Unit we believe that education is a process and a product. The process is evident in dynamic and ongoing professional relationships inside and outside the classroom or school as well as in the cognitive, affective and spiritual development of the individuals in the relationship. The product is evident in the actions, words, and artifacts that result from the educational endeavor.

We educate administrative candidates for personal, professional and global responsibility so that they are willing in their role as administrators to take a stand for human rights and social justice. The willingness to take a stand is critical in local communities and in a world where the disparities in access to goods and resources can threaten human relationships.

While the Notre Dame College community embraces and lives out of a carefully articulated and well-documented values list (Notre Dame College, 2007), four values are prominent in the Notre Dame education tradition for the Unit. The dignity of the **whole person** and that individual's right to an education are fundamental to the Notre Dame College administrator preparation program. The



Unit values the range of ***diversity*** among our administration candidates, the diversity in our partnership schools and rich diversity evident between the core and adjunct faculty. The Unit values ***collaboration***, recognizing the social nature of learning and work and the importance of student *voice* in the education process. Fairness, honesty, respect, and ethical behavior are aspects of ***responsible professional engagement*** that the Unit also seeks to model for and cultivate in the teacher and administrative candidates.

### **Program Outcomes**

#### 1. Continuous Improvement

- Principals collaboratively develop and communicate a shared vision using multiple approaches.
- Principals monitor the degree to which beliefs, behaviors and practices are consistent with the vision, and effect changes accordingly.
- Principals collaboratively keep the vision at the forefront of all stakeholders.
- Principals challenge existing structures based on data to align them with the shared vision.
- Principals collaboratively develop and set measurable schoolwide goals.
- Principals monitor progress, through the use of data, toward established goals.
- Principals collaboratively establish and reinforce individual staff contributions toward the attainment of the school-wide goals.
- Principals facilitate a diverse group of stakeholders to implement changes needed to improve student learning.
- Principals model and provide resources to support staff in thinking systematically about the change process.
- Principals work with stakeholders to anticipate, analyze and address building, district, community and societal changes and issues that affect the instructional needs of students.

#### 2. Instruction

- Principals design and develop aligned systems of curriculum, instruction and assessment at the building and district level.
- Principals analyze and recommend instructional practices that result in improved student performance system-wide.
- Principals foster systematic discussions regarding instructional needs of all students including students identified as gifted, students with disabilities and at-risk students.
- Principals engage staff in identifying and discussing research and theory that support the academic needs of students.
- Principals collaboratively develop and implement an assessment system that measures academic progress over time for students and groups of students.
- Principals collaboratively develop and implement an assessment system that measures academic progress over time for students and groups of students.

#### 3. School Operations

- Principals, working with stakeholders, lead the design and development and evaluation of a comprehensive safety and security plan.

- Principals develop partnerships with staff, students, parents and community providers to address the academic, physical and mental health needs of students and staff.
- Principals engage the staff in procuring additional funding targeted to support student and staff learning that result in improved student performance.
- Principals design and promote traditions and ceremonies that reinforce a school culture that values and rewards teaching and learning.
- Principals analyze, select and communicate institutional policies, procedures and practices that result in improved student performance.

#### 4. Collaboration

- Principals design practices and structures that create and maintain a collaborative learning culture.
- Principals collaborate district-wide to make system improvements.
- Principals involve staff, students, parents and community members in school governance, curricular and instructional decisions.
  - Principals create leadership growth opportunities for staff, students, parents and community members.

#### 5. Parents and Community Engagement

- Principals arrange school community partnerships to support student achievement and school and community priorities.
- Principals initiate outreach activities to engage all stakeholders in the process and responsibility of improving student learning.
- Principals collaborate with community groups to identify resources and solutions to increase achievement among all students.
- Principals use proactive strategies to promote tolerance and address incidents of intolerance to create an environment that supports high achievement levels for all students.

### **Admission Requirements**

The Master of Education with a concentration in Educational Leadership program is for students interested in pursuing a career as a principal or school administrator. It requires completion of 33 semester hours of graduate work. A minimum of 24 semester hours must be completed in educational administration. The remaining 9 credit hours are taken from the education core for graduate studies in the Notre Dame College of Education.

Admission to program requires:

- A regionally accredited bachelor's degree in any field of study
- A minimum undergraduate GPA of 3.00 on a 4.00 scale
- A completed graduate education application
- Proof of credentials, including current teaching license and/or certificate and all transcripts
- One year of teaching experience
- Two personal references from principals or other district leaders
- A current Bureau of Criminal Investigation (BCI) check or verification of current BCI check

### **Qualifications for the Principal's License in Ohio:**

- Completion of a principal's licensure program

- Passing score on the Ohio Assessment for Educators (OAE) 015 Educational Leadership exam
- A Master's degree
- Minimum of two years of teaching under licensure area

### **Course Requirements**

#### ***Required for a Principal's License***

ED 640 School Management and Educational Leadership  
 ED 641 Personnel Administration and Supervision  
 ED 642 School Finance and Business Functions  
 ED 643 School Law  
 ED 644 Educational Politics, Policies and Community Relations  
 ED 645 Principal's Role in Assessment and Accountability  
 ED 646 Internship for School Principals I  
 ED 647 Internship for School Principals II

#### ***Education Core***

ED 501 Integrating Technology through Collaborative Teaming Across the Curriculum  
 ED 503 Social and Cultural Issues in Education  
 ED 506 Introduction to Education Research

### **Course Descriptions**

#### **ED 501 Integrating Technology through Collaborative Teaming Across the Curriculum, 3 credits**

This research course focuses on technology integration, research studies, and assessment of the effectiveness of technology integration in the classroom. It assumes the graduate candidate has basic computer literacy. The course is delivered on three levels: (1) Research: graduate candidates research effective methodology and pedagogy in technology integration, (2) Technical: graduate candidates explore emerging technologies (which include assistive technologies) and their relevancy to academic content and a diverse student population, and (3) Design, Preparation and Assessment: graduate candidates apply a variety of design models to create and assess a learning environment enhanced by technology.

#### **ED 503 Social and Cultural Issues in Education, 3 credits**

This course introduces the historical and social forces that shape American education as well as the political and economic conditions underlying modern schooling; examines the Ohio Standards for Teachers and the Code of Professional Conduct; considers the spectrum of contemporary thought and controversy that has influenced the character of American education; and explores the nature of diverse schools, school choice, and the "new segregation."

#### **ED 506 Introduction to Educational Research, 3 credits**

This course introduces the fundamentals of educational research. Topics include the nature of scientific investigation, ethical considerations in human subject research, quantitative and qualitative research methodology and their respective philosophies, and appropriate data analysis techniques for different research designs. Graduate candidates learn to analyze and interpret published research reports in order to become better consumers of research.

**ED 640 School Management and Leadership, 3 credits**

This course serves as a foundation in leadership and is designed to develop and nurture in the candidates the leadership skills that are key in helping them become successful principals. This course examines the purposes and organizational structures of educational institutions created by federal, state and local governments providing programs and services from early childhood through adulthood. Contemporary operational and administrative problems and developing trends are considered for analysis.

**Prerequisites:**

Prerequisite(s): 1) Admission to the Master of Education with a concentration in Educational Leadership; 2) A valid and current teaching license.

This course serves as a prerequisite for the more specialized courses in the department: ED 641 Personnel Administration, ED 642 School Finance and Business Functions, ED 643 School Law, ED 644 Educational Politics, Policies and Community Relations and ED 645 Principal's Role in Assessment and Accountability.

**ED 641 Personnel Administration and Supervision, 3 credits**

This course provides an overview of the processes and procedures necessary to implement an effective human resources administration program in a K-12 environment, as well as the theoretical and practical overview of the supervision and evaluation of instruction. The focus is on personnel functions in education including recruitment, selection, induction and evaluation and supervision of staff, staff development programs, compensation packages and collective bargaining and master contracts.

**Prerequisites:**

Prerequisite(s): 1) Admission to the Masters of Education with a concentration in Educational Leadership; 2) A valid and current teaching license; 3) ED 640 School Management and Leadership.

**ED 642 School Finance and Business Functions, 3 credits**

This course explores educational funding, sources of revenue, resource allocations, considerations and study of current trends in fiscal structure and operations in education. School law pertaining to accounting for school funds will be discussed.

**Prerequisites:**

Prerequisite(s): 1) Admission to the Masters of Education with a concentration in Educational Leadership; 2) A valid and current teaching license; 3) EDAD 640 School Management and Leadership.

**ED 643 School Law, 3 credits**

This course will examine the legal principles and precedents relevant to education. Legal and ethical principles originating in and common law relevant to curriculum, contracts, personnel administration, pupil and employee rights, liability and finance will be explored. The role of past practice will be explained and explored.

**Prerequisites:**

Prerequisite(s): 1) Admission to the Masters of Education with a concentration in Educational Leadership; 2) A valid and current teaching license; 3) EDAD 640 School Management and Leadership.

**ED 644 Educational Politics, Policies and Community Relations, 3 credits**

This course is designed to help future administrators understand their school's internal and external communities and improve the relationships that develop in these communities. Principal candidates will learn effective skills that enable them to clearly articulate the message of the school to the public and mass media. Candidates will learn to value cultural diversity and cultivate the skills do become accomplished as culturally relevant leaders. Sociological and demographic research describing and explaining communities and the public view of schools 3 are examined. The candidate will acquire a working knowledge of political subdivisions and policies and will realize the power of synergy in promoting community development.

**Prerequisites:**

Prerequisite(s): 1) Admission to the Masters of Education with a concentration in Educational Leadership; 2) A valid and current teaching license; 3) EDAD 640 School Management and Leadership.

**ED 645 Principal's Role in Assessment and Accountability, 3 credits**

This course is designed to provide the candidate with an overview of the role of the principal in assessment and accountability. Candidates will develop the ability to explain student assessment results to various stakeholders of the schools based upon data decision making. In addition, candidates will learn how to organize, plan and implement a school improvement plan that will guide the school in developing, articulating, implementing and carrying out a vision of learning that is required to support high levels of learning for all students. Ohio's Educational Management Information System and the Value-Added System will be discussed.

**Prerequisites:**

Prerequisite(s): 1) Admission to the Masters of Education with a concentration in Educational Leadership; 2) A valid and current teaching license; 3) EDAD 640 School Management and Leadership.

**ED 646 Internship for School Principals, 3 credits**

ED 646 (1st semester of internship) and ED 647 (second semester of internship) serve as a critical benchmark for decisions about administrative licensure. The internship requires twenty-four weeks (250 hours) of active participation in the process of school administration for participants. The experience is blended into three levels of field experience of three weeks each and one level of field experience at fifteen weeks. The three week experiences are at the central office/district level and at each of the two levels that are not at the principal candidate's area of licensure. The fifteen weeks field experience is at the level of the candidate's area of license (e.g. grades P-6, 4-9, or grades 5-12). The internship is served under the direct supervision of an experienced educational administrator (field supervisor) and a member of the faculty at Notre Dame College in Educational Leadership. A wide range of activities is provided to insure orientation in educational administration as a broad field. Specialized and in-depth projects are also included to provide for the candidate's special needs and special interests. Personal reflection, organization of activities and self-assessment are also important components of the internship experience. Projects developed will be placed in the candidate's portfolio to ensure that candidate's meet the required ELCC standards.

**Prerequisites:**

Prerequisite(s): 1) Admission to the Masters of Education with a concentration in Educational Leadership; 2) A valid and current teaching license; 3) Completed successfully ED 640 School Management and Leadership, ED 641 Personnel Administration and Supervision, ED 642 School Finance and Business Functions, ED

643 School Law, ED 644 Educational Politics, Policies and Community Relations, and ED 645 Principal's Role in Assessment and Accountability

**ED 647 Internship II for School Principals, 3 credits**

ED 646 (1st semester of internship) and ED 647 (second semester of internship) serve as a critical benchmark for decisions about administrative licensure. The internship requires twenty-four weeks (250 hours) of active participation in the process of school administration for participants. The experience is blended into three levels of field experience of three weeks each and one level of field experience at fifteen weeks. The three week experiences are at the central office/district level and at each of the two levels that are not at the principal candidate's area of licensure. The fifteen weeks field experience is at the level of the candidate's area of license (e.g. grades P-6, 4-9, or grades 5-12). The internship is served under the direct supervision of an experienced educational administrator (field supervisor) and a member of the faculty at Notre Dame College in Educational Leadership. A wide range of activities is provided to insure orientation in educational administration as a broad field. Specialized and in-depth projects are also included to provide for the candidate's special needs and special interests. Personal reflection, organization of activities and self-assessment are also important components of the internship experience. Projects developed will be placed in the candidate's portfolio to ensure that candidate's meet the required ELCC standards.

**Prerequisites:**

Prerequisite(s): 1) Admission to the Masters of Education with a concentration in Educational Leadership; 2) A valid and current teaching license; 3) Completed successfully ED 640 School Management and Leadership, ED 641 Personnel Administration and Supervision, ED 642 School Finance and Business Functions, ED 643 School Law, ED 644 Educational Politics, Policies and Community Relations, and ED 645 Principal's Role in Assessment and Accountability.

## The Division of Nursing

### The Master of Science in Nursing Education Degree

#### Introduction

The Notre Dame College Nursing Program faculty believes that all students begin graduate study with a fundamental understanding of the metaparadigm concepts of Person, Environment, Health, and Nursing. The faculty of the Nursing Program is committed to the mission of Notre Dame College. The faculty respects the uniqueness of each student's baccalaureate preparation and strives to provide a challenging and supportive learning environment.

Graduate study enables the student to more fully understand and put into practice the metaparadigm concepts. Through the integration of the metaparadigm concepts with new and expanded knowledge and skills in theory, research and nursing education methods, the program outcomes are achieved. The program outcomes reflect the integration of the philosophy and organizing framework, and reflect the skills that program graduates will achieve.

The program meets our mission, which is to prepare students for personal, professional, and global responsibility. The curriculum builds upon each student's professional knowledge and skills (professional responsibility), and enhances awareness of the globalization of health care and the impact of nursing education to prepare professional practice nurses for 21<sup>st</sup> century healthcare (global responsibility). The program prepares students to increase their knowledge of nursing as they become role models for their students. Finally, the curriculum emphasizes leadership and ethical issues that will build on the theme of personal responsibility.

The nurse educator curriculum includes courses designed to prepare the graduate to teach in an academic or hospital/clinical setting. The goals of the program are operationalized through coursework beginning with nursing educational theory, instructional methods, curriculum development, assessment and evaluation and health policy/ethics. A student completes the program with an educational practicum experience, allowing for the application of teaching/learning concepts in the role of nurse educator.

Graduates of the proposed program are prepared to work in the academic or hospital educational setting. The graduate will have the essential knowledge, skills and attributes necessary for further graduate education.

#### Program Outcomes

Graduates of the MSN program will:

- Embody the role of educator within the nursing profession, the community, and the health care system.
- Communicate effectively with the health care professionals to develop and nurture collaborative relationships.
- Demonstrate clinical reasoning in the application of nursing and multidisciplinary theoretical frameworks to foster optimal client health outcomes.
- Analyze personal and organizational decision making utilizing an understanding of how ethics and values influence health care delivery.

- Demonstrate cultural competence that reflects sensitivity to human diversity in a dynamic academic and health care environment.
- Demonstrate competence in leadership roles and a commitment to ongoing professional development for the provision of quality, cost-effective health care, and the advancement of nursing practice.
- Utilize nursing research for the promotion of high quality nursing education, health care, and evidence based practice.

### **Admission Requirements**

The Nursing Graduate Admissions Committee is looking for well-rounded students who demonstrate a sincere interest and desire to make a positive impact in the profession of nursing education. Students who meet or exceed the minimum requirements below will be considered for admission:

- A current unencumbered registered nursing license
- A minimum of a 3.0 cumulative GPA from all undergraduate level course work
- Official transcripts from an accredited baccalaureate program in nursing
- Three professional letters of recommendation completed by persons who are familiar with the applicant's work experience, clinical skills and educational goals
- A two page essay that describes the applicants reasons for pursuing graduate study
- Submission of a resume or curriculum vitae (CV)

### **Course Requirements for the Master of Science in Nursing Education**

#### **Courses include:**

NR 500 Nursing Theory  
 NR 510 Advanced Pathophysiology  
 NR 520 Principles of Education  
 NR 530 Research/Informatics  
 NR 535 Advanced Pharmacology  
 NR 540 Advanced Health Assessment  
 NR 550 Teaching and Learning  
 NR 560 Curriculum Development  
 NR 570 Health Promotion  
 NR 580 Evaluation of Learning  
 NR 590 Health Care Systems and Ethics  
 NR 600 Capstone Project  
 NR 610 Practicum  
 Total Credits: 39 Credits

### **Course Descriptions**

#### **NR 500 Nursing Theory, 3 credits**

Introduction to the theoretical foundations of advanced practice nursing. Emphasis on the historical, cultural, philosophical, ontological, and epistemological foundations of nursing theoretical knowledge. Analysis of the relationship between nursing theory and nursing education, practice, and research. Evaluation of the nursing concepts, models, and theories for their use in nursing practice. Critical analysis of selected theories that are used to support nursing education, practice and research and application of selected theories to advanced nursing practice roles.



**NR 510 Advanced Pathophysiology, 3 credits**

This course focuses on developing an advanced knowledge base of pathophysiology of the human body and the impact of this knowledge based on evidence-based practice. It prepares advanced practice nurses to understand the mechanism underlying the disease process, its clinical manifestations, and rational therapies. Appropriate screening and diagnostic testing methods are also included. Students apply this knowledge to patients in their clinical area of focus.

**NR 520 Principles of Education in Nursing, 3 credits**

This course presents perspectives related to teaching and learning with an emphasis on evidence-based teaching theories, technologies, and skills. The focus of this course is the characteristics of different learners and contemporary approaches to educating nurses in various settings. Nurse educator roles especially as clinical teacher and mentor are presented and discussed.

**NR 530 Research and Informatics, 3 credits**

This course builds upon undergraduate statistics and research courses and will focus on the relationship between nursing theory, research, informatics, and practice for evidence-based practice. This course will focus on issues such as the identification of practices and system problems, evaluation of research studies and systematic reviews, development and implementation of evidence-based and value based approaches to practice. Students are expected to integrate an evidence-based approach into their practice.

**NR 535 Advanced Pharmacology, 3 credits**

This course builds upon principles of pharmacokinetics, pharmacodynamics, drug metabolism and transport, assessment of drug effects, and drug therapy in special populations. Contemporary drug development is discussed as a foundation for the use of medications in the clinical management of diseases. Major classes of drugs are discussed in terms of actions; therapeutics and other effects; adverse, allergic and idiosyncratic reactions; and indications and contraindications. In the clinical application of this course, students apply pharmacology principles to patients in their identified clinical area of focus.

**NR 540 Advanced Health Assessment, 3 credits**

This course provides the master's level student with advanced assessment tools that prepare the student to conduct a comprehensive and systematic assessment that includes physical, psychosocial, and cultural assessment across the lifespan. Specific data relevant to common health problems is demonstrated. Utilization of information technology to enhance interdisciplinary communication is addressed. Focus on comprehensive as well as focused assessments for a variety of patient scenarios.

**NR 550 Teaching and Learning, 3 credits**

This course is an overview of a variety of learning and instructional strategies to assist in the implementation of teaching plans. General principles and methodologies related to learning and instruction are integrated into face-to-face and technology-enhanced techniques

**NR 560 Curriculum Development, 3 credits**

Students engage in scholarly inquiry related to the ongoing development of relevant and dynamic nursing education curricula. A context-relevant curriculum, geared to the

professional, societal, health care, and educational situations to which the curriculum must respond, is the focus. Students investigate the elements of curriculum development necessary to create a program of study that meet the contextual needs of unique individual settings while meeting the learning needs of diverse students.

**NR 570 Health Promotion, 3 credits**

This course presents a variety of clinical interventions that influence the goal of achieving health at the primary, secondary, or tertiary levels of health care. Goals of Healthy People 2020 will be examined. Key concepts include healthy lifestyles, self-care, nursing therapeutics, caring, critical thinking, multicultural issues and risk reduction. Principles of Health Promotion will be applied to patients in student's area of clinical focus.

**NR 580 Evaluation of Learning, 3 credits**

This course provides methods of assessing learning outcomes for individuals and groups in academic and clinical settings. Emphasis is placed on theoretical reflections and empirical methods used to evaluate educational programs, institutions, personnel and students.

**NR 590 Health Care Systems and Ethics, 3 credits**

Health care policy and nursing's role in affecting policy decisions and professional practice within the context of ethics and advocacy in an evolving global environment are addressed. The effects of legal and regulatory processes on nursing practice, health care delivery and outcomes are examined.

**NR 600 Capstone Project, 3 credits**

This course provides the student near the end of the program of study the opportunity to synthesize knowledge gained from the overall program. The student delineates a contemporary question related to the practice of education within the profession of nursing, searches for academic evidence that sheds light upon or helps to answer the question, synthesizes the evidence, and presents the best answer to the question at this time. Each student will work on an individual project. This course project meets the university requirements for the comprehensive examination/ thesis for the master's degree.

**NR 610 Practicum, 3 credits**

This clinically-based course provides the opportunity for students to operationalize the theoretical principles and concepts studied in previous courses. Students have the opportunity to assume the role of educator within a selected specialty area. This practicum provides the student with 120 precepted hours.

## Division of Arts and Humanities

### The Master of Arts in National Security and Intelligence Studies Degree

#### Mission Statement

The National Security and Intelligence Studies program at Notre Dame College supports the College's mission to prepare students for personal, professional and global responsibility. The mission of the National Security and Intelligence Studies program is to provide future and public and private leaders with the necessary framework and practical skills to succeed in contemporary and future security environments. Students will be prepared to develop strategies, plans and programs to prevent and respond to man-made and natural incidents. They will also contribute to the development of the emerging discipline of homeland security and intelligence studies through the application of domestic and international security policy analysis, related theories and research into effective practice.

#### Introduction

The Master of Arts in National Security and Intelligence Studies at Notre Dame College is a unique program that seeks to develop public and private professionals transitioning from tactical leadership positions to new roles as strategic analysts, planners, managers and decision-makers. For those not currently working in the national security and intelligence fields, the NSIS program will provide the knowledge and skills to pursue new careers in the public and private sectors in various analytical positions.

The program provides students with: a comprehensive understanding of multiple aspects of homeland and international security issues; knowledge of the public policies that are a response to strategic security concerns; and processes for designing effective programs and projects to achieve homeland security public policy goals. The program focus is an "all hazards" approach which mirrors the mission of the Department of Homeland Security. The "all hazards" focus requires a basic framework for preparation, resiliency and response to all kinds of disasters: from a terrorist attack, to a flood, or even a pandemic outbreak. The program is enhanced by an interdisciplinary perspective that will integrate knowledge from a variety of fields (criminal justice, public administration, political science, law, intelligence, environmental health and safety, nursing, and leadership). This interdisciplinary focus complements the skill set and experiences students bring into the program.

The program also provides students with unique opportunities to test assumptions and skills through various case-studies and virtual/tabletop exercises. A unique feature of this program is the on-campus weekend session that includes discussion of assigned readings on leadership and ethical decision-making, the analysis of case studies, and a team-oriented analytic crisis exercise. The program culminates in a Capstone project where students explore a topic related to national security based on previous coursework and individual experiences.

#### Program Outcomes

1. Assess current national security policies, strategies, operational theories and issues from both domestic and international perspectives.
2. Critically analyze and assess responses to a vast array of transnational threat streams, both man-made and naturally occurring.

3. Critically evaluate current policies and practices and be able to apply decision-making strategies in order to foster and implement ideas to address crucial national security issues.
4. Critically analyze policy issues related to the cooperation and collaboration among the international community, state governments, local jurisdictions, and the private sector in an effort to enhance intelligence operations, infrastructure protections, emergency preparedness, responses to terrorist threats, and the development of homeland security.
5. Demonstrate the ability to solve complex problems by using analytic strategies to produce original research that contributes to the development and progression of national security and intelligence studies.

### **Admission Requirements**

The Graduate Admissions Committee is looking for well-rounded students who demonstrate a sincere interest and desire to make a positive impact in the field of homeland security, intelligence and emergency management. Students who meet or exceed the minimum requirements below will be considered for admission:

- Students must hold a bachelor's degree from an accredited university or college.
- Undergraduate GPA must be a minimum of a 3.0.
- Applicants with below a 3.0 average will be considered only if relevant work experience and/or other qualifications can be produced to complement his or her academic record.
- Applicants should submit an essay of between 1,000 and 1,500 words that briefly describes his/her academic and professional experience and the reason this program is appropriate to his/her personal, academic and professional goals. The essay should also describe the applicant's thoughts on the most pressing national security issue facing our country.

### **Application Process**

- Complete the free graduate online application  
<http://www.notredamecollege.edu/admissions/graduate/master-security>
- Send official transcripts of all college coursework to:  
Attn: Graduate Admissions  
Notre Dame College  
4545 College Road  
South Euclid, OH 44121
- Complete an interview with the Graduate Admissions Committee (face-to-face or phone interviews are acceptable). To schedule your interview, call The Finn Center at 216-373-5173 or toll free at 877-NDC-OHIO extension 5173.
- Submit additional documentation as listed under Admission Requirements

### **Transfer of Credit**

Upon acceptance into one of the Master Degree programs, transcripts from previous graduate programs will be evaluated.

No more than six graduate credits may be transferred into the Master of Arts in National Security and Intelligence Studies program. The Program Director will review potential transfer items for applicability to the program's goals and objectives. Since the program

is highly proscribed, there are not the opportunities for transfer that might be in programs with elective options. Previous training and experience may be considered for transfer, particularly applicants who currently or previously worked for the Federal Government. Applicants who desire this experience to be considered must contact the American Council on Education ([www.acenet.edu](http://www.acenet.edu)). Only transfer credit related to public policy, public administration or international relations will be considered.

### **Requirements**

To graduate with a Master of Arts degree, a student must

- maintain a 3.00 cumulative grade point average and have successfully completed:
- A minimum of 36 semester credits of graduate credit
- Completion of a residency requirement
- Completion of Capstone II experience and final project

### **Program**

The Master of Arts in National Security and Intelligence Studies curriculum is a 36-credit hour program blending face-to-face teaching with online education and learning. The program has one residency requirement, which takes place over the course of an intensive weekend during the spring semester:

- *SPS 550: Leadership, Ethics, and Threat Analysis*: a team-taught course that brings students to the Notre Dame College campus for discussions of assigned readings, guest speaker presentations, analysis of cases studies, and a team-oriented Analytical Crisis Exercise that simulates unfolding events requiring analysis of evidence and evaluation of responses under tight time constraints.

### **Course Requirements**

SPS 510: Security Policy Research Methods  
 SPS 511: Issues in Homeland Security  
 SPS 520: Terrorism & Counterterrorism  
 SPS 530: Critical Infrastructure: Threat Analysis & Resiliency  
 SPS 531: Strategic Intelligence & Warning  
 SPS 540: Geopolitics  
 SPS 550: Leadership, Ethics, and Threat Analysis  
 SPS 600: Essentials of Cybersecurity  
 SPS 610: Transnational Threats  
 SPS 620: Biodefense & Disease Surveillance  
 SPS 630: Science, Technology and Security  
 SPS 640: Capstone

### **Recommended Course Sequence**

Semester 1 / 510, 511, 520  
 Semester 2 / 530, 531  
 Semester 3 / 540, 600, 610  
 Semester 4 / 550, 620, 630  
 Semester 5 / 640

### **Information Related to Gainful Employment**

As required by federal regulations, Notre Dame College will provide information as it

becomes available for this new program on our graduation rates, the median debt of students who completed the program, and other important information, can be found at [www.notredamecollege.edu/sps](http://www.notredamecollege.edu/sps).

## Course Description

### **SPS 510 Research Methods in Security Policy, 3 credits**

This course is designed to advance critical thinking, research, and inquiry skills. The course introduces the concept of basic research, ethical principles and challenges, and the elements of the research process within quantitative, qualitative and mixed methods approaches. This course provides the necessary tools to prepare and deliver an academically rigorous thesis in the capstone course.

### **SPS 511 Issues in Homeland Security, 3 credits**

Topics include: Threat, Threat Definition and Assessment; Means and Methods for Securing the Homeland; Introduction to Organization and Coordination Issues; and Law, Legal Institutions, and Legal Constraints on Roles & Missions. Particular focus is provided on transportation security, border security and the full spectrum of CBRNE (Chemical, Biological, Radiological, Nuclear and Explosive) detection strategies.

### **SPS 520 Terrorism & Counterterrorism, 3 credits**

This course examines terrorism as a contextual phenomenon produced by the manner in which individuals, organizations, and the state are situated within larger surroundings. Case studies and use of primary documents are used to explore the multiple forms of and motives for terrorism. Students examine origins of terrorism in the splintering of social movements, followed by the strategic and operational choices faced by the splinter and its members. Works by key theorists are supplemented by in-depth examination of particular episodes of terror to emphasize that even agency (individual choice) is bounded by a host of social and personal factors and constraints.

Counterterrorism response at the national and international levels is examined. Case studies and use of primary documents allow students to examine the implications for appropriate and comprehensive response. Students analyze strategic response by exploring the appropriate campaigns constructed to neutralize components of insurgent strategy.

### **SPS 530 Critical Infrastructure: Threat Analysis and Resiliency, 3 credits**

Critical Infrastructure protection is one of the cornerstones of homeland security. Presidential Decision Directive (PDD)-63 lists 8 sectors, the National Strategy for Protection of Critical Infrastructure and Key Assets lists 11 sectors: Water, Power & Energy, Information & Telecommunications, Chemical Industry, Transportation, Banking & Finance, Defense Industry, Postal & Shipping, Agriculture & Food, Public Health, and Emergency Services. For the purposes of this course, we have divided these into levels with Water, Power & Energy, and Information & Telecommunications forming the first - or foundational - level. Chemical Industry, Transportation, and Banking & Finance are assigned level 2, and the remaining sectors are designated level 3 infrastructures. These levels indicate dependencies - higher levels are dependent on lower levels. Thus we focus most attention on the most fundamental critical infrastructures.

At the completion of the course, students will be able to apply the model-based vulnerability technique to any critical infrastructure within their multi-jurisdictional region,

and derive optimal strategies and draft policies for prevention of future terrorist attacks. In addition, students will be able to develop the necessary strategies to maintain the resiliency of these infrastructures to continue after a natural or man-made significant event.

**SPS 531 Strategic Intelligence and Warning, 3 credits**

In this course students will explore the role of strategic intelligence and warning using case studies involving conventional warfare and terrorist threats. Among the topics to be examined are the role of strategic intelligence in policy decision-making, warning methodologies, understanding an adversary's capabilities and intentions, and the use of denial and deception strategies.

**SPS 540 Geopolitics, 3 credits**

The purpose of this course is to help students interpret and analyze emerging strategic challenges from a perspective that is not U.S.-centric. Students will study selected nation-states and international regions, developing a familiarity with the role played by culture and history, as well as the key emerging trends in that region. They will analyze international trends and developments, compare and contrast regional contexts and national perspectives, and recommend how best to prioritize US interests within and across regions. The course will also examine how non-state actors, transnational actors and global trends shape the strategic environment. Students will develop a working knowledge of the international security context that is essential for creating, analyzing and carrying out national security strategy and policy.

**SPS 550 Leadership, Ethics, and Threat Analysis, 2 credits**

Students will come together on campus for an intensive weekend of discussions on leadership principles and ethical decision-making, analysis of case studies involving domestic and international threats, and participation in a team-oriented analytic crisis exercise. All of these activities bring together how security threats are identified, evaluated, and mitigated through the collaborative efforts of governmental and non-governmental entities.

**SPS 600 Essentials of Cybersecurity, 3 credits**

This course offers a holistic approach to cybersecurity with the goal of providing students an overview of the threat environment in cyber space and the challenges of constructing a sustainable, functional, and secure cyber network.

**SPS 610 Transnational Threats, 3 credits**

In this course students will explore the myriad of traditional and non-traditional security threats that have been exacerbated by the process of globalization. When human security threats emerge (famine, climate change, pandemics), nations often face threats to their own national security. These effects are felt by both developed and developing nations that require global involvement in seeking solutions from government and non-governmental entities.

**SPS 620 Biodefense and Disease Surveillance, 3 credits**

This course introduces students to the rationale for the emerging role of the public health and medical communities in the intelligence gathering, analysis and dissemination process. Focusing on early detection of emerging physical threats and novel/emerging infectious diseases it will give the students the requisite knowledge and skills to provide the homeland security community with threat indications and warnings. Students will be

given the analytical tools to allow them to gauge the impact of physical threats that would result in mass casualties and novel/emerging infectious diseases. They will be expected to develop and recommend rational and viable courses of action to those threats.

**SPS 630 Science, Technology and Security, 3 credits**

This course introduces students to the contributions of science and technology to U.S. security in military, intelligence, cyber-security and homeland security activities. Students will explore developing and future technologies, life-cycle development and deployment implications to policy and strategy.

**SPS 640 Capstone, 4 credits**

Students select a topic related to national security and produce a high-quality paper that examines the nature and extent of the threat, options for public policy, mitigation strategies, and potential short- and long-term implications for the identified security threat. It is expected that students will begin formulating a potential Capstone topic as they complete coursework leading up to the Capstone project. This course spans 16 weeks and final evaluation of Capstone projects will involve the full-time NSIS graduate faculty. It is expected that all coursework will be completed before students register for the Capstone course.



## **Administration and Faculty**

### **Administration**

**J. Michael Pressimone, Ed.D.**  
*President*

**Beth Ford, M.Ed.**  
*Vice President of Enrollment*

**Cheryl L. Noviski, CPA**  
*Vice President for Finance and Chief Financial Officer*

**Culeen Carey**  
*Senior Executive Director for College Advancement*

**Sandy Grassman, MBA**  
*Interim Dean of Academic Affairs*

**Florentine Hoelker, Ph.D.**  
*Dean of Online and Graduate Programs at the Finn Center*

**Tera Johnson, M.Ed.**  
*Dean of Students and Deputy Title IX Coordinator*

**David Orosz, Ph.D.**  
*Interim Dean of the Faculty*

**Scott Swain**  
*Director of Athletics*

**Sr. Carol A. Ziegler, SND, Ph.D.**  
*Executive Administrative Assistant and Executive Director of the Abrahamic Center*

**Graduate Faculty****Joyce A. Banjac, Ph.D.**

*Interim Director of the MBA*  
*MBA Faculty, Division of Business Administration*  
Ph.D. University of Akron  
MBA Baldwin Wallace University  
B.A. Baldwin Wallace University

**Joyce Boyd, Ph.D.**

*MBA Faculty, Division of Business Administration*  
Ph.D., MBA, B.A. Walden University

**Sue E. Corbin, Ph.D.**

*Division Chair for Professional Education*  
*Assistant Professor of Professional Education*  
*Education Accreditation Chair*  
Ph.D., M.A., B.A. Kent State University

**Pamela P. Cook, M.S.**

*Assistant Professor of Professional Education*  
M.S. University of Dayton  
M.S. Cleveland State University  
B.A. University of Michigan

**Kelley Cronin, Ph.D.**

*Associate Professor of Political Science*  
Ph.D., M.A., B.S. University of Akron

**Lisa Flaherty Ph.D.**

*Department Head Communications & Associate Professor of Communications*  
Ph.D. Kent State University  
M.A. University of Wyoming  
B.A. Cleveland State University

**John Galovic, Ed.D.**

*Assistant Professor of Professional Education*  
Ed.D. University of Akron  
M.A. Cleveland State University  
B.A. The Ohio State University

**Sandra E. Golden, Ph.D.**

*Visiting Associate Professor of Professional Education*  
Ph.D. Kent State University  
M.Ed., M.A. Cleveland State University  
B.S. Dyke College  
A.A.B. Cuyahoga Community College

**Laura Hammel, Ph.D.**

*Associate Professor of Communications & Public Relations*  
Ph.D. Cleveland State University

MBA Baldwin Wallace University  
 M.A. Ursuline College  
 B.S. Miami University

**John W. King, M.S., Ph.D.**

*Director of the Master of Arts in National Security and Intelligence Studies Program*  
*Associate Professor of National Security & Intelligence Studies*  
 Ph.D. State University of New York at Albany  
 M.S. Northeastern University  
 B.A. University of Southern Maine

**Gregory Knapik, Ph.D.**

*Assistant Professor of Nursing*  
 Ph.D. Kent State University/ University of Akron  
 D.N.P. Case Western Reserve University  
 M.S.N Kent State University  
 M.A. Ashland Theological Seminary  
 B.A. Lake Erie College

**Anthony Mauceri, MBA**

*Assistant Professor for Management and HR*  
 MBA Case Western Reserve University

**A. Gregory Moore, Ph.D.**

*Department Head of Public Service & Security Studies*  
*Professor of History and Political Science*  
 M.A., Ph.D. Kent State University  
 B.A. Ashland College

**Candice Ottobre, DBA**

*MBA & Division of Business Administration Faculty*  
 D.B.A. Walden University of Akron  
 MBA Baldwin Wallace University  
 B.A. Bowling Green State University

**Bhavesh Patel, Ph.D.**

*MBA & Division of Business Administration Faculty*  
 Ph.D. Sardar Patel University  
 M.C. Gujarat University, India,  
 B.C. Gujarat University, India

**Elizabeth A. Ritz, Ph.D.**

*Director of Graduate Division of Professional Education*  
*Assistant Professor of Professional Education*  
 Ph.D. Kent State University  
 M.A. Baldwin Wallace University  
 B.S. Kent State University

**Deb Sheren, Ph.D.**

*Associate Professor, Division of Business Administration*  
 D.B.A. Northcentral University

MBA Harvard  
B.S.I.E. Kettering University

**Lynne Shields, Ph.D.**

*Assistant Professor of Professional Education*  
Ph.D., M.A., B.S. The Ohio State University  
A.A. Lorain County Community College

**Natalie Strouse, CPA**

*Chair of the Division of Business Administration*  
*Associate Professor of Accounting*  
*Fulbright Scholar*  
MBA Cleveland State University  
CPA State of Ohio  
B.B.A. Cleveland State University

**Colleen Sweeney, Ph.D.**

*Interim Chair of the Division of Nursing*  
*Director of the Graduate Nursing Program*  
*Associate Professor of Nursing*  
Ph.D. Loyola University of Chicago  
J.D. Cleveland-Marshall College of Law  
M.S.N. University of Akron  
Diploma of Nursing, St. Vincent Charity Hospital School of Nursing

**Kelli Tibbitts, M.Ed.**

*Assistant Professor of Education*  
M.Ed. The University of Cincinnati  
B.S. Ashland University

**Sandra White, D.B.A.**

*MBA Faculty, The Division of Business Administration*  
D.B.A. Wilmington University  
M.A. Webster University  
M.H.R.D. Clemson University  
B.S. Southern Wesleyan University

## **Board of Trustees**

### **Officers:**

Ann Hawkins, *Chair*

Geoffrey J. Ritts, *Vice Chair*

Joseph Scaminace, *Vice Chair*

J. Michael Pressimone, *College President*

### **Members:**

Mark Brandt, *Business Development Director, RSM US LLP*

Thomas P. Chambers, *Senior Vice President and Chief Financial Officer, Kosmos Energy Ltd.*

Daniel Clark, *CEO, United Nations Insurance Agency Inc.*

Sr. Mary Antoinette Dershaw, *SND '67, Retired Staff Accountant, Gilmour Academy*

Mac M. Donley, *President & CEO, Donley's Inc.*

James M. Drozdowski, *Vice President and General Counsel, North Coast Container Group*

Richard Garcia, *Chief Financial Officer, Koroseal Interior Products*

Stephanie Glueck, *President, Notre Dame College Alumni Association*

Sr. Margaret Mary Gorman, *SND '71, Provincial Superior, Sisters of Notre Dame*

Ann Hawkins, *Accountant & Attorney, Hawkins & Co. LLC*

Sanjiv K. Kapur, *Partner, Jones Day*

Sr. Michelle Marie Kelly, *SND, Intervention Specialist, McKeon Education*

Barbara Miller, *Co-Founder, Graffiti Inc.*

Sr. Joanne Miller, *SND '66, Business Manager, Metro Catholic High School*

Samuel H. Miller, *Co-Chair, Forest City Enterprises*

Jack Myslenski, *Retired Executive, Parker-Hannifin*

Sr. Mary Lisa Novak, SND, *Mission Effectiveness Coordinator, Sisters of Notre Dame*

J. Michael Pressimone, *President, Notre Dame College*

Bethany L. Pugh, *Managing Director, PFM Financial Advisors LLC*

Geoffrey J. Ritts, *Partner, Jones Day*

Chris Ronayne, *President, University Circle Inc.*

Joseph Scaminace, *Chairman & CEO (retired), OM Group, Inc.*

Gino A. Scipione, *Partner, Grant Thornton LLP*

Brooke Sectorsky, *Retired President/General Manager/Senior Vice President, WKYC/Gannett Television*

Sr. Mary Frances Taymans, SND '67, *Education Consultant and Special Projects, Sisters of Notre Dame*

May L. Wykle, *Retired Dean, Frances Payne Bolton School of Nursing, Case Western Reserve University*

**Emeriti:**

Kathleen Andrews '59, *Vice Chair, Andrews McMeel Universal*

John J. Betchkal, *Retired Executive, General Electric*

Edward B. Brandon, *Retired Chair & CEO, National City Corp.*

James E. Brogan, *Retired, Brogan & Associates*

Kathleen Burke, *Magistrate Judge, Northern Ohio District*

Frederick W. Clarke, *Executive Vice President, Arisdyne Systems Inc.*

Sr. Rita Mary Harwood, SND, *Secretary, Parish Life & Development, Diocese of Cleveland*

Sr. Margaret Hess, SND '58, *Consultant, Financial & Legal, Sisters of Notre Dame*

Stella A. Hetzer '59, *Secretary/Treasurer, Fluid Line Products Inc.*

Sr. Mary Jean Hoelke, SND, *Director, Elementary Education Ministries, Sisters of Notre Dame*

Joyce E. Koreman '60, *Community Volunteer/Activist*

M. Joan McCarthy, *Owner, MJM Services*

Peter R. Osenar, Consultant

Andrew P. Roth, Retired President, Notre Dame College

Michael Shaughnessy, Retired President, Color Matrix Corp.

Harold B. Todd, Retired Executive Vice President, National City Corp.

Stephen M. Todd, Area Managing Partner, Ernst & Young, LLP

John C. Webb, President, Trend Dynamics

Margaret Wong, President/Managing Partner, Margaret W. Wong & Assoc. Co. LPA

Sr. Mary Brendon Zajac, SND '70, Registrar/Assistant Academic Dean and Adjunct Faculty Member, St. Mary's Seminary and Graduate School of Theology