University of San Diego®

Graduate

2024-25 Course Catalog

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2024-2025 GRADUATE COURSE CATALOG

Graduate Programs

USD offers more than 40 graduate programs, three doctoral degrees, the JD, and five LLM degrees. Across all of our graduate programs, award-winning faculty engage students through small class sizes, hands-on research, and real-world global experiences and knowledge. This is the list (p. 41) of degrees currently offered. Detailed information about these degrees is available through the **Graduate Course Catalog** and the **School of Law**.

Because of the variety of programs offered, there are many different deadlines associated with our graduate programs. In some cases, programs offer entry during the summer, spring, and fall terms, while others only fall or summer entry. ***Please consult with the program website, admissions information page, or the graduate catalog for the deadlines associated with your program.***

Reservation of the Right to Modify

It is the policy of the University of San Diego to adhere to the rules and regulations, course offerings and financial charges as announced in this catalog or other university publications. The university nevertheless hereby gives notice that it reserves the right to expand, delete or otherwise modify its degree programs or courses of study, to change its rules affecting the admission and retention of students or the granting of credit or degrees, to change the academic calendar, course offerings, course content or to alter its fees and other charges, whenever such changes are adjudged by it to be desirable or necessary.

Responsibility of Students

Students enrolled at USD are responsible for adhering to all regulations, schedules, and deadlines outlined in this course catalog and in any handbooks, contracts, or guideline sheets pertinent to their program. Students have the further responsibility of ensuring that all graduation requirements are met. Questions on these matters should be directed to the student's faculty advisor.

2024-2025 Graduate Catalog of Record (https://catalogs.sandiego.edu/graduate/2024-2025_Graduate_Course_Catalog.pdf)
Archived Graduate Course Catalogs

- Graduate Course Catalog 2023-2024 (https://catalogs.sandiego.edu/graduate/2023-2024_Graduate_Course_Catalog.pdf)
- Graduate Course Catalog 2022-2023 (https://catalogs.sandiego.edu/graduate/2022-2023_Graduate_Course_Catalog.pdf)
- Graduate Course Catalog 2021-2022 (https://catalogs.sandiego.edu/pdf/2021-2022%20Graduate%20Course%20Catalog.pdf)
- Graduate Course Catalog 2020-2021 (https://catalogs.sandiego.edu/pdf/2020-2021-graduate.pdf)
- Graduate Course Catalog 2019-2020 (https://catalogs.sandiego.edu/pdf/2019-2020-graduate.pdf)
- Graduate Course Catalog 2018-2019 (http://catcher.sandiego.edu/items/usd/2018-2019-graduate.pdf)
- Graduate Course Catalog 2017-2018 (http://catcher.sandiego.edu/items/usd/2017-18-graduate.pdf)
- Graduate Course Catalog 2016-2017 (http://catcher.sandiego.edu/items/usd/grad_2016-2017.pdf)
- Graduate Course Catalog 2015-2016 (http://catcher.sandiego.edu/items/usd/2015-16-graduate.pdf)
- Graduate Course Catalog 2013-2015 (http://catcher.sandiego.edu/items/usd/2013_Graduate.pdf)
- Graduate Course Catalog 2011-2013 (http://catcher.sandiego.edu/items/usd/Grad_2011.pdf)
- Graduate Course Catalog 2009-2011 (http://catcher.sandiego.edu/items/usd/GradBulletin_09_New.pdf)

For archived Graduate Course Catalogs prior to 2009, please contact the Office of the Registrar at registrar@sandiego.edu.

Graduate Academic Calendar

2024-2025 Graduate Academic Calendar (p. 6)
Archives

For archived, proposed and law school calendars, please visit the Provost Office website (https://www.sandiego.edu/academics/academic-calendars.php).

2024-2025 Graduate Academic Calendar

Please send any corrections to the Office of the Registrar at registrar@sandiego.edu.

Fall Semester 2024
August

9	Fri.	Mandatory Graduate (Law and Business) International Student Orientation
28	Wed.	Final Registration/Fee Payment Without Penalty
29	Thur.	Late Charges Begin

September

2	Mon.	Labor Day Holiday (No Classes, Offices Closed)
4	Wed.	Classes Begin
12	Thur.	Mass of the Holy Spirit
13	Fri.	Last Day to Enroll in Classes and to Drop a Class Without a "W"
13	Fri.	Deadline 100 Percent Tuition Refund
20	Fri.	Deadline 90 Percent Tuition Refund
27	Fri.	Deadline 80 Percent Tuition Refund

October

1	Tues.	2025/2026 Free Application for Federal Student Aid (FAFSA), CA Dream Act Application, and USD Dream Act Application available
1	Tues.	Financial Aid Applications for Intersession 2025 Available
1-29	Tues.-Tues.	Online Class Reservation for Intersession 2025
4	Fri.	Deadline 70 Percent Tuition Refund
11	Fri.	Deadline to Petition to Graduate for those completing all requirements in the Spring term for a May 31, 2025 degree date.
11	Fri.	Deadline 60 Percent Tuition Refund
18	Fri.	Deadline 50 Percent Tuition Refund

November

1	Fri.	Priority Deadline for Intersession 2025 Financial Aid Applications
1	Fri.	Class Reservation Begins for Spring 2025
1	Fri.	Walk-In Registration Begins for Intersession 2025 at the One Stop Student Center
4	Mon.	Deadline to Select Grade for Pass/Fail Option (Subject to Approval by Program Director)
12	Tues.	Last Day to Withdraw from Classes with a "W"
12	Tues.	Deadline for Removal of Incomplete from Prior Semester/Summer Sessions
25	Mon.	Deadline for PhD Dissertation and Master's Thesis oral presentation for those completing all requirements in Fall 2024 (or Intersession 2025) for a January 31, 2025 degree date.
27-29	Wed.-Fri.	Thanksgiving Holiday (No Classes; Offices Closed Thursday and Friday)

December

1	Sun.	Intersession 2025 Tuition/Fee Due
13	Fri.	Deadline for Online submission of PhD dissertation and Masters thesis to Digital USD and ProQuest (Nursing PhD only) and other required documentation to Graduate Records Office for a January 31, 2025 degree date.
13	Fri.	Last Day of Classes
14-15	Sat.-Sun.	Study Days
16-20	Mon.-Fri.	Final Examinations
20	Fri.	Deadline to Petition to Graduate for those completing their requirements in the summer term with an August 31, 2025 degree date.
TBD	Fri.	Mid-Year Graduation Celebration at 4pm. (Mass and Reception)
Jan. 2, 2025	Thurs.	Fall 2024 Final Grades Due

Intersession 2025 (optional)
January

2	Thurs.	Fall 2024 Final Grades Due
6	Mon.	First Day of Intersession classes
20	Mon.	Martin Luther King Jr. Holiday (No Classes, Offices Closed)
24	Fri.	Last Day of Intersession Classes

For specific courses, dates and registration procedures for Intersession visit www.sandiego.edu/sio (http://www.sandiego.edu/sio/)

Spring Semester 2025
January

2	Thurs.	Fall 2024 Final Grades Due
20	Mon.	Martin Luther King Jr. Holiday (No Classes, Offices Closed)
23	Thurs.	Final Registration and Final Fee Payment Deadline Without Penalty

24	Fri.	Late Charges Begin
30	Thurs.	Classes Begin

February

10	Mon.	Last Day to Enroll in Classes and to Drop a Class without a 'W'
10	Mon.	Deadline 100 Percent Tuition Refund
13	Thur.	All-Faith Service
17	Mon.	Deadline 90 Percent Tuition Refund
24	Mon.	Deadline 80 Percent Tuition Refund

March

3	Mon.	Deadline 70 Percent Tuition Refund
3	Mon.	Financial Aid Applications for Summer 2025 Available
3-27	Mon.-Thur.	Online Class Reservation for Summer Sessions 2025
10-14	Mon.-Fri.	Spring Break (No Classes)
17	Mon.	Deadline 60 Percent Tuition Refund
24	Mon.	Deadline 50 Percent Tuition Refund

April

1	Tues.	Priority Deadline for Graduate Fall 2025 and Spring 2026 Financial Aid (FAFSA) Applications
1	Tues.	Priority Deadline for Summer 2025 Financial Aid Applications
1	Tues.	Class Reservations Begin for Fall 2025
1	Tues.	Walk-In Registration Begins for Summer Sessions 2025 at the One Stop Student Center
7	Mon.	Deadline to Select Grade or Pass/Fail Option
9	Wed.	Last Day to Withdraw from Classes with "W"
9	Wed.	Deadline for Removal of Incompletes from Prior Semester and Intersession
17-21	Thurs.-Mon.	Easter Holiday (No Classes)
21	Mon.	Deadline for PhD Dissertation and Masters Thesis oral presentation for those completing all degree requirements in Spring 2025 for a May 31, 2025 graduation date.

May

1	Thurs.	Summer 2025 Tuition/Fee Due
12	Mon.	Deadline for online submission of PhD dissertations and Masters Thesis to Digital USD and ProQuest (Nursing PhD only) and other required documents, to Graduate Records Office, for a May 31, 2025 degree date.
16	Fri.	Last Day of Classes (Friday will be a Monday schedule)
17-18	Sat.-Sun.	Study Days
19-23	Mon.-Fri.	Final Examinations
23	Fri.	Deadline to submit Petition to Graduate for students completing their degree requirements at the conclusion of the Fall 2025 semester/January 2026 Intersession for a January 31, 2026 degree conferral date.
24-25	Sat.-Sun.	Graduate Commencement. Refer to USD Commencement website for details.

30	Fri.	Spring 2025 Final Grades Due
26	Mon.	Memorial Day

Summer 2025 (optional)
June, July, August

June 2	Mon	First Day of Summer Sessions
June 19	Thurs.	Juneteenth (Offices Closed, No Classes)
July 4	Fri.	Independence Day Holiday (No Classes, Offices Closed)
July 25	Fri.	Deadline for PhD dissertation and Masters Thesis oral presentation for those completing degree requirements in the Summer term for an August 31, 2025 degree date.
Aug 8	Fri.	Deadline for online submission of PhD dissertations and Masters thesis to Digital USD and ProQuest (Nursing PhD only) and other documents, to Graduate Records Office for August 31, 2025 degree date.
Aug. 22	Fri.	Last Day of Summer Sessions

For specific courses, dates and registration procedures for Summer Sessions visit www.sandiego.edu/sio (http://www.sandiego.edu/sio/)

2023-2024 Graduate Academic Calendar

Please send any corrections to the Office of the Registrar at registrar@sandiego.edu.

Fall Semester 2023
August

8	Tues.	Graduate and Law International Student Orientation
23	Wed.	Final Registration/Fee Payment Without Penalty
24	Thur.	Late Charges Begin
30	Wed.	Classes Begin

September

4	Mon.	Labor Day Holiday (No Classes, Offices Closed)
7	Thur.	Mass of the Holy Spirit
11	Mon.	Last Day to Enroll in Classes and to Drop a Class Without a "W"
11	Mon.	Deadline 100 Percent Tuition Refund
18	Mon.	Deadline 90 Percent Tuition Refund
25	Mon.	Deadline 80 Percent Tuition Refund

October

1	Sun.	2024/2025 Free Application for Federal Student Aid (FAFSA), CA Dream Act Application, and USD Dream Act Application available
2	Mon.	Financial Aid Applications for Intersession 2024 Available
2	Mon.	Deadline 70 Percent Tuition Refund
2-26	Mon.-Thur.	Online Class Reservation for Intersession 2024
6	Fri.	Deadline to Petition to Graduate for those completing all requirements in the Spring term for a May 31, 2024 degree date.

| 9 | Mon. | Deadline 60 Percent Tuition Refund |
| 16 | Mon. | Deadline 50 Percent Tuition Refund |

November

1	Wed.	Priority Deadline for Intersession 2024 Financial Aid Applications
1	Wed.	Class Reservation Begins for Spring 2024
1	Wed.	Walk-In Registration Begins for Intersession 2024 at the One Stop Student Center
2	Thurs.	Deadline to Select Grade for Pass/Fail Option (Subject to Approval by Program Director)
8	Wed.	Last Day to Withdraw from Classes with a "W"
8	Wed.	Deadline for Removal of Incomplete from Prior Semester/ Summer Sessions
22-24	Wed.- Fri.	Thanksgiving Holiday (No Classes; Offices Closed Thursday and Friday)
23	Thurs.	Deadline for PhD Dissertation and Master's Thesis oral presentation for those completing all requirements in Fall 2023 (or Intersession 2024) for a January 31, 2024 degree date.

December

1	Fri.	Intersession 2024 Tuition/Fee Due
8	Fri.	Deadline for Online submission of PhD dissertation and Masters thesis to Digital USD and ProQuest (Nursing PhD only) and other required documentation to Graduate Records Office for a January 31, 2024 degree date.
11	Fri.	Last Day of Classes
TBD	Fri.	Friday Dec. --- Will Follow a Monday Class Schedule
12-13	Tues.- Wed.	Study Days
13-19	Wed.- Tues.	Final Examinations
15	Fri.	Deadline to Petition to Graduate for those completing their requirements in the summer term with an August 31, 2024 degree date.
TBD	Fri.	Mid-Year Graduation Celebration at 4pm. (Mass and Reception)
Jan 3, 2024	Wed.	Fall 2023 Final Grades Due

Intersession 2024 (optional)

January

3	Wed.	Fall 2023 Final Grades Due
3	Wed.	First Day of Intersession classes
15	Mon.	Martin Luther King Jr. Holiday (No Classes, Offices Closed)
23	Tues.	Last Day of Intersession Classes

For specific courses, dates and registration procedures for Intersession visit www.sandiego.edu/sio (http://www.sandiego.edu/sio/)

Spring Semester 2024

January

3	Wed.	Fall 2023 Final Grades Due
15	Mon.	Martin Luther King Jr. Holiday (No Classes, Offices Closed)
22	Mon.	Final Registration and Final Fee Payment Deadline Without Penalty

| 23 | Tues. | Late Charges Begin |
| 29 | Mon. | Classes Begin |

February

7	Wed.	Last Day to Enroll in Classes and to Drop a Class without a 'W'
7	Wed.	Deadline 100 Percent Tuition Refund
8	Thur.	All-Faith Service
14	Wed.	Deadline 90 Percent Tuition Refund
21	Wed.	Deadline 80 Percent Tuition Refund
28	Wed.	Deadline 70 Percent Tuition Refund

March

4	Mon.	Financial Aid Applications for Summer 2024 Available
4-28	Mon.- Thur.	Online Class Reservation for Summer Sessions 2024
25- April 1	Mon.- Mon.	Spring Break (No Classes)
6	Wed.	Deadline 60 Percent Tuition Refund
13	Wed.	Deadline 50 Percent Tuition Refund

April

1	Mon.	Priority Deadline for Graduate Fall 2024 and Spring 2025 Financial Aid (FAFSA) Applications
2	Tues.	Priority Deadline for Summer 2024 Financial Aid Applications
2	Tues.	Class Reservations Begin for Fall 2024
2	Tues.	Email Registration Begins for Summer Sessions 2024 at the One Stop Student Center
8	Mon.	Deadline to Select Grade or Pass/Fail Option
10	Wed.	Last Day to Withdraw from Classes with "W"
10	Wed.	Deadline for Removal of Incompletes from Prior Semester and Intersession
Mar. 25 - 1	Mon.- Mon.	Easter Break (No Classes)
22	Mon.	Deadline for PhD Dissertation and Masters Thesis oral presentation for those completing all degree requirements in Spring 2024 for a May 31, 2024 graduation date.

May

1	Wed.	Summer 2024 Tuition/Fee Due
9	Thurs.	Deadline for online submission of PhD dissertations and Masters Thesis to Digital USD and ProQuest (Nursing PhD only) and other required documents, to Graduate Records Office, for a May 31, 2024 degree date.
13	Mon.	Last Day of Classes
14-15	Tues.- Wed.	Study Days
16-22	Thurs.- Wed.	Final Examinations
TBD		NROTC Commissioning Ceremony
18	Sat.	School of Law Commencement Ceremony at 9am.
19	Sun.	Graduate Commencement Ceremony 1 at 9am. Refer to USD Commencement website for details.
22	Wed.	Deadline to submit Petition to Graduate for students completing their degree requirements at the conclusion of the Fall 2024 semester/January 2025 Intersession for a January 31, 2025 degree conferral date.

| 25 | Sat. | Graduate Commencement Ceremony 2 at 9am. Refer to USD Commencement website for details. |
| 28 | Tues. | Spring 2024 Final Grades Due |

Summer 2024 (optional)
June, July, August

June 3	Mon	First Day of Summer Sessions
June 19	Mon.	Juneteenth (Offices Closed, No Classes)
July 4	Tues.	Independence Day Holiday (No Classes, Offices Closed)
July 26	Fri.	Deadline for PhD dissertation and Masters Thesis oral presentation for those completing degree requirements in the Summer term for an August 31, 2024 degree date.
Aug. 9	Fri.	Deadline for online submission of PhD dissertations and Masters thesis to Digital USD and ProQuest (Nursing PhD only) and other documents, to Graduate Records Office for August 31, 2024 degree date.
Aug. 23	Fri.	Last Day of Summer Sessions

For specific courses, dates and registration procedures for Summer Sessions visit www.sandiego.edu/sio (http://www.sandiego.edu/sio/)

2022-2023 Graduate Academic Calendar

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Fall Semester 2022
August

24	Wed.	Final Registration/Fee Payment Without Penalty
25	Thur.	Late Charges Begin
31	Wed.	Classes Begin

September

5	Mon.	Labor Day Holiday (No Classes, Offices Closed)
TBD		Mass of the Holy Spirit
12	Mon.	Last Day to Enroll in Classes and to Drop a Class Without a "W"
12	Mon.	Deadline 100 Percent Tuition Refund
19	Mon.	Deadline 90 Percent Tuition Refund
26	Mon.	Deadline 80 Percent Tuition Refund

October

1	Sat.	2023/2024 Free Application for Federal Student Aid (FAFSA), CA Dream Act Application, and USD Dream Act Application available
3	Mon.	Financial Aid Applications for Intersession 2023 Available
3	Mon.	Deadline 70 Percent Tuition Refund
3-27	Mon.-Thur.	Online Class Reservation for Intersession 2023
7	Fri.	Deadline to Petition to Graduate for those completing all requirements in the Spring term for a May 31, 2023 degree date.
10	Mon.	Deadline 60 Percent Tuition Refund

| TBD | | Competency Exams Fee Deadline |
| 17 | Mon. | Deadline 50 Percent Tuition Refund |

November

1	Tues.	Priority Deadline for Intersession 2023 Financial Aid Applications
1	Tues.	Class Reservation Begins for Spring 2023
1	Tues.	Walk-In Registration Begins for Intersession 2023 at the One Stop Student Center
2	Wed.	Deadline to Select Grade for Pass/Fail Option (Subject to Approval by Program Director)
9	Wed.	Last Day to Withdraw from Classes with a "W"
9	Wed.	Deadline for Removal of Incomplete from Prior Semester/ Summer Sessions
23	Wed.	Deadline for PhD Dissertation and Masters Thesis oral presentation for those completing all requirements in Fall 2022 (with a January 31, 2023 degree date).
23-25	Wed.-Fri.	Thanksgiving Holiday (No Classes; Offices Closed Thursday and Friday)

December

1	Thur.	Intersession 2023 Tuition/Fee Due
9	Fri.	Last Day of Classes
9	Fri.	Deadline for online submission of PhD dissertation and Masters thesis to Digital USD and ProQuest (Nursing PhD only) and other required documentation to Graduate Records Office for a January 31, 2023 degree date.
9	Fri.	Friday Dec. 9 Will Follow a Monday Class Schedule
10-11	Sat.-Sun.	Study Days
12-16	Mon.-Fri.	Final Examinations
16	Fri.	Deadline to Petition to Graduate for those completing their requirements in the summer term with an August 31, 2023 degree date.
	TBD	Mid-Year Graduation Celebration (Mass and Reception)
Jan. 3, 2023	Tues.	Fall 2022 Final Grades Due

Intersession 2023 (optional)
January

3	Tues.	Fall 2022 Final Grades Due
4	Wed.	First Day of Intersession classes
16	Mon.	Martin Luther King Jr. Holiday (No Classes, Offices Closed)
24	Tues.	Last Day of Intersession Classes

For specific courses, dates and registration procedures for Intersession visit www.sandiego.edu/sio (http://www.sandiego.edu/sio/)

Spring Semester 2023
January

3	Tues.	Fall 2022 Final Grades Due
16	Mon.	Martin Luther King Jr. Holiday (No Classes, Offices Closed)
19	Thur.	Final Registration and Final Fee Payment Deadline Without Penalty

20	Fri.	Late Charges Begin
26	Thur.	Classes Begin
TBD	TBD	All-Faith Service

February

6	Mon.	Last Day to Enroll in Classes and to Drop a Class without a 'W'
6	Mon.	Deadline 100 Percent Tuition Refund
13	Mon.	Deadline 90 Percent Tuition Refund
TBD		All-Faith Service
20	Mon.	Deadline 80 Percent Tuition Refund
27	Mon.	Deadline 70 Percent Tuition Refund

March

1	Wed.	Financial Aid Applications for Summer 2023 Available
1-30	Wed.-Thur.	Online Class Reservation for Summer Sessions 2023
6-10	Mon.-Fri.	Spring Break (No Classes)
13	Mon.	Deadline 60 Percent Tuition Refund
20	Mon.	Deadline 50 Percent Tuition Refund

April

1	Sat.	Priority Deadline for Summer 2023 Financial Aid Applications
1	Sat.	Priority Deadline for Graduate Fall 2023 and Spring 2024 Financial Aid (FAFSA) Applications
3	Mon.	Class Reservations Begin for Fall 2023
3	Mon.	Email Registration Begins for Summer Sessions 2023 at the One Stop Student Center
3	Mon.	Deadline to Select Grade or Pass/Fail Option
5	Wed.	Last Day to Withdraw from Classes with "W"
5	Wed.	Deadline for Removal of Incompletes from Prior Semester and Intersession
6-10	Thur.-Mon.	Easter Break (No Classes)
21	Fri.	Deadline for PhD Dissertation and Masters Thesis oral presentation for a May 31, 2023 graduation date.

May

1	Mon.	Summer 2023 Tuition/Fee Due
9	Tues.	Deadline for online submission of PhD dissertations and Masters Thesis to Digital USD and ProQuest (Nursing PhD only) for May 31, 2023 degree date.
15	Mon.	Last Day of Classes
16-17	Tues.-Wed.	Study Days
18-24	Thurs.-Wed.	Final Examinations
TBD		NROTC Commissioning Ceremony
TBD		Law School Commencement Ceremony
TBD		Graduate Commencement Ceremony 1
24	Wed.	Deadline to submit Petition to Graduate for students completing their degree requirements at the conclusion of the Fall 2023 semester/January 2024 Intersession for a January 31, 2024 degree conferral date.

| TBD | | Graduate Commencement Ceremony 2 |
| 31 | Wed. | Spring 2023 Final Grades Due |

Summer 2023 (optional)
June, July, August

June 5	Mon	First Day of Summer Sessions
June 19	Mon.	Juneteenth (Offices Closed, No Classes)
July 4	Tues.	Independence Day Holiday (No Classes, Offices Closed)
July 26	Wed.	Deadline for PhD dissertation and Masters Thesis oral presentation for an August 31, 2023 degree date.
Aug 9	Wed.	Deadline for online submission of PhD dissertations and Masters thesis to Digital USD and ProQuest (Nursing PhD only) for August 31, 2023 degree date.
Aug 25	Fri.	Last Day of Summer Sessions

For specific courses, dates and registration procedures for Summer Sessions visit www.sandiego.edu/sio (http://www.sandiego.edu/sio/)

2021-2022 Graduate Academic Calendar

Please send any corrections to the Office of the Registrar at registrar@sandiego.edu.

Fall Semester 2021
August

25	Wed.	Final Registration/Fee Payment Without Penalty
26	Thurs.	Late Charges Begin
Aug. 28-31	Sat.-Tues.	Olé Weekend (New Student Orientation)

September

Aug. 28 - Sep. 1	Sat.-Tues.	Olé Weekend (New Student Orientation)
1	Wed.	Classes Begin
6	Mon.	Labor Day Holiday (No Classes, Offices Closed)
9	Thurs.	Mass of the Holy Spirit
13	Mon.	Last Day to Enroll in Classes and to Drop a Class Without a "W"
13	Mon.	Deadline 100 Percent Tuition Refund
20	Mon.	Deadline 90 Percent Tuition Refund
27	Mon.	Deadline 80 Percent Tuition Refund

October

1	Mon.	2022/2023 Free Application for Federal Student Aid (FAFSA), CA Dream Act Application, and USD Dream Act Application available
4	Mon.	Financial Aid applications for Intersession 2022 Available
4	Mon.	Deadline 70 Percent Tuition Refund
4-28	Mon-Thurs.	Online Class Reservation for Intersession 2022
8	Fri.	Deadline for Petitions to Graduate for those completing all requirements in the Spring term for a May 31, 2022 degree date.
		Online Class Reservation for Intersession 2022

11	Mon.	Deadline 60 Percent Tuition Refund
18	Mon.	Priority deadline for Intersession 2022 Financial Aid Applications
		Competency Exams fee deadline
18	Mon.	Deadline 50 percent tuition refund

November

1	Mon.	Class reservation begins for Spring 2022
1	Mon.	Walk-In Registration Begins for Intersession 2022 at the One Stop Student Center
2	Tues.	Deadline to Select Grade for Pass/Fail Option (Subject to approval by Program Director)
10	Wed.	Last Day to withdraw from classes with a "W"
10	Wed.	Deadline for removal of Incomplete from prior semester/Summer Sessions
24	Wed.	Deadline for PhD Dissertation and Masters' Thesis oral presentation for those completing all requirements in Fall 2021 (with a January 31,2022 degree date).
24-26	Wed.-Fri.	Thanksgiving Holiday (No Classes; Offices Closed Thursday and Friday)

December

1	Wed.	Intersession 2022 Tuition/Fee due
10	Fri.	Last day of classes
10	Fri.	Deadline for on-line submission of PhD dissertation and Masters thesis to Digital USD and ProQuest (Nursing PhD only) and other required documentation, to Graduate Records Office for a January 31, 2022 degree date.
10	Fri.	Friday Dec. 10 will follow a Monday class schedule
11-12	Sat.-Sun.	Study Days
13-17	Mon.-Fri.	Final Examinations
17	Fri.	Deadline for Petitions to Graduate for those completing their requirements in the summer term with an August 31, 2022 degree date.
17	Fri.	Mid-Year Graduation Celebration (Mass and Reception)

Intersession 2022 (optional)
January

3	Mon.	Fall 2021 Final Grades Due
3	Mon.	First day of Intersession classes
17	Mon.	Martin Luther King Jr. holiday (no classes, offices closed)
21	Fri.	Last day of Intersession classes

For specific courses, dates and registration procedures for Intersession visit www.sandiego.edu/sio (http://www.sandiego.edu/sio/)

Spring Semester 2022
January

3	Mon.	Fall 2021 Final Grades Due
17	Mon.	Martin Luther King Jr. Holiday (No Classes, Offices Closed)
20	Thus.	Final registration and final fee payment deadline without penalty
21	Fri.	Late Charges Begin

24-26	Mon.-Wed.	New Student Spring Orientation
27	Thurs.	Classes Begin
TBD	TBD	All-Faith Service

February

15	Tues.	Last Day to Enroll in Classes and to Drop a Class without a 'W'
15	Tues.	Deadline 100 Percent Tuition Refund
		All Faith Service
22	Tues.	Deadline 80 Percent Tuition Refund

March

Mar. 7-11	Mon.-Fri.	Spring Break (No Classes)
1	Tues.	Deadline 70 Percent Tuition Refund
14	Mon.	Financial Aid Applications for Summer 2022 Available
14-30	Mon.-Wed.	Online class reservation for Summer Sessions 2022
15	Tues	Deadline 60 Percent Tuition Refund
22	Tues.	Deadline 50 percent tuition refund

April

1	Fri.	Priority deadline for Summer 2022 financial aid applications
1	Fri.	Priority deadline for Graduate Fall 2022 and Spring 2023 financial aid (FAFSA) applications
4	Mon.	Class Reservation Begins for Fall 2022
4	Mon.	Email registration begins for Summer Sessions 2022 at the One Stop Student Center
8	Fri.	Deadline to select grade or Pass/Fail option
12	Tues.	Last day to withdraw from classes with "W"
12	Tues.	Deadline for Removal of Incompletes from Prior Semester and Intersession
April 14-18	Thurs-Mon	Easter Break (No Classes)
22	Fri.	Deadline for PhD Dissertation and Masters' Thesis oral presentation for a May 31, 2022 graduation date

May

1	Sun.	Summer 2021Tuition/Fee due
10	Tues.	Deadline for on-line submission of PhD dissertations and Masters' thesis to Digital USD and ProQuest (Nursing PhD only) for May 31, 2022 degree date.
16	Mon.	Last Day of Classes
17-18	Tues-Wed.	Study Day
19-25	Thurs.-Wed.	Final Examinations
		NROTC Commissioning Ceremony
21	Sat.	Law School Commencement Ceremony
22	Sun.	Graduate Commencement Ceremony 1
28	Sat	Graduate Commencement Ceremony 2
June 1	Wed.	Spring 2022 Final Grades Due

Summer 2022 (optional)
June, July, August

June 1	Wed.	Spring 2022 Final Grades Due
June 6	Mon	First day of Summer Sessions
June 20	Mon.	Juneteenth Day Holiday (Offices Closed, No Classes)
July 4	Mon.	Independence Day Holiday (no classes, offices closed)
July 26	Tues.	Deadline for PhD dissertation and Masters Thesis oral presentation for an August 31, 2022 degree date
Aug. 10	Wed.	Deadline for on-line submission of PhD dissertations and Masters thesis to Digital USD and ProQuest (Nursing PhD only) for August 31, 2022 degree date.
Aug 26	Fri.	Last day of Summer Sessions

For specific courses, dates and registration procedures for Summer Sessions visit www.sandiego.edu/sio (http://www.sandiego.edu/sio/)

2020-2021 Graduate Academic Calendar

Please send any corrections to the Office of the Registrar at registrar@sandiego.edu.

*For graduate programs that have a start date of September 2nd, please use this calendar. Note that start dates vary across programs. Please consult your program's office or Dean's Office for specific dates and information.

Fall Semester 2020
August

20	Thurs.	Mass of the Holy Spirit (Contact Mission & Ministry for Information)
26	Wed.	Final Registration/Fee Payment
27	Thurs.	Late Charges Begin

September

2	7	Classes Begin
7	Mon.	Labor Day Holiday (No Classes, Offices Closed)
14	Mon.	Last Day to Enroll in Classes and to Drop a Class Without a 'W'
14	Mon	Deadline 100 Percent Tuition Refund
21	Mon.	Deadline 90 Percent Tuition Refund
28	Mon.	Deadline 80 Percent Tuition Refund

October

1	Thurs.	2021/2022 Free Application for Federal Student Aid (FAFSA) available
2	Fri.	Financial Aid applications for Intersession 2021 Available
2-29		Online Class Reservation for Intersession 2021
5	Mon.	Deadline 70 Percent Tuition Refund
9	Fri.	Last day to petition for May 2021 graduation
12	Mon.	Deadline 60 Percent Tuition Refund
16	Fri.	Priority deadline for Intersession 2021 Financial Aid Applications
19	Mon.	Deadline 50 percent tuition refund

November

1	Sun.	Email Registration Begins for Intersession 2021 at the One Stop Student Center
1	Sun.	Class Reservation Begins for Spring 2021
1	Sun.	Deadline to Select Grade or Pass/Fail Option
11	Wed.	Deadline for removal of Incompletes from prior semester/ Summer Sessions
11	Wed.	Last Day to withdraw from classes with a "W"
24	Tues	Deadline for completion of PHD dissertation defense for January 2021 graduation
25-27	Wed.-Fri.	Thanksgiving Holiday (No Classes; Offices Closed Thursday and Friday)

December

1	Tues.	Intersession 2021 Tuition/Fee due
11	Fri.	Last day of classes *Friday Dec. 11 will follow a Monday class schedule
11	Fri.	Deadline for online submission of master's thesis/doctoral dissertation for January 2021 graduation
12-13	Sat.-Sun.	Study Days
14-18	Mon.-Fri.	Final Examinations
18	Fri.	Deadline to petition for August 2021 Graduation

January 2021

4	Mon.	Fall 2020 Final Grades Due

Special Session 2020 (optional)
November-December

Nov. 30	Mon.	First day of Special Session classes
Dec. 18	Fri.	Last day of Special Session Class

**Please check with your respective program to confirm Special Session Participation

Intersession 2021 (optional)
January

4	Mon.	First day of Intersession classes
TBD	TBD	All-Faith Service
14	Thurs.	Final registration and final fee payment deadline without penalty
15	Fri.	Late Charges Begin
18	Mon.	Martin Luther King Jr. holiday (no classes, offices closed)
22	Fri.	Last day of Intersession classes

For specific courses, dates and registration procedures for Intersession visit www.sandiego.edu/sio (http://www.sandiego.edu/sio/)

Spring Semester 2021
January

14	Thurs.	Final registration and final fee payment deadline
18	Mon.	Martin Luther King Jr. Holiday (No Classes, Offices Closed)

21-22	Thurs-Fri.	Spring Orientation
25	Mon.	Classes Begin

February

3	Wed.	Last Day to Enroll in Classes and to Drop a Class without a 'W'
3	Wed.	Deadline 100 Percent Tuition Refund
4	Thurs.	All Faith Service
10	Wed.	Deadline 90 Percent Tuition Refund
17	Wed.	Deadline 80 Percent Tuition Refund
24	Wed.	Deadline 70 Percent Tuition Refund

March

3	Wed.	Deadline 60 Percent Tuition Refund
10	Wed.	Deadline 50 percent tuition refund
15	Mon.-Wed.	Online Class Reservation for Summer Sessions 2021
Mar. 29-April 5	Mon.-Mon.	Spring Break/Easter Break (No Classes)

April

1	Thurs.	Priority deadline for Graduate 2021/2022 financial aid (FAFSA) applications
7	Wed.	Email registration begins for Summer Sessions 2021 at the One Stop Student Center
7	Wed.	Class Reservation Begins for Fall 2021
9	Fri.	Last day to withdraw from classes with "W"
9	Fri.	Deadline for Removal of Incompletes from Prior Semester and Intersession
23	Fri.	Deadline for completion of PhD dissertation defense for May 2021 graduation

May

1	Sat.	Summer 2021 tuition/fee due date
10	Mon.	On-line submission deadline for PhD dissertations and Masters thesis to Digital USD and ProQuest (Nursing only) and supporting documents to the Graduate Records Office for a May 2021 degree date.
10	Mon.	Last Day of Classes
11-12	Tues-Wed.	Study Days
13-19	Thurs-Wed.	Final Examinations
15	Sat.	Graduate Commencement Ceremony I: School of Law, School of Leadership and Education Sciences, Professional and Continuing Education
19	Tues.	Last day to petition for January 2022 graduation
22	Sat.	Graduate Schools Commencement Ceremony II: College of Arts and Science, School of Business, Hahn School of Nursing and Health Science, Joan B. Kroc School of Peace Studies, Shiley-Marcos School of Engineering

Summer 2021 (optional)
June, July, August

June 1	Tues.	First Day of Summer Sessions
5	Mon.	Independence Day Holiday (no classes, offices closed)
July 26	Mon.	Deadline for PhD dissertation oral presentation for August 2021 degree date.
August 10	Tues.	On-line submission deadline for PhD dissertations and Masters Thesis to Digital USD and ProQuest (Nursing only) and supporting documents to the Graduate Records Office for an August 2021 degree date.
August 20	Fri.	Last day of Summer Sessions

For specific courses, dates and registration procedures for Summer Sessions visit www.sandiego.edu/sio (http://www.sandiego.edu/sio/)

2019-2020 Graduate Academic Calendar

Please send any corrections to the Office of the Registrar at registrar@sandiego.edu.

Fall Semester 2019
August

28	Wed.	Final Registration/Fee Payment Without Penalty
29	Thurs.	Late Charges Begin

September

2	Mon.	Labor Day Holiday (No Classes, Offices Closed)
4	Wed.	Classes Begin
12	Thurs.	Mass of the Holy Spirit
13	Fri.	Last Day to Enroll in Classes and to Drop a Class Without a 'W'
13	Fri.	Deadline 100 Percent Tuition Refund
20	Fri.	Deadline 90 Percent Tuition Refund
27	Fri.	Deadline 80 Percent Tuition Refund

October

1	Tues.	Financial Aid applications for Intersession 2020 Available
1	Tues.	2020/2021 Free Application for Federal Student Aid (FAFSA) available
2-30	Wed.-Wed.	Online Class Reservation for Intersession 2020
4	Fri.	Deadline 70 Percent Tuition Refund
10	Thurs.	Last day to petition for May 2020 graduation
11	Fri.	Deadline 60 Percent Tuition Refund
18	Fri.	Fall Holiday (no classes)
21	Mon.	Deadline 50 percent tuition refund

November

1	Fri.	Priority deadline for Intersession 2020 Financial Aid Applications
1	Fri.	Class reservation begins for Spring 2020
1	Fri.	Walk-In Registration Begins for Intersession 2020 at the One Stop Student Center

4	Mon.	Deadline to Select Grade or Pass/Fail Option
12	Tues.	Last Day to withdraw from classes with a "W"
12	Tues.	Deadline for removal of Incompletes from prior semester/ Summer Sessions
26	Tues.	Deadline for completion of PHD dissertation defense for January 2020 graduation
27-29	Wed.- Fri.	Thanksgiving Holiday (No Classes; Offices Closed Thursday and Friday)

December

1	Sun	Intersession 2020 Tuition/Fee due
13	Fri.	Last day of classes
13	Fri.	Deadline for online submission of master's thesis/doctoral dissertation for January 2020 graduation
14-15	Sat.- Sun.	Study Days
16-20	Mon.- Fri.	Final Examinations
20	Fri.	Deadline to petition for August 2020 Graduation

Intersession 2020 (optional)
January

6	Mon.	First day of Intersession classes
20	Mon.	Martin Luther King Jr. holiday (no classes, offices closed)
24	Fri.	Last day of Intersession classes
30	Thurs.	All-Faith Service

For specific courses, dates and registration procedures for Intersession visit www.sandiego.edu/sio (http://www.sandiego.edu/sio/)

Spring Semester 2020
January

2	Thurs	Fall 2019 Final Grades Due
20	Mon.	Martin Luther King Jr. Holiday (No Classes, Offices Closed)
23	Thurs.	Final registration and final fee payment deadline without penalty
24	Fri.	Late Charges Begin
27	Mon.	Classes Begin

February

1	Sat.	Financial Aid Applications for Summer 2020 Available
5	Wed.	Last Day to Enroll in Classes and to Drop a Class without a 'W'
5	Wed.	Deadline 100 Percent Tuition Refund
12	Wed.	Deadline 90 Percent Tuition Refund
19	Wed.	Deadline 80 Percent Tuition Refund
26	Wed.	Deadline 70 Percent Tuition Refund
Feb 24- April 6	Mon-Mon	Online Class reservation for Summer Sessions 2020

March

| Feb 24- April 6 | Mon-Mon | Online Class Reservation for Summer Sessions 2020 |
| 2-6 | Mon.- Fri. | Spring Break (No Classes) |

| 20 | Fri. | Deadline 60 Percent Tuition Refund |
| 31 | Tues. | Priority Deadline for Summer 2020 Financial Aid Applications |

April

1	Wed.	Priority deadline for Graduate 2020/2021 financial aid (FAFSA) applications
9	Thurs.	Email registration begins for Summer Sessions 2020 at the One Stop Student Center
9	Thurs.	Class Reservation Begins for Fall 2020
9-13	Thurs.- Mon.	Easter Break (No Classes)
15	Wed.	Last day to withdraw from classes with "W"
15	Wed.	Deadline for Removal of Incompletes from Prior Semester and Intersession
24	Fri.	Deadline for completion of PhD dissertation defense for May 2020 graduation

May

1	Fri.	Summer 2020 tuition/fee due date
11	Mon.	Deadline for online submission of master's thesis/doctoral dissertation for May 2020 graduation
13	Wed.	Last Day of Classes
14	Thurs.	Study Day
15-21	Fri.- Thurs.	Final Examinations
21	Thurs.	Last day to petition for January 2021 graduation
29	Fri.	Spring 2020 Final Grades Due

Summer 2020 (optional)
June, July, August

June 1	Mon.	First day of Summer Sessions
July 3	Fri.	Independence Day Holiday (no classes, offices closed)
July 24	Fri.	Deadline for dissertation defense for August 2020 graduation (PhD)
Aug 10	Mon.	Deadline for submission of master's thesis/doctoral dissertation for August 2020 graduation
Aug 21	Fri.	Last day of Summer Sessions

For specific courses, dates and registration procedures for Summer Sessions visit www.sandiego.edu/sio (http://www.sandiego.edu/sio/)

2018-2019 Graduate Academic Calendar

Please send any corrections to the Office of the Registrar at registrar@sandiego.edu.

Fall Semester 2018

August

29	Wed.	Final Registration/Fee Payment without penalty
30	Thurs.	Late Charges Begin

September

3	Mon.	Labor Day holiday (No Classes; Offices Closed)
5	Wed.	Classes Begin
13	Thurs.	Mass of the Holy Spirit
14	Fri.	Last day to enroll in classes and to drop a class without a 'W'
		Deadline 100 percent tuition refund
21	Fri.	Deadline 90 percent tuition refund
28	Fri.	Deadline 80 percent tuition refund

October

1	Mon.	Financial aid applications for Intersession 2019 available
		2019-2020 Free Application for Federal Student Aid (FAFSA) available
2-30	Tues.-Tues.	Online class reservation for Intersession 2019
5	Fri.	Deadline 70 percent tuition refund
11	Thurs.	Last day to petition for May 2019 graduation
12	Fri.	Deadline 60 percent tuition refund
19	Fri.	Fall Holiday (no classes)
22	Mon.	Deadline 50 percent tuition refund
		Mid-Term Grades Due

November

1	Thurs.	Priority deadline for Intersession 2019 financial aid applications
		Walk-in registration begins for Intersession 2019 at the One Stop Student Center
		Class reservation begins for Spring 2019
2	Fri.	Deadline to select grade or Pass/Fail option
13	Tues.	Last day to withdraw from classes with a 'W'
		Deadline for removal of Incompletes from prior semester/Summer Sessions
21-23	Wed.-Fri.	Thanksgiving Holiday (no classes; office closed Thursday and Friday)
30	Fri.	Deadline for completion of dissertation defense for January 2019 graduation (PhD)

December

1	Sat.	Intersession 2019 tuition/fee due date
14	Fri.	Last day of classes
		Deadline for online submission of master's thesis/doctoral dissertation for January 2019 graduation
15-16	Sat.-Sun.	Study Days

17-21	Mon.-Fri.	Final Examinations
21	Fri.	Last day to petition for August 2019 graduation

Intersession 2019 (optional)
Thursday, January 3–Wednesday, January 23
January

3	Thurs.	First day of Intersession classes
21	Mon.	Martin Luther King Jr. holiday (No Classes, Offices Closed)
23	Wed.	Last day of Intersession classes

For specific courses, dates and registration procedures for Summer Sessions, visit www.sandiego.edu/sio (http://www.sandiego.edu/sio/)

Spring Semester 2019
January

2	Wed.	Fall 2018 final grades due
21	Mon.	Martin Luther King Jr. holiday (No Classes, Offices Closed)
24	Thurs.	Final registration/fee payment without penalty
25	Fri.	Late Charges Begin
28	Mon.	Classes Begin
31	Thurs.	All-Faith Service

February

1	Fri.	Financial aid applications for Summer 2019 available
6	Wed.	Last day to enroll in classes and to drop a class without a 'W'
		Deadline 100 percent tuition refund
13	Wed.	Deadline 90 percent tuition refund
20	Wed.	Deadline 80 percent tuition refund
27	Wed.	Deadline 70 percent tuition refund

March

1-29	Fri.-Fri..	Online class reservation for Summer Sessions 2019
4-8	Mon.-Fri.	Spring Break (No Classes)
13	Wed.	Deadline 60 percent tuition refund
17	Sun.	Priority deadline for Summer 2019 financial aid applications
20	Wed.	Mid-term grades due
		Deadline 50 percent tuition refund

April

1	Mon.	Priority deadline for Graduate Fall 2019/Spring 2020 financial aid applications
2	Tues.	Walk-in registration begins for Summer Sessions 2019 at the One Stop Student Center
		Class reservation begins for Fall 2019
11	Thurs.	Last day to withdraw from classes with "W"
		Deadline for removal of Incompletes from prior semester and Intersession
18-22	Thurs.-Mon.	Easter Break (no classes)

| 26 | Fri. | Deadline for completion of dissertation defense for May 2019 graduation (PhD, EdD) |

May

1	Wed.	Summer 2019 tuition/fee due date
13	Mon.	Deadline for online submission of master's thesis/doctoral dissertation for May 2019 graduation
15	Wed.	Last day of classes
16	Thurs.	Study Day
17-23	Fri.-Thurs.	Final Examinations
19	Sun.	Graduate Schools Commencement Ceremony I (SOLES/PCE) **PROPOSED**
23	Thurs.	Last day to petition for January 2020 graduation
25	Sat.	Graduate Schools Commencement Ceremony II (CAS, PJS, SBA, Eng. Nursing) **PROPOSED**
31	Fri.	Spring 2019 Final Grades Due

Summer 2019 (optional)
Monday, June 3-Friday, August 23
June/July/August

June		
3	Mon.	First day of Summer Sessions
July		
4	Thurs.	Independence Day holiday (no classes, offices closed)
26	Fri.	Deadline for dissertation defense for August 2019 graduation (PhD)
August		
9	Fri.	Deadline for online submission of Masters' Thesis and Doctoral Dissertations for August 2019 graduation
23	Fri.	Last day of summer session classes

For specific courses, dates and registration procedures for Summer Sessions, visit www.sandiego.edu/sio (http://www.sandiego.edu/sio/)

2017-2018 Graduate Academic Calendar

Please send any corrections to the Office of the Registrar at registrar@sandiego.edu.

Fall Semester 2017
August

| 30 | Wed. | Final Registration/Fee Payment without penalty |
| 31 | Thurs. | Late Charges Begin |

September

4	Mon.	Labor Day holiday (no classes; offices closed)
6	Wed.	Classes Begin
14	Thurs.	Mass of the Holy Spirit
15	Fri.	Last day to enroll in classes and to drop a class without a 'W'
		Deadline 100 percent tuition refund

| 22 | Fri. | Deadline 90 percent tuition refund |
| 29 | Fri. | Deadline 80 percent tuition refund |

October

1	Sun.	Financial aid applications for Intersession 2018 available
		2018-2019 Free Application for Federal Student Aid (FAFSA) available
2-30	Mon.-Mon.	Online class reservation for Intersession 2018
6	Fri.	Deadline 70 percent tuition refund
11	Wed.	Last day to petition for May 2018 graduation
13	Fri.	Deadline 60 percent tuition refund
20	Fri.	Fall Holiday (no classes)
23	Mon.	Deadline 50 percent tuition refund

November

1	Wed.	Priority deadline for Intersession 2018 financial aid applications
		Walk-in registration begins for Intersession 2018 at the One Stop Student Center
		Class reservation begins for Spring 2018
2	Thurs.	Deadline to select grade or Pass/Fail option
9	Thurs.	Last day to withdraw from classes with a 'W'
		Deadline for removal of Incompletes from prior semester/ Summer Sessions
22-24	Wed.-Fri.	Thanksgiving Holiday (no classes; office closed Thursday and Friday)
30	Thurs.	Deadline for completion of dissertation defense for January 2018 graduation (PhD, EdD)

December

15	Fri.	Last day of classes
		Deadline for online submission of master's thesis/doctoral dissertation for January 2018 graduation
16-17	Sat.-Sun.	Study Days
18-22	Mon.-Fri.	Final Examinations
20	Wed.	Last day to petition for August 2018 graduation

Intersession 2018 (optional)
Wednesday, January 3-Tuesday, January 23
January

3	Wed.	First day of Intersession classes
15	Mon.	Martin Luther King Jr. holiday (no classes, offices closed)
23	Tues.	Last day of Intersession classes

For specific courses, dates and registration procedures for Summer Sessions 2016 visit www.sandiego.edu/sio (http://www.sandiego.edu/sio/)

Spring Semester 2018

January

2	Mon.	Fall 2016 final grades due
25	Thurs	Final registration/fee payment without penalty
29	Mon.	Classes Begin

February

1	Thurs.	Financial aid applications for Summer 2018 available
		All Faith Service
7	Wed.	Last day to enroll in classes and to drop a class without a 'W'
		Deadline 100 percent tuition refund
14	Wed.	Deadline 90 percent tuition refund
21	Wed.	Deadline 80 percent tuition refund
28	Wed.	Deadline 70 percent tuition refund

March

1-29	Thurs.-Thurs.	Online class reservation for Summer Sessions 2018
7	Wed.	Deadline 60 percent tuition refund
17	Sat.	Priority deadline for Summer 2018 financial aid applications
14	Wed.	Deadline 50 percent tuition refund
26-April 2	Mon.-Mon.	Spring/Easter break (no classes)
29	Thurs.	Deadline to select grade or Pass/Fail option

April

1	Sun.	Priority deadline for Graduate Fall 2018/Spring 2019 financial aid applications
3	Tues.	Walk-in registration begins for Summer Sessions 2018 at the One Stop Student Center
		Class reservation begins for Fall 2018
5	Thurs.	Last day to withdraw from classes with "W"
		Deadline for removal of Incompletes from prior semester and Intersession
26	Thurs.	Deadline for completion of dissertation defense for May 2018 graduation (PhD, EdD)

May

14	Mon.	Deadline for online submission of master's thesis/doctoral dissertation for May 2018 graduation
		Last day of classes
15-16	Tues.-Wed.	Study Days
17-23	Thurs.-Wed.	Final Examinations
19	Saturday	Law School Commencement Ceremony
20	Sun.	Graduate Schools Commencement Ceremony I (SOLES/PCE)
23	Wed.	Last day to petition for January 2019 graduation
26	Sat.	Graduate Schools Commencement Ceremony II (CAS, PJS, SBA, Eng. Nursing)
31	Thurs.	Spring 2018 Final Grades Due

Summer 2018 (optional)
Monday, June 4-Friday, August 24
June/July/August

June		
4	Mon.	First day of Summer Sessions
July		
4	Wed.	Independence Day holiday (no classes, offices closed)
26	Thursday	Deadline for dissertation defense for August 2018 graduation (PhD)
August		
9	Thursday	Deadline for on-line submission of Masters' Thesis and Doctoral Dissertations for August 2018 graduation
24	Fri.	Last day of summer session classes

For specific courses, dates and registration procedures for Summer Sessions 2017 visit www.sandiego.edu/sio (http://www.sandiego.edu/sio/)

2016-2017 Graduate Academic Calendar

Please send any corrections to the Office of the Registrar at registrar@sandiego.edu.

Fall Semester 2016

August

24	Wed.	Final Registration/Fee Payment without penalty
25	Thurs.	Late Charges Begin
31	Wed.	Classes Begin

September

5	Mon.	Labor Day holiday (no classes; offices closed)
8	Thurs.	Mass of the Holy Spirit
12	Mon.	Last day to enroll in classes and to drop a class without a 'W'
		Deadline 100 percent tuition refund
19	Mon.	Deadline 90 percent tuition refund
26	Mon.	Deadline 80 percent tuition refund

October

1	Sat.	Financial aid applications for Intersession 2017 available
3-28	Mon.-Fri.	Online class reservation for Intersession 2017
3	Mon.	Deadline 70 percent tuition refund
10	Mon.	Deadline 60 perent tuition refund
12	Wed.	Last day to petition for May 2017 graduation
17	Mon.	Deadline 50 percent tuition refund
21	Fri.	Fall Holiday (no classes)

November

1	Tues.	Priority deadline for Intersession 2017 financial aid applications
		Walk-in registration begins for Intersession 2017 at the One Stop Student Center
		Class reservation begins for Spring 2017
2	Wed.	Deadline to select grade or Pass/Fail option
9	Wed.	Last day to withdraw from classes with a 'W'
		Deadline for removal of Incompletes from prior semester/Summer Sessions
11	Fri.	Final fee payment deadline for Intersession 2017 online registration
23-25	Wed.-Fri.	Thanksgiving Holiday (no classes; office closed Thursday and Friday)
30	Wed.	Deadline for completion of dissertation defense for January 2017 graduation (PhD, EdD)

December

12	Mon.	Last day of classes
		Deadline for online submission of master's thesis/doctoral dissertation for January 2017 graduation
13	Tues.	Study Day
14-20	Wed.-Tues.	Final Examinations
20	Tues.	Last day to petition for August 2017 graduation

Intersession 2017 (optional)
Tuesday, January 3-Monday, January 23
January

3	Tues.	First day of Intersession classes
16	Mon.	Martin Luther King Jr. holiday (no classes, offices closed)
23	Mon.	Last day of Intersession classes

For specific courses, dates and registration procedures for Summer Sessions 2016 visit www.sandiego.edu/sio (http://www.sandiego.edu/sio/).

Spring Semester 2017
January

2	Mon.	Fall 2016 final grades due
20	Fri.	Final registration/fee payment without penalty
26	Thurs.	Classes Begin

February

1	Wed.	Financial aid applications for Summer 2017 available
2	Thurs.	All Faith Service
6	Mon.	Last day to enroll in classes and to drop a class without a 'W'
		Deadline 100 percent tuition refund
13	Mon.	Deadline 90 percent tuition refund
20	Mon.	Deadline 80 percent tuition refund
27	Mon.	Deadline 70 percent tuition refund

March

1-30	Wed.-Thurs.	Online class reservation for Summer Sessions 2017
6-10	Mon.-Fri.	Spring Break
13	Mon.	Deadline 60 percent tuition refund
17	Fri.	Priority deadline for Summer 2017 financial aid applications
20	Mon.	Deadline 50 percent tuition refund
30	Thurs.	Deadline to select grade or Pass/Fail option

April

1	Sat.	Priority deadline for Fall 2017 and Spring 2018 financial aid applications
3	Mon.	Walk-in registration begins for Summer Sessions 2017 at the One Stop Student Center
		Class reservation begins for Fall 2017
5	Wed.	Last day to withdraw from classes with "W"
		Deadline for removal of Incompletes from prior semester and Intersession
13-17	Thurs.,-Mon.	Easter Break
26	Wed.	Deadline for completion of dissertation defense for May 2017 graduation (PhD, EdD)

May

1	Mon.	Final fee payment deadline for Summer Sessions 2017 online registration
15	Mon.	Deadline for online submission of master's thesis/doctoral dissertation for May 2017 graduation
		Last day of classes
16-17	Tues.-Wed.	Study Days
24	Wed.	Last day to petition for January 2018 graduation
18-24	Thurs.-Wed.	Final Examinations
27-28	Sat.-Sun.	Commencements
31	Wed.	Spring 2017 Final Grades Due

Summer 2017 (optional)
Monday, June 5- Friday, August 25
June/July/August

June		
5	Mon.	First day of Summer Sessions
July		
4	Tues.	Independence Day holiday (no classes, offices closed)
26	Wed.	Deadline for completion of dissertation defense for August 2017 graduation (PhD, EdD)
August		
2	Wed.	Deadline for online submission of master's thesis/doctoral dissertation for August 2017 graduation
25	Fri.	Last day of summer session classes

For specific courses, dates and registration procedures for Summer Sessions 2017 visit www.sandiego.edu/sio (http://www.sandiego.edu/sio/)

2015-2016 Graduate Academic Calendar

Please send any corrections to the Office of the Registrar at registrar@sandiego.edu.

Fall Semester 2015
August

26	Wed.	Final Registration/Fee Payment without penalty
27	Thurs.	Late Charges Begin

September

2	Wed.	Classes Begin
7	Mon.	Labor Day holiday (no classes; offices closed)
10	Thurs.	Mass of the Holy Spirit
14	Mon.	Last day to enroll in classes and to drop a class without a 'W'
		Deadline 100 percent tuition refund
21	Mon.	Deadline 90 percent tuition refund
28	Mon.	Deadline 80 percent tuition refund

October

1	Thurs.	Financial aid applications for Intersession 2016 available
1-29	Thurs..-Thurs.	Online class reservation for Intersession 2016
5	Mon.	Deadline 70 percent tuition refund
16	Friday	Deadline to petition for May or August 2016 graduation
19	Mon.	Deadline 60 perent tuition refund
23	Fri.	Fall Holiday (no classes)
27	Tues.	Deadline 50 percent tuition refund

November

1	Tues.	Priority deadline for Intersession 2016 financial aid applications
2	Mon.	Walk-in registration begins for Intersession 2016 at the One Stop Student Center
		Class reservation begins for Spring 2016
3	Tues.	Deadline to select grade or Pass/Fail option
10	Tues.	Last day to withdraw from classes with a 'W'
		Deadline for removal of Incompletes prior semester/summer sessions
13	Fri.	Final fee payment deadline for Intersession 2016 online registration
25-27	Wed.-Fri.	Thanksgiving Holiday (no classes; office closed Thursday and Friday)
30	Mon.	Deadline for completion of dissertation defense for Jan. 2016 graduation (PhD, EdD)

December

14	Mon.	Last day of classes
		Deadline for online submission of master's thesis/doctoral dissertation for January 2016 graduation
15	Tues.	Study Day
16-22	Wed.-Tues.	Final examinations
22	Tues.	Last day to petition for Aug. 2016 graduation

Intersession 2016 (optional)

For specific courses, dates and registration procedures for Intersession 2016 visit www.sandiego.edu/sio (http://www.sandiego.edu/sio/)

January

4	Mon.	First day of Intersession classes
18	Mon.	Martin Luther King Jr. holiday (no classes, offices closed)
22	Fri.	Last day of Intersession classes

Spring Semester 2016
January

4	Mon.	Fall 2015 Final Grades Due
21	Thurs.	Final registration and final fee payment deadline without penalty
22	Fri.	Late Charges Begin
25	Mon.	Classes Begin
28	Thurs.	All Faith Service

February

1	Mon.	Financial aid applications for Summer 2016 available
3	Wed.	Last day to enroll in classes and to drop a class without a 'W'
		Deadline 100 percent tuition refund
10	Wed.	Deadline 90 percent tuition refund
17	Wed.	Deadline 80 percent tuition refund
24	Wed.	Deadline 70 percent tuition refund

March

1-30	Tues.-Wed.	Online class reservation for Summer Sessions 2016
9	Wed.	Deadline 60 percent tuition refund
16	Wed.	Deadline 50 percent tuition refund
17	Thurs.	Priority deadline for Summer 2016 financial aid applications
21-28	Mon.-Mon.	Spring break/Easter holiday (no classes)
29	Tues.	Deadline to select grade or Pass/Fail option

April

1	Fri.	Last day to withdraw from classes with a 'W'
		Deadline for removal of Incompletes from prior semester and Intersession
		Priority deadline for Fall 2015 and Spring 2016 financial aid applications
4	Mon.	Class reservation begins for Fall 2016
		Walk-in registration begins for Summer Sessions 2016 at the One Stop Student Center
8	Fri.	Final fee payment deadline for Summer Sessions 2016 online registration
27	Wed.	Deadline for completion of dissertation defense for May 2016 graduation (PhD, EdD)

May

9	Mon.	Last day of classes
		Deadline for online submission of master's thesis/doctoral dissertation for May 2016 graduation
10-11	Tues.-Wed.	Study Days
12-18	Thurs.-Wed.	Final Examinations
18	Wed.	Last day to petition for January 2017 graduation
21-22	Sat.-Sun.	Commencements
24	Tues.	Spring 2016 final grades due

Summer 2016 (optional)
Monday, June 6-Friday, August 26
June, July, August

June

6	Mon.	First day of Summer Sessions

July

4	Mon.	Independence Day holiday (no classes, offices closed)
27	Wed.	Deadline for completion of dissertation defense for August 2016 graduation (PhD, EdD)

August

3	Mon.	Deadline for online submission of master's thesis/doctoral dissertation for August 2016 graduation
26	Fri.	Last day of Summer sessions

For specific courses, dates and registration procedures for Intersession 2016 visit www.sandiego.edu/sio (http://www.sandiego.edu/sio/)

About the University of San Diego

The University of San Diego is on the horizon — on the edge of everything. It's on the edge of an international border, on the edge of the Pacific, on the edge of innovation, breakthroughs and discovery.

USD is on the edge of changing the world.

For more than seven decades, the University of San Diego has been dedicated to advancing academic excellence with a mission grounded in the Catholic intellectual tradition. Students are encouraged to explore how faith and reason are compatible in education and to develop strong moral convictions.

The University of San Diego, like the city, took its name from San Diego de Alcalá. The Franciscan friar was an infirmarian at the Franciscan Monastery at Alcalá de Henares, near Madrid. He also was invited to preach at, and eventually took up residence at, the nearby University of Alcalá de Henares.

Indeed it was that university, which was established in 1499 and is now more than 500 years old, that inspired Alcalá Park, the name given to USD's 182-acre campus, as well as the Spanish Renaissance architecture for which our campus has become so well known.

The University of San Diego was founded under the leadership of Mother Rosalie Clifton Hill of the Society of the Sacred Heart and Bishop Charles Francis Buddy of the Diocese of San Diego. The University of San Diego began as separate colleges for men and women. The founding charters of the San Diego College for Women and San Diego University — comprised of the San Diego College for Men and the School of Law — were granted in 1949.

The College for Women began classes in 1952. The College for Men and the School of Law, the first professional division of the university, began classes in 1954. In 1972, the academic institutions merged to become what is now known as the University of San Diego.

Now governed by an independent Board of Trustees, the university remains dedicated to the values originally articulated by Mother Hill and Bishop Buddy.

Students choose from dozens of undergraduate and graduate degree programs in academic divisions including the College of Arts and Sciences; the Hahn School of Nursing and Health Science; the Joan B. Kroc School of Peace Studies; the School of Business; the School of Law; the School of Leadership and Education Sciences; the Shiley-Marcos School of Engineering; and the division of Professional and Continuing Education.

In 2006, USD was reclassified by the Carnegie Foundation for the Advancement of Teaching as a Doctoral/Research University. This reclassification recognizes the strides the university had made in graduate studies and research.

In September 2011, USD became the first institution on the West Coast to be named an Ashoka U Changemaker Campus, recognizing the university's commitment to finding sustainable solutions to the world's most pressing problems. The university is dedicated to preparing students to be able to make a difference in the world.

As a Roman Catholic institution, the university promotes a dialogue between faith and reason, and it pursues the cultivation of knowledge in a community that values intellectual freedom, holistic personal development and mutual respect.

The university embraces the ecumenical and interfaith teaching of the Second Vatican Council and is committed to creating a diverse and inclusive community of students, faculty and staff of every faith tradition, as well as those who identify with no particular faith tradition.

Mission and Core Values

Vision Statement

The University of San Diego sets the standard for an engaged, contemporary Catholic university where innovative changemakers confront humanity's urgent challenges.

Mission Statement

The University of San Diego is a Roman Catholic institution committed to advancing academic excellence, expanding liberal and professional knowledge, creating a diverse and inclusive community, and preparing leaders dedicated to ethical conduct and compassionate service.

Core Values

The University of San Diego expresses its Catholic identity by witnessing and probing the Christian message as proclaimed by the Roman Catholic Church. The university promotes the intellectual exploration of religious faith, recruits persons and develops programs supporting the university's mission, and cultivates an active faith community. It is committed to the dignity and fullest development of the whole person. The Catholic tradition of the university provides the foundation upon which the core values listed below support the mission.

Academic Excellence

The university pursues academic excellence in its teaching, learning and research to serve the local, national and international communities. The university possesses that institutional autonomy and integrity necessary to uphold the highest standards of intellectual inquiry and academic freedom.

Knowledge

The university advances intellectual development; promotes democratic and global citizenship; cultivates an appreciation for beauty, goodness and truth; and provides opportunities for the physical, spiritual, emotional, social and cultural development of students. The university provides professional education grounded in these foundations of liberal learning while preparing students to understand complex issues and express informed opinions with courage and conviction.

Community

The university is committed to creating a welcoming, inclusive and collaborative community accentuated by a spirit of freedom and charity and marked by protection of the rights and dignity of the individual. The university values students, faculty and staff from different backgrounds and faith traditions and is committed to creating an atmosphere of trust, safety and respect in a community characterized by a rich diversity of people and ideas.

Ethical Conduct

The university provides a values-based education that informs the development of ethical judgment and behavior. The university seeks to develop ethical and responsible leaders committed to the common good who are empowered to engage a diverse and changing world.

Compassionate Service

The university embraces the Catholic moral and social tradition by its commitment to serve with compassion, to foster peace and to work for justice. The university regards peace as inseparable from justice and advances education, scholarship and service to fashion a more humane world.

The Campus

The campus name, Alcalá Park, is a nod to Alcalá de Henares, a town near Madrid, Spain, founded by the Greeks. The Moslems renamed the town Al Kala, "the castle," and it later became the site of San Ildefonso university. Like its namesake, USD is on a prominent hilltop where it attains landmark status in the city.

The USD campus is at the western end of Kearny Mesa and features commanding views of the Pacific Ocean, Mission Bay, San Diego Bay and the surrounding mountains. The campus is in America's seventh largest urban area, ideally close to the business, research, cultural, residential and recreational centers of California's birthplace its and second largest city.

Appropriate to its classical origins, the academic and administrative buildings are situated on the highest mesa within the campus.

On May 1, 1948, local dignitaries joined Bishop Buddy and Mother Hill for a groundbreaking ceremony atop the mesa overlooking the burgeoning San Diego cityscape. It was on that day that Bishop Buddy declared, "Let the world know that here will be a university where truth will be fearlessly taught."

Just weeks later, on Dec. 16, 1949, the first bulldozers arrived. Under the watchful eye of the founders, the San Diego College for Women complex emerged. The Founders wing, which was home to Founders Chapel, was completed first. It was followed by its architectural twin, the Camino wing, which featured what is now known as Shiley Theatre. Finally, Sacred Heart Hall, which connects the two, was completed.

Next came: the Author E. and Marjorie A. Hughes Administration Center; Maher Hall; Warren Hall (home to the School of Law); the Immaculata parish church; the Katherine M. and George M. Pardee, Jr. Legal Research Center; and Saints Tekakwitha and Serra Hall.

Other key buildings include: the original nursing building and the Betty and Bob Beyster Institute for Nursing Research, Advanced Practice, and Simulation (home to the Hahn School of Nursing and Health Science); the Helen K. and James S. Copley Library; Loma Hall and the Belanich Engineering Center (home to the Shiley-Marcos School of Engineering); the Manchester Executive Conference Center; Olin Hall (home to the School of Business); the Ernest and Jean Hahn University Center; the Student Life Pavilion; the Joan B. Kroc Institute for Peace & Justice (home to the Kroc School of Peace Studies); the Donald P. Shiley Center for Science and Technology; the Degheri Alumni Center; and Mother Rosalie Hill Hall (home to the School of Leadership and Education Sciences). The Learning Commons, USD's newest academic building, is expected to open in Fall 2020.

Located near the east end of campus are the Alcalá Vista Apartments; Mission Housing Complex; University Terrace Apartments; Presidio Terrace Apartments; Manchester Village; the Manchester Family Child Development Center; the Jenny Craig Pavilion; and the university Student Sports Center. Located near the west end of campus are the Avila, Barcelona, Coronado and Durango buildings.

Here in Southern California, students find a truly fascinating variety of leisure-time activities, including visits to the city's outstanding zoo, the museums, the old Spanish mission, the theatre, swimming, boating, surfing, tennis, golf and much more. Proximity to Mexico provides an excellent opportunity for gaining a firsthand insight into Mexican culture. The University of San Diego is constantly thinking about what lies ahead, just beyond the horizon — because from the horizon, USD's vision has no limit.

A Nonprofit Corporation

The University of San Diego is a California nonprofit corporation. Subject to any limitations contained in the general nonprofit corporation law of the State of California, the powers of the USD corporation are exercised, its property controlled and its affairs conducted by a Board of Trustees

Accreditation

Official Recognition and Accreditation

The University of San Diego (USD) is incorporated under the laws of the State of California and is invested with full power to confer degrees. USD has been accredited by the Western Association of Schools and Colleges Senior College and University Commission (985 Atlantic Avenue, Suite 100, Alameda, CA 94501; (510) 748-9001. USD is approved for veterans.

The USD Department of Chemistry is on the list of colleges and universities approved by the American Chemical Society, 1155 Sixteenth St., N.W., Washington, D.C. 20036; (800) 333-9511.

The undergraduate and graduate programs of the School of Business are accredited by the AACSB International – The Association to Advance Collegiate Schools of Business, 777 South Harbour Island Blvd., Suite 750, Tampa, FL 33602-5730; (813) 769-6500.

The dual BS/BA degree programs in Electrical Engineering, Industrial and Systems Engineering and Mechanical Engineering are accredited by the Engineering Accreditation Commission of ABET, 415 North Charles St., Baltimore, MD 21201; (410) 347-7700.

The Counseling program in the School of Leadership and Education Sciences is accredited by the Council for Accreditation of Counseling and Related Educational Programs (CACREP), Council for Accreditation of Counseling and Related Educational Programs, 1001 North Fairfax Street, Suite 510, Alexandria, VA 22314; (703) 535-5990.

The Marital and Family Therapy program in the School of Leadership and Education Sciences is accredited by the Commission on Accreditation for Marriage and Family Therapy Education (COAMFTE), 112 South Alfred St., Alexandria, VA 22314; (703) 253-0473.

The Professional Education Unit (PEU) in the School of Leadership and Education Sciences is accredited by the National Council for Accreditation of Teacher Education (NCATE). This accreditation includes Learning and Teaching, School Counseling, Special Education and School Leadership programs. NCATE is a subsidiary of the Council for Accreditation of Education Preparation (CAEP), 1140 19th St., NW, Suite 400, Washington, D.C. 20036; (202) 223-70077, and is recognized by the U.S. Department of Education and the Council for Higher Education Accreditation.

The university is authorized by the California Commission on Teacher Credentialing (CTC), 1900 Capitol Ave., Sacramento, CA 95814; (https://www.ctc.ca.gov/commission/reports/data/), to recommend candidates for the Multiple Subject and Single Subject teaching credentials, the Education Specialist

Credential (Special Education), the Administrative Services Credential and the Pupil Personnel Service Credential.

The Special Education program in the School of Leadership and Education Sciences is nationally recognized by The Council for Exceptional Children (CEC), 2900 Crystal Drive, Suite 100, Arlington, VA 22202; (888) 232-7733).

The master's degree program in nursing and Doctor of Nursing Practice program at University of San Diego Hahn School of Nursing and Health Science is accredited by the Commission on Collegiate Nursing Education, 655 K Street, NW, Suite 750, Washington, DC 20001; (202) 887-6791.

The School of Law is accredited by the American Bar Association, 1050 Connecticut Ave., NW, Suite 400, Washington, DC 20036; (202) 662-1000 and is a member of The Order of the Coif and the Association of American Law Schools.

Memberships

The University of San Diego holds membership in the following:

AACSB International–The Association to Advance Collegiate Schools of Business
ACCED–I Membership (Meeting Excellence on Campus)
Air and Waste Management Association
Accreditation Board for Engineering & Technology, Inc.
American Assembly of Collegiate Schools of Business
American Association for Paralegal Education
American Association of Affirmative Action
American Association of Colleges for Teacher Education
American Association of Colleges of Nursing
American Association of Collegiate Registrars and Admissions Officers
American Association of Hispanics in Higher Education, Inc.
American Association of University Women (AAUW)
American Bar Association
American Camping Association
American College Health Association (ACHA)
American College Personnel Association (ACPA)
American Council of Learned Societies
American Council on Education (ACE)
American Football Coaches Association
American Institute of Architects
American Payroll Association
American Society of Comparative Law
American Society for Engineering Education
American Society of Engineers
American Society Training and Development
American Volleyball Coaches Association
ASIA Network
Association for College & University Auditors (ACUA)
Association for Financial Professionals
Association for Research on Nonprofit Organizations and Voluntary Action
Association for the Advancement of Sustainability in Higher Education
Association of American Colleges and Universities
Association of American Law Schools
Association of Borderlands Studies
Association of Catholic Colleges and Universities (ACCU)
Association of College Administration Professionals (ACAP)
Association of College and University Housing Officers–International
Association of College Unions International
Association of Collegiate Conference and Events Directors
Association of Continuity Planners
Association of Corporate Counsel

Association of Governing Boards of Universities and Colleges

Association of Graduate Schools in Catholic Colleges and Universities

Association of Higher Education Facilities Officers

Association of Independent California Colleges and Universities (AICCU)

Association of International Education Administrators

Association of NROTC Colleges and Universities

Association of Rocky Mountain College and University Mail Services (ARMCUMS)

Association of Student Affairs at Catholic Colleges and Universities

Association of the U.S. Army

Balboa Art Conversion Center

Better Business Bureau

BIOCOM

California Association of College Stores

California Association of Colleges of Nursing

California Campus Compact

California College and University Police Chief's Association (CCUPCA)

California Council of Cultural Centers in Higher Education (CaCCCHE)

California Restaurant Association

California Teachers of English to Speakers of Other Languages (CATESOL)

Campus Computer Resellers Alliance

Campus Safety Health and Environmental Management (CSHEMA)

Catholic Campus Ministry Association (CCMA)

Center for Academic Integrity

Charter 100

College and University Professional Association (CUPA)

College Board (College Entrance Examination Board and Scholarship Service)

Collegiate Athletic Business Management Association

Collegiate Rowing Coaches Association

Collegium

Commission on Accreditation for Marriage and Family Therapy Education

Commission on Collegiate Nursing Education

CONNECT

Connect 2 One

Consejo Latinoamericana de Escuela de Administracion

Consorcio para la Colaboración en la Educación Superior en América del Norte

Consortium for North American Higher Education Collaboration (CONAHEC)

Corporate Directors Forum

Council for Accreditation of Counseling and Related Educational Programs (CACREP)

Council for Advancement and Support of Education (CASE)

Council for Exceptional Children (CEC)

Council for Higher Education Accreditation (WASC)

Council for Opportunity in Education

Council on Undergraduate Research

Educause

Family Firm Institute (FFI)

Greater San Diego Employers Association

Higher Education Publications

Higher Education Recruitment Consortium (HERC)

Hispanic Association of Colleges and Universities (HACU)

Hispanic Summer Program

Independent College Bookstore Association

Independent Colleges of Southern California (ICSC)

Info Ed International

Information Systems Audit and Control Association

Institute of Internal Auditors

Intercollegiate Tennis Association

International Association of Assembly Managers

International Association of Campus Law Enforcement Administrators (IACLEA)

International Association of Chiefs of Police (IACP)

International Association of University Presidents

International Federation of Catholic Universities

International Leadership Association

International Parking Institute

International Special Events Society San Diego Chapter (ISES San Diego)

Japan Society of San Diego

Leadership Alliance

Lern

Meeting Planners International San Diego Chapter (SDMPI)

Mountain Pacific Association of Colleges and Employers

NAFSA: Association of International Educators

National Alliance of Business

National Association for Campus Activities (NACA)

National Association for Law Placement

National Association for President's Assistants in Higher Education

National Association of Athletic Development Directors

National Association of Basketball Coaches

National Association for Campus Activities (NACA)

National Association of Campus Card Users

National Association of College Admission Counselors

National Association of College and University Attorneys

National Association of College and University Business Officers (NACUBO)

National Association of College and University Food Service

National Association of College and University Mail Services

National Association of College Stores and Campus Computer Resellers Alliance

National Association of Colleges and Employers

National Association of Collegiate Concessionaires

National Association of Collegiate Directors of Athletics

National Association of Collegiate Marketing Administrators

National Association of Convenience Stores

National Association of Educational Procurement

National Association of Foreign Student Affairs (NAFSA)

National Association of Independent Colleges and Universities (NAICU)

National Association of Student Financial Aid Administrators

National Association of Student Personnel Administrators (NASPA)

National Association of Women in Higher Education

National Athletic Training Association

National Collegiate Athletic Association

National Collegiate Honors Council

National Communication Association

National Council for Accreditation of Teacher Education

National Council for Research on Women

National Fastpitch Coaches Association

National Fire Protection Association

National Intramural-Recreation Sports Association

National Letter of Intent Program

National Restaurant Association

National Soccer Coaches Association of America

National Strength and Conditioning Association

North American Association of Summer Sessions

Order of the Coif

Otay Mesa Chamber of Commerce

Pacific Association of Collegiate Registrars and Admissions Officers

Phi Beta Kappa Society

Pacific Coast Softball Conference

Phi Delta Kappa

Pioneer Football League

Professional and Organizational Development Network in Higher Education

Risk & Insurance Management Society

Rotary Club of San Diego

San Diego Business Journal

San Diego City Schools University & College Police Chiefs Association

San Diego Convention and Visitors Bureau

San Diego County Alcohol Policy Panel
San Diego Economic Development Corporation
San Diego Law Enforcement Training Managers Association (SDTMA)
San Diego Regional Chamber of Commerce
San Diego Regional Economic Development Corporation
San Diego World Affairs Council
Society for College and University Planning
Society for Collegiate Travel Management
Society of Human Resource Management
South California Higher Education Recruitment Consortium
Southern California Consortium on International Studies
Student & Youth Travel Association (SYTA)
Teachers of English to Speakers of Other Languages (TESOL)
The Trusteeship
Tuition Exchange
Unique Venues
United States Naval Institute
University Council for Educational Administration
University Risk Management and Insurance Association
Urban League
Used Book Association
West Coast Conference
Western Association of College and University Business Officers (NACUBO)
Western Association of College and University Housing Officers
Western Association of Graduate Schools
Western Association of Schools and Colleges
Western College Association and Western Association of Schools and Colleges (WASC)
Western Athletic Conference
Western Economic Association International
Western Institute of Nursing
Western Intercollegiate Rowing Association
Women's Basketball Coaches Association

Policies

State of California Formal Complaint Procedure

An individual may contact the Bureau for Private Postsecondary Education for review of a complaint. The bureau may be contacted at: P.O. Box 980818, West Sacramento, CA 95798-0818, by phone at (916) 574-8900 or via fax (916) 263-1897.

For more information, please go to http://bppe.ca.gov (http://bppe.ca.gov/).

Equal Opportunity

The University of San Diego is dedicated to advancing academic excellence and creating a diverse and inclusive community. As an institution with a Catholic identity, the university is committed to creating and maintaining a work and educational environment that recognizes the dignity of each university community member.

The university is an equal opportunity educational institution. All student-related programs and services, including but not limited to admissions, financial aid, academic programs, housing, athletics and other extracurricular activities, will be administered without regard to the student's or applicant's race, color, religion, national origin, sex, sexual orientation, gender identity, gender expression, marital status, pregnancy, age, physical disability, mental disability, or other characteristic protected by federal or state law. Reasonable accommodations will be made for

qualified individuals with disabilities in all such programs and services, unless the accommodation would create an undue hardship for the university.

Similarly, the university is an equal opportunity employer. All employment-related decisions, including but not limited to decisions relating to recruitment, hiring, promotion, transfers, benefits and any other terms and conditions of employment, will be made without regard to the employee's or applicant's race, color, religion, national origin, sex, sexual orientation, gender identity, gender expression, marital status, pregnancy, age, physical disability, mental disability, medical condition, covered veteran status, genetic information or other characteristic protected by federal or state law, unless a particular characteristic is a bona fide requirement of the position. Reasonable accommodations will be made for qualified individuals with disabilities, unless the accommodation would create an undue hardship for the university.

The university may take affirmative steps in a manner consistent with applicable law to advance its mission and to promote equal opportunities for its students, faculty, staff and applicants. The university does not by this equal opportunity statement disclaim any right it might otherwise lawfully have to maintain its commitment to its Catholic identity or the teachings of the Catholic Church.

Student inquiries regarding the university's equal opportunity policy should be directed to the Vice President for Student Affairs, by phone at (619) 260-4590. Employee inquiries regarding the university's equal opportunity policy should be directed to the Chief Human Resources Officer, by phone at (619) 260-4594).

Policy Prohibiting Discrimination and Harassment

The University of San Diego is committed to upholding standards that promote respect and human dignity in an environment that fosters academic excellence and professionalism. It is the policy of the university to maintain an educational and work environment free from all forms of unlawful discrimination and harassment.

To that end, the university prohibits and does not tolerate unlawful discrimination against or harassment of its employees, students or applicants for employment or admission on the basis of race, color, religion, national origin, sex, sexual orientation, gender identity, gender expression, marital status, pregnancy, age, physical disability, mental disability, or other characteristic protected by federal or state law, unless a particular characteristic is a bona fide requirement of the position.

All members of the university community are expected to uphold this policy. Engaging in unlawful discrimination or harassment will result in appropriate disciplinary action, up to and including dismissal from the university.

Definitions
Discrimination

Unlawful discrimination may occur when an individual is treated less favorably with respect to the terms and conditions of employment or education, or with respect to the individual's receipt of employment or educational benefits, because of his or her membership in a protected class. Accordingly, all employment-related decisions, including but not limited to decisions relating to recruitment, hiring, promotion, transfers, benefits and any other terms and conditions of employment, will be made without regard to the employee's or applicant's race, color, religion, national origin, sex, sexual orientation, gender identity, gender expression, marital status, pregnancy, age, physical disability, mental disability, medical condition, covered veteran status, genetic information, or other characteristic protected by federal or state law. Similarly, all education-related programs and activities, including but not limited to admissions, financial aid, academic programs, research, housing, athletics and other extracurricular activities, will be administered without regard to the student's or applicant's race,

color, religion, national origin, sex, sexual orientation, gender identity, gender expression, marital status, pregnancy, age, physical disability, mental disability, or other characteristic protected by federal or state law.

The university does not by this non-discrimination statement disclaim any right it might otherwise lawfully have to maintain its commitment to its Catholic identity or the teachings of the Catholic Church.

Harassment

Harassment includes verbal, physical or visual conduct when the conduct creates an intimidating, offensive or hostile working or educational environment, or unreasonably interferes with job or academic performance. Verbal harassment may include but is not limited to epithets, derogatory comments or slurs based upon one of the individual's characteristics noted above. Physical harassment may include but is not limited to assault, impeding or blocking movement, or any physical interference with normal work or movement, when directed at an individual because of the individual's protected characteristic. Visual forms of harassment may include but are not limited to derogatory posters, cartoons or drawings based on an individual's protected characteristic.

In addition, prohibited sex discrimination covers sexual harassment, including sexual violence. Sexual harassment includes any request or demand for sexual favors that is implicitly or expressly a condition of employment, continued employment, receipt of an employment benefit, admission to the university, participation in educational programs or activities, or evaluation of academic performance. Examples of conduct that could give rise to sexual harassment, include but are not limited to: sexual advances or suggestions; unwelcome sexually-oriented remarks; dirty jokes; the display or distribution of offensive photographs, e-mails, posters or cartoons; any unwelcome, intentional touching of the intimate areas of another person's body; or physical sexual acts perpetrated against a person's will or where a person is unable to give consent.

Harassment (Sexual Misconduct and Relationship Violence)

Title IX of the Educational Amendments of 1972 prohibits discrimination on the basis of sex in education programs and activities operated by recipients of federal financial aid assistance. Sex harassment, including sexual violence, is a form of prohibited sex discrimination. The Violence Against Women Reauthorization Act of 2013, including the Campus Sexual Violence Elimination Act, requires colleges and universities to have procedures in place to respond to incidents of sexual assault, domestic violence, dating violence, and stalking.

In order to address its responsibilities under these laws, the university has implemented standards, reporting procedures, and response protocols that apply to incidents of sexual assault, domestic violence, dating violence, stalking, and sexual exploitation. For more information, please see the university's Sexual Misconduct and Relationship Violence Reporting and Response Standards and Protocols (http://www.sandiego.edu/conduct/the-code/university-policies/sexual-assault-standards.php).

Complaint Procedure

The university encourages any person who feels that he or she has been unlawfully discriminated against or harassed, or observes or is otherwise aware of an incident of unlawful discrimination or harassment, to report the incident promptly. To assist in the investigation, the university may request that a complaint be made in writing with a detailed description of the facts giving rise to the complaint, the names of any individuals involved, including any witnesses, and copies of any documents that support or relate to the complaint. Although the university may request the submission of a written complaint, an oral complaint is sufficient to initiate the procedures set forth under this policy.

Complaints should be made to any of the following people who are the university's designated officers for handling the complaints and implementing the university's policy against unlawful discrimination and harassment:

Complaints Against Administrators or Staff:

Director of Title IX, EEO and Employee Relations
Maher Hall, Room 101
5998 Alcalá Park
San Diego, CA 92110
(619) 260-4594

Complaints Against Students:

Vice President for Student Affairs
Hahn University Center 232
5998 Alcalá Park
San Diego, CA 92110
(619) 260-4588

Dean of Students
Hahn University Center 232
5998 Alcalá Park
San Diego, CA 92110
(619) 260-4588

Complaints Against Faculty:

Vice President for Academic Affairs and Provost
Hughes Administration Center 214
5998 Alcalá Park
San Diego, CA 92110
(619) 260-4553

Dean, College of Arts and Sciences
Founders Hall 114
5998 Alcalá Park
San Diego, CA 92110
(619) 260-4545

Dean, Knauss School of Business
Knauss Center for Business Education
5998 Alcalá Park
San Diego, CA 92110
(619) 260-4830

Dean, School of Leadership and Education Sciences
Mother Rosalie Hill Hall 205
5998 Alcalá Park
San Diego, CA 92110
(619) 260-4538

Dean, School of Law
Warren Hall 200
5998 Alcalá Park
San Diego, CA 92110
(619) 260-4527

Dean, Hahn School of Nursing and Health Science
Hahn School of Nursing
5998 Alcalá Park
San Diego, CA 92110
(619) 260-4548

Dean, Joan B. Kroc School of Peace Studies
KIPJ 123

5998 Alcalá Park
San Diego, CA 92110
(619) 260-7919

Dean, Shiley-Marcos School of Engineering
Belanich Engineering Center
5998 Alcala Park
San Diego, CA 92110
(619) 260-4627

If for any reason the person making the complaint does not feel comfortable directly reporting the incident to the appropriate individual identified above, the complaint may be reported through alternative channels. In the case of a complaint by a university employee, the complaint may be made to the employee's supervisor, manager, the Human Resources department, a dean, a vice president, or the president. If the complaint involves the employee's supervisor, the employee is not required to report the complaint to the supervisor. In the case of a complaint by a student, the complaint may be made to the Department of Public Safety, a dean, the vice president and provost, or the president.

A supervisor or manager who receives a complaint of unlawful discrimination or harassment, or observes or is otherwise aware of an incident of unlawful discrimination or harassment, shall promptly inform the appropriate university's designated officer, as set forth above.

In cases involving potential criminal conduct, the university will determine whether appropriate law enforcement or other authorities should be notified.

Investigation and Corrective Action

The university will investigate every reported complaint of unlawful discrimination or harassment. The investigation will be conducted in a thorough, prompt and professional manner.

If the conclusion of the investigation is that unlawful discrimination or harassment occurred, the university will initiate corrective action, as appropriate under the circumstances. For employees, the corrective action may range from verbal warnings up to and including termination from employment. For students, the corrective action will be imposed in a manner consistent with the university's Student Code or other applicable procedures. If the individual found to have engaged in the unlawful discrimination or harassment is not an employee or student of the university, corrective action within the reasonable control of the university, and as appropriate under the circumstances, will be initiated.

If termination of a faculty member is contemplated, the applicable rules governing dismissal for serious cause will be followed.

The employee or student who raised the complaint will be advised of the results of the investigation, unless doing so is prohibited by FERPA or other applicable law. Similarly, an employee or student who is accused of the unlawful discrimination or harassment will be advised of the results of the investigation.

Retaliation Prohibited

The university prohibits and does not tolerate retaliation against any individual who in good faith files a complaint of unlawful discrimination or harassment or is involved as a witness or participant in the complaint or investigation process. Engaging in unlawful retaliation can result in disciplinary action, up to and including dismissal from the university.

The university encourages any individual who believes he or she has been subject to unlawful retaliation, or observes or is otherwise aware of an incident of unlawful retaliation in violation of this policy, to report the incident promptly pursuant to the complaint procedure identified above. The investigation and

corrective action procedures set forth above will similarly apply in the case of a complaint of unlawful retaliation in violation of this policy.

Right to Appeal

An employee or student who is found to have engaged in unlawful discrimination, harassment or retaliation in violation of this policy shall have the right to appeal the decision. Similarly, a complainant may appeal the decision.

If a vice president was the university's designated officer responsible for handling the complaint, the appeal must be made to the president or the president's designee. If someone other than a vice president was the university's designated officer responsible for handling the complaint, the appeal must be made to the vice president to whom that designated officer reports. The appeal may address the decision of whether unlawful discrimination, harassment or retaliation occurred, and it also may address the corrective action imposed.

The appeal must be submitted in writing within ten (10) working days after written notification of the results of the investigation. The appeal should describe with specificity why the findings or corrective action imposed were not reasonably based upon the evidence and information made available to the investigator and/or the university official who made the decision regarding the corrective action.

The president or vice president who is deciding the appeal may receive or consider additional information if he or she believes such information would aid in the review of the appeal. This right to appeal shall not entitle the appellant to a new or second investigation. The appeal should be granted only if the president or the vice president who is deciding the appeal concludes that the findings were not reasonably based upon the evidence and information available to the investigator, or that the corrective action imposed was not reasonably based upon the evidence and information available to the university official who made the decision regarding the corrective action.

The president or the vice president who is deciding the appeal will provide the decision to the individual who submitted the appeal within 45 days of receipt of the written appeal. The decision of the president or the vice president who is deciding the appeal is final.

During the time of the appeal and review, any corrective action taken as a result of the original complaint may be implemented and enforced.

If the decision was made pursuant to the procedures identified in the Student Code of Rights and Responsibilities, the appeal procedures identified in the Student Code shall apply.

Other Resources

In addition to the internal resources described above, individuals may pursue complaints with the government agencies that enforce the laws prohibiting discrimination, harassment and retaliation, including the California Civil Rights Department (calcivilrights.ca.gov/ (https://calcivilrights.ca.gov/)), the Equal Employment Opportunity Commission (www.eeoc.gov (https://www.eeoc.gov/)), or the United States Department of Education's Office for Civil Rights (www2.ed.gov/ocr (https://www2.ed.gov/about/offices/list/ocr/)).

Acts of Intolerance

The University of San Diego's mission statement affirms the institution's commitment to advancing academic excellence and creating a diverse and inclusive community. An act of intolerance is an affront to a community that values diversity and strives to create an inclusive environment.

USD expects all members of the university community to comply with the law and applicable university policies, including those that set forth the standards of

behavior expected of community members, such as the Student Code of Rights and Responsibilities and the Policy Prohibiting Discrimination and Harassment. USD adopts these Response Procedures in furtherance of the university's existing policies and applicable law.

For the purpose of these Response Procedures, an act of intolerance is conduct that adversely and unfairly targets an individual or group on the basis of one or more of the following actual or perceived characteristics: (1) gender or gender identity; (2) race or ethnicity; (3) disability; (4) religion; (5) sexual orientation; (6) nationality; or (7) age.

Some acts of intolerance rise to the level of a hate crime. Under California law, a hate crime means a criminal act committed, in whole or in part, because of one or more of the following actual or perceived characteristics of the victim(s). Hate crimes are not separate distinct crimes, but rather are traditional offenses motivated by the offender's bias. Hate crimes may include crimes involving not only offenses against persons but also offenses involving damage to property, such as breaking windows of religious institutions, spray painting walls with offensive words and/or symbols, or defacing or burning property. It is a violation of both California law and university policy to commit a hate crime.

The conduct underlying some acts of intolerance may violate university policy, even if the conduct does not rise to the level of a hate crime. Some acts of intolerance may involve protected speech, but still are inconsistent with the university's community values and in those circumstances the university may elect to respond through education and/or through other corrective or responsive action. Acts of intolerance will be addressed by the university on a case-by-case basis.

Promptly report all acts of intolerance. Acts of intolerance should never be written off as "pranks" or "bad behavior." This type of behavior should not be tolerated in classrooms, residence halls, in offices, study areas, social gatherings or elsewhere on campus or as part of any university activities. A person who commits an act of intolerance cannot be held accountable for his or her actions if the incident is not reported. The university encourages the prompt reporting of all acts of intolerance. A supervisor or manager who receives a complaint related to an act of intolerance, or observes or is otherwise aware of an incident involving an act of intolerance, shall promptly inform the appropriate university's designated officer as described below.

- Preserve any evidence related to the incident (e.g. graffiti, phone call recording, e-mail message, letter, photo, flyer) and make that evidence available when the report is made.
- Be aware of your reporting options.

To make a report of a hate crime, contact:

> Department of Public Safety
> Hughes Administration Center, Room 150
> Phone: (619) 260-2222 (24-hour emergency line).

To make a report of any other act of intolerance by a student(s), contact:

> Dean of Students or designee
> Hahn University Center, Room 232
> Phone: (619) 260-4588

To make a report of any other act of intolerance by an administrator or staff member, contact:

> Director of Title IX and Equal Employment Opportunity Programs
> Department of Human Resources
> Maher Hall, Room 101
> Phone: (619) 260-7408

To make a report of any other act of intolerance by a faculty member, contact:

> Vice President for Academic Affairs and Provost
> Hughes Administration Center 214
> Phone: (619) 260-4553

> Dean, College of Arts and Sciences
> Founders Hall 114
> Phone: (619) 260-4545

> Dean, Knauss School of Business
> Knauss Center for Business Education
> Phone: (619) 260-4830

> Dean, School of Leadership and Education Sciences
> Mother Rosalie Hall 205
> Phone: (619) 260-4538

> Dean, School of Law
> Warren Hall 200
> Phone: (619) 260-4527

> Dean, Hahn School of Nursing and Health Science
> Hahn School of Nursing
> Phone: (619) 260-4548

> Dean, Joan B. Kroc School of Peace Studies
> KIPJ 123
> Phone: (619) 260-7919

> Dean, Shiley-Marcos School of Engineering
> Belanich Engineering Center
> Phone: (619) 260-4627

Note: Complaints that fall within the scope of the Policy Prohibiting Discrimination and Harassment (http://www.sandiego.edu/legal/policies/community/institutional/discrimination.pdf) also may be reported in the manner described by that policy.

If you are a student and you are unsure of whether to report, and would like to obtain assistance and/or explore options in a confidential setting, contact:

> Counseling Center
> Serra Hall 300
> Phone (619) 260-4655
> Counselors are also available after hours by calling 619-260-2222.

What will USD do when it receives a report of an alleged act of intolerance?

The university will respond to reported acts of intolerance in a professional and appropriate manner. The response will take into consideration the impact on the target and the USD community.

The university will investigate all reported acts of intolerance. The investigation will be conducted in a thorough, prompt, and professional manner. Reported acts of intolerance that may rise to the level of a hate crime will be investigated by Public Safety. Where the reported conduct does not rise to the level of a hate crime, the investigation will be conducted or overseen by the Dean of Students or designee (in the case of a complaint against a student) or Human Resources (in the case of a complaint against an employee). The Office of the Provost or the appropriate Dean's Office will conduct or oversee the investigation of a complaint against a faculty member.

The university will take appropriate corrective or other responsive action, consistent with current policies and procedures, based upon the findings of the

investigation. The employee or student who made the complaint will be advised of the results of the investigation, unless doing so is prohibited by FERPA or other applicable law. Similarly, an employee or student who is accused of engaging in the conduct that resulted in the report will be advised of the results of the investigation.

The university will consider the facts and circumstances of each reported act of intolerance to determine whether a communication to the campus community about the incident is appropriate, taking into consideration various interests such as safety and confidentiality. The university's Sensitive Issues Team or Critical Incident Response Team may be involved in evaluating the appropriate type of communication in a particular case.

No. The university prohibits and does not tolerate retaliation against any individual who in good faith files a complaint of an act of intolerance or is involved as a witness or participant in the complaint or investigation process. Engaging in retaliation can result in disciplinary action, up to and including separation from the university.

What can I do to make a difference?

To learn more about how to get involved in promoting awareness and openness, and USD's efforts to educate our community, please go to www.sandiego.edu/unitedfront/ (http://www.sandiego.edu/unitedfront/)

Responsibility of Students

Students enrolled at USD are responsible for adhering to all regulations, schedules and deadlines outlined in this course catalog and in any handbooks, contracts, or guideline sheets pertinent to their program. Students have the further responsibility of ensuring that all graduation requirements are met. Questions on these matters should be directed to the student's faculty advisor.

Student Conduct

Students attending USD are accountable to the Student Code of Rights and Responsibilities, which is published online at www.sandiego.edu/conduct (https://www.sandiego.edu/conduct/). The purpose of the code is to maintain a safe environment for the campus community, support the academic goals of the university and to foster the personal development of students. Included in the code are the rules of conduct, disciplinary process and sanctions, university policies and procedures and the academic integrity policy. Parking regulations are available at parking services.

Smoking and Tobacco-Free Policy

The university is dedicated to providing a healthy, comfortable and productive environment for its employees, students and guests. The Surgeon General of the United States has determined that cigarette smoking is the leading preventable cause of illness and premature death in the nation. Moreover, research indicates that non-smokers who are regularly exposed to passive (secondhand) tobacco smoke are also at increased risk of illness. Passive smoke appears to be especially deleterious to the health of certain populations, including the elderly, children and individuals with allergies, asthma, respiratory disease, or cardiovascular disease. For these reasons, the Surgeon General has urged employers to implement broadly-based health promotion programs with special emphasis on smoking cessation. The response to the Surgeon General's advice and the medical evidence has been an overwhelming trend toward protection of the health and safety of non-smokers.

Therefore, as an institution committed to providing a safe and healthful environment, the University of San Diego prohibits smoking and the use of any smoking or tobacco products at all times on or in any USD-owned or USD-leased property or facility, either indoor or outdoor. Effective August 18, 2015, all USD property shall be smoking and tobacco free.

This policy applies to all employees, students, contractors, vendors, guests, organizers and attendees at any on-campus programs or events, and other visitors.

No Smoking signs will be posted and maintained in public areas by the appropriate authority, with additional signs available for departments and administrative units to post within their areas as needed.

Additionally, smoking and tobacco products may not be sold, distributed or promoted on university property. The university will not accept smoking or tobacco related advertising on university property or within any university published materials.

For the purpose of this policy:

- "Smoking" means smoking any substance, including but not limited to tobacco, cloves or marijuana.
- "Smoking products" include, but are not limited to, all cigarette products (cigarettes, cigars, hookahs, pipes, etc.)
- "Tobacco products" means any substance containing tobacco leaf, including but not limited to cigarettes, cigars, pipe tobacco, snuff, e-cigarettes, chewing tobacco, dipping tobacco, or any other preparation of tobacco, whether or not such product is smoke-producing.
- "Smoking or Tobacco related" applies to the use of a smoking or tobacco brand or corporate name, trademark, logo, symbol, motto, selling message, etc. identical to or similar to those used for any brand of smoking or tobacco products or manufacturer of smoking or tobacco products.
- "USD-owned or USD-leased property or facility" includes, but is not limited to: all indoor and outdoor spaces on the USD campus or at off-campus locations owned or leased by USD, including all residence halls, buildings, classrooms, outdoor common and educational areas, recreational areas, athletic venues, dining areas, and university-owned and university-leased vehicles (regardless of location).

The only exceptions to the policy include:

- Smoking and/or tobacco use may be permitted for traditional ceremonial activities of recognized cultural and/or religious groups.
- Research involving tobacco or tobacco products, or tobacco use for educational or clinical purposes upon review and written preapproval as specified by campus procedures.

The university community is encouraged to take responsibility for communication and enforcement of this policy. Enforcement should be primarily educational with an emphasis on cessation resources.

Where this is not possible, does not occur or otherwise fails, then responsibility for enforcement of the policy shall be as follows:

- Employees: Appropriate Supervisor or Manager
- Students: Dean of Students or Designee (Violations may be reported to residence hall staff and public safety officers.)
- Visitors: Department of Public Safety

The consequences for a failure to comply with this policy will be determined as appropriate under the circumstances. Those consequences may include without limitation a request to refrain from the activities prohibited by this policy; a request to leave campus; in the case of a student, disciplinary action in accordance with the Student Code of Rights and Responsibilities, or, in the case of a university employee, disciplinary action in accordance with the university's disciplinary process.

This policy shall be included in the Student Code of Rights and Responsibilities and the university's policy manual. Information and services related to smoking and/or tobacco use, prevention and cessation are available for students and employees. Contact the Student Health Center or Human Resources for more information.

Honor Societies

Phi Beta Kappa

Phi Beta Kappa is the oldest and most prestigious academic honor society in the United States. Phi Beta Kappa was established in 1776 and has evolved to become the nation's leading advocate for the liberal arts and sciences at the undergraduate level. The society's distinctive emblem, the golden key, is widely recognized as a symbol of academic achievement. USD received its Phi Beta Kappa charter in 2003. To be eligible for membership, students must be majoring in an area of the liberal arts or sciences, hold senior standing, and have attained a GPA that places them in the top 10 percent of their class. Additional criteria for selection include intellectual integrity, tolerance, and a broad range of intellectual interests. Each spring a campus committee composed of Phi Beta Kappa faculty invites a select group of students to become members in the Society. Students who accept the invitation are then initiated into the Phi Beta Kappa Society in a formal ceremony. For more information about Phi Beta Kappa and the USD chapter, including the names of past inductees and faculty members, please follow this link to the chapter home page (https://www.sandiego.edu/cas/student-opportunities/honor-societies/).

Kappa Gamma Pi

Kappa Gamma Pi is the national Catholic college graduate honor society. Members are graduates who have demonstrated academic excellence and outstanding service and leadership during their college years. As candidates, they pledge to continue to provide examples of scholarship, leadership, and service in their personal and professional lives. This commitment is the difference that distinguishes nomination to Kappa Gamma Pi as one of the most relevant and prestigious awards on campus. Kappa Gamma Pi was founded in 1926 at the National Catholic Educational Association Conference of Catholic Colleges. Today, more than 41,000 graduates of 139 Catholic colleges are Kappa Gamma Pi members. They live throughout the United States and in many foreign countries. Their successful lives and careers exemplify outstanding leadership and service in church, profession, and community. Kappa Gamma Pi has members from the first graduating classes of USD to the present. These members are Catholic men and women as well as men and women of other faith communities. In January, graduating seniors who have a GPA of 3.5 or above receive a letter from the Provost informing them that they are qualified by reason of their academic achievement to apply for membership in Kappa Gamma Pi. If they have exemplified outstanding leadership and service during their years at USD, they are encouraged to submit a letter of recommendation and an essay to the selection committee. Kappa Gamma Pi sponsors the St. Catherine Medal, awarded at the Honors Convocation, for outstanding leadership and service as well as the Cornaro Scholarship for members of Kappa Gamma Pi pursuing graduate studies.

Mortar Board

Mortar Board is a national honor society for college seniors which was founded in 1918 and chartered on the USD campus in the fall of 2000. The society recognizes in its members the qualities of scholastic achievement, outstanding leadership, and dedicated service to the university and the community. There are over 200 active chapters of Mortar Board at colleges throughout the country. To be eligible for membership, students must have junior standing in the spring semester with an overall GPA that places them in the top 35 percent of their class. Moreover, students must have participated and excelled in leadership and service activities during their college years. They must submit an information sheet, a resume, a letter of recommendation from a USD faculty member, and a personal essay for review by the current Mortar Board members. Admission to Mortar Board at USD is highly competitive and is restricted to approximately 30 students each year. USD's Mortar Board chapter is an active student organization and expects full participation from its members. Chapter members participate in bi-weekly meetings, an annual Faculty Appreciation Dinner, tutoring and other service activities, interaction with San Diego's Mortar Board Alumni Chapter, social events, and fundraising for the STRIVE scholarship, which chapter members established for college bound seniors at Kearny High School who have excelled in scholarship, leadership, and service. Mortar Board members have the opportunity to apply for local and national Mortar Board scholarships and fellowships to be used for graduate study. Each year in February a letter is mailed to juniors who are in the top 35 percent of their class. The letter invites those students to submit their essay, letter of recommendation, and other required information for consideration for Mortar Board membership. Selected students are "tapped" in one of their classes by USD Mortar Board members. The Mortar Board Initiation ceremony occurs in April.

University-Wide Centers

Academic Centers and Institutes

The university's academic centers and institutes bring faculty and students together to pursue research, service and outreach on scholarly and social topics that provide direct benefits and services to the San Diego, national and international communities.

Knauss School of Business

For centers and institutes within the Knauss School of Business, see here (p. 131).

School of Leadership and Education Sciences

For centers and institutes within the School of Leadership and Education Sciences, see here (p. 171).

Institute of College Initiatives

The Institute of College Initiatives (ICI) oversees the USD TRiO programs funded by the U.S. Department of Education: Upward Bound, McNair Scholars and Student Support Services. ICI also collaborate with local educational institutions that include Expanding Your Horizons (science, math and technology conference for 6th through 10th grade girls), Botball and Global Leadership Connection (for high school juniors) among other programs and liaisons. The USD TRiO Upward Bound program supports low-income, first-generation college students from Kearny High School in Linda Vista in their preparation for college entrance education through academic advising, tutoring, SAT preparation, college admissions and financial aid guidance and a five-week summer residential academic program on USD's campus. The USD McNair Scholars program prepares high-achieving undergraduate students for doctoral study through research and scholarly activities with faculty mentors in their discipline. Student Support Services (SSS) serves over 300 USD students from low-income and/or first generation backgrounds and/or who have documented disabilities through advising, financial aid and personal counseling, instructional support, peer networking, mentoring and post-BA planning.

Study Abroad Opportunities

The Ahlers Center for International Business

Go to the Ahlers Center (https://www.sandiego.edu/business/centers-and-institutes/ahlers-international-business/) for full details.

The Global Center

Go to the Global Center (https://www.sandiego.edu/soles/global-center/) for full details.

Institute on International and Comparative Law

The School of Law offers international law courses in Barcelona, Florence, London and Paris. Each course is conducted in English by a full-time law professor with guest lectures by local officials, faculty and lawyers.

The programs provide intensive training in international law while introducing American students to the legal institutions of another country. Students from around the world attend and benefit from exposure to different cultural milieus, guest faculty viewpoints, foreign legal institutions and international history through tours and simulated legal proceedings. Graduate students in international relations or international business may be accepted into this program. Contact the program coordinator at (619) 260-7460, fax (619) 260-2230, or go to www.sandiego.edu/lawabroad (http://www.sandiego.edu/lawabroad/).

International Center

The University of San Diego is committed to actively promoting awareness, appreciation and respect for the complexity of cultural, political, environmental and social issues worldwide while creating a campus environment that builds theoretical and practical skills needed to interact effectively in today's global society. To that end, the USD International Center houses both the Office of International Studies Abroad and the Office of International Students and Scholars, which collaborate with various units across campus to help internationalize the USD campus.

Office of International Studies Abroad

USD students in good standing may apply for a variety of international study abroad programs affiliated with the university. Each of the individual schools and colleges offer graduate level study abroad opportunities. For more information about these opportunities, please see above. To contact the Office of International Studies Abroad, please call (619) 260-4598 or go to www.sandiego/edu/international (http://www.sandiego.edu/studyabroad/).

Office of International Students and Scholars

The Office of International Students and Scholars is responsible for all immigration matters that affect international students and exchange visitors attending USD on non-immigrant visas. It serves as the liaison between USD, the Department of Homeland Security, the Bureau of Citizenship and Immigration Services and the Department of State. It also monitors USD and its international students' and exchange visitors' compliance with federal and state immigration laws and regulations and the academic progress of all international students on F-1 and J-1 visas.

The Office of International Students and Scholars is in close contact with foreign governments, embassies and international organizations. The office provides immigration advising for international students, exchange visitors and all departments at USD that engage in research and academic exchanges with institutions outside the United States.

The Office of International Students and Scholars is also responsible for the welfare of all its international students and scholars. The office acts as a resource and support to international students and scholars in the transition to a new culture and environment. Assistance and advising is provided regarding the procedures, expectations and requirements of the U.S. academic system and the opportunity for the entire campus community to interact in order to promote and encourage globalization. The Office of International Students and Scholars provides a myriad of educational, informational and social programs that include but are not limited to:

- International Student/Scholar Orientation
- Health care issues in the U.S. and health insurance enrollment
- Career planning and employment issues in the U.S. as a non-immigrant
- Opportunities for Community Service
- International Coffee Hours
- International Dinners
- International Movies
- Holidays Celebrations

The Office of International Students and Scholars is housed in the International Center located in Serra Hall, Room 315;(619) 260-4598; go to www.sandiego.edu/oiss (http://www.sandiego.edu/oiss/)

International Student Applicants

See here (https://www.sandiego.edu/admissions/undergraduate/international-applicants/).

International Study Resources

- The Ahlers Center for International Business
- Hahn School of Nursing International Programs
- Joan B. Kroc School of Peace Studies
- School of Leadership and Education Sciences Global Center

English Language Academy

The USD Division of Continuing Education, English Language Academy (ELA) offers an intensive English language proficiency and cross-cultural program.

The ELA courses for undergraduate or graduate students include language skills for academic and professional purposes. The program currently offers five levels of academic and TOEFL preparation courses. It is a year-round program with small class sizes and a cultural component. Students will be tested and placed in courses appropriate to their skill level, needs and goals. For more information, contact the English Language Academy at (619) 260-8887.

The Humanities Center

The Humanities Center is dedicated to the exploration of the human condition and the limitless ways in which human beings understand and interact with our world. Opened in 2016 and occupying a central place on campus, the center's activities are divided into five, often overlapping elements: Collaborative Research, Digital Humanities, Interdisciplinary Curriculum, Public Humanities, and the Humanities Center Gallery. All are welcome at the Center's many events. Visit us in Serra Hall 200, and keep up to date with our events by visiting our website: https://www.sandiego.edu/cas/humanities-center/

United Front Multicultural Center

The United Front Multicultural Center plays an important role in the university's plan for developing a community that is culturally diverse and responsive to changing local, regional and national demographics. For over ten years, the United Front Multicultural Center has raised awareness of issues of diversity and inclusion, successfully advocating for policy change and securing the university's commitment to an ethnic studies program. There are currently ten multicultural student organizations housed in the center. Each of these groups present programs that celebrate their culture and serve to educate the campus. The offices for the director and assistant director of the multicultural center are located in this area.

For more information about the United Front Multicultural Center go to the Student Life Pavilion, Room 418, call 619-260-2395 or go to www.sandiego.edu/unitedfront (http://www.sandiego.edu/unitedfront/).

The university's three university-wide centers are described below. In addition, the university has academic centers and institutes that are offered within the College and schools that bring faculty and students together to pursue research, service, and outreach on scholarly and social topics. The academic centers and institutes can be viewed at Centers and Institutes (http://www.sandiego.edu/academics/centers-and-institutes.php).

Center for Ethics, Economics and Public Policy

The mission of the Center for Ethics, Economics and Public Policy is to shed light on social and political issues by bringing together rigorous teaching and scholarship from the disciplines of economics, moral philosophy, and political science. In support of this mission, the center sponsors a biannual debate series featuring nationally-renowned scholars engaging in conversation on matters of public importance. The aim of these debates is not only to help produce a better-informed community, but to model civil and respectful dialogue in an age of increasing political polarization. In addition to its debate series, the center also sponsors various lectures, panel discussions, reading groups, and conferences open to students, faculty, and the broader San Diego community. For more information, please visit the center's webpage (http://sandiego.edu/ceepp/). For videos of past events, please view our YouTube page (https://www.youtube.com/channel/UCW67a436EQyCB4_k7XGMOJg/).

Center for Inclusion and Diversity

The Center for Inclusion and Diversity (CID) at the University of San Diego serves the campus by coordinating, advocating, and assessing diversity and inclusion efforts across the institution. As a community of inquiry, the CID cultivates questions of difference and mutuality across curricular and co-curricular contexts. The University of San Diego holds deep commitment to developing and sustaining a diverse campus community in the broadest sense, including differences in gender, race, ethnicity, generational history, culture, socioeconomic class, religion, sexual orientation, national origin, citizenship status, political perspectives, geographic origin, and physical ability. The center is located in the University Center, Room 225 or go to Center for Inclusion and Diversity (http://www.sandiego.edu/inclusion/).

Center for Christian Spirituality

The USD Center for Christian Spirituality (CCS) fosters the exploration and the development of Christian spirituality in dialogue with other spiritual traditions in four areas: personal enrichment, professional life, academic life and social justice. Center activities include:

- workshops and seminars in spirituality and professional life;
- courses in spirituality and spiritual direction preparation; and,
- collaborative initiatives in social justice both within and outside the USD community.

Open to all. Student participation is welcome. For information, contact the Center for Christian Spirituality, Maher Hall, Room 253, or (619) 260-4784.

Frances G. Harpst Center for Catholic Thought and Culture

In essence, the CCTC's mission is concerned with helping USD and its neighbors to explore, understand and celebrate everything it means to participate in a university community that calls itself Catholic in the twenty-first century.

The Role of the Center

In its mission to enable and foster the engagement between USD's Catholic identity and its academic mission, the Center for Catholic Thought and Culture seeks to:

- *Develop* thought-provoking programs that will engage the university and local community in critical dialogue with the Catholic intellectual and cultural traditions
- *Promote* Catholic Social Teaching and its integration into the academic and institutional life of the university community
- *Organize* conferences, liturgical and cultural events and exhibits that showcase the Catholic Church's rich heritage and its contributions to the arts, letters and sciences and to all which ennobles humans to pursue what is right and just
- *Provide* faculty with opportunities and support for development and to create quality courses that expose students to the Catholic intellectual and cultural traditions

- *Showcase and Facilitate* the many exciting and important areas of USD life that embody the foundational ethos, vision and ongoing mission of the University through collaborative and bridge-building ventures across campus and beyond

- *Contribute* to key discussions pertaining to the Christian cultural, ecclesial, intellectual and social life at local, national and international level through research initiatives, projects and the ongoing core activities of the Center

From its inception, the Church has been a community of faith and service. Historically, Catholicism has also always been a community of inquiry, learning and reasoned discourse. The catholicity of the University of San Diego is aptly captured in the gospel-inspired principle 'all are welcome'. Though the focus of CCTC's programs and cultural events is Catholic, people of all faith traditions and people of none, are most welcome to attend CCTC sponsored events and benefit from the exchange of ideas.

Campus Life

Get Involved

As a recognized Changemaker campus, USD offers a wide variety of ways for you to get involved and make a difference. Join a student organization or Associated Students, or simply be active in our community.

The University of San Diego offers many ways to get involved with our student, local and global communities.

Many students say it can help you:

- Connect with fellow students and faculty who share your passion for learning and life and who will support you on your journey
- Find your voice and lead by example
- Feel good about yourself by helping others who are in need
- Explore different subjects, topics and perspectives

Explore the possibilities provided by our dynamic campus environment!

Alumni Association

The mission of the University of San Diego Alumni Association is to create and nurture a lifelong relationship between the university and its alumni. "Engaging alumni on behalf of our students" is the vision statement of the Alumni Association and is realized through a focus on the interaction of alumni and current students. Student involvement in Alumni Association events and programs exposes students to alumni for networking, professional development, mentoring and tradition sharing. The Alumni Association also strives to financially support students through a comprehensive scholarship program (USD Alumni Endowed Scholarship Fund) and annual gifts to support the universities' top priorities (Alcalá Alumni Fund).

The USD Alumni Association represents the interests of 63,000+ alumni in all 50 states and around the world. Some of the programs supported by the Alumni Association include Homecoming and Family Weekend, the USD Wine Classic, regional programs in 23 Torero Clubs in the U.S. and four locations abroad, student scholarships, student and alumni networking events and Alumni Honors. If you have questions about the USD Alumni Association please contact the office at (619) 260-4819 or go to www.sandiego.edu/alumni/alumnirelations (http://www.sandiego.edu/alumni/alumnirelations/).

Campus Recreation and Sports

Campus Recreation offers members of the university community many opportunities to use their leisure time constructively to complement USD's academic experience. Students are encouraged to use the facilities of the Sports Center at the east end of campus. Facilities include a heated swimming pool, a six-basket gym, two indoor volleyball courts, four tennis courts and exercise rooms. Other on-campus facilities include the Jenny Craig Pavilion McNamara Fitness Center, Mission Café and Fitness Center, Manchester multi-use field and the Valley soccer/multi-use field by the Mission Crossroads. In addition, sailing, water-skiing and surfing facilities and equipment at the Mission Bay Aquatic Center are available on a fee basis for use by the USD community. Students may also participate in the many recreation classes (as for-credit or non-credit) offered by the Campus Recreation department. Some of the classes include: golf, scuba, martial arts, yoga, dance, tennis, swimming, fitness and many additional leisure activity courses. In addition, students are encouraged to sign up as free agents or organize teams to participate in the more than 20 intramural leagues. Other leisure programs available throughout the year include a master's swim training program, injury rehabilitation, specialized weekend fitness classes and Group Ex Fitness. For more information, please visit Campus Recreation (http://www.sandiego.edu/campusrecreation/).

Special Events

The Special Events program brings together many organizations and departments within the university to offer social events and activities that enhance the campus community. Some of the events may include; Family Weekend golf tournament, Extramural Beach Volleyball, wellness workshops and specialty classes, and many other engaging events.

Intramural Sports

With a full schedule of men's, women's, co-recreational teams and individual sports activities, the intramural program offers every community member the opportunity to participate in competitive as well as recreational sports. Activities include softball, football, basketball, tennis, soccer, golf, running events, volleyball, dodge ball, table tennis, inner tube water polo and more. Additionally, Campus Recreation has a Grad/Law Recreation program designed specifically for graduate and law students. This program includes intramural leagues and community special events for graduate students only.

Sports Clubs

Sports Clubs are student-registered organizations administered through the Campus Recreation department. USD community members may register to join a competitive and/or recreational sports club on campus. Competitive Sports Clubs include: Baseball, Equestrian, Men's and Women's Lacrosse, Men's Rugby, Men's and Women's Soccer, Men's and Women's Volleyball, Surf, Men's Water Polo, Water Ski, Ultimate Frisbee, Climbing, Tennis, Golf, Cross Country and Ice Hockey. These clubs compete in local and national collegiate leagues plus host tryouts. Recreational Sports Clubs such as Dance Company may compete in competitions; however they tend to sponsor recreational activities as their primary function. For more information, please visit the Campus Recreation Sport Clubs (http://www.sandiego.edu/campusrecreation/sports-clubs/) website.

University Fitness

University Fitness (USD FIT) is a branch of Campus Recreation and is dedicated to developing the minds, bodies and souls of the campus community. Services are centered in the Bradford Lee Bosley Café and Fitness Center, a wellness focused facility located in the heart of Mission housing. Supporting the mission and values of USD, the center promotes healthy lifestyle choices and social interaction to enhance the total student experience. USD FIT offers group exercise classes and personal training at nominal fees to the campus community. For more information

please visit Bosley Fitness Center (https://www.sandiego.edu/campus-recreation/facilities/bosley-fitness-center/). USD community members may also enjoy informal use of the JCP McNamara Fitness Center and the Sports Center.

Outdoor Adventures

Outdoor Adventures, which is part of Campus Recreation, offers services to students, faculty, staff and alumni for a reduced price, encouraging self-growth and self-expression. The OA Trips Program offers outings such as surfing, rock climbing, kayaking, canoeing, snorkeling, backpacking, hiking and outdoor cooking, as well as a rental and retail area for people interested in planning a personal outing. Another popular program is the Customized Trip Program where private outings for groups are planned based on their specific requests. Outdoor Adventures offers guide development and facilitator training programs for students to learn to lead trips, facilitate group programs and an Orientation Adventure Freshmen wilderness program allows new students the opportunity to meet their peers in the great outdoors before the start of school. Outdoor Adventures is located in the University Center, Room 136, (619) 260-4709 or go to Outdoor Adventures (http://www.sandiego.edu/oa/).

Athletics

As a member of the National Collegiate Athletic Association (NCAA), the University of San Diego Department of Intercollegiate Athletics maintains a full program of sports for men and women. Sanctioned men's and women's athletic teams represent the university in Division I National Collegiate Athletic Association (NCAA) competition as members of the eight-team West Coast Conference. (The football team competes in the NCAA Division IA Pioneer Football League, the swimming and diving team competes in the Western Athletic Conference and the women's softball team is in the Pacific Coast Softball Conference). The university is represented in the following Division I sports: baseball, basketball, rowing, cross country, football, men's golf, soccer, rowing, cross country, softball, swimming and diving, tennis, track and field and women's volleyball.

Athletic Eligibility

Admission to the university does not imply eligibility to compete in intercollegiate athletics, particularly in the case of students transferring from another college or university. Concerns about athletic eligibility should be directed to the appropriate coach or to the Assistant Director of Athletics for Compliance.

Career Development Center

The Career Development Center promotes the professional development of graduate students and alumni. Emphasizing a personal approach to career planning, the staff offers responsive advising on issues such as career decision-making, résumé writing, interviewing and job search strategies.

The Career Development Center collaborates with alumni, faculty and student organizations to support career events throughout campus. The office also coordinates employer presentations, on-campus interviewing, career fairs and a portal of internship and job opportunities exclusively for USD students and alumni.

Located in Manchester Hall, Room 101, the main hub of the Career Development Center office is open Monday-Friday, 8:30 a.m.-5 p.m. For more information, go to Career Development Center (http://www.sandiego.edu/careers/), email careers@sandiego.edu, or phone (619) 260-4654.

Additional career resources and services for Knauss MBA students, including advising, workshops and a speaker series, are managed through the Knauss School of Business MBA located in Olin Hall 221A. For more information, (619) 260-4860 or go to MBA Careers (https://www.sandiego.edu/business/graduate/mba/).

Additional career resources and services for Law students are managed through the Office of Career and Professional Development at the USD School of Law located in Warren Hall, Room 113. For more information, (619) 260-4529 or go to Law Careers (http://www.sandiego.edu/law/careers/).

Manchester Family Child Development Center

The primary goal of the Manchester Family Child Development Center (MFCDC) is to offer a safe and enriching environment in which children can grow and learn. It offers a rich, stimulating, family friendly setting that is welcoming and supportive of each child's individual learning pace.

Affiliated with USD's School of Leadership and Education Sciences, the center serves as a practicum and research site for members of the university community. The center accepts all children between the ages of 2-1/2 and 5 years, with the availability of both full- and part-time enrollment. Each class of 12-14 mixed-age children is led by two full time teachers and student support staff.

The center operates from 7:15 a.m.-5:45 p.m., Monday-Friday, 48 weeks per year. Volunteers are welcome and encouraged to inquire. For additional information, including current tuition rates, please contact the center at (619) 260-4620 or visit MFCDC (http://www.sandiego.edu/soles/mfcdc/).

Dining Services

Students enjoy excellent value and maximum flexibility when dining on campus. Our Dining Services was ranked #18 nationwide for Best Campus Food – Princeton Review 2016.

We offers several different meal plans suitable for every student. Let us do the shopping, cooking and clean up while you focus on school! All plans offer high quality, fresh foods created by an award-winning team of culinarians. Most plans also include complimentary guest meals and meal equivalencies to dine anywhere on campus. Our dining locations provide much more than sustenance — we are proud to provide attractive, comfortable settings where students may gather to study and socialize.

USD has several campus dining locations: Pavilion Dining (six micro restaurants), Tu Mercado (market/deli), Bert's Bistro, Bosley Café, Blue Spoon, La Paloma, Oliva, Aromas (coffeehouse) and La Gran Terraza.

For additional information on campus dining and meal plans, please visit Dining Services (https://www.sandiego.edu/dining/).

Graduate Student Life

Graduate Student Life

Graduate Student Life at the University of San Diego aims to foster Community building: by providing opportunities for graduate students to build community and fostering conversations and collaboration across disciplines. Communication: by promoting existing campus services to students and helping departments share ideas on how to best serve graduate students. Advocacy: by growing and maintaining a graduate student presence on campus, encouraging services to be more inclusive of graduate students, and conducting regular assessments of graduate student quality of life.

The Purpose of Graduate Student Life is to:

- Provide programs that help create a tangible graduate student campus community.
- Foster graduate student conversation and collaboration across disciplines.
- Encourage, recognize and celebrate the uniqueness of graduate students.
- Promote existing campus services and encourage service areas to be more inclusive of graduate student needs.
- Grow and maintain a graduate student presence in institutional decisions that affect the quality of life for graduate students.
- Help departments share ideas about programs and support structures for graduate students.
- Conduct regular assessments of graduate student quality of life on campus
- Advocate for graduate student needs across campus.
- Assists students in sustaining a healthy and happy life at the University of San Diego.

Learn more about Graduate Student Life, go to Graduate Student Life. (https://www.sandiego.edu/grad-life/)

Graduate Student Government

Graduate Student Life advises and supports the Graduate Student Government (GSG) and graduate student associations and organizations underneath the GSG umbrella.

The GSG serves the needs of the graduate and law students, building a strong and successful graduate community. The purpose of the Graduate Student Government (GSG) is to represent all USD graduate and law students to the university administration with the mission to:

- build and maintain a strong USD graduate student community;
- advocate for graduate student issues;
- ensure adequate graduate student representation on university committees;
- work collaboratively with, and advise, university administration to improve the level of graduate studies.

Learn more about the GSG, go to Graduate Student Government (https://www.sandiego.edu/grad-life/gsc/).

For a list of current graduate student associations and organizations, go to Graduate Student Organizations (https://www.sandiego.edu/grad-life/grad-org/student-organizations.php).

Mail Center

The Mail Center is located in the Maher Annex with University Copy and Procurement Services on the north side of campus. Manchester Village residents have mailboxes located down the hall from the lobby in Building II.

Service window hours at the Maher Annex are 8 a.m.-5 p.m., Monday-Friday. Stamps may be purchased as well as postage for domestic parcels. UPS and Federal Express services are also available. For more information: (619) 260-2204 or visit Mail Center (http://www.sandiego.edu/mailcenter/).

One Stop Student Center

The One Stop Student Center provides specially trained counselors to assist students with all questions related to financial aid, billing and payment, and registration.

Additionally, students can access many services through their MySanDiego portal. These can be found under the Torero Hub and include My Academics, My Financial Aid and My Student Account.

Get help from One Stop:

- In person in the University Center building, room 126. To get in line before arriving Text **univsandiego** to (619) 356-2275
- Via email onestop@sandiego.edu
- By phone (619) 260-2700

Visit https://www.sandiego.edu/one-stop/ (https://www.sandiego.edu/one-stop/)for business hours and more information.

Parking Services and Transportation

Parking Services

Parking Services is committed to creating a helpful and welcoming environment through the delivery of excellent service. A valid USD parking permit must be displayed Monday-Friday, between 7 a.m.-7 p.m. All vehicles must be parked in the area appropriate to the permit issued. Parking permits and additional parking information are available at the Parking Services website (http://www.sandiego.edu/parking/).

The Office of Parking Services is located in Durango Suite B and can be reached by phone at (619) 260-4518 or by emailing parking@sandiego.edu.

Tram Service

USD provides an on-campus shuttle service that moves students, faculty, staff and visitors to various stops on the campus. The Tram Service also provides morning and evening service to Old Town Trolley Station. The Tram Service operates full time during the fall and spring semesters and on a limited basis during intersession and summer. For more information on the tram service go to Tram Services (http://www.sandiego.edu/safety/tram_services/). The Tram Service is operated under Public Safety.

Public Safety

The Department of Public Safety is open 24 hours a day, 7 days a week and provides a full range of community-oriented crime prevention and crime control services to contribute to the safety and security of the campus community. Public safety officers patrol the campus around the clock, seven days a week. The department also offers a dusk-to-dawn public safety escort for community members walking to any location on campus or within a one-mile radius. Emergencies on campus should be reported directly to Public Safety by calling (619) 260-2222. Non-emergency situations can be reported at x7777.

Public Safety complies with the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act through the Daily Crime and Fire Log available on the Public Safety (http://www.sandiego.edu/safety/) website.

Residential Life

Off-Campus Housing Resource for Graduate Students

Since the University is not able to offer campus housing to new graduate students, USD is providing a website containing information and resources on the San Diego housing market. This information can be found at http://www.sandiego.edu/offcampushousing (http://www.sandiego.edu/

offcampushousing/). You may also contact offcampushousing@sandiego.edu for additional information.

The Graduate Student Life staff can offer:

• Resources and tools to help guide you through the process of finding housing

• Platform for roommate matching with other USD students

• One on one individual assistance to answer general questions

Graduate Student Life is located in SLP 401 (Graduate and Law Student Commons) or can be reached by calling 619-260-2227. We hope that these resources will support your decision-making for housing in the San Diego community.

Student Wellness

If you or someone you care about is in need of assistance, or could benefit from our services, please visit Student Wellness (http://www.sandiego.edu/wellness/) for information on how to access services, or call us to discuss your concerns. All of the wellness services are confidential and available to enrolled students free of charge.

Center for Health and Wellness Promotion

The Center for Health and Wellness Promotion (CHWP) serves the USD student community through educational opportunities, prevention campaigns, campus-wide programs, assessment initiatives and individualized interventions. CHWP empowers students to make healthy choices and create a university climate conducive to the overall success and well being of the individual student and campus community.

Individual consultations and assessments leading to personalized recommendations and support are available on a variety of wellness matters (e.g. problematic drinking, smoking cessation, nutrition). Group services provide opportunities for students to obtain important wellness information, seek support from peers and enhance one's ability to make healthy choices. CHWP also provides 12-step support services for students seeking to address substance dependence. A variety of student leadership opportunities are available through CHWP. Peer education groups serve the USD community by sponsoring education and outreach activities to promote healthy choices. Peer education efforts are focused on raising awareness of wellness issues affecting today's college student. Peer outreach programs address sexual assault and the risks associated with problematic drinking, substance abuse and other related health behaviors and concerns.

CHWP provides students with access to web-based assessment tools that provide personalized information to students about risks associated with their individual health and wellness behaviors.

CHWP sponsors College Cab, a safe ride program that is funded through USD Associated Students. This program provides a safe ride to students who find themselves in any situation that places them at risk (e.g. being stranded for any reason, car trouble, wanting to leave an uncomfortable situation). For further details and regulations please visit the CHWP website.

CHWP Hours and Staffing: To schedule an individual appointment, workshop or training and/or for additional information about our programs and services, please call (619) 260-4618, stop by UC 161, or visit CHWP (http://www.sandiego.edu/chwp/).

Counseling Center

During their time at the university, students navigate significant personal developments that can be intellectually, socially and emotionally taxing. Consistent with the university's mission of holistic education, the University of San Diego Counseling Center (USDCC) engages in a broad range of services designed to support the personal and academic development of students. Professional psychologists, psychologists-in-training and a consulting psychiatrist employ brief treatment modalities to address students' emotional and psychological needs as students work to realize their academic potential.

Counseling Services: Many students experience difficulties as they adjust to university life; stress, loneliness, anxiety, depression, body image concerns and relationship issues are common. Currently enrolled students may receive an assessment with recommendations for appropriate treatment and services. Depending on student needs and counselor availability, recommendations may include services provided by USDCC, services provided by other professionals on campus, or services provided by psychiatrists, drug/alcohol abuse specialists, psychologists, nutritionists or other professionals in the community. USDCC services are offered at no cost to students and may include individual or group counseling and psychiatric consultations.

Prevention and Education: The USDCC also stresses the importance of preventive educational interventions. In coordination with the Center for Health and Wellness Promotion, USDCC staff provides interactive presentations, workshops and other forms of educational outreach to students, parents, staff and faculty. These programs help maintain a campus climate that supports the optimal functioning of the diverse student population.

Psychological Consultation: Counselors are available to students, parents, staff and faculty for consultation on mental health issues. These consultations can occur by telephone or in person and can address any number of concerns, but often serve to help members of the campus community determine whether and how to make a referral to the USDCC.

Academic Consultation: Academic consultation is available to all students desiring to improve their academic performance. Counselors provide a variety of assessments and recommendations, including academic counseling, screenings for possible learning disabilities (coordinated through Disability Services), personal counseling and referrals for tutoring or peer academic support services. Help with test-taking strategies, time management, stress management and other coping skills are also available. Students on academic probation are particularly encouraged to use these services.

Hours and Staffing: The Counseling Center is located in Serra Hall, Suite 300. The hours of operation are Monday-Friday, 8:30 a.m.-5 p.m.; with extended hours on Wednesdays until 6 p.m. when classes are in session during the fall and spring semesters.

Walk-in hours are from 11 a.m.-3 p.m., Mondays-Fridays, with extended walk-in hours on Wednesdays until 5 p.m. when classes are in session during the fall and spring semesters. The Counseling Center can be reached at (619) 260-4655, or for more information visit USDCC (http://www.sandiego.edu/usdcc/). For after-hour emergencies, the counselor on-call can be reached by calling the Department of Public Safety at (619) 260-2222.

Disability and Learning Differences Resource Center

The Disability and Learning Differences Resource Center (DLDRC) provides specialized resources and services to enrolled students with documented disabilities and/or learning differences. These services include academic

accommodations, disability management counseling and coordinating with other departments (e.g. housing, parking, public safety) to provide assistance.

To receive support from DLDRC, students must first contact our office and submit valid documentation. For each type of disability, there are specific requirements that must be met for documentation to be considered valid. These requirements are described at Disability Services (http://www.sandiego.edu/disability/).

Once the disability has been verified by DLDRC, each request and/or recommendation for an accommodation is examined on a case-by-case basis and is implemented with consideration of the student's present needs, supporting documentation and the core requirements of each class. It is the goal of Disability Services to promote maximum student independence.

Our office also offers consultation to students with temporary disabilities (e.g. physical injuries such as broken limbs, etc.) and to students who have health-related dietary restrictions.

If you are a student who would like to be considered for academic accommodations, please follow the instructions under Requesting Services (http://www.sandiego.edu/disability/services/).

Student Health Insurance Plan

All University of San Diego undergraduate and graduate full-time students are required to carry health insurance. This requirement ensures that students in need of health and/or mental health care beyond the scope of services provided at USD by the on-campus Wellness Units, can access the appropriate resources in the community.

When students access their Student Bill for the Fall semester they will notice a charge for the USD sponsored Student Health Insurance Plan on their Student Account. Students will have the option of accepting coverage or waiving the charge if they are already have health insurance. To waive coverage students just have to answer a few simple questions online regarding their current insurance to remove this charge.

For more information about the USD sponsored Student Health Insurance Plan and how to waive or accept, visit Student Health Insurance Plan (http://www.sandiego.edu/healthinsurance/).

Student Health Center

Hours: Monday, Tuesday, Thursday, Friday, 8:30 a.m.-4:30 p.m.; Wednesday; 8:30 a.m.-6:30 p.m. (closed 11 a.m.-1:30 p.m.).

The Student Health Center (SHC) is available for all students attending the University of San Diego. High-quality and convenient outpatient medical care is provided for acute illness, minor injuries and other on-going medical problems. Preventive care, including well-woman and well-man check-ups, study abroad physicals, immunizations and health education is also available. The clinic staff includes physicians, nurse practitioners, a physician assistant, nurses, medical assistants and administrative support staff. Students may make advance appointments for preventive care. Students may make same-day or advance appointments, or may be "triaged" by a registered nurse, who will assess the student's condition and determine the need for urgent attention by our medical staff. A nurse practitioner/physician assistant/physician is available to answer urgent health questions after hours, weekend and holidays and can be reached via Public Safety at (619) 260-2222. Emergency Care is not within the scope of services offered by the Student Health Center. For medical emergencies off-campus, dial 911. For on-campus emergencies, call public safety at (619) 260-2222.

If you are a student, there is no fee to be seen by a healthcare provider at the Student Health Center. However, diagnostic exams and minor procedures, such as electrocardiography (ECG), cryotherapy, suturing or laboratory work, require a minimal fee that is payable by check, credit card, or CampusCash directly to the Health Center at the time of service. In addition, many low-cost prescription and over-the-counter medications are available for purchase at the Health Center. Students have the option of obtaining and paying for these services at the Health Center, or being referred to other facilities or pharmacies in the community. Students that need X-rays or lab work that are not available at the Health Center will be referred to nearby off-site locations. Student Health Center providers can also make referrals to specialists in the community. Students enrolled in the USD sponsored Student Health Insurance Plan reduce their out-of pocket costs when seeking care at the Student Health Center (http://www.sandiego.edu/health-center/) and obtaining a referral before seeking care from a community provider.

All students are encouraged to have medical insurance coverage that has a minimum benefit for emergency care, as this is NOT provided via student fees. Students should also be aware of whether they have a pharmacy benefit. Although the SHC does not provide insurance billing, a receipt for services can be provided for the student to submit. The university is not responsible for provision or cost of medical care rendered off campus. The Student Health Center is located in Maher Hall, Room 140. For more information, please call (619) 260-4595, or visit Student Health Center (http://www.sandiego.edu/healthcenter/).

Torero ID Card

The Campus Card Services Office is responsible for the Torero ID Card, Campus Cash, customer service and maintenance for meal plans and campus locks. The Torero Card is a campus ID card that has a wide range of services: Campus Cash, meal plans, library privileges, athletic center, dining facilities, Student Health Center, Media Center, Residential Life (Door Access), pay-for-printing and copying, Torero Store, U.S. Bank ATM/debit card and some off-campus vendors.

Campus Cash is a prepaid declining balance account managed through your USD ID card and is the key to all your purchases and campus services at USD. Lost or stolen ID cards must be reported immediately to the Campus Card Services Office or campuscard@sandiego.edu. If not reported within 24 hours, you will be responsible for any charges accrued, or loss of funds. Students may also flag their ID cards as lost at Campus Cash (http://campuscash.sandiego.edu/). After logging into your account select the 'Report Lost Card' option.

Campus Card Services is located in the University Center, Room 127. The office is open Monday-Friday: 8am - 5pm. For more information, email campuscard@sandiego.edu, call (619) 260-5999, or visit C (http://www.sandiego.edu/campus-card/)ampus Card (http://www.sandiego.edu/campuscard/).

Torero Store

The Torero Store stocks all required textbooks (new, used, rental and e-books) and school supplies – order online or in store. In addition, you will find a selection of office supplies, USD clothing and Toreros merchandise and gift items. The campus store also carries computers, tablets, software, tech supplies and accessories. All major credit cards are accepted and you may charge all required course materials to your student account.

The Torero Store is located in the Hahn University Center. For more information, visit USD Torero Store (http://www.usdtorerostores.com) or email: help@usdtorerostores.com

University Center and Student Life Pavilion

The Hahn University Center and the Student Life Pavilion (UCSLP) function as the focal point of student life on campus and provides Toreros with the experiences, resources and amenities they need to succeed — both in and out of the classroom. Our focus is to provide a heightened sense of community for undergraduate students, graduate and law students, faculty, staff, alumni and visitors through state-of-the-art service, innovative technological resources and first-rate dining and hospitality options. For more information, go to University Centers (https://www.sandiego.edu/ucslp/).

Hahn University Center

The Hahn University Center (UC) provides facilities and related support services for a wide range of educational and social activities. The Office of the Vice President for Student Affairs, Dean of Students and Student Life offices are located in the UC. Student Affairs has overall responsibility for residential life, student government, student activities and student organizations, multicultural and women's centers, health and wellness, recreation and fitness, student conduct and campus dining and hospitality services.

1st Floor:

- Auxiliary Services
- Campus Card Services
- Center for Health and Wellness Promotions
- Center for Student Success
- Commuter Lounge
- ITS Help Desk
- Office of Ethical Development and Restorative Practices
- One Stop Student Center
- Outdoor Adventures
- Student Computer and Printing Station
- Torero Food Pantry
- Trio and Student Support Services
- US Bank branch

2nd Floor:

- Frank's Lounge and Blue Spoon
- La Gran Terraza restaurant
- Office of Student Affairs
- O'Toole's Lounge; and the Forum Ballrooms.
- Torero Store
- Military and Veterans Program
- University Centers Scheduling and Operations

Student Life Pavilion

The Student Life Pavilion (SLP) is an extension of the UC and the first gold LEED building on campus. The SLP features a wide-range of dining options, an organic market and numerous spaces for student government, student activities and and student organizations. The first floor offers eleven unique dining options encompassing an array of international cuisine.

- **1st Floor:** Pavilion Dining with 11 unique dining options.
- **2nd Floor:** Tu Mercado grocery store; L'atelier deli; and Nike shop.
- **3rd Floor:** Creative Zone; Student Leadership, Involvement, and Changemaking that brings together Associated Student Governments, Student Organizations and Fraternity and Sorority Life; Mulvaney Center for Community, Awareness and Social Action; and Changemaker Hub.
- **4th Floor:** Graduate and Law Commons; Black Student Resource Center; United Front Multicultural Center; USD TV; USD Radio Station; Vista Newspaper; Women's Commons with Lactation Room; LGBTQ+ Commons, and a Single-Use restroom.

United Front Multicultural Commons

The United Front Multicultural Commons (UFMC) engages the University of San Diego community in exploring and affirming the unique identity of each person. The UFMC fosters an environment where student leaders feel empowered to become change agents for social justice and builds relationships with faculty, staff, students and community members to develop a foundation that honors and values diversity. The UFMC serves as an educational resource, working to contest the dominance of prejudice and intolerance, and works to enact the values of the University as "a welcoming, inclusive and collaborative community…marked by protection of the rights and dignity of the individual."

The United Front Multicultural Commons supports USD's 18 multicultural student organizations. The UFMC's work focuses on social justice, identity development and student leadership. For more information, go to United Front Multicultural Commons (https://www.sandiego.edu/united-front/).

University Copy

USD's full-service copy shop is located in the Maher Annex, on the north perimeter road, behind Maher Hall. We share the building with the Mail Center and Procurement. Output services include printing from digital files, B/W, full color photocopying on a wide variety of paper stock and large format poster printing. Bindery services include coil, tape and comb binding, cutting, folding, perforating, padding, collating, stapling, laminating and shrink wrapping. Notary services are also available by appointment.

All of our current copier papers are recycled and/or SFI-Certified. University Copy hours are 8 a.m.-5 p.m., Monday-Friday. For more information, call (619) 260-4890 or visit University Copy (http://www.sandiego.edu/copy/).

University Ministry

A Place to Belong, Believe and Become

University Ministry supports all members of the USD community — including people from all faith traditions as well as those still searching for their religious identity — to grow spiritually during their time on campus. Committed to the truth that we are better when we are together in community, all are welcome to participate in the vibrant, inclusive and joyous faith community on campus.

In addition to a variety of retreats, immersion trips, local service opportunities, faith-sharing communities, Masses and other programs, University Ministry helps students ask and answer the big questions of life: What do I believe? Where and when do I experience God most powerfully? Where does my deep gladness meet the world's great hungers? What is my life's purpose? How can I live most joyfully and generously?

All of our activities are designed to empower students, staff, faculty and alumni to:

- build a faith community
- develop a mature faith
- educate and work for justice
- nurture personal development
- cultivate leadership for Church and society
- form Christian conscience

In particular, we invite you to join us for one of our weekly Masses in Founders Chapel. During these vibrant celebrations of our faith the campus community is renewed and refreshed for the on-going work of finding God in the midst of our study, work and play.

For more information, please visit us in Founders Hall 20, call (619) 260-4735 or visit University Ministry (http://www.sandiego.edu/um/).

The Writing Center

The Jack and Helene Drown Writing Center, administered by the Department of English, offers help to USD students from all disciplines and class levels. The Writing Center is staffed by trained, faculty-recommended peer tutors. Students and tutors work one-on-one in relaxed but structured sessions. The tutoring hour may address any step in the writing process, including understanding a text, brainstorming, expanding or refining ideas and organizing the work. Writing references and computers are available.

The Writing Center is located in Learning Commons, Room 203. Students may make an appointment by calling (619) 260-4581 or emailing writingcenter@sandiego.edu. For the current schedule and additional information visit The Writing Center (http://www.sandiego.edu/cas/writing/writing-center/).

Academics and Admission

Through its six major academic divisions, the University of San Diego offers more than 40 graduate programs, three doctoral degrees, the JD, and five LLM degrees. Several of these degrees offer a choice of areas of specialization. This is the list of degrees (p. 41) currently offered. Detailed information about these degrees is available through this catalog and the **School of Law**.

Because of the variety of programs offered, there are many different deadlines associated with our graduate programs. In some cases, programs offer entry during the summer, spring, and fall terms, while others only fall or summer entry. *Please consult with the program website, admissions information page or the graduate catalog for the deadlines associated with your program.*

Reservation of the Right to Modify

It is the policy of the University of San Diego to adhere to the rules and regulations, course offerings and financial charges as announced in this catalog or other university publications. The university nevertheless hereby gives notice that it reserves the right to expand, delete or otherwise modify its degree programs or courses of study, to change its rules affecting the admission and retention of students or the granting of credit or degrees, to change the academic calendar, course offerings, course content or to alter its fees and other charges, whenever such changes are adjudged by it to be desirable or necessary.

Responsibility of Students

Students enrolled at USD are responsible for adhering to all regulations, schedules, and deadlines outlined in this course catalog and in any handbooks, contracts, or guideline sheets pertinent to their program. Students have the further responsibility of ensuring that all graduation requirements are met. Questions on these matters should be directed to the student's faculty advisor.

Completion of Degree Requirements —The Petition to Graduate

In order to be cleared for degree completion, students must file a Petition to Graduate with the Graduate Records Office by the deadlines outlined in the Academic Calendar in the front of this course catalog. There are three graduation dates: January 31, May and August 31. The effective degree date for students who complete their program requirements by the posted deadline for the Fall semester and Intersession will be January 31. Those who meet the deadline for May graduation will receive their degree at that time and students who fulfill all requisites for their degree in the summer will have their degree recorded in their transcript effective August 31. Deadlines for defense and submission of theses and dissertations are also listed in the Academic Calendar (p. 6) and must be observed.

Participation in Commencement Ceremonies

Commencement participation and program listing at the annual May ceremony are limited to graduates who have completed the degree in the previous summer, fall, or Intersession and to May candidates who met the graduation petition deadline and have completed all work for the degree prior to Commencement.

There is the following exception: Graduate students scheduled to receive their degree in the following August who have nine units or fewer of remaining work may participate if their work falls in the category of coursework, portfolio,

practicum, fieldwork or student teaching, or internship. Such August graduates must take the remaining summer work at USD and they must register and pay for their remaining units in the One Stop Student Center by May 1.

Students scheduled to graduate in August whose remaining program requirements include any of the following will not be allowed to participate in the preceding May Commencement: foreign language or comprehensive exam; final project or integration paper; master's thesis; or doctoral dissertation. August graduates whose work falls into the latter categories and all students who finish in the subsequent fall semester and Intersession may participate in Commencement the following May, at which time their names will be listed in the program.

In every case, all necessary papers and petitions must be filed prior to the deadlines specified in the Academic Calendar (p. 6).

Posthumous Degree Policy

A student may be considered a candidate for a posthumous degree/honorary class membership when the following requirements are met. Posthumous degrees/honorary class membership may be awarded at the undergraduate and graduate level.

Requirements for Nomination:

1. A student must have been in good standing with the University of San Diego at the time of death. Good standing is defined as not having any of the following statuses: academic probation, academic disqualification, disciplinary suspension, or expulsion.

2. The student must have been a current student at the time of death:

   a. a.   enrolled in the current required term of a degree program if the program is in session; or

   b. b.   enrolled in the most recent required term of a degree program if the program is not in session; or

   c. c.   on an approved leave of absence.

3. Typically, a student should have completed at least 75% of degree requirements.

4. Eligible students who do not meet this requirement (specified in 3.) are eligible for honorary membership in their projected graduating class.

5. The department chair or program director and the dean of the School or College in which the student was enrolled must recommend the awarding of a posthumous degree/honorary class membership.

Nomination/Approval Process:

1. Any USD student, faculty or staff member, or family member can suggest a candidate be considered for a posthumous degree/honorary class membership. This request must be made in writing to the Vice President and Provost for Academic Affairs (Provost). The Provost will notify the Dean of Students of any requests received.

2. The Provost (or his/her designee) will take appropriate steps to verify whether the student meets the eligibility requirements described above to be considered for a posthumous degree/honorary class membership. The Provost will notify the department chair/program director and the dean of the School or College in which the student was enrolled, and the Dean of Students, of the student's nomination for the posthumous degree/honorary class membership.

3. The department chair or program director and dean of the School or College in which the student was enrolled makes the formal recommendation of the candidate for a posthumous degree/honorary class membership in the form

of a written request to the Provost. The request must include the name of the student, the degree/program/honorary class membership to be awarded, and the recommended semester for degree/honorary class membership conferral.

4. If approved by the Provost:

   a. a.   The Provost will notify appropriate university personnel (e.g., the Registrar, commencement coordinator, and the Dean of Students).

   b. b.   The Dean of Students will inform the immediate family of the university's decision and desire to recognize the student (this process will be kept confidential until and unless approved at all levels). If the family desires to represent the student and receive the diploma at a commencement ceremony, this must be relayed to the commencement coordinator for planning purposes. If the family does not wish to attend the commencement ceremony, the diploma will be mailed to the requested address.

5. A posthumous degree/honorary class membership notation will be printed next to the student's name in the commencement program. If the family chooses not to participate, this award will still be read during the ceremony unless explicitly requested otherwise by the family. Example: Jane M. Doe – Awarded Posthumously / Jane M. Doe – Honorary Class Member

Transcripts, Academic Records and Diplomas

The transcript is the official, chronological record of the student's credit and grades. It is maintained and distributed by the Office of the Registrar located in Alcalá Park West - Avilá. For instructions and fee information, go to Transcripts (https://www.sandiego.edu/one-stop/student-records/transcripts.php).

Degree Works (DW) is a list of requirements for each student's field of study and the courses that have been taken to meet these requirements. It is designed to keep students updated on their academic progress and to let them know if waived or transferred courses have been approved and processed.

Students may access their Degree Works audit by logging onto the MySanDiego portal and going to the My Academics page, under Degree Works. If a student requires changes to their degree audit, their academic advisor or department chair may email dars@sandiego.edu to request any changes.

The diploma is issued by the Office of the Registrar to students who have petitioned to graduate and have been cleared for degree completion by the program, chair/director, the Registrar's Office and by other pertinent offices on campus. The diploma will be sent after the term in which requirements are completed. Diplomas for January and August graduates will be ordered at the end of the month of their respective terms (e.g. January 31 and August 31) and only after final requirements have been submitted.

Transcripts and diplomas will not be released to students who have an outstanding balance with Student Accounts.

For more information, go to One Stop Student Center, Masters and Doctoral Graduation Information (https://www.sandiego.edu/one-stop/graduation/masters-and-doctoral/).

General Requirements for the Doctoral Degree

Please see individual program descriptions for additional requirements.

Unit Requirements

Doctoral programs offered at the University of San Diego vary in length. The requirements build upon professional experience and prior academic work done

at the master's or bachelor's level. The School of Leadership and Education Sciences has two PhD programs and an EdD program. The PhD in Leadership Studies is a 57 semester unit program designed for practicing professionals and academic scholars. The PhD in Education for Social Justice is a 48 semester unit program also designed for practicing professionals and academic scholars in the area of social justice. The EdD in Leadership is a 48 semester unit program delivered primary online and designed for working professionals from diverse professional backgrounds looking for a rigorous and comprehensive practitioner-scholar program. The PhD in Nursing at the Hahn School of Nursing and Health Science prepares nurse scientists for a career in research and scholarship discovery (minimum 48 units).

DNP programs offered at the Hahn School of Nursing vary in length. The Post-MSN DNP Doctor of Nursing Practice (DNP) is designed to prepare clinical leaders in the nursing profession who have expertise in advanced nursing specialties and ranges from 34-55 semester units. The Post-BSN DNP program is designed for bachelor's prepared registered nurses offering preparation as nurse practitioners, nursing informaticists and health systems leaders, the program ranges from 78-84 units.

Residency Requirement

Although USD's doctoral programs are designed primarily for persons employed full-time, the university still considers that a limited period of intensive study is essential for a meaningful and rigorous educational program. See individual program descriptions for options to meet this requirement.

Qualifying Examinations, Admission to Candidacy and Time Limitations

Refer to individual program descriptions.

Dissertation

Students in USD's doctoral programs must complete a dissertation of scholarly quality, demonstrating their ability to conduct original research and to report findings with complete documentation and presentation of data and adherence to copyright law and to the regulations pertaining to the use of human and/or animal subjects. Students in the DNP program must complete a clinical project. Specific dissertation requirements are set out in the program descriptions in this course catalog and in the Doctoral Handbook of each School. Deadlines for the defense and submission of the dissertation are included in the Academic Calendar (p. 6).

After completing all coursework and the required units of dissertation, doctoral seminar or proseminar credit (depending on the program's requirements), students must continue to register for credit each fall and spring semester to maintain candidacy until the dissertation is completed and has been successfully defended, approved and submitted to the Registrar. Students at this stage ordinarily are not eligible to take a leave of absence. The EdD in Organizational Leadership has more stringent continuous enrollment requirements to include the summer terms.

The deadlines for submitting the approved and final copies of dissertations are listed in the Academic Calendar (p. 6). Online procedures for the electronic submission of theses and dissertations can be found at Thesis and Dissertation (https://www.sandiego.edu/one-stop/graduation/masters-and-doctoral/thesis-and-dissertation.php). Please consult with your dissertation chair for guidance. Students who fail to submit their dissertation by the published deadline will not be eligible for graduation in the then current term. If the dissertation is submitted prior to the eighth day of the next semester, the student will not be required to register for dissertation supervision and will be eligible to petition for graduation in the subsequent term.

Access To Theses and Dissertations

Copies of accepted theses and dissertations by USD students are incorporated into the Copley Library collection and are registered in the library's catalog as well as a national bibliographic database. Theses and dissertations are then accessible to the general public through circulation and interlibrary loan procedures.

General Requirements for the Master's Degree

Please see individual program descriptions for additional requirements.

Unit Requirements

The master's programs offered at the University of San Diego vary in length (minimum 30 semester units). Although some programs require full-time enrollment, most allow students to attend on a part-time basis.

Limitation of Time

All requirements for the master's degree, including the thesis where required, must be completed within six years of matriculation.

Foreign Language Requirement

Proficiency in a relevant foreign language, although not a general requirement of all graduate programs, is required by some programs.

Students in the Master of Business Administration (International Business tract) program are required to demonstrate oral competence in one language other than English. Evidence of fulfilling language requirement must be submitted to the Office of the Registrar prior to petitioning to graduate. Competence is defined as a score of "mid-Intermediate" on the ACTFL Scale (or equivalent).

International students in graduate programs which include a foreign language requirement must satisfy that requirement with a language other than English. A student may show competence through examination in the native language, if that language is relevant to the student's discipline and if the language is approved by the graduate program director.

Comprehensive and Oral Examinations

A written comprehensive examination and/or an oral examination including a thesis defense may be required, depending on the program. Students should consult the degree requirements in the relevant program description in this course catalog and they should consult with the relevant graduate program director regarding details and petition deadlines.

Thesis

Where required by the department or program, the student must submit a thesis of original content or interpretation, testifying to scholarly research, presented in acceptable style and adhering to copyright law and to the regulations pertaining to the use of human and/or animal subjects. The course designations for thesis and number of units required are specified in the relevant program descriptions. Once coursework is completed, the student must register for thesis credit each semester until completion of the degree. Students at this stage ordinarily are not eligible for a leave of absence.

The thesis must be completed, approved and submitted to the Office of the Registrar within two years after the first registration for thesis units.

Detailed instructions for the preparation and submission of the master's thesis are presented in a pamphlet entitled "Instructions for the Preparation and Submission of the Master's Thesis", available for sale in the university bookstore. Online

procedures for the electronic submission of thesis and dissertations can be found at Thesis and Dissertation (https://www.sandiego.edu/one-stop/graduation/masters-and-doctoral/thesis-and-dissertation.php). Please consult with your dissertation chair for guidance.

The deadlines for submitting the approved and final copies of the thesis are listed in the Academic Calendar (p. 6) at the beginning of this course catalog. Students who fail to submit the thesis by the published deadline will not be eligible for graduation in that term. If the thesis is submitted prior to the eighth day of the next semester, the student will not be required to register for thesis supervision and will be eligible to petition for graduation in the subsequent term (also see Access to Theses and Dissertations (p. 39)).

Graduate Academic Certificates

Graduate academic certificate programs offer students an opportunity to take a group of classes with a particular theme or focus and have their transcript reflect the completion of that certificate. With the exception of the Paralegal Certificate program, completion of a bachelor's degree from an accredited institution is required prior to enrollment in the graduate certificate program. Certificate programs require at least 9 units at the graduate level, and students must maintain a minimum GPA of 3.0 (2.0 in the Paralegal Certificate program) with grades of C- or better in all courses. Courses may not be taken Pass/Fail unless the course is only offered on a Pass/Fail basis. At least 50% of the minimum units required for the certificate must be completed at USD. Courses may be applied to the requirements of both a graduate certificate and a graduate degree program. This provision also applies to courses completed as part of a certificate program prior to enrolling in a graduate degree program. Courses may not be applied to the requirements for more than one graduate certificate. The certificate will appear on the transcript only. No physical certificate will be provided by the university, though individual programs may provide physical certificates at their discretion. Normally, the certificate will be awarded at the time of graduation, but the certificate may be awarded prior to graduation at the discretion of the program offering the certificate. If a student has not completed all the certificate requirements at the time of graduation and does so at a later date, the certificate will be awarded when those requirements have been completed.

Graduate Degrees

College of Arts and Sciences

MA in International Relations
MFA in Acting, Shiley Graduate Theatre Program
MS in Environmental and Ocean Sciences

Knauss School of Business

Master of Business Administration (MBA)
MS in Accountancy
MS in Taxation
MS in Business Analytics
MS in Finance
MS in Real Estate
MS in Supply Chain Management

Dual Degree Programs

Master of Business Administration and Juris Doctor (MBA/JD)
MBA/MS in Real Estate
MBA/MS in Finance
MBA/MS in Business Analytics
MBA/MS in Supply Chain Management

MSF/MS in Business Analytics
MS in Real Estate and Juris Doctor (MSRE/JD)

International Double Degree Programs

University of San Diego with Otto Beisheim School of Management (WHU)

USD: MBA
WHU: MBA

University of San Diego with International Real Estate Business School (IRE/BS) Universität Regensburg

USD: MS in Real Estate
IRE/BS: MS in Real Estate

University of San Diego with Tecnológico de Monterrey (Tec)

USD: MBA
Tec: BA, MS in Finance, or MS in Marketing

School of Leadership and Education Sciences

PhD in Leadership Studies
PhD in Education for Social Justice
EdD in Organizational Leadership
MA Counseling, School Counseling
MA Counseling, Clinical Mental Health Counseling
MA Counseling, School Based Clinical Counseling
MA in Marital and Family Therapy
MA in Higher Education Leadership
MA in Leadership Studies
MA in Nonprofit Leadership and Management
MS in Nonprofit Leadership and Management (Online)
MA in Restorative Justice Leadership and Facilitation
MEd in Curriculum and Instruction, with credential eligibility
MEd in Curriculum and Instruction (Online)
MEd in Curriculum and Instruction, Academy of Catholic Teaching
MEd in TESOL, Literacy and Culture
TESOL Certificate
Arts and Culture Leadership Certificate
Certificate in International School Counseling
Restorative Justice Facilitation and Leadership Certificate
Interdisciplinary Certificate in Trauma Awareness
Leadership Coaching Certificate

Shiley-Marcos School of Engineering

MS in Applied Artificial Intelligence
MS in Applied Data Science
MS in Cyber Security Engineering
MS in Engineering, Sustainability and Health
MS in Innovation, Technology and Entrepreneurship
MS in Engineering Management and Leadership

Hahn School of Nursing and Health Science

Doctor of Philosophy in Nursing (PhD)
Doctor of Nursing Practice (DNP)
Master's Entry Program in Nursing (for Non-RNs)
MS in Nursing/Adult-Gerontology Clinical Nurse Specialist
MS in Nursing/Family Nurse Practitioner
MS in Nursing/Adult Gerontology and Family Nurse Practitioner

MS in Nursing/Pediatric and Family Nurse Practitioner
MS in Nursing/Family Nurse Practitioner in Emergency Care
MS in Nursing/Nursing Informatics
MS in Nursing/Nursing Leadership and Nursing Education
MS in Nursing/Nursing Leadership and Nursing Informatics
MS in Nursing/Nursing Leadership and Nursing Administration
MS in Health Care Informatics
Post-Master's Certificate in Adult Gerontology Clinical Nurse Specialist
Post-Master's Certificate in Emergency Care for FNPs
Post-Master's Certificate in Nursing Education

Joan B. Kroc School of Peace Studies

MA in Peace and Justice
MA in Social Innovation
MS in Conflict Management and Resolution
MS in Humanitarian Action
JD/MA in Peace and Justice Dual Degree
Graduate Certificate in Mediation and Conflict Resolution

Professional and Continuing Education

MS in Cyber Security Operations and Leadership
MS in Law Enforcement and Public Safety Leadership
MS in Learning Design and Technology
MS in Information Technology Leadership

Summer and Intersession

Intersession

The University of San Diego follows the 4-1-4 academic calendar: fall and spring semesters of approximately four months each and a January Intersession of three weeks. Although students are not required to attend Intersession, many students are able to move more quickly through their program or to lighten their load in the regular semester by taking a course during January. One 3- or 4-unit course is the maximum allowed during Intersession; USD will not accept units taken concurrently at another college or university. A maximum of four units may be transferred from another college or university to USD if a student is not concurrently enrolled at USD.

Summer Sessions

Academic courses are offered in sessions of various lengths over the 12-week summer period. Students may take one more unit than the number of weeks of the session (i.e., four units in a 3-week session) for a total of 13 units over the 12-week period. These limits apply to any combination of courses taken concurrently at USD and another institution.

August graduates who wish to participate in the May Commencement ceremony must register and pay for their remaining classes by May 1, and take all their remaining courses in USD's Summer Sessions. Withdrawing from summer course(s) after having participated in the commencement ceremony will result in being charged a forfeit fee equal to 100% of the tuition charges for the enrolled summer classes. The summer sessions class schedule may be obtained on the Portal, or at the Summer and Intersession Office (http://www.sandiego.edu/sio/), Alcalá Park West - Avilá Ste. A.

For detailed information visit Summer and Intersession (http://www.sandiego.edu/summer-intersession/) website.

Academic Regulations

By completing the registration process, the student acknowledges the academic regulations of the university, accepts them and pledges to abide by them.

Most USD graduate courses are offered during the late afternoon and early evening hours, although course schedules vary by department and school to accommodate student needs. A list of courses offered and their days and times is available on the MySanDiego portal for all terms.

Integrity of Scholarship

The University of San Diego is an academic institution, an instrument of learning. As such, the university is predicated on the principles of scholastic honesty. It is an academic community all of whose members are expected to abide by ethical standards both in their conduct and in their exercise of responsibility toward other members of the community.

Academic dishonesty is an affront to the integrity of scholarship at USD and a threat to the quality of learning. To maintain its credibility and uphold its reputation, the university has procedures to deal with academic dishonesty which are uniform and which should be understood by all. Violations of academic integrity include:

a. unauthorized assistance on an examination;

b. falsification or invention of data;

c. unauthorized collaboration on an academic exercise;

d. plagiarism;

e. misappropriation of research materials;

f. any unauthorized access to an instructor's files or computer account; or

g. any other serious violation of academic integrity as established by the instructor.

An act of dishonesty can lead to penalties in a course such as: reduction of grade; withdrawal from the course; a requirement that all or part of a course be retaken; and a requirement that additional work be undertaken in connection with the course.

Because of the seriousness of academic dishonesty, further penalties at the level of the university community may be applied. Such penalties include but are not limited to probation, a letter of censure, suspension, or expulsion. Copies of the full policy on Academic Integrity are available at the offices of the Provost, Vice President for Student Affairs, academic deans and in the USD Policies and Procedures Manual. Instructors also explain other specific expectations regarding academic integrity in their classes.

In the event the Hearing Committee determines that expulsion or rescission of a degree is the appropriate sanction, or in the event of two dissenting votes on the Hearing Committee, the person who is adversely affected by the Hearing Committee's decision may appeal that decision to the Provost, who may finally determine the matter in the exercise of sound discretion.

Credit and Grading System

At the end of each semester or session, a graduate student's grade and credit in semester-hours for each course taken is recorded on the transcript and the grade report, accessible through the MySanDiego portal. A final grade below "C-" is not acceptable and the course(s) in which the grade was earned will not count toward the graduate degree (see Repetition of Courses). Students should consult program descriptions for details regarding the minimum acceptable grade for courses and the minimum overall grade point average in their program.

Grade Point Average (GPA)

The grade point average is computed by first multiplying the number of units for each course under consideration by the number of grade points assigned to the grade received for the course; the total number of grade points earned in the period is then divided by the total number of applicable units attempted. Grade points and attempted credit units for courses with a grade of Incomplete or I (unless the deadline for completion has passed), Pass, or W are not included in the GPA calculation.

Grade points are assigned as follows:

A	4.00
A-	3.67
B+	3.33
B	3.00
B-	2.67
C+	2.33
C	2.00
C-	1.67
D+	1.33
D	1.00
D-	0.67
F	0.00

Grade of Incomplete

The grade of Incomplete (I) may be recorded to indicate:

- that the requirements of a course have been substantially completed, but, for a legitimate reason, a small fraction of the work remains to be completed;
- that the record of the student in the course justifies the expectation that he or she will complete the work and obtain a passing grade by the deadline.

It is the student's responsibility to explain to the instructor the reasons for non-completion of the work and to request an incomplete grade prior to the posting of final grades. The incomplete grade is not counted in the computation of the grade point average, nor is credit earned for the semester or session for which the grade was authorized.

The instructor should discuss with the student the conditions and deadline for completion, whenever possible. In addition, the instructor must document the conditions and deadline using the Petition for Grade of Incomplete. The form must be submitted to the Registrar's Office at the time final grades are submitted. Students who receive a grade of incomplete must submit all missing work no later than the end of the tenth week of the next regular semester; otherwise, the I grade will be counted as an F. This applies only to regular class work. Students completing thesis or dissertation requirements for graduation must submit proof of completion prior to petitioned degree date. Examples of acceptable proof are original bindery receipts or original final manuscript.

Students receiving financial aid should be aware that taking an incomplete grade may affect their eligibility for financial aid by their failure to earn the appropriate amount of credit within a year.

Pass/Fail Grading

Graduate students may not elect the Pass/Fail grade for regularly graded courses. A grade of Pass/Fail is assigned, however, in specifically designated courses. A grade of C- or better is required for a grade of Pass. For a Pass, credit is awarded, but units do not enter into the computation of the GPA. A Fail grade will be computed as a grade of F.

Graduate students who take a course in the USD School of Law will have the grade converted automatically to pass or fail on the graduate transcript.

Repetition of Courses

A student who has earned a grade of D or F in a course may be allowed to repeat the course. If allowed, it may be repeated one time only. The higher grade of the two earned will be calculated in the student's cumulative grade point average, although both grades will remain on the transcript. Students may not take the repeated course at another institution without the permission of the program area dean.

Students are allowed to repeat only one course during their enrollment in a graduate program at USD (exception: two courses in the MBA and IMBA programs). Within some programs, specific required courses are not approved for repetition (see appropriate program section). A student who fails such a course will not be permitted to continue in the program.

Students who earn a grade other than D or F that is defined as unacceptable in a specific course or program may also repeat that course as outlined above.

Academic Probation and Disqualification

To be in good academic standing and to be eligible to graduate, students must maintain in their program courses the minimum semester and cumulative grade point average (GPA) that is required by their program. Students should consult program descriptions for details regarding the minimum acceptable grade for courses and the minimum overall grade point average required in their program. The following GPA minimums are calculated on a 4.0 scale:

College of Arts and Sciences	
MA, MFA, MS	3.0
Joan B. Kroc School of Peace Studies	
MA, MS, JD/MA	3.0
Hahn School of Nursing and Health Science	
MS, MSN, DNP, PhD	3.0
Professional and Continuing Education	
MS	3.0
Knauss School of Business	
IMBA, MBA, MS	3.0
School of Leadership and Education Services	
Credentials, MA, MEd, PhD, EdD	3.0
Shiley-Marcos School of Engineering	
MS	3.0

Any student who has completed at least six units of coursework and whose cumulative USD GPA for graduate program courses falls below the minimum required of the program will be placed on academic probation. At the end of the term in which the probationary student has registered for his or her next six units, a review will be conducted. Students who have not raised the cumulative USD GPA for graduate program courses to the acceptable level at that time will be disqualified from the program.

Students who wish to appeal their disqualification must do so in writing to the dean of the college or school in which their program resides within 10 calendar days of receiving such notice.

Grade Grievance Procedures

The instructor's/professor's judgment is presumed to be correct. Therefore, the burden of qualifying a grievance rests with the student. Thus, at every level in the proposed grievance procedures this "presumption" should be understood by all participants.

It is assumed that grievances will be resolved by the instructor and student.

Grading criteria, requirements, content, etc. are established by the instructor. The presumption is that students have been given ample opportunity for clarification of class requirements at the beginning of a given course.

The procedure for a grade grievance is as follows:

a. Initial grade grievance must be addressed to the instructor in the course.

b. In those rare instances when no agreement is reached in number 1 (above), the student may seek advice from the department chair.

c. If the matter is not satisfactorily settled at number 2 (above), the student then may meet with the dean. If the dean believes the grade grievance may have merit, then the dean will refer the matter to the appropriate standing faculty committee; otherwise the dean will dismiss the grievance.

d. The committee will hear the student's grievance and make its recommendations to the parties involved. At every level in this grievance procedure, the instructor must be apprised of the situation.

e. If the committee finds that there is insufficient evidence to support the grade grievance, then it will so inform all involved parties and dismiss the grievance. If the committee finds the grade grievance has merit, it will so inform all involved parties and recommend that the faculty member reconsider the grade. Should the faculty member refuse to change the grade, then the Dean, in consultation with the department chair, will work to assign an appropriate course grade.

Applicability of New Academic Requirements

Changes in academic requirements subsequent to publication of this course catalog are not applicable to graduate students already enrolled at the University of San Diego, although students who so choose may elect to fulfill new rather than previous requirements, except that the student may not intermingle previous and new requirements.

When a department or school deletes one course and substitutes a new one, only those students who have not completed the deleted course will be required to take the replacement course. If new requirements are favorable to the student, the university may make them immediately applicable, unless the student objects.

Change of Graduate Program or Emphasis

Students who are currently enrolled in a graduate program and wish to change to another program or emphasis must seek official approval using one of the following procedures. Students should meet with the director of the graduate program of interest to determine which procedure to follow. The director will review the student's record in light of current admission criteria, applicant pool and space available. If approved, the student will be subject to the policies and requirements in effect at the beginning of the semester or session of transfer.

Procedure One: File Petition for Change of Graduate Program or Emphasis

Students must submit a Petition for Change of Graduate Program or Emphasis (available on the Graduate Records Office website and at program departments) to the director of the graduate program of interest. Additional documentation may be required by the director. The decision of the director or department will be sent to the Registrar, which will notify the student, original department and other relevant offices on campus regarding the outcome of the petition.

Procedure Two: File Admission Application with Graduate Admissions Office

Students must submit a regular application form to the Graduate Admissions Office and include any additional or updated credentials that are not currently on file in that office. The application will be handled in the usual manner by the Graduate Admissions Office.

Credit Hour Policy

USD Credit Hour Policy

As required by the Department of Education (DoE) and WASC Senior Colleges and Universities Commission (WSCUC), our regional accreditors, the University of San Diego has developed its own written credit hour policy and ensures that its academic programs meet these institutional requirements.

The DoE and WSCUC provide equivalent definitions of a credit hour:

Credit Hour: Except as provided in 34 CFR 668.8(k) and (l), a credit hour is an amount of work represented in intended learning outcomes and verified by evidence of student achievement that is an institutionally established equivalency that reasonably approximates not less than – (1) One hour of classroom or direct faculty instruction and a minimum of two hours of out of class student work each week for approximately fifteen weeks for one semester or trimester hour of credit, or ten to twelve weeks for one quarter hour of credit, or the equivalent amount of work over a different amount of time; or (2) At least an equivalent amount of work as required in paragraph (1) of this definition for other academic activities as established by the institution including laboratory work, internships, practica, studio work, and other academic work leading to the award of credit hours.

--Federal Regulations, 34CFR 668.8(k) and (l)

--WSCUC, Credit Hour Policy

The University accepts this credit hour definition and further meets three requirements for this policy by our WSCUC accreditors:

a. Adopt a credit hour policy for all academic courses and programs.

b. Assure effectiveness of the periodic review processes for determining accuracy and reliability in the assignment and application of the credit hour policy.

c. Account for variations in the assignment of credit hours to assure that they conform to commonly accepted practices by the standards and principles of academic disciplines responsible for assigning credit.

Recent interpretations from federal and regional authorities indicate greater flexibility should be provided to institutions in determining whether learning standards are met that are not solely based on clock hours. This document provides an articulation of the USD Credit Hour Policy, supporting context from the Carnegie Foundation on the Carnegie unit, the supporting contexts from the DoE and WSCUC, and the changing context for USD's traditions of credit hour applications.

USD Credit Hour Policy - Adopted by USD Senate on 2/08/2018

Standard Undergraduate Courses

One unit of credit is assigned to one hour (55 minutes) of classroom time with a minimum of two hours of out-of-classroom time spent preparing for class, studying, doing homework or research per week, or an established equivalency that reasonably approximates this same amount of work, throughout one semester of approximately 14 weeks in length. Equivalencies should be established for

standard undergraduate courses by adhering to the standards within the disciplines that offer such courses. In the case of the undergraduate core curriculum, equivalencies will be monitored through the assessment of core learning outcomes for achievement levels shared by several disciplines.

Standard Graduate Courses

One unit of credit is assigned to one hour (55 minutes) of classroom time with a minimum of two/three hours of out-of-classroom time spent preparing for class, studying, doing homework or research per week, or completing an established equivalency that reasonably approximates this same amount of work, throughout one semester of approximately 14 weeks in length. Equivalencies should be established for standard graduate courses by adhering to the standards within the disciplines that offer such courses.

Standard Law Courses

One unit of credit is assigned to one hour (50 minutes) of classroom time with a minimum of three hours of out-of-classroom time spent preparing for class, studying, doing homework or research per week, or an established equivalency that reasonably approximates this same amount of work, throughout one semester of approximately 14 weeks in length. Equivalencies should be established for standard law courses by adhering to the standards within the legal discipline that offer such courses.

Other Academic Activities (e.g. labs, internships, studio, hybrid, or online)

One unit of credit is assigned to three hours of student work per week throughout one semester of approximately 14 weeks in length or approximately 40 hours of work, or an established equivalency to be determined by the department offering the course that reasonably approximates this same amount of work.

Periodic Review of Standard Courses and Other Academic Activities

As stated above, departments will establish and assess credit hours and their reasonable equivalencies for their curriculum. The Core Curriculum Committee will be accountable for the core curriculum. For quality assurance, the Vice President of Institutional Effectiveness and Strategic Initiatives will periodically review departmental or core curricular assessments for student workload in standard courses and other academic activities.

Carnegie Foundation Context

In January 2015, the Carnegie Foundation for the Advancement of Teaching issued a report entitled, The Carnegie Unit: A Century-old Standard in a Changing Education Landscape. In this report, the authors acknowledged that the clock-hour "in-seat" time as the defining feature of the standard (not labs, internships, etc.) credit hour is a very weak measure of student learning. Critics of the standard unit of time argue that program requirements should be based on standards met for student learning, rather than "seat-time" requirements. Current curricular development proponents recognize the need for "greater transparency and flexible educational designs," and that many of the most innovative represent direct challenges to the Carnegie Unit.

The authors of The Carnegie Unit make the following claims: 1) the Carnegie Unit in terms of seat-time was never intended as a standard measure of student learning; 2) studies underway must empirically test variability in delivery and curricular structure, and outcomes-based models vs in-seat time; 3) the DoE and regional accreditors have already begun permitting flexible interpretations of the in-seat time "equivalents." University of San Diego's credit hour policy should reflect greater flexibility in accepting curricular variation, recognizing that such variations may happen for a variety of reasons, including disciplinary differences, innovative curricular practices, and changing delivery methods. However, USD should strive to establish clarity regarding equivalencies through assessment and other evidence-based processes.

Department of Education (DoE) Context

On October 29, 2010, the Department of Education issued new federal regulations regarding the definition and assignment of credit hours (ref. 75 FR 66832). Regulatory commissions use credit hours to determine the eligibility of the institution and its educational programs for participation in federal programs.

Following the issuance of new regulations, March 18, 2011, the DoE circulated a memo, dated March 18, 2011, from the Office of Postsecondary Education whose purpose was to provide "guidance to institutions and accrediting agencies regarding a credit hour as defined in the final [2010] regulations." The issuance of new regulations was the DoE's response to the increasing call for flexibility in interpreting the credit hour.

According to the DoE, a credit hour is an institutionally established equivalency that **reasonably approximates** some minimum amount of student work reflective of **the amount of work expected in a Carnegie unit** (one hour of classroom or direct faculty instruction and minimum of two hours of out-of-class student work each week for approximately 15 weeks for one semester).

The federal credit-hour definition does **not** dictate particular amounts of classroom time versus out-of-class student work (there is no requirement that a 3-semester hour course meet 3 hours per week during a semester). Indeed, the DoE states, "We recognize that complex institutions with multiple degree levels may not have rigidly uniform policies and procedures related to the credit hour across a variety of disciplines, degree levels, teaching/learning formats, and delivery modes." However, all institutions are expected to evaluate credit hour equivalencies to ensure consistency in the integrity and quality of its degree programs in line with commonly accepted practice in higher education.

WSCUC (WASC) Context

In response to the DoE's issuance of federal regulations on the credit hour and its interpretation, USD's regional accrediting agency, WSCUC (WASC) adopted its own federal credit hour policy on September 2, 2011. It states that a credit hour is the amount of work represented in intended learning outcomes and verified by evidence of student achievement as the means of establishing institutional equivalencies. These should reasonably approximate:

a. One hour of classroom or direct faculty instruction and a minimum of two hours out- of-class student work each week for approximately 15 weeks for one semester or trimester hour of credit, or 10 to 12 weeks for one quarter-hour of credit, or the equivalent amount of work over a different amount of time.

b. At least an equivalent amount of work as required in paragraph (1) of this definition for other academic activities as established by the institution including laboratory work, internships, practica, studio work, and other academic work leading to the award of credit hours.

The WSCUC reaccreditation visitation team reviewed USD's credit hour policy and its associated elements prior to their visit Feb. 29-March 2, 2012. These elements included:

a. USD's policy on the credit hour

b. An explanation of USD's process for periodic review of the application of this policy, to assure that credit hour assignments are accurate and reliable (for example, program review, process for new course approval, periodic audits)

c. A list of the kinds of courses that are offered that do not require the standard amount of in-class seat time designated in the WASC policy (for example, online and hybrid courses, laboratory courses, studio work, clinical work, independent study, and internship courses)

d. A course schedule showing the weeks, hours and days when courses meet.

e. Three sample course syllabi (or the equivalent) for each kind of course that does not meet for the standard amount of in-class seat time required in the policy.

The team submitted its recommendations for reaccreditation, including review of federal policy regulations, and the Commission voted to "reaffirm the accreditation of the University of San Diego" as stated in its formal response.

University of San Diego: Traditional Context for Credit Hour

The University of San Diego has seven academic divisions: the College of Arts and Sciences, the School of Law, the Shiley-Marcos School of Engineering, the School of Business, the School of Leadership and Education Sciences, the Hahn School of Nursing and Health Science, and the Joan B. Kroc School of Peace Studies. USD offers 41 bachelor's degree programs, 28 master's degrees programs, 3 law degree programs, and 3 doctoral degree programs (in nursing and leadership studies). In addition, the Division of Professional and Continuing Education offers several master's programs in conjunction with the other graduate academic units, and hosts a variety of professional programs and services that extend the University's reach to the San Diego business community, international corporations, and educators in California and beyond. Continuing Education programs include a variety of workshops, seminars, in- house training, English-language services, graduate level extension classes and certifications and non-degree credit classes.

USD operates on a semester system, with additional sessions offered between semesters (Intersession) and during the summer.

Traditionally, standard courses offered during the semester in undergraduate and graduate degree programs (except Law) use class contact hours that have been designed around the (Carnegie like) standard for a 3-unit class over a 15-week semester:

Days of the week	Days per semester	Minutes/day	Total minutes per semester	Total hours per semester
MWF	45	50	2250	37.5
TTh	30	75	2250	37.5
One	15	150	2250	37.5

As implemented at USD, 3-unit classes meet for more time during each class session but for one less week over the semester:

Days of the week	Days per semester	Minutes/day	Total minutes per semester	Total hours per semester
MWF	41	55	2255	37.5
Th	28	80	2240	37.3
One	14	160*	2240	37.3

*10-minute break not included

This distribution translates to 12.5 contact hours over the semester for a 1-unit class meeting MWF. The Law School operates under a different calendar and is governed by ABA guidelines of 700 minutes of class-time per credit hour (or 50 minutes per week for 14 weeks). Three unit classes meet twice a week for 75 minutes each over a 14-week semester (2100=75x2x14). The Law School adheres to the national standard instituting out-of-class hours is 3 hours for every 1 hour of class in the first year of law study and after that (years 2 &3) 2 to 1.

Traditional Assignments for Other Academic Activities (generally follow 1 unit for 3 hours a week or 39-42 hours per semester)

For classes listed below, traditional credit hour assignments are given with the understanding that if classes do not adhere to traditional standards, equivalencies must be established through assessment of student achievement to justify the "reasonable approximation" rule.

Laboratory Work

Typically, one unit of credit has been assigned for 2 hours and fifty minutes or more of laboratory work per week throughout one semester.

Team-Taught Honors or Living Learning Community (LLC) Honors Courses

One unit of credit has been assigned to 55 minutes of classroom time per week with a minimum of **three hours of out-of-classroom time** spent studying and doing homework or research per week throughout one semester (Many Honors Courses meet within the schedule for 3-unit classes but award 4 units of credit. In order to comply then the expectation for out-of-class time must be raised from 2 units to 3 units for every hour in class).

Internship Courses
One unit of credit has been assigned to at least 40 hours of internship work throughout the course of one semester. (Source: anthropology (3 hours a week for approximately 13 weeks) communication (40), history (3 units is 9 hours per week for 13.5 weeks and involves 120 hours of work) sociology (40), math and cs (40), psychology (40), MARS (45), SBA UG 96 for 3-units plus 3 class meetings, SBA grad 120 units plus two class meetings).

Studio Work

One unit of credit has been assigned to 123.33 minutes per week throughout the semester. (Source Visual Arts: 3 hours and 5 minutes 2-times per week for 3-units of credit)

Southeast San Diego Tutoring Project

One unit of credit hour has been assigned for tutoring for 3 hours per week throughout one semester (ENGL 292 and 492).

Clinical Nursing Work

One unit of credit hour has been assigned for practicing in a clinic for 3 hours per week throughout the semester (which is 16 weeks according to regulations by the Board of Registered Nursing of California).

Independent Study Courses

One unit of credit hour has been assigned to the equivalent amount of work to 55 minutes of classroom time per week with a minimum of two hours of out-of-classroom time studying and doing homework or research per week throughout one semester.

Independent study courses must be approved by the faculty supervisor, the department chair and the dean.

LLC Scholastic Assistants

One unit of credit hour has been assigned to 20 to 25 hours of work during the fall semester plus 15 hours of pre-Torero Days training.

Practica
One unit of credit hour...From Communication Studies VISTA and USDtv, standard practices are unclear.

Online and Hybrid Courses
One unit of credit hour has been assigned at least 12.5 hours of contact time either through direct classroom discussion or through online video presentations, quizzes, and discussions (Source MSGL 2-unit course). So if the student spends

2.2 hours out-of- class for each contact hour this would amount to 40 hours of work over the term of the course.

General Information

Course Numbering System

Certain course numbers in the 90's are reserved for particular types of courses and those types of courses must use the reserved numbers. The reserved course numbers and course types are:

x99	independent study
x98	internship
x97	techniques
x94	special topics
x93	field experience

Transcripts, Academic Records and Diplomas

An official transcript is a comprehensive record of a student's academic progress at the University of San Diego. The Office of the Registrar holds records for those students who attend or attended courses as part of a degree seeking program. These credit courses are undergraduate, graduate, and doctoral programs.

Any student may request official transcripts of his or her academic work. A fee of $10 is charged for each transcript. Orders for official transcripts should be made through the MySanDiego portal or in writing to University of San Diego, Attn. Student Accounts/Transcripts. Unofficial transcript requests may be made in person or by writing directly to the One Stop Student Center at USD. Detailed information for requesting transcripts can be found at Transcripts (https://www.sandiego.edu/registrar/transcripts-diplomas/transcripts.php).

DegreeWorks lists the requirements for each student's major and the courses that have been taken to meet the requirements. It is designed to keep students updated on their academic progress and to let them know if waived or transferred courses have been approved and processed. Students may access their degree audit using their email login at USD's MySanDiego portal.

The diploma is issued by the Office of the Registrar to students who have petitioned to graduate and have been cleared for degree completion by the program, by the Registrar's Office and by other pertinent offices on campus. The diploma will be sent after the term in which requirements are completed. Diplomas for January and August graduates will be ordered at the end of the month of their respective terms (e.g. Jan. 31 and Aug. 31) and only after final requirements have been submitted. Additionally, students must be cleared to graduate by their program directors.

Transcripts and diplomas will not be released to students who have an outstanding balance with student accounts.

Leave of Absence

An official leave of absence is an approved, limited suspension of participation in a graduate program during the fall and/or spring semester. A leave allows students in good academic standing to take time off and return to the university without applying for readmission. However, a leave does not constitute grounds for an extension of the time limit for degree completion. Under ordinary circumstances, leaves will be granted for up to one calendar year. Students who fail to return (or obtain permission to extend their leave at the end of the approved term) and who later wish to return to the program, will be required to reapply for admission under the admission and program requirements in effect at the later date. Generally a leave will not be granted to students who are approaching the limitation of time for program completion; to doctoral students who have been advanced to candidacy; or to master's students who have completed all coursework and are working on a thesis. Students on academic probation are not eligible for a leave.

Because students are not registered during a leave, they may not be eligible for the campus privileges for which a current ID card is necessary. Financial aid and international student visas are typically suspended for students on leave of absence. In addition, the leave may trigger the beginning of the loan repayment period for students with loan deferments. Students should petition for a leave prior to the requested leave period. Students who find it necessary to discontinue enrollment during a term may also petition for a leave. In addition, however, they must officially withdraw from their courses by submitting a Notice of Withdrawal form in the One Stop Student Center within the approved deadline and must be in good standing.

The Petition for Leave of Absence (https://www.sandiego.edu/one-stop/registration/leaves-and-withdrawals.php) form is available from the One Stop Student Center or on the Graduate Records website. It must be approved by the student's advisor and program director or coordinator prior to submission for final processing. International students who find it necessary to file a leave before the current semester ends must complete a Leave of Absence or Withdrawal form and have it signed by an authorized representative from the International Resource Office, University Center, Room 132. The Leave of Absence form must be approved by the student's program advisor and director or dean of the college or school before the student departs the university.

Registration Policies and Procedures

Only students who have been officially admitted to USD's graduate degree, certificate, credential, or as a special student admitted through the office of Professional and Continuing Education and taking a maximum of six units, are permitted to register. Registration takes place only when the student completes and submits all appropriate forms and pays all required tuition and fees. No credit will be granted for courses in which a student is not officially admitted and registered.

Registration Deadlines

Students are responsible for adhering to the deadlines for registration, payment, withdrawal and change of registration listed in the Academic Calendar, published in the Graduate Course Catalog (online), the Summer Sessions Course Catalog (online), the Intersession Course Catalog (online) and in registration instructions distributed subsequently.

New Graduate Students

All admitted applicants will receive new student information and registration materials with their letters of acceptance. Although new students are encouraged

to meet with a faculty advisor prior to enrollment, they must wait until they receive a letter of admission and pay the admission deposit before they can register (registration periods are listed in the Academic Calendar (p. 6)). Students must observe all deadlines for course reservation and payment of fees. Upon arrival at USD, all international students must report promptly to the Office of International Students and Scholars.

Continuous Registration

Upon matriculation, students are expected to register every fall and spring semester until all degree requirements have been completed. Some programs have more stringent residency requirements including summer enrollment; consult specific program descriptions for details.

Exceptions to this policy will be made for students who have been approved for a leave of absence (see Leave of Absence (p. 47)). Generally, a leave will not be granted to students who are approaching the limitation of time for program completion; to doctoral students who have been advanced to candidacy; or to master's students whose programs require continuous registration between the completion of all coursework and final submission of the thesis. In these cases, students must continue to register each semester until the degree is completed.

Change of Course Registration

In the regular fall and spring semesters, students may add or drop courses added during the first eight days of the semester and may withdraw from a course with a grade of "W" until the 10th week of the semester. For deadlines during Summer Sessions and Intersession, see the Summer Sessions and Intersession course catalogs or go to www.sandiego.edu/sio (http://www.sandiego.edu/sio/).

Students who receive any form of financial aid must consult with the One Stop Student Center if their registered units drop below the required number of units for continuation of aid.

Students who discontinue class attendance and neglect to withdraw officially from the course are subject to failing the class. Courses dropped before the last day to add a class will not be included on the transcript. Courses officially dropped between the last day to add classes and the last day to withdraw from classes will receive a grade of 'W' (not included in the GPA). After the drop deadline, a grade will be reported for all courses.

Registered students who withdraw from the university (e.g. terminate all courses in progress) must officially drop their courses by filing a Notice of Withdrawal form and submitting it to the One Stop Student Center. The same drop policies and deadlines apply to students who withdraw from the university as for those who drop only one course (see also Withdrawal from the University (p. 49)).

Auditing

Auditing a course means attending a class without credit, without the obligation of regular attendance and without the right to have tests and examinations scored or corrected.

Students register for audit in the same manner as for credit. Those who audit courses are not eligible for credit by examination in such courses, nor are they eligible for financial aid, nor may auditors register for credit after the last official day to register in a class. Each course audited is entered on the student's permanent record. Auditing of laboratory courses or education recreation courses is not permitted.

Students wishing to register for credit have priority over those who desire to audit.

Change of Address

Students are responsible for informing the Registrar's Office in writing of any change in either their permanent or local address so that they will receive all information vital to their enrollment. Failure to receive instructions due to an incorrect address will not be considered a legitimate reason for a policy exception if the student did not file a Change of Address form in the One Stop Student Center prior to the mailing of the information.

Email Accounts for Graduate Students

All USD graduate students are required to have a MySanDiego email account. The university may conduct official business by sending notices or other information to the student's USD email address. It is the student's responsibility to check regularly his or her account and to respond to any notices or information in a timely manner. Failure to do so will not be considered a legitimate reason for a policy exception.

Transfer of Graduate Credit

Students may petition to transfer credit from another university under the following conditions. It is recommended that students petition during their first semester in order to plan their academic program accurately. Transfer petitions for previous work will not be accepted in the student's final term unless the transfer course is being taken in the final term. Upon matriculation at USD, students must receive approval prior to taking coursework outside USD if they plan to transfer it into a degree program. Students may petition the dean of the college or school in which the program resides for an exception to the following regulations, but should do so only after consulting with the advisor and director or coordinator of the graduate program, whose recommendations must appear on the Petition for Transfer of Graduate Credit.

a. Credit must be from an accredited, USD-approved university.

b. Credit must be at the graduate-level at the university of origin. The student is responsible for submitting acceptable supporting documentation.

c. Credit must be relevant to the USD degree program and be approved by the program director or coordinator.

d. Transfer courses cannot repeat essentially the same content of work taken at USD.

e. Credit may not be used (or have been used) toward any other degree.

f. Credit earned more than five years prior to matriculation at USD will not be accepted.

g. A grade of "B" or higher must have been earned (grade of "pass" or "satisfactory" ordinarily is not acceptable).

h. Students must supply satisfactory documentation regarding course content for independent study or self-directed courses.

i. The number of credit hours transferred will be based on USD's semester credit system (multiply the number of quarter hours by 2/3). For example, 4 quarter-hours x 2/3 = 2.67. It is the student's responsibility to make up the difference if the total number of degree credits falls short of the requirement for the degree. The amount of USD credit awarded may not exceed the equivalent amount on the originating transcript.
Quarter Hours Converted to Semester:

1 quarter unit	0.67 semester units
2 quarter unit	1.33 semester units
3 quarter unit	2.00 semester units
4 quarter unit	2.67 semester units
5 quarter unit	3.33 semester units
6 quarter unit	4.00 semester units

j. Although transfer credit from other universities will be posted on the USD transcript, grades will not be posted or computed in the USD grade point average for probation or disqualification review.

k. See table for the maximum number of non-USD credits allowed:
Maximum Number of Program Semester Units Transferable:

6	IMBA and MBA
6	30-44 unit Master's
9	45-53 unit Master's or Doctorate
12	54-84 unit Doctorate

No exception to these limits will be made without the explicit written permission of the dean of the program's college or school.

Procedure for Transfer of Credit

Courses Taken Prior to Enrollment at USD

The student should discuss the possibility of credit transfer with the advisor and program director or coordinator. Any exceptions to transfer credit policies must also have the approval of the dean of the program's college or school. The student should secure the appropriate signatures on the Petition for Transfer of Graduate Credit and submit it to the One Stop Student Center. The student must also request that an official transcript of the course be sent to the Office of the Registrar if the transcript was not included among the admission documents. When both the petition and transcript are on file they will be reviewed for conformity to USD policies and posted appropriately.

Courses Taken After Enrollment at USD

USD students planning to take a degree requirement or elective at another university must process the transfer petition as described above prior to taking the course. Immediately upon completion of the course, the student must request that an official transcript be sent to the USD Office of the Registrar. A grade of "B" or better is required in order to receive credit (units only) when transferring a course from another institution. Grade(s) awarded by the issuing institution will not be calculated in the student's overall grade point average. After the petition and transcript are on file they will be reviewed by the Registrar's Office for conformity to USD policies.

Waiver of Requirements

Students who have taken an equivalent course prior to enrollment at USD may petition to waive a course requirement; however, the number of required credit hours remains the same. Consequently, students must enroll in approved coursework to make up the difference in the total number of units required. USD has discretion to approve or deny course waivers based on the content of the course and when or where it was taken.

There are a few exceptions to this policy. The Hahn School of Nursing will allow USD coursework to count toward more than one degree program within the school, but students must meet minimum unit requirements for each degree program. The Part-Time MBA and Flex MBA programs allow students to waive up to 14 units. In all of these cases, students must earn at least 30 units through USD.

Withdrawal from the University

Students who terminate their enrollment in a graduate program must file an official Notice of Withdrawal with the One Stop Student Center. If they are currently registered for courses, students must withdraw prior to the deadline to withdraw from classes (see Academic Calendar (p. 6); also Refund Policy (p. 54)). Courses dropped on or before the deadline will receive a grade of 'W' (not included in the GPA). Filing a Notice of Withdrawal after the deadline will make the withdrawal effective at the end of the current term and will result in the posting of grades for the term. Students forced to discontinue enrollment after the withdrawal deadline due to a documented emergency may petition their respective dean for an exception to this policy; however, the petition must be filed prior to the last day of classes and is subject to review. International students must follow the same procedures and, in addition, obtain clearance from the International Resource Office at the University Center, Room 132.

For more information, please go to Leaves and Withdrawals (https://www.sandiego.edu/one-stop/registration/leaves-and-withdrawals.php).

Students Involuntarily Called to Military Duty: Active Reservists and DUI

The University of San Diego supports and respects the obligations of students involuntarily called to active duty in the Armed Forces of the United States. USD will make reasonable accommodations for such students, and will endeavor to assist them to meet their military obligations without loss of academic status or opportunities.

A student active reservist involuntarily called to active duty in any branch of the military services of the United States while enrolled in the University, or a student assigned to Duty Under Instruction (DUI) who is called back to regular duty, will be released without penalty from academic responsibilities. The student must present evidence to his or her academic dean that he or she has been involuntarily called to active military duty. The following options are available:

a. A student active reservist involuntarily called to active duty may request to withdraw without penalty from all classes and receive a full refund of tuition and fees paid for class enrollment. Room and board refunds will be prorated. The dean's official authorization of Withdrawal without penalty shall be forwarded to the Registrar, the Financial Aid Office, and Student Accounts. Students receiving financial aid will discuss their circumstances with the Financial Aid Office.

b. If a student is involuntarily called to active military duty near the end of a term, the student may initiate an action through the appropriate dean's office to request the teacher of record in all or some courses that the student be permitted to make special arrangements which are consonant with the policies of the student's academic unit (for example, an Incomplete grade, an early final examination, or other appropriate resolution.) Any such arrangement will include a written agreement of the special conditions, and be signed by the student and the teacher of record.

c. Under option #1 or #2 above, the student may request a leave of absence from the University of San Diego. If the student remains on involuntary active duty, and so notifies the university, the extension of the leave of absence is automatic. For good cause, a requested extension of the leave of absence of reasonable length, beyond the active duty period, may be granted at the discretion of the dean.

d. Where applicable, the student's transcript shall include a notation that a W or an I is based on "Involuntary Call Up to Military Duty."

This policy may be supplemented as needed in response to changes in the military situation, or to deal with individual circumstances not covered by the policy.

Admission

Applicants for admission to the University of San Diego graduate programs must hold a bachelor's degree or its equivalent from an accredited and approved institution. Applicants for admission to the doctoral programs must also hold a bachelor's degree and master's degree. Selection for admission to a USD graduate program is competitive and based on evidence that the applicant will be able to pursue successfully a program leading to a post-baccalaureate degree, certificate, or credential in the field to which the student is applying. The applicant's undergraduate training should reflect breadth as well as appropriate preparation for advanced study in the field selected.

Applicants should thoroughly review the departmental sections of this course catalog and website for special requirements such as special application deadlines, minimum GPA, standardized tests, required prerequisite courses or credentials and other requirements specific to the program.

Procedure

Application for admission should be made online at the University of San Diego's Office of Graduate Admission website. Supporting documentation, such as official transcripts, must be sent electronically to grads@sandiego.edu or mailed to:

> Office of Graduate Admission
> University of San Diego
> 5998 Alcalá Park
> San Diego, CA 92110-2492
> (619) 260-4524

Application Filing Dates for Admission

University of San Diego application deadlines vary by program and are subject to change. In addition, programs may offer more than one entry term. Please refer to the department or department website of the program to which you are applying for the appropriate application deadline and/or entry term.

Some programs offer priority and final application deadlines. Applications that are received by the departments priority filing date will be given careful consideration, but please note that a program might be filled before the final filing date. Applicants are expected to ensure that all supporting credentials are received in the Office of Graduate Admission by the final filing date.

USD Financial Aid Deadline[1]: April 1

(All deadlines are subject to change. Please refer to program website for further information.)

[1] Students applying for USD Financial Aid must submit applications for both admission and financial aid by April 1 for consideration for the fall and/or spring semesters. In addition, they must have all financial aid application documents on file and be accepted to the program no later than Aug. 1.

Materials to be Submitted by Applicants for Degrees, Credentials, or Certificates

Applicants must make sure that all of the following materials are submitted to the Office of Graduate Admissions in order for their applications to be reviewed.

a. The Application for Admission.

b. The stipulated application fee. This is a nonrefundable fee and is subject to change. International students must pay in United States currency.

c. An official transcript from the university where you earned your undergraduate (bachelor's) degree. If you are a doctoral applicant, you are also required to submit an official transcript from the university where you earned your graduate (master's) degree. Transcripts that do not bear the registrar's signature and/or the institution's seal are not official and are, therefore, unacceptable. Foreign educated applicants submit a course-by-course transcript evaluation performed by an independent credential evaluation service such as World Education Services (WES) or Education Credential Evaluators (ECE). A list of approved transcript evaluation agencies can be found on the Graduate Admission website.

d. Two-Three letters of recommendation (if required by program) preferably submitted through the online application, from professors familiar with the applicant's scholarly work or from professional supervisors who have had experience in a graduate program and who can provide information regarding the applicant's potential for success as a graduate student. Recommendations must be submitted in English.

e. Current résumé.

f. Personal statement or research interest statement. Certain programs require multiple statements. Please refer to the departmental website for more detailed information.

g. Standardized admission test scores when required by department (see program sections and Admission Tests below).

Admission Tests

Some departments require applicants to submit the results of one of the standardized tests (see Additional Requirements for Admission in the program sections). Registration forms, fee schedules, available test dates and additional information for these tests can be found through the testing service Web sites. USD's Institution Code number for ETS exams is 4849 and the institution code for Pearson is 29B-Q2-68; these numbers must be included on the test registration form in order to have the official results sent to the university.

International Student Applicants

The University of San Diego welcomes applications from international students who can demonstrate their ability to undertake graduate work successfully in the United States. Applicants for admission from foreign countries must give evidence of eligibility for university entrance by furnishing official records covering all collegiate work as well as academic recommendations. International applicants are required to have course-by-course transcript evaluations performed by an approved independent credential evaluation service. Please see the Office of Graduate Admission website for a list of approved independent evaluators.

Students from non-English-speaking countries are required to take the Test of English as a Foreign Language (TOEFL), the International English Language Testing System (IELTS), or the Duolingo Exam.

> Test of English as a Foreign Language (TOEFL)
> www.toefl.org (http://www.toefl.org)
>
> International English Language Testing System (IELTS)
> www.ielts.org (http://www.ielts.org)
>
> Duolingo

www.duolingo.com (https://catalogs.sandiego.edu/graduate/admissions/www.duolingo.com)

International students cannot rely on financial assistance or awards from the university and must provide for their financial support from non-university sources. They must submit adequate proof of financial resources for all obligations for the full period of time for which they will be attending the university. Accepted students should send a nonrefundable tuition deposit which will be credited to the student's account. The nonrefundable tuition deposit may vary with individual degree programs. Registration information will be sent upon receipt of the deposit.

USD is authorized under Federal law to enroll non-immigrant alien students. The applicant must be accepted as a full-time student working toward a degree before he or she is eligible for an Immigration Form I-20. The Form I-20 will be sent to the accepted student upon receipt of an affidavit of support indicating the amount and source(s) of finances and a commitment deposit.

International students must show proof of adequate health insurance coverage while enrolled at USD and may select from several plans designed specifically for international students. Should you need to purchase insurance, information and forms are available in the Office of International Students and Scholars, Saints Tekakwitha & Serra Hall, Room 201.

English Proficiency

Students enrolled in graduate programs at USD must be able to comprehend written English easily, to understand rapid, idiomatic English used in lectures and group discussions and to express themselves clearly in spoken and written English. A student who is not proficient in English may need to take courses in an "English as a Second Language" program at USD's English Language Academy. Applicants are advised to contact the English Language Academy at pce.sandiego.edu/english-language-academy/ about this learning opportunity. All graduate applicants, regardless of citizenship, whose undergraduate education was principally in a language other than English must demonstrate competence in English. Those who do not possess a bachelor's degree from a USD-approved post-secondary institution where English is the principal language of instruction must receive a minimum score of 580 (paper-based), 237 (computer-based), or 83 (Internet based) on the Test of English as a Foreign Language (TOEFL), receive a minimum IELTS overall band score of 7.0, or receive a 120 on the traditional Duolingo exam.

The Knauss School of Business graduate programs require a minimum score of 92 on the Internet-based exam. The minimum score required on the International English Language Testing System (IELTS) is an overall band score of 7.0. Individual degree programs may require a higher minimum score.

The Kroc School of Peace Studies requires a minimum of 90 on the Internet-based exam, with at least a 20 for Speaking and a 17 for Writing. The minimum score required on the International English Testing System (IELTS) is an overall band score of 7, with at least 7 for Listening and at least 7.5 for Speaking.

The TOEFL is administered by the Educational Testing Service (ETS) and is given at test centers throughout the world, including locations within the United States. The IELTS is jointly managed by British Council, IDP: IELTS Australia and the University of Cambridge ESOL Examinations (Cambridge ESOL) and delivered through more than 800 locations in over 130 countries. Information about the Duolingo exam may be found at www.duolingo.com.

Non-Degree Students

Any interested individual holding a bachelor's degree from an approved and accredited institution may apply through the Open Campus process to take graduate coursework on a non-degree basis. All students applying though Open Campus need approval from the appropriate Graduate Director and Dean's Office. After the student receives approval, the student will complete the Open Campus application process, which includes submitting official transcripts of all attempted college work. Please note that the Knauss School of Business restricts non-degree access to courses to students already enrolled and in good standing in graduate programs at USD or other accredited and approved institutions.

Students may take a maximum of 18 units per semester. However, typically only a maximum of 6 units may be eligible to apply to a USD graduate degree. Some, but not all, departments will consider allowing a student to take courses through Open Campus while completing the program application process. Admission and enrollment as an Open Campus student does not obligate the department to admit an otherwise unqualified applicant. Financial aid is not available to Open Campus non-degree students.

Admission to Dual-Degree Programs

Students desiring to pursue two degrees in one of USD's dual-degree programs must be admitted separately to each of the two programs involved. Current admission requirements and procedures for the College of Arts and Sciences and the Knauss Schools of Business are included in this course catalog. For information regarding these joint graduate degree programs, please call the Office of Graduate Admissions at (619) 260-4524. Information and materials regarding admission to the School of Law should be requested from the Law School Admissions Office at (619) 260-4528.

Please Note: The School of Law operates on a different calendar and students are responsible for meeting all law school deadlines for application, registration, payment, etc., as set forth in their own publication.

Please Note: USD policy prohibits concurrent enrollment in more than one graduate and/or doctoral program unless they are part of a formalized dual degree program.

Reconsideration for Admission

An applicant who has been denied admission to a USD graduate program may request reconsideration under the following conditions:

a. The applicant must request of the Director of Admission in writing that his or her application be reconsidered

b. In that written request, the applicant must indicate what new, substantial evidence is being provided for review by the admissions coordinator or committee

c. The applicant may then be reconsidered for admission, along with the total current applicant pool for the admission date in question and will be subject to the policies and requirements of the course catalog in effect at that time; the applicant will be informed of the committee's decision at the appropriate time.

Financial Aid

Each student must complete a Financial Aid Application. US Citizens and eligible non-citizens must complete the Free Application for Federal Student Aid (FAFSA) available at https://studentaid.gov/h/apply-for-aid/fafsa (https://studentaid.gov/h/apply-for-aid/fafsa/). Students without legal immigration status who meet California AB540 criteria must submit the California Dream Act Application available at https://dream.csac.ca.gov/landing (https://dream.csac.ca.gov/landing/). Students without legal immigration status who are from outside of California must submit the USD Dream Act Application available at https://www.sandiego.edu/one-stop/forms/financial-aid.php.

A. Financial Assistance Available Through the USD Office of Financial Aid
Eligibility Requirements

a. The student must be officially accepted by the Office of Graduate Admissions and must maintain satisfactory academic progress. "Special Students" (e.g. not admitted to a degree, certificate or credential program) are not eligible for financial aid.

b. The student must not be in default on any federal loan(s) or owe a refund on any federal grant(s).

c. Most programs administered by the USD Office of Financial Aid are based on financial need.

d. Most funds are available only to eligible students enrolled on at least a half-time basis (4.5 units for master's students, three units for doctoral students) who are pursuing a degree, credential, or certificate.

e. Financial Aid Applications must be submitted using the links above. Additional forms, applications and informational guides are all available on the Office of Financial Aid website (http://www.sandiego.edu/financialaid/).

Programs
USD Graduate Grant

Applications for graduate grants far exceed funds available; therefore, priority for the USD Graduate Grant is given to students with greatest need. Applicants must have been officially admitted to the USD graduate program by August 1 and must have submitted complete financial aid application forms by April 1 to receive priority consideration for a grant for the following academic year. Students must enroll for at least six units each semester to be considered for a USD Graduate Grant.

Dean's Graduate Merit Scholarships

These scholarships are awarded by individual graduate schools or programs without regard to financial need. Students may receive up to $25,000 annually depending on the number of units for which they are enrolled.

Federal Direct Loans

Federal Direct Unsubsidized Loans are available to help meet educational expenses. A graduate student pursuing a degree at USD ("Special Students" excluded) may apply for up to $20,500.00 per year in a Federal Direct Unsubsidized Stafford Loan. The Federal Direct Unsubsidized Stafford Loan is available to all eligible graduate students who are enrolled at least half-time and are not in default on any federal loans or owe a repayment on any federal grants. Interest on this loan will accrue while the student is in attendance. New borrowers will need to complete the Application, Master Promissory Note (MPN), and Graduate Entrance Loan Counseling (https://studentloans.gov/) no later than early July prior to the start of the fall semester. For more details on the Federal Direct Loan Programs, go to the Federal Student Aid website (http://www.studentaid.ed.gov/) or contact the USD One Stop Student Center or the Office of Financial Aid.

Federal Direct Graduate PLUS Loans are available to all graduate or professional degree students enrolled at least half-time at an eligible institution leading to a degree or certificate. A credit check will be performed during the application process. If you have an adverse credit history, you may still receive a Federal Direct Grad PLUS loan by obtaining an endorser who does not have an adverse credit history or documenting to the U.S. Department of Education's satisfaction extenuating circumstances relating to your adverse credit history.

B. Cal Grant Programs
Teaching Credential Benefits

Students who received Cal Grants as undergraduates are eligible to apply for fifth-year benefits to complete a Teacher Credential program. This grant is available to students who:

a. have received a bachelor's degree;

b. were eligible for and received Cal Grant A or B during undergraduate study;

c. are enrolled in a Teacher Credential program; and,

d. complete the Request for Cal Grant Teaching Credential Program Benefits (Form G-44) available from the California Student Aid Commission.

Submission of a GPA Verification Form is not required. Form G-44 must be submitted to CSAC no later than 15 months after receiving a BA or BS degree, or from the date on which Cal Grant benefits were exhausted.

C. Additional Financial Assistance

Students should contact the school or department to which they are applying for additional information regarding financial assistance available for students in their program.

D. Financial Assistance For Graduate Certificate Programs

Students should consult the individual program director.

E. Off-Campus Employment

The USD Student Employment Center helps students locate part-time off-campus employment in the San Diego metropolitan area. Job referrals and further details are posted on the Part-Time Job Board (https://www.sandiego.edu/one-stop/financial-aid/student-employment/) with the USD Student Employment Center.

F. Veterans Assistance

Eligible veterans and dependents interested in applying for VA benefits should contact The Veterans Compliance Coordinator at the Military and Veterans Program (https://www.sandiego.edu/military/), University Center, Room 225.

Tuition and Fees

2024-2025 Expenses for Graduate Students

All students are expected to become familiar with the financial obligations they incur by registering at the university. The following information provides the essential data; if in doubt, however, a student should email Student Accounts (http://www.sandiego.edu/studentaccounts/) (studentaccounts@sandiego.edu), or make inquiries at the One Stop Student Center located in Hahn University Center, Room 126 prior to the registration or fee payment date. Tuition and fees listed here are for the fall and spring terms of the academic year 2024-2025; amounts for the 2025-2026 academic year have not been determined as of the date of publication.

Application Fee (Non-refundable, payable with application)	
Knauss School of Business Programs	$125
All Other Programs	$45
Admission Deposit (Non-refundable, credited to the student's tuition)	
Master's degree, Credential or Special Applicant	$50 and up
College of Arts and Sciences	
MFA in Dramatic Arts	Waived
MA in International Relations	$200
MS in Marine Science	$100
Knauss School of Business	
MS in Accountancy	$500
MS in Business Administration	$500
MS in Finance	$500
MS in Real Estate	$500
MS in Supply Chain Management	$500
MS in Taxation	$500
Nursing and Health Science	
Master's Entry Program in Nursing (MEPN)	$1,000
MS Health Care Informatics (Online)	Waived
MS in Nursing	$500
PhD in Nursing	$500
Doctor of Nursing Practices (DNP)	$500
School of Leadership and Education Sciences	
MA Education Online	Waived
MA Nonprofit Leadership and Management	$200
Doctoral Programs to encompass the EdD in Organizational Leadership	$500
All Other Programs	$200
School of Peace Studies	
MA in Peacebuilding	$200
MA in Peace and Justice Studies	$200
MA in Social Innovation	$200
Shiley-Marcos School of Engineering	
MS in Cyber Security Engineering	Waived
Professional and Continuing Education	Varies based on program

Prices subject to change without notice.

Tuition, 2024-2025

College of Arts and Sciences	
Master's students	$1,555
Hahn School of Nursing and Health Sciences	
Master's students	$1,750
Doctoral students	$1,800
Joan B. Kroc School of Peace Studies	
Master's students	$1,296
Knauss School of Business	
Master's students	$1,595
MBA Program	$1,595
School of Leadership and Education Sciences	
Master's students	$1,650
Doctoral students	$1,697
Shiley-Marcos School of Engineering	$1,290

Auditing is $160 per credit hour. This charge is in addition to tuition and fees charged for non-audited courses.

Special Fees

Health Insurance: Full Time Students	$1,938* (cost not negotiated for 24/25 at time of publication)
Student Wellness Fee	$170
Facility Fee - Student Wellness Center	$150
Graduate Student Association (GSA) Fees	
0-3 units	$22
3.5-6.5 units	$42
More than 6.5 units	$64
Summer/Intersession	$2/unit
Student Life Pavilion Fee	$35
Written Official Transcript Fee	$10
Summer Student Wellness Fee	$76
Summer Facility Fee - Student Wellness Center	$75

Registration, Statement of Student Responsibility and Fee Payment Policy

Class registration is not officially completed until all tuition and fees are paid, except for those students who have formally enrolled in the university's monthly installment plan described below. Each student is financially responsible for payment of fees and charges assessed to their student account. Students receive bill notification electronically via their USD e-mail address. Payment of fees is due by the specified published due dates. Accounts must be kept current in order to maintain enrollment eligibility and receipt of official University documents and services. Please note that students who have not paid their account in full (or are not current with installment plan payments) on or before the published payment deadline will be subject to the assessment of late charges, cancellation of course enrollment and housing assignment and the application of holds preventing transcript release and registration privileges. In addition, delinquent student accounts may be referred to an external agency for collection. Delinquent account information may also be disclosed to credit-reporting agencies, which could endanger the student's credit rating. Students enrolled in Master's programs will pay Master's per-unit tuition fees for all coursework, at any level, at USD. Students enrolled in Doctoral programs will pay Doctoral per-unit tuition fees for all coursework, at any level, at USD. Reserved classes may be revoked if the student does not complete fee payment by the assigned fee payment dates in August and January for the fall and spring semesters respectively (see Academic Calendar (p. 6), for specific dates). Beginning Fall 2015, a late payment penalty of .833% will be imposed on all students who do not complete fee payment by the deadline in the Academic Calendar. The monthly percentage of .833 of the amount owed is calculated by dividing the 10% APR by 12 months. Accounts paid by a check which is returned by the bank uncollected are not considered paid. There is a $25 service charge for returned checks. A monthly interest late fee, if applicable, may be charged to the student account if a check is returned. This fee is in addition to the $25 service charge. Any benefit derived from, or deadline met by, remitting a check which is later returned by the bank, will become void. If a returned check transaction has been posted to a student account, USD reserves the right to refuse future payment in the form of a personal check from any individual for that student's account. Courses added after the published payment deadline must be paid in full at the time of registration. Please Note: that all refund checks will be issued in the student's name regardless of who remitted payment.

Students on the Monthly Installment Plan: Installment payments must be kept current throughout the contract life; otherwise, the university reserves the right to cancel the student's class reservation. If scheduled installment payments are not current by the assigned registration and fee payment days, a $150 late registration fee must be paid.

Registration or Fee Payment Procedure

To complete the official registration process, the following steps are required by the student:

a. Dates, times and location of class reservation are announced in advance on the USD website each semester.

b. Students may choose to complete the fee payment portion of registration conveniently by paying their student account online on the One Stop Services tab on the MySanDiego portal (my.sandiego.edu (http://my.sandiego.edu)). Students may also pay the required tuition, fees and room and meal plan at the One Stop Student Center, Hahn University Center, Room 126. Students enrolled in the university's monthly installment plan should remit their payment online on or before the first of the month.

c. If the student has any estimated financial aid, federal or campus based loans, grants or scholarships, please ensure you have met all of the requirements of the award. You may check the requirements by logging on the MySanDiego portal and clicking on the One Stop Services tab. Failure to do so will subject the student to incur monthly interest late charges.

Please read the Intersession and Summer Sessions Course Catalogs (available online) for specific information regarding the registration or fee payment procedure for those academic periods.

Payment Plans
Monthly Installment Plan

The Monthly Installment Plan allows for payment in five (per semester) installments covering actual expenses per semester. The five-payment per semester installment plan has a $50 non-refundable administrative charge each semester which is payable when signing up for the plan.

The Monthly Installment Plan operates according to the following guidelines:

a. The student account balance with the university must not be delinquent and prior semester charges must have been paid on a current basis to be considered for the installment contract.

b. Payments begin on Aug. 1 for the fall semester plan and on Jan. 1 for the spring semester plan.

c. To enroll in the monthly installment plan, login to the MySanDiego portal and click on the One Stop Services tab.

d. Adjustments are made to monthly installment plan payments as charges and/or credits occur.

e. In the event of a contract default, USD may refuse the student or contract buyer a subsequent installment contract.

f. All payments, which are due on the first of the month throughout the contract life, must be current. If a student's installment plan is not kept current, the university reserves the right to cancel the student's class reservations and room and meal plan arrangements. If installment payments are not current at the time of fall and/or spring semester fee payment or registration deadlines, a late registration fee must be paid.

g. A $50 processing fee is required upon execution of the monthly installment plan per semester.

h. Automatic deduction from a checking or savings account is available.

i. Tuition payments received are refundable in accordance with the university's published refund policy.

j. Installment payments are not available for study abroad or Intersession.

Additional information on payment plans is available from the One Stop Student Center, Hahn University Center, Room 126, (619) 260-2700.

To establish a payment plan or monthly installment contract:

> Log into the MySanDiego portal and click on the One Stop Services tab. Under the My Online Student Account channel, click on "view my account." If you are eligible, you will see the installment plan option under the installment payment plans channel. In order to effectively initiate an installment plan contract, you must pay the exact amount indicated in the installment amount due line.

Refund Policy

a. Fees and deposits are not refundable.

b. Tuition is fully or partially refundable only when a student officially withdraws during the published refund withdrawal schedule.

c. The date of withdrawal for refund purposes is considered the date the Notice of Withdrawal form is received and date stamped in the Office of the Registrar. Any graduate student who thinks that their individual case warrants an exception to this policy should consult the dean of their program's college or school.

d. To receive a 100% refund, student must officially withdraw or drop course(s) by the 8th day of classes for the regular academic semester.

e. Please refer to the academic calendar through the MySanDiego portal for specific dates and future changes to the "Refund Schedule." Updates to the "Refund Schedule" will be made prior to the first day of semester classes and without written notice (see Academic Calendar (p. 6)).

f. The tuition refund policy for Intersession and Summer Sessions is published in the appropriate course catalog because the sessions differ in length.

g. A student receiving financial aid should consult the One Stop Student Center for refund policies regarding their financial aid funds.

For more details please contact the One Stop Student Center, Hahn University Center, Room 126, (619) 260-2700.

All fees, rates and deadlines subject to change without notice.

Information Resources and Facilities

Copley Library

The Helen K. and James S. Copley Library contains over 500,000 books and approximately 6,000 media items. The Library subscribes to 125 online databases that provide access to over 63,000 electronic journals. The library also maintains subscriptions to over 2,500 print journals that are housed in our journal stacks.

Our online catalog offers access to all of the library's book, journal, and media collections. USD students, faculty, and staff can access most databases and other electronic resources when off-campus by using their MySanDiego login via our authentication system.

Copley Library is open 114 hours each week and its resources are organized in accessible, open stacks. Library faculty, additional professional and support staff, and student workers make the collections available to the university community. Copley also offers access to course materials via traditional print reserves as well as electronic reserves.

Library faculty provide extensive reference service and spend time working individually with students as they complete assignments and prepare papers, speeches, and research reports of all kinds. In addition to traditional reference desk service, the library also offers online reference through our Ask a Librarian service. Library patrons can ask questions and receive assistance via email, chat, text message, and a searchable 24/7 knowledge base of frequently asked questions. Library faculty members also offer assistance by providing course-integrated library instruction sessions and preparing online guides in their subject specialties. Additionally, the library offers workshops on topics such as citation styles and database searching to assist users with developing better research skills.

The libraries at USD are members of the San Diego Library Circuit Consortium, which maintains a database linking four university libraries (UCSD, SDSU, CS San Marcos, USD) and the San Diego County and Public Library systems. Through this consortium, USD students and faculty can easily access library materials from other campuses. A delivery system enables timely movement of materials from one campus to another.

Study spaces are available for over 700 students and include group study areas, quiet carrels, and pleasant reading rooms furnished with antiques and contemporary art. Group study rooms can now be easily reserved via our online booking system.

The library has over 80 computer workstations and 30 laptops for checkout. Other available equipment includes photocopy machines, microform reader/printers, and media hardware.

For more information, go to Copley Library (http://www.sandiego.edu/library/).

Pardee Legal Research Center

The Pardee Legal Research Center, located on the east end of campus, provides access to print and digital legal materials, including judicial, statutory, and administrative sources and an assortment of secondary materials on Anglo-American, foreign, and international law. Special concentrations include taxation, jurisprudence, human rights, intellectual property, environmental law and Mexican law. A full array of electronic resources is accessible through the website: Pardee (https://www.sandiego.edu/law/library/)Legal Research Center (http://www.sandiego.edu/law/lrc/). The library is a federal and state government depository. The Legal Research Center is a partner in The San Diego Circuit library consortium, which provides access to the research collections of other San Diego libraries.

The law library is normally open 112 hours a week, and reference librarians are normally available 70 hours a week. The collection is maintained to support the study and research of students and faculty of the School of Law and is available to any member of the USD community needing to conduct legal research

Academic Technology Services

As a division of Information Technology Services (ITS), Academic Technology Services (ATS) is dedicated to cultivating teaching, learning, and research through the judicious exploration, implementation, and support of educational technologies. The broad range of services ATS offers to students, faculty, and staff strategically align the ITS mission and selected technologies with academic and institutional objectives.

The seven units within ATS are organized to provide specific academic technology services across our community's myriad learning environments and spaces. ATS Client Support Services includes Desktop Support Services, which distributes technical support technicians across the campus; the Help Desk, the first line of response for all hardware and software inquiries; and Student Computing Services who respond to all student computing needs (ext. 7900, help@sandiego.edu) (https://catalogs.sandiego.eduabout:blank). ATS also manages the several Academic Computing Labs (ext. 2765) across campus that provide students and faculty with Windows, Macintosh and Linux computers, access to specialized programs, and laptop check-out privileges. The Instructional Support Team (iTeam) is specifically dedicated to curriculum support in the classrooms, online, and mobile devices. The iTeam implements and supports USD's Learning Management System (Blackboard) and the integrated plagiarism detection, collaboration, assessment, and communication tools. The iTeam offers

faculty instructional design services and consulting, and free training workshops to faculty/staff and students on Blackboard, Adobe, Google, Qualtrics, Microsoft, and more. The iTeam also manages the implementation, piloting and adoption of emerging technologies such as the iPad Classroom Project and hires and trains talented students for the Student Technology Assistant (STA) program (iteam@sandiego.edu) (https://catalogs.sandiego.eduabout:blank).

Instructional Media Services (IMS) provides a digital graphic design and multimedia editing lab, audio/video production, repair, and installation, media duplications, graphics design support, large poster printing, and instructional media equipment checkout (ims@sandiego.edu) (https://catalogs.sandiego.eduabout:blank). This team is also responsible for the Campus Learning Spaces and provide classroom SMARTboards and podiums, document cameras, Apple TVs, projectors and training (ext. 4567).

Academic Technology Services is at the intersection of technology and academics at USD and continuously explores, expands, and improves its service offerings to reflect the array emergent educational technologies relevant to students' teaching and learning and research and an increasingly mobile campus.

Instructional Media Services

Instructional Media Services (IMS) is comprised of media/video production, digital graphic design and multimedia editing lab, instructional repair and installation, and instructional media equipment checkout. The department is located on the ground floor of Maher Hall, Room 186. Semester hours of operation are Monday through Thursday from 8 a.m. to 7 p.m.; Fridays to 6 p.m. Call (619) 260-4567 for information.

We provide a wide range of resources including instructional equipment lending, digital graphic services, audio/video/multimedia production for instructional use, media duplication, video/multimedia workstations, technical assistance, classroom technology support and repair, consultation/installation services and limited multimedia related software training. IMS can provide support for graphics design, video production, digitizing, and other related services for your web-based activities in consultation with Academic Technology Services.

College and Schools

College of Arts and Sciences

College of Arts and Sciences (http://www.sandiego.edu/cas/) is the heart of USD, where students thrive in the liberal arts and sciences and develop a coherent, integrated, rich world view.

- Founded in 1949
- 33 majors, 42 minors and 5 certificate programs
- 3 graduate programs
- 19 departments
- 313 devoted, full-time faculty
- 19 honor and professional societies

Hahn School of Nursing and Health Science

Hahn School of Nursing and Health Science (http://www.sandiego.edu/nursing/) is a premier private graduate school with a public conscience.

- Ranks as the #1 Catholic Graduate Nursing School in the nation based on *U.S. News & World Report* research
- Internationally recognized faculty have extensive postgraduate research training

- Awarded the largest research grant in USD history.
- Our Nursing Clinical Simulation Laboratory provides expert clinical training

Joan B. Kroc School of Peace Studies

Joan B. Kroc School of Peace Studies (http://www.sandiego.edu/peace/) works for sustainable peace and justice through innovative education, interdisciplinary scholarship, advanced practice and policy engagement.

- Founded in 2007
- Offers MA in Peace and Justice, MA in Social Innovation, MS in Conflict Management and Resolution, MS in Humanitarian Action, JD/MA Peace and Law Dual Degree
- Focus areas: conflict analysis and resolution, human rights, development and human security
- Benefit from two practice-oriented institutes: the Kroc Institute for Peace and the Spark@USD: A Social Innovation Institute

Knauss School of Business

Knauss School of Business (http://www.sandiego.edu/business/) develops socially responsible business leaders with a global mindset and a passion for innovation.

- Full-Time, Part-Time and Flex MBAs
- 6 specialty master's programs
- 11 undergraduate business majors

School of Law

School of Law (http://www.sandiego.edu/law/) is recognized for the excellence of its faculty, depth of its curriculum, and strength of its clinical programs.

- 900 Juris Doctor and graduate law students annually
- Strong faculty of outstanding scholars and teachers with national and international reputations.
- Member of the Order of the Coif, a national honor society for law school graduates. Focus areas: business and corporate law, constitutional law, intellectual property, international and comparative law, public interest and taxation.

School of Leadership and Education Sciences

School of Leadership and Education Sciences (http://www.sandiego.edu/soles/) prepares educators and leaders to serve a diverse society by focusing on human dignity and the quality of life.

- Founded in 1962
- Established the nation's first doctoral program in leadership studies in 1979
- Four departments and 10 degree, 16 credential and 4 certificate programs
- Affiliated with 10 academic centers and institutes

Shiley-Marcos School of Engineering

Shiley-Marcos School of Engineering (http://www.sandiego.edu/engineering/) inspires students to innovate, create and ultimately make a difference by practicing real-world engineering.

- Offers a Dual BA/BS Degree in four engineering disciplines, a BA degree in computer science, and an MS in Cyber Security Engineering

- Meet prospective employers and find new opportunities while giving back to their community
- Ranks #13 in engineering undergraduate programs in the nation

Division of Professional and Continuing Education

USD's Division of Professional and Continuing Education (https://pce.sandiego.edu/) supports career advancement and change through professional development programs and online degrees.

- More than 600 affordable, high-quality professional development and continuing education courses, programs and certificates
- Convenient online and classroom schedules, certificate credential and graduate-level extension credit
- Small class sizes, customized private and group professional development
- Corporate training and accessible online graduate degrees

College of Arts and Sciences

Administration

Noelle Norton, PhD, Dean

Stephanie M. Bernasconi, MA, Assistant Dean

Ronald S. Kaufmann, PhD, Associate Dean

Frances Nagem Kuhn, MBA, Assistant Dean

Kristin C. Moran, PhD, Associate Dean

Amanda Petersen, PhD, Associate Dean

Pauline Berryman Powell, MS, Assistant Dean

Program Directors

Jesse Perez, BFA, Director, MFA Program in Acting

Drew M. Talley, PhD, Director, MS Program in Environmental and Ocean Sciences

Andrew Tirrell, PhD, JD, Director, MA Program in International Relations

Mission Statement

Graduate study in the College of Arts and Sciences builds on the most current scholarship and training to awaken the imagination of students and prepare them for service to society. Offering small classes that foster the pursuit of knowledge, the college develops the students' talents, refines research skills, encourages a love of learning and promotes a spirit of leadership.

Master of Fine Arts in Acting, Shiley Graduate Theatre Program

Director

Jesse Perez, BFA, Acting

Faculty

Danielle Mages Amato, PhD, Modern Drama and Thesis

Amanda Banks, BA, Laban Technique

Ray Chambers, BS, Acting

Gerhard Gessner, MA, Yoga

Kai'mi Kuoha, Conditioning and Fight Choreography

Charles O'Malley, DFA, Comic Texts

Emmelyn Thayer, MFA, Voice and Speech

Eileen Troberman, Alexander Technique

James Vasquez, BFA

A joint venture of The Old Globe and the University of San Diego, the Shiley Graduate Theatre program nationally recruits seven students each year to participate in an intensive two-year, year-round course of graduate study in classical theatre. Students complete the 60-unit curriculum by fulfilling the training portion of their study at the University of San Diego and their practical performance work at The Old Globe under the supervision of Globe staff, thereby earning a MFA in Acting.

This is a highly selective program, limited to seven new admissions per year. For additional information, go to www.graduateacting.com (http://www.graduateacting.com).

Additional Admission Requirements

See the Admission (p. 50) page for basic admission requirements.

Entrance Semester	Fall
Application Deadline	Please visit website for details.
Minimum Grade Point Average	None
Standardized Admission Test	None
Required coursework	None
Required Licenses/Credentials	None
Additional Requirements	Audition/Interview

Degree Requirements

Students are expected to complete the 60 units of graduate work for this degree in two consecutive years, according to the following schedule. All courses carry three units of credit.

First Year

Semester I   **Units**

THEA 501	Text and Context: Modern Drama	3
THEA 511	Movement I	3
THEA 521	Acting I	3
THEA 541	Voice and Speech I	3

Semester II

THEA 502	Text and Context: Renaissance Drama	3
THEA 512	Movement II	3
THEA 522	Acting II	3
THEA 542	Voice and Speech II	3

Semester III (Summer)

THEA 506	Graduate Colloquium	3
THEA 531	Globe Production I	3

Second Year

Semester I

THEA 503	Text and Context: Restoration Drama	3
THEA 513	Movement III	3
THEA 523	Acting III	3
THEA 543	Voice and Speech III	3

Semester II

THEA 595	Text and Context: Thesis Project	1-6
THEA 514	Movement IV	3
THEA 524	Acting IV	3
THEA 544	Voice and Speech IV	3

Semester III (Summer)

THEA 532	Globe Production II	3
THEA 533	Globe Production III	3

Courses will be taken either at The Old Globe or at USD under the supervision of the Director of the program.

THEA 501 | TEXT AND CONTEXT: MODERN DRAMA
Units: 3
A survey course in drama from Ibsen to the present. Provides students with a reading background in the period as a context for their winter and/or spring productions.

THEA 502 | TEXT AND CONTEXT: RENAISSANCE DRAMA
Units: 3
A study of the cultural background of the English Renaissance, with an emphasis upon the works of William Shakespeare. Readings in the drama of the period may be supplemented by social, political or artistic material.

THEA 503 | TEXT AND CONTEXT: RESTORATION DRAMA
Units: 3
A study of the cultural background of Moliere, the Restoration and the 18th century. Readings in the drama of these eras may be supplemented by social, historical, political or artistic material.

THEA 506 | GRADUATE COLLOQUIUM
Units: 3
Workshop exploring the particular skills required to perform a chosen genre of dramatic literature. The theatrical genres and skills studied vary from year to year.

THEA 511 | MOVEMENT I
Units: 3
Course that uses the concepts of Laban and Weight/Time/Space as the basis for physical/vocal explorations and movement-based techniques for the actor. Yoga and private tutorials in the Alexander Technique included and continue throughout the program.

THEA 512 | MOVEMENT II
Units: 3
An introduction to stage combat that focuses on the skills needed to execute safe and dramatically effective stage violence. Class addresses the unique focus necessary for the integration of combat skills into the actor's process.

THEA 513 | MOVEMENT III
Units: 3
Course that gives actors the opportunity to apply movement concepts and principles directly to their acting process, strengthening the development of an integrated movement-based acting technique.

THEA 514 | MOVEMENT IV
Units: 3
In-depth study of acting staged violence, incorporating numerous stage combat disciplines. Work includes fight scenes from Classical, Shakespeare, and Contemporary plays.

THEA 521 | ACTING I
Units: 3
An exploration of the Stanislavski technique and application of its analytical process to texts in Modern Drama. Extra-curricular performance assignments are an integral part of this course and all acting courses throughout the program.

THEA 522 | ACTING II
Units: 3
Applies techniques and exploration begun in Acting I to a focus on the performance of Shakespeare, verse and heightened language. Individual emphasis will be placed on practicing alternative techniques that support growth and range of performance.

THEA 523 | ACTING III
Units: 3
Course that concentrates on performing scenes from a range of periods such as French neo-classical, English restoration and 19th century. Individual emphasis will be placed on practicing alternative techniques that support growth and range of performance.

THEA 524 | ACTING IV
Units: 3
Course that prepares actors for professional theatre careers. Focuses on scene work in contemporary drama, audition technique, monologue preparation, on-camera performance and the business of acting.

THEA 531 | GLOBE PRODUCTION I
Units: 3
Independent study practicum under the supervision of the Director of the program. Includes rehearsal and performance participation, as well as discussions and seminars with professional company members at The Old Globe Theatre. This course is Pass/Fail.

THEA 532 | GLOBE PRODUCTION II
Units: 3
Independent study practicum at The Old Globe under the supervision of the Director of the program. This course is Pass/Fail.

THEA 533 | GLOBE PRODUCTION III
Units: 3
Independent study practicum at The Old Globe under the supervision of the Director of the program. This course is Pass/Fail.

THEA 541 | VOICE AND SPEECH I
Units: 3
Course develops awareness and health of the vocal instrument and builds skill in breath support, rich vocal resonation, precise articulation, stage worthy vocal presence, the International Phonetic Alphabet, scansion and the speaking of rhetoric.

THEA 542 | VOICE AND SPEECH II
Units: 3
Course focuses on individually designed vocal warm-ups. IPA is used to identify and differentiate the speech styles of General American, Standard American and Standard English.

THEA 543 | VOICE AND SPEECH III
Units: 3
Focuses on The Four Components of Voice: Quality, Force, Time and Pitch. Students practice and perform speeches from Shakespeare and contemporary plays, to speak with variety, specificity, expressiveness and intention.

THEA 544 | VOICE AND SPEECH IV
Units: 3
Focuses on stage dialects and accents, providing practice in the process of identifying, analyzing and learning to speak English with the appearance of an authentic dialect or accent for performance. Studies include phonetic sound changes, pitch patterns, rhythms and speeds, tone placements and cultural expectations of those societies.

THEA 595 | TEXT AND CONTEXT: THESIS PROJECT
Units: 1-6
Workshop dedicated to producing the program thesis, an original solo performance piece. Coursework includes research, writing and rehearsal.

Master of Arts in International Relations

Director

Andrew Tirrell, PhD, JD, Environmental Politics

Faculty

Evan Crawford, PhD, American Politics, State and Local Politics

Casey B.K. Dominguez, PhD, American Politics, Research Design

Emily Edmonds-Poli, PhD, Politics in Latin America, U.S.-Latin American Relations, Politics in Mexico

Cory Gooding, PhD, Race and Ethnic Politics

Timothy McCarty, PhD, Political Theory

Kacie Miura, PhD, Politics of China and the Asia-Pacific, US-China Relations

Vidya Nadkarni, PhD, International Relations Theory, American Foreign Policy, Politics in Russia

Noelle Norton, PhD, American Politics, Gender Politics

David Shirk, PhD, International Political Economy, U.S.-Latin American Relations, Politics in Mexico, Transnational Crime and Terrorism

Avi Spiegel, PhD, JD, International Relations, Politics in the Middle East, U.S.-Middle East Relations

J. Michael Williams, PhD, JD, Comparative Politics, Politics in Sub-Saharan Africa, Politics in South Africa

Randy Willoughby, PhD, U.S. National Security, Regional Security, European Politics

The Master of Arts in International Relations (MAIR) at USD offers a 30-unit curriculum of comparative politics and international relations. The program is structured around academic and professional preparation for students interested in international careers. The academic core of the program consists of 1.5 to 3.0 unit seminars taught by accomplished faculty in various sub-fields of global affairs. The coursework is intellectually rigorous and emphasizes analytical, writing, and research skills as well as general international competence and sophistication. Research Methods/Design, Comparative Politics, International Relations Theory and the Capstone are required courses. The professional dimension of the program is developed in regular semester electives and in collaboration with other graduate programs at USD in the schools of law, business, and peace and justice. The international dimension of the program is reinforced by one to three week travel opportunities for credit through international courses, workshops, and conferences. The curriculum includes summer courses and can be comfortably completed in eighteen months by full-time students and in twelve months on fast track. Part-time students are accommodated by a schedule that convenes most seminars one evening per week and most workshops on weeknights or weekends. The department offers partial scholarships on the basis of academic merit; the university also offers a significant amount of loans and grants including a 15 per cent tuition discount for the military community. The program concludes with a capstone paper and conference format presentation. Graduates from the program have moved into careers in the military, in government (especially in intelligence, law enforcement and diplomacy), in the nonprofit and private sectors and in higher education, including PhD programs. USD is nationally ranked and recognized for its international excellence; the MAIR program is among its several successful and innovative programs.

Scholarships and Grants

The Political Science department normally awards a small number of non-renewable scholarships to students in the MAIR program. The Dean's Merit scholarships generally range from $5,000 to $10,000 and the Irving Salomon Awards generally range from $300 to $500. Both are awarded based on academic achievement and promise. Continuing students are evaluated based on their performance in the program and the rigor of their chosen coursework. Entering students are evaluated based on the overall quality of their admission application. Prospective students whose application packet is not complete by the priority deadlines (March 1 for fall, October 1 for spring) will normally not be considered for merit awards in their first semester. Entering students will be notified of scholarship awards with their letters of admission. Continuing students are generally notified of their awards before the beginning of the semester. Graduate students that are enrolled at least half time (4.5 units) and apply for financial aid by submitting the Free Application for Federal Student Aid (FAFSA) to USD are eligible for Federal Direct Unsubsidized and Graduate PLUS loans. These loans have a fixed rate that is established annually by the federal government. The maximum amount of a Federal Direct Unsubsidized loan is $20,500 per academic year. Financial Aid Awards will become available after a student has submitted a FAFSA and been admitted. Directions for applying for the loans will be available on every student's MySanDiego portal. Students that intend to enroll during Intersession and/or Summer session can apply for financial aid by submitting the FAFSA and the Supplemental Financial Aid Application that becomes available in October for Intersession and February for Summer.

Additional Admission Requirements

See the Admission page (p. 50) for basic admission requirements.

Entrance Semesters	Fall, Spring
Application Deadlines	Applications are considered on a rolling basis throughout the year. However, to guarantee consideration for scholarships, applications must be received before March 1 for fall or October 1 for spring enrollment. Minimum Grade Point Average is normally 3.2 (4.0 scale)
Admission Tests	All applicants are required to take the GRE—other examinations cannot be substituted. Minimum GRE scores of 50 to 60 per cent ranking on the verbal section, 40 to 50 per cent ranking on the quantitative section, and 50 per cent ranking or 4.0 on the analytical section are expected. International applicants are normally required to take the TOEFL exam as well. A minimum score of 90 is expected.
Undergraduate Coursework	Some coursework in political science, economics, history, and international relations is normally expected.
Required Licenses or Credentials	None
Additional Requirements	Career experience relevant to international affairs is not required but can be an important element in an application package offsetting weaknesses in other parts of an applicant's portfolio.

Degree Requirements

Code	Title	Units
POLS 530	Research Design & Analysis	3
or POLS 535 & POLS 536	Research Design and Research Skills	
POLS 550	Politics & Policies Around the World: Foundations of Comparative Politics [3]	3
POLS 570	Global Conflict & Cooperation: Foundations of International Relations [3]	3
POLS 593	International Relations International Travel Course [1]	1
POLS 595	MAIR Capstone Seminar	3
Electives, to be chosen from:		17
	500-level POLS courses	
	Up to 6 units of courses from outside the Political Science and International Relations department [2]	
Total Units		**30**

[1] Please consult the Program Director for additional information.

[2] These require approval of the Program Director:
- USD graduate-level coursework on topics related to international relations.
- USD upper-division undergraduate courses with a strong international component.
- Transfer courses from other institutions on topics related to international relations.

[3] The requirements for POLS 550 and 570 will be satisfied by POLS 350 and 370, respectively, only for students in the BA/MA combined degree program.

No courses with a grade below B- will count toward the degree requirements, although all grades for USD courses are calculated in the GPA.

No online courses may count toward the graduate degree.

JD/MAIR Dual Degree Program

This dual degree program offers students the chance to pursue both a JD degree and a Master of Arts in International Relations (MAIR). Since these programs allow the concurrent pursuit of two degrees, with some courses credited toward both a JD degree and a master's degree, students can generally save time and expense. With proper planning, the dual degree program takes approximately four years to complete.

Students interested in this dual degree program must apply to, and be accepted by, both programs. Students generally begin at the School of Law, and start their master's program in their second year. Regardless which program a student enrolls in first, graduate school credits may not be transferred to the law school until after completion of the entire first year of law study.

Students in the dual JD/MAIR degree program may, with the prior permission of the law school, apply up to six units of their MAIR coursework toward their JD degree. Additionally, dual JD/MAIR students may apply, with permission of the MAIR program director, up to 12 units of coursework in international law at the law school toward their MAIR degree requirements.

BA/MAIR Combined Degree Program

Through the Combined BA/MAIR Degree Program, undergraduates who are completing a degree in Political Science or International Relations at the University of San Diego may apply for admission to the Master of Arts in International Relations degree program while completing the requirements for their Bachelor's degree.

With graduate director approval, undergraduate students admitted to the combined degree program are permitted to take up to 12 units of 500-level coursework to count towards the requirements for both degrees, with 500-level courses also counting as undergraduate electives. USD undergraduate students may begin the Master's program during their junior or senior year, provided that they have a 3.5 GPA within the major and have completed at least two 300- or 400-level political science or international relations courses. Since these programs allow the concurrent pursuit of two degrees, with courses credited toward both the BA and the MAIR, students can generally save time and expense.

Students admitted to the Combined Degree Program will have undergraduate status until they complete their BA degree requirements, and will become graduate students in the term after graduation from the undergraduate program. Combined degree students must maintain a GPA of at least 3.0 at both the undergraduate and graduate level, or be subject to academic probation and/or expulsion from the graduate program. Combined degree students must complete a minimum of 18 units while they have graduate student status in order to satisfy the graduate program requirements.

POLS 521 | COMPARATIVE LEGAL SYSTEMS
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This course examines legal systems from a comparative perspective. Students will study how scholars, lawyers, and policy makers construct and manage formal and informal measures to ensure societal compliance with the law, the legal accountability of state actor, and the provision of basic rights and access to justice under the law. In the process, students will learn about key case studies and cross-national comparisons to understand the differences in legal systems employed around the world. Students may repeat the seminar for credit when the specific topic changes.

POLS 523 | INTERNATIONAL LAW ENFORCEMENT
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This course examines the methods and approaches used to enforce laws internationally, including the use of international conventions, extradition, mutual legal assistance mechanisms, police and judicial cooperation, and other types of international law enforcement cooperation. Students may repeat the seminar for credit when the specific topic changes.

POLS 527 | INTERNATIONAL LAW AND POLITICS
Units: 1-3 Repeatability: No
This topics survey course provides an overview of the politics, theory, and practice of international law, including building of international legal frameworks; the negotiation, ratification, and enforcement of treaties; the role and functioning of multinational legal institutions (such as the International Court of Justice, the International Criminal Court, International Criminal Tribunals, United Nations Rapporteurs, etc.); the domestic options available in the adjudication of international legal controversies; and comparative legal systems. Relevant topics include the development of legal regimes and strategies for dealing with human rights, corruption, war crimes, crimes against humanity, terrorism, drug trafficking, and similar issues. Students may repeat the seminar for credit when the specific topic changes.

POLS 528 | INTERNATIONAL POLITICAL BOUNDARIES AND BORDER POLITICS
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course provides an examination of international political boundaries, border politics, and related policies, including trade, economic development, migration, law enforcement and security, and international diplomacy. This course considers comparative border dynamics of various regions, such as U.S.-Mexico, U.S.-Canada, China-Russia, India-Pakistan, Spain-Morocco, and the European Union.

POLS 529 | LAW OF THE SEA
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course examines regimes of the sea including fisheries, seabed mining, and coastal management zones. The politics of ocean regulation will be examined with emphasis on the Third United Nations Conference on the Law of the Sea. The seminar will consider Law-of-the-Sea negotiations from three perspectives: 1) the development of international law; 2) the processes of international bargaining and negotiation; and 3) the decision-making processes associated with the formulation of maritime policies in individual countries.

POLS 530 | RESEARCH DESIGN & ANALYSIS
Units: 3 Repeatability: No
This seminar helps students to formulate empirical research questions and introduces basic research strategies to answer them. Through hands-on experience, students learn to develop theories and to test them using basic research designs and uni- and multivariate analyses. In the end, students should be able to conduct and to critically evaluate basic research in the field.

POLS 535 | RESEARCH DESIGN
Units: 1.5
This course is a brief introduction to the principles of research design and analysis in the field of political science and international relations. The course discusses the nature of the scholarly community, the development of middle range theories and hypotheses, conceptualizing and operationalizing variables, and testing hypotheses.

POLS 536 | RESEARCH SKILLS
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This course enables students to develop understanding and skills in utilizing specialized research methods and tools such as bibliographic research, data gathering, data visualization, qualitative field methods, statistical analysis, and other advanced research methods. Students may repeat the seminar for credit when the specific topic changes. Lectures may be augmented by computer lab time.

POLS 550 | POLITICS & POLICIES AROUND THE WORLD: FOUNDATIONS OF COMPARATIVE POLITICS
Units: 3 Repeatability: No
This course offers in an in-depth look at the policies and politics of countries around the world. The purpose of the course is to examine the major theoretical approaches to comparative politics as well as the political histories of individual countries. It is designed to introduce students to a variety of themes central to this field, including state-society relations, state capacity, the role of institutions, nationalism, cultural/ethnic pluralism, political culture, and democracy. This course is a degree requirement.

POLS 555 | POLITICS IN EUROPE
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This course surveys the political cultures, institutions, and parties of the United Kingdom, France, and Germany. Foreign and defense policies, including those relating to European integration, will receive special attention.

POLS 556 | POLITICS OF AFRICA
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This course provides an in-depth analysis of political development in Africa. It is designed to introduce students to the challenges African states have faced during the pre-colonial, colonial, and post-colonial eras. Particular emphasis is placed on how different countries have sought to develop strong institutions, democratic processes, and national integration in the context of scarce resources and civil conflict. Students may repeat the seminar for credit when the specific topic changes.

POLS 557 | POLITICS IN LATIN AMERICA
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This course uses a variety of theories to examine the dynamics of political and economic change in Latin America. Particular emphasis is placed on the causes and consequences of cyclical economic development and recurrent waves of democratization and authoritarianism.

POLS 559 | POLITICS IN THE MIDDLE EAST
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This course explores political developments in the Middle East with particular attention to the contemporary era.

POLS 561 | POLITICS IN SOUTH AFRICA
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course examines the major issues and challenges that face South Africa. The goal of the course is to introduce students to contemporary South African politics and to place the current political challenges into the broader historical context.

POLS 565 | POLITICS IN RUSSIA
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course offers an examination of the political institutions and forces of change in Russia and the Soviet successor states with particular attention to the difficulties of democratization, modernization, and capitalist transformation.

POLS 566 | POLITICS IN MEXICO
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course examines the trajectory of political development in Mexico from the twentieth century to the present. We will examine the Mexican revolution, the origins of the dominant party system, the transition to democracy and current prospects for democratic and economic stability.

POLS 568 | POLITICS IN CHINA
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course offers an examination of politics and selected policy issues in contemporary China including political institutions, the policy-making process, and citizen political behavior. Special attention is given to prospects for political reform in China.

POLS 570 | GLOBAL CONFLICT & COOPERATION: FOUNDATIONS OF INTERNATIONAL RELATIONS
Units: 3 Repeatability: No
This core course provides students with a foundation in the main theories of international relations. In Global Conflict and Cooperation, we tackle some of the most consequential questions in the world: Why do countries go to war? How will countries cooperate to solve problems like global warming? How does global capitalism affect politics? How is foreign policy made? To find answers, we read influential texts, analyze competing ideas, and apply them to case studies. The course also gives students space to explore their own research interests and build a theory framework for their projects. This course is a degree requirement.

POLS 571 | UNITED STATES FOREIGN POLICY
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This class offers an examination of the challenges and opportunities facing U.S. foreign policy in the 21st century, the institutional context of foreign policy decision-making, and the application of theories of international politics and foreign policy to the empirical analysis of contemporary American U.S. policy.

POLS 572 | RUSSIAN FOREIGN POLICY
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course explores foreign policy in the U.S.S.R. and its successor states focusing on competing institutions within the foreign policy establishments, changing security preoccupations, and the difficulties of realigning regional and global relationships in a structurally changed international system.

POLS 573 | CHINESE FOREIGN POLICY
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course offers an analysis of the foreign policy of the People's Republic of China. Foreign policy-making and China's relations with other international actors will be examined.

POLS 574 | U.S.-LATIN AMERICA RELATIONS
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course provides an analysis of historical and contemporary relations between the U.S. and Latin America. Policy issues examined include trade, immigration, drug trafficking, military intervention, and relations with Cuba.

POLS 575 | U.S.-MIDDLE EAST RELATIONS
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course examines the influences and interests that shape U.S. relations toward the Middle East. Rooted in the study of international relations and foreign policy decision-making, the course critically examines the past, present, and future of relations between the United States and a contested and dynamic region. Students may repeat the seminar for credit when the specific topic changes.

POLS 576 | U.S. NATIONAL SECURITY
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course examines contemporary U.S. security policy, including military technology, nuclear strategy and arms control, recent U.S. military interventions, biological and chemical weapons, domestic security politics , the defense industry and budget, and terrorism.

POLS 577 | REGIONAL SECURITY
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course examines security dynamics in important regions of the world, such as West Europe, Latin America, East Asia, and the Islamic countries running from Northwest Africa to Southeast Asia. The course addresses issues like military technology, war, diplomatic relations within the region, political economy, drug trafficking, and terrorism, among others. Students may repeat the seminar for credit when the specific topic changes.

POLS 578 | TRANSNATIONAL CRIME AND TERRORISM
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course focuses on how the law enforcement community has responded to the unprecedented increase in crimes and terrorist acts that cross international borders. The course examines those factors that have led to this increase in transnational crime and terrorism, the types of crimes that pose the greatest threat to lawful societies, the responses that have been developed to combat transnational crime, and the extent to which transnational crime threatens the national security interests of the United States and the world community.

POLS 580 | INTERNATIONAL POLITICAL ECONOMY
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course examines the international and national political strategies affecting economic growth and global distribution of wealth.

POLS 581 | POLITICS OF DEVELOPMENT
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course examines the challenge of development, and the domestic and international institutions and policies that seek to promote development around the world. A course subtitle may be modified to reflect a focus on a particular country (e.g., The Politics of Development: South Africa). Students may repeat the seminar for credit when the specific topic changes.

POLS 582 | INTERNATIONAL HUMAN RIGHTS
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This course considers theoretical foundations, historical development, and applications of human rights in differing parts of the world. The seminar will focus on contending approaches to human rights.

POLS 583 | INTERNATIONAL ORGANIZATIONS
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course offers an examination of the development of contemporary intergovernmental political organizations with emphasis on the United Nations system and the functional agencies. The future of supranationalism will be investigated with particular attention to the European Communities.

POLS 584 | INTERNATIONAL ENVIRONMENTAL GOVERNANCE
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course examines the policy decisions that determine human responses to environmental challenges. The course explores three foundational topics: environmental ideologies, the global commons, and natural resources valuation. Students apply these core concepts to environmental sectors, such as climate change, sustainable development, marine resources management, environmental negotiations, and conservation.

POLS 585 | INTERNATIONAL DIPLOMACY
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This topics course examines the theory and use of diplomacy in international relations and world politics. Students will learn about different diplomatic approaches, forums, techniques, and tools used by states, international governmental organizations, non-governmental organizations, and other entities working internationally. Students may repeat the seminar for credit when the specific topic changes. Students may repeat the seminar for credit when the specific topic changes.

POLS 586 | POLITICS OF INTELLIGENCE
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course is designed to provide students with an understanding of the history and institutional structure of the US intelligence community, the intelligence production cycle, how intelligence contributes to policymakers, how intelligence agencies are managed and controlled, the ethical debate about intelligence activities, current intelligence issues facing US policy makers, and counterintelligence concerns.

POLS 589 | POLITICS OF DISASTER AND CRISIS MANAGEMENT
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This topics course examines the problem of natural disasters, crises, and catastrophic events, and the political and policy responses to these phenomena. Students will learn about different types of hazards, such as earthquakes, tornadoes, fires, nuclear disasters, and famines. Students will also learn about the political, economic, and societal factors that contribute to human vulnerability to hazards, such as poverty, corruption, a lack of preparedness, and other issues of governance. Students will also learn about the strategies and practices employed to mitigate hazards and their effects, as well as the ethical dilemmas and moral hazards involved in disaster relief efforts. Finally, and most important, students will have the opportunity to consider the human toll and other implications of catastrophic events. Students may repeat the seminar for credit when the specific topic changes.

POLS 591 | MIGRATION AND IMMIGRATION POLITICS
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This topics course examines theories, trends, and policies related to migration and immigration. The course reviews historical and contemporary global migration trends, as well as the specific contexts, aspects, and drivers of migration and immigration policy. In the process, students will learn about differing views in different nations about complex and contentious issues related to the politics of migration and immigration, including citizenship and naturalization, the rights of migrants and immigrants, the problem of unauthorized migration, border security and interior enforcement, anti-immigrant sentiment and immigrant advocacy, the cost and contributions of migrants and immigrants, crimes committed by and against immigrants, the "assimilation" or integration of new immigrant groups, and the consequences of migration and immigration for the affected countries and communities. Students may repeat the seminar for credit when the specific topic changes.

POLS 593 | INTERNATIONAL RELATIONS INTERNATIONAL TRAVEL COURSE
Units: 0.5-3 Repeatability: Yes (Can be repeated for Credit)
International travel courses come in different formats and schedules, including seminars, field studies, lectures, simulations, and short travel courses. By traveling to sites of relevance to the course topic, students have the opportunity to meet with policy makers and practitioners, visit locations of interest, and gather information in the field. 593 courses can be repeated for credit provided the topics are substantially different.

POLS 594 | SPECIAL TOPICS IN INTERNATIONAL RELATIONS
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
A current issue or topic in the discipline will be the focus of the course. The course can be repeated if the topic changes.

POLS 595 | MAIR CAPSTONE SEMINAR
Units: 3 Repeatability: No
Prerequisites: POLS 550 with a minimum grade of C- and POLS 570 with a minimum grade of C-
The Master of Arts in International Relations (MAIR) program at the University of San Diego hosts a capstone seminar for its graduating students to prepare and present a major research project. This capstone seminar is designed to allow students to integrate the knowledge obtained from their course of study in the program and apply that knowledge to the analysis of contemporary issues in international relations. Research topics are determined by the students in consultation with the capstone instructor and other faculty members who serve as external advisors on the student's project. Students present their work at a formal symposium that is open to the public. The final paper and presentation produced for this seminar allow students to fulfill the main learning objectives of the MAIR program, and help to orient them towards a career in international affairs. Students must have completed at least 24 units prior to enrollment in the MAIR Capstone Seminar.

POLS 596 | SHORT COURSE IN IR: SPECIAL TOPICS
Units: 0.5-1.5 Repeatability: Yes (Can be repeated for Credit)
Short courses come in different formats and schedules, including academic seminars, professional workshops, and short travel courses. They allow the department to offer courses on topics and/or on schedules that would not be suitable for three units and they give students greater options and more flexibility in load management and scheduling. 596 courses can be repeated for credit provided the topics are different.

POLS 598 | INTERNSHIP IN INTERNATIONAL RELATIONS
Units: 0.5-3 Repeatability: Yes (Can be repeated for Credit)
Students can receive credit for internships with the government, nongovernment agencies, corporations, and other suitable entities involved in international relations. Students are required to have a writing component in the internship. Students must have completed at least 15 units in the program and have an overall GPA of 3.33 to request an internship for credit. Internships for credit must be approved by the graduate director.

POLS 599 | INDEPENDENT STUDY IN INTERNATIONAL RELATIONS
Units: 0.5-3 Repeatability: Yes (Can be repeated for Credit)
Directed research can be conducted under the supervision of one of the permanent graduate faculty members in the Department. Students must have completed 15 units in the program and have an overall GPA of 3.5. Project proposals must be approved by a faculty sponsor and the graduate director.

Master of Science in Environmental and Ocean Sciences

Director
Drew M. Talley, PhD, Environmental and Ocean Sciences

Faculty
Michel A. Boudrias, PhD, Locomotion, Benthic Ecology

Hugh I. Ellis, PhD, Avian Physiological Ecology, Waterbirds

Sarah C. Gray, PhD, Paleoclimatology, Sedimentology

Ronald S. Kaufmann, PhD, Pelagic and Benthic Ecology

Mary Sue Lowery, PhD, Fish Biochemistry and Muscle Development

Geoffrey Morse, PhD, Insect Evolution and Ecology

Andrew Nosal, PhD, Elasmobranch Behavior and Ecology

Bethany O'Shea, PhD, Environmental Geochemistry

Jennifer C. Prairie, PhD, Plankton Ecology, Mathematical Biology

Nathalie B. Reyns, PhD, Biophysical Dispersal of Larvae, Fisheries Oceanography

Steven P. Searcy, PhD, Early Life History of Fishes and Invertebrates

Suzanne Walther, PhD, Fluvial Geomorphology

Zhi-Yong Yin, PhD, Hydroclimatology, GIS and Remote Sensing

Affiliated Faculty

Frederick I. Archer, PhD, Population Genetics and Delphinid Fisheries (Southwest Fisheries Science Center)

Lisa T. Ballance, PhD, Cetacean and Seabird Ecology (Oregon State University)

Ann B. Bowles, PhD, Bioacoustics (Hubbs-SeaWorld Research Institute)

Matthew T. Craig, PhD, Fish Population Genetics (Southwest Fisheries Science Center)

Jeffrey A. Crooks, PhD, Invasive Species (Tijuana Estuary National Estuarine Research Reserve)

Mark A. Drawbridge, MS, Fish Hatcheries and Aquaculture (Hubbs-SeaWorld Research Institute)

Michael G. Hinton, PhD, Pelagic Ecology, Population Ecology, Statistics (Inter-American Tropical Tuna Commission)

John R. Hyde, PhD, Fish Genetics, Physiology and Ecology (Southwest Fisheries Science Center)

Thomas G. Kretzschmar, PhD, Hydrogeology (Centro de Investigacion Cientificas y de Enseñanza Superior de Ensenada)

Christian Reiss, PhD, Antarctic Biology and Ecology (Southwest Fisheries Science Center)

Ignacio Rivera-Duarte, PhD, Marine Geochemistry (NAVWAR)

Michael D. Scott, PhD, Marine Mammal Bycatch (Inter-American Tropical Tuna Commission)

Brent S. Stewart, PhD, JD, Ecology, Behavior and Physiology of Marine Vertebrates (Hubbs-SeaWorld Research Institute)

Kevin R. Stuart, PhD, Fish Hatcheries and Aquaculture (Hubbs-SeaWorld Research Institute)

Theresa S. Talley, PhD, Coastal Ecosystems (California Sea Grant Extension Program)

Andrew R. Thompson, PhD, Larval Ecology (Southwest Fisheries Science Center)

Russell D. Vetter, PhD, Evolution and Molecular Biology of Fishes (Southwest Fisheries Science Center)

Nicholas C. Wegner, PhD, Fish Physiology and Ecology (Southwest Fisheries Science Center)

The Department of Environmental and Ocean Sciences offers graduate work leading to the degree of Master of Science in Environmental and Ocean Sciences with two tracks, Marine Science and Environmental Science. This degree is based largely on research and is intended to provide graduate students with an opportunity to design experiments or observations that test hypotheses; to contribute new information to a knowledge base; and to learn to write in a way that facilitates scientific exchange. The program, which combines coursework and research, culminates in a written thesis. The program utilizes not only the excellent facilities at the University of San Diego's Shiley Center for Science and Technology, but those of some nearby institutions, such as the Southwest Fisheries Science Center (National Marine Fisheries, NOAA), Hubbs-SeaWorld Research Institute, the Leon R. Hubbard Hatchery, and the Tijuana National Estuarine Research Reserve. Thesis committees may be headed by USD Environmental and Ocean Sciences graduate faculty, as well as affiliated graduate faculty members. Committee members are drawn from the Environmental and Ocean Sciences faculty at USD, other science departments at USD and senior research scientists at Southwest Fisheries Science Center, Hubbs-SeaWorld Research Institute and other institutions.

Our faculty currently are involved in research in ecology, environmental geochemistry, climatology, paleoclimatology, hydrology, oceanography, marine biology, locomotion and fluid dynamics, fluvial geomorphology, physiology, and population genetics. Affiliated faculty work in the areas of bioacoustics, fisheries, aquaculture, molecular genetics, hydrogeology, ecology, marine pollution and physiology. Although there are opportunities for graduate students who are interested in biology to work with a variety of invertebrate and vertebrate animals, as well as a more limited number of plants, applicants should think carefully about the functional areas of biology they wish to work in. Whether in the life sciences or physical sciences, local research opportunities abound: from the coasts and estuaries of San Diego County to offshore and island environments. The deserts of southern California, which include inland water bodies and former ocean basins, offer additional research possibilities. In some instances, research may focus on more distant areas. More information about faculty research interests, graduate student thesis titles and facilities is available through our website.

The Master of Science in Environmental and Ocean Sciences degree can serve as a terminal graduate degree prior to entry into the work force, an enhancement of skills for an existing job in a technical area or in education, or a step toward a PhD.

Additional Admission Requirements

See the Admission page (p. 50) for basic admission requirements.

Entrance Semesters	Fall (spring, only under special circumstances)
Application Deadline	Fall: Priority application deadline Jan 15; applications received after April 1 cannot be guaranteed review
Minimum Grade Point Average	3.0 (4.0 scale) in all undergraduate coursework
Standardized Admission Tests	None for domestic applicants. International applicants should consult the USD Graduate Admissions website for test requirements.

Required Coursework	Undergraduate major in a science; a minimum of one year of chemistry with laboratory and one semester each of life science for science majors with laboratory, calculus, statistics, physics for science majors with laboratory and earth or atmospheric science for science majors with laboratory (Environmental Science pathway).	
Required Licenses Or Credentials	None	
Additional Requirements	Three letters of recommendation from science professors (additional non-academic letters also may be submitted)	
	The applicant's Statement of Purpose should specifically address research interests that are compatible with the work of the USD Environmental and Ocean Sciences graduate faculty and affiliated faculty.	

The Environmental and Ocean Sciences MS Program includes two tracks, Environmental Science and Marine Science. The selection of a track should be based on the nature of a student's thesis research.

Requirements for the Degree

Code	Title	Units
Coursework (minimum 19 units)		
EOSC 500	Core Seminar I	2
EOSC 501	Core Seminar II	2
Graduate Science Courses (12 units), with lab [1]		12
Graduate Elective or Science Course, with lab		3-4
Graduate Science Courses, with Lab (E = Environmental, M = Marine)		
EOSC 520	Introduction to Remote Sensing (E,M)	4
EOSC 530	Human Impacts on the Coastal Environment with Lab (E,M)	4
EOSC 533	Plankton Ecology (M)	4
EOSC 534	Wetlands Ecology with Lab (M)	4
EOSC 536	Marine Community Ecology with Lab (M)	4
EOSC 538	Animal Behavioral Ecology with Lab (M)	4
EOSC 540	Mathematical Modeling in Ecology (M)	4
EOSC 550	Geological Oceanography (E,M)	4
EOSC 551	Biological Oceanography (M)	4
EOSC 552	Environmental and Ocean Geochemistry (E,M)	4
EOSC 573	Climatology (E,M)	4
EOSC 574	History of the Earth and Climate with Lab (E,M)	4
EOSC 581	Natural Resources of Death Valley (E)	3
EOSC 585	Environmental Geology (E)	4
EOSC 587	Surface Water Hydrology (E)	4
EOSC 588	Geomorphology (E)	4
Graduate Electives [2]		
* Courses with lab		
EOSC 514	Introduction to GIS *	4
EOSC 515	Advanced GIS *	4
EOSC 531	Human Impacts on the Coastal Environment	3
EOSC 535	Wetlands Ecology	3

EOSC 537	Marine Community Ecology	3
EOSC 539	Animal Behavioral Ecology	3
EOSC 561	Invertebrate Zoology *	4
EOSC 562	Biology of Fishes *	4
EOSC 565	Marine Mammals	3
EOSC 575	History of the Earth and Climate	3
EOSC 594	Special Topics in Environmental and Ocean Sciences	1-4
POLS 529	Law of the Sea	3
Research/Thesis (minimum 10 units)		
EOSC 596	Research [3]	0.5-9
Graduate Elective or Science course may replace up to 4 units of EOSC 596.		
EOSC 597	Thesis [3]	1
A minimum of 1 unit of EOSC 597 must be applied toward the degree requirements.		

[1] Students in the Marine Science track must take at least two graduate science courses (8 units) with an M designation. Students in the Environmental Science track must take at least two graduate science courses (8 units) with an E designation. Electives could be E or M for students in either track.

[2] A maximum of six undergraduate units taken at the university may be applied to the graduate program, unless a student is enrolled in the combined degree program. Examples include BIOL 301, BIOL 364, BIOL 416, BIOL 477, BIOL 478, POLS 349. This list is not exhaustive; consult the graduate program director. See the current Undergraduate Course Catalog for course descriptions. No course taken to fulfill an undergraduate deficiency may count toward the required units in the graduate program.

[3] Students may take these courses for 0.5 unit only after they have completed all of the program requirements except EOSC 597. Students who are enrolled for 0.5 unit of EOSC 596 or EOSC 597 are considered half-time.

Thesis Committee

A thesis committee of at least three members will be established during the second semester of enrollment. It will consist of at least one full-time USD graduate faculty member and may include members from approved outside institutions. The entire thesis committee will meet with the student semi-annually to assess progress and give advice. Following approval of the thesis proposal by both the thesis chair and the graduate program director and satisfaction of any deficiencies noted at the time of admission to the program, the student will be recommended for candidacy by the thesis committee. Adequate progress will need to be made to maintain candidacy (see candidacy policy, available in the graduate handbook). Additional courses related to the student's area may be required by the committee chair. All students must be enrolled for at least 1 unit to remain active in the program. Students who have completed all program requirements except EOSC 597, including all required courses, may enroll in 0.5 unit to remain active in the program.

Recommended Program of Study

First Year

Semester I		Units
EOSC 500	Core Seminar I	2
Graduate Science Course		4
Graduate Science Course or Elective		3-4
Semester II		
EOSC 501	Core Seminar II	2
Graduate Science Course		4
Graduate Science Course or Elective		3-4

Second Year

Semester I

EOSC 596	Research	6-7
EOSC 596 or Graduate Elective		3-4

Semester II

EOSC 597	Thesis	1

Note: Students who will not finish by the end of their second summer should take 9 units in semester I of the second year and 1 unit of EOSC 596 in semester II of the second year. These students should take 0.5-1 unit of EOSC 597 each semester until they finish.

Combined Degree Program (BA/MS)

Undergraduates who are completing a degree in Environmental and Ocean Sciences can apply for admission to the MS program before finishing the BA. Students can apply up to 12 units of course work toward the requirements for both degrees. Applications are accepted during a student's junior or senior year as an undergraduate, following a process similar to the standard application procedure for admission to the Environmental and Ocean Sciences MS Program. Admitted students have undergraduate status until they complete their BA degree requirements, then become graduate students during the subsequent fall semester. Students need to complete a minimum of 18 units while they have graduate student status in order to satisfy the combined degree program requirements.

Below are recommended programs of study for students enrolled in the combined degree program from each of the three pathways in the undergraduate Environmental and Ocean Sciences major. The recommended program of study is given for the student's junior and senior year as an undergraduate, and for the student's first year solely in the graduate program. For the first and second years as an undergraduate, see the recommended program of study for the undergraduate program in Environmental and Ocean Sciences.

Combined Degree Program (BS/MS)

Undergraduates who are completing a BS degree in Environmental and Ocean Sciences can apply for admission to the MS program before finishing the BS. Students can apply up to 12 units of course work toward the requirements for both degrees. Applications are accepted during a student's junior or senior year as an undergraduate, following a process similar to the standard application procedure for admission to the Environmental and Ocean Sciences MS Program. Admitted students have undergraduate status until they complete their BS degree requirements, then become graduate students during the subsequent fall semester. Students need to complete a minimum of 18 units while they have graduate student status in order to satisfy the combined degree program requirements.

For students enrolled in the combined degree program, below is a recommended program of study for the student's first year solely in the graduate program. For the undergraduate years, see the recommended programs of study for each pathway in the undergraduate program in Environmental and Ocean Sciences.

Recommended Program of Study - Marine Ecology Pathway

Junior Year

Semester I

		Units
EOSC 300	Environmental Issues	3
EOSC 301	Research Applications in Environmental and Ocean Sciences	4
BIOL 300	Genetics	3

EOSC 496, 498, or 499	Research Internship Independent Study	1
CC or Electives		3-6

Semester II

Pathway electives*		7-8
EOSC 496, 498, or 499	Research Internship Independent Study	1
CC or Electives		6-9

Senior Year

Semester I

Pathway elective*		3-4
Upper-division BIOL course		3-4
EOSC 495	Senior Seminar	1
CC or Electives		6-9

Semester II

Pathway electives*		7-8
Upper-division BIOL course		3-4
CC or Electives		3-6

Recommended Program of Study - Environmental Science Pathway

Junior Year

Semester I

		Units
EOSC 300	Environmental Issues	3
EOSC 301	Research Applications in Environmental and Ocean Sciences	4
EOSC 496, 498, or 499	Research Internship Independent Study	1
CC or Electives		4-9

Semester II

EOSC 314*	Introduction to GIS	4
Pathway elective*		3-4
EOSC 496, 498, or 499	Research Internship Independent Study	1
CC or Electives		6-9

Senior Year

Semester I

Pathway elective*		3-4
EOSC 495	Senior Seminar	1
CC or Electives		8-12

Semester II

Pathway electives*		7-8
CC or Electives		9-12

Recommended Program of Study - Environmental Studies Pathway

Junior Year

Semester I Units

EOSC 300	Environmental Issues	3
EOSC 301	Research Applications in Environmental and Ocean Sciences	4
EOSC 496, 498, or 499	Research Internship Independent Study	1
CC or Electives		4-9

Semester II

EOSC 314*	Introduction to GIS	4
PHIL 338 or 344	Environmental Ethics Environmental Justice	3
EOSC 496, 498, or 499	Research Internship Independent Study	1
CC or Electives		6-9

Senior Year

Semester I

EOSC 305	Environmental Assessment Practices	3
Pathway elective*		3-4
EOSC 495	Senior Seminar	1
CC or Electives		6-9

Semester II

Pathway electives*		6-7
CC or Electives		6-9

* For students enrolled in the BA/MS combined degree program, these courses can apply to both the BA and MS degree requirements (up to 12 units), if chosen appropriately.

Recommended Program of Study - Graduate

First Year

Semester I Units

EOSC 500	Core Seminar I	2
Graduate Science Course or Elective		3-4
EOSC 596	Research	3-4

Semester II

EOSC 501	Core Seminar II	2
EOSC 596	Research	2-3
EOSC 596 or Elective		3-4
EOSC 597	Thesis	1

Note: Students who will not finish by the end of their first year in the MS program should take 8 units in semester II of the first graduate year and 0.5-1 unit of EOSC 597 each semester until they finish.

EOSC 500 | CORE SEMINAR I
Units: 2 Repeatability: No
An introduction to the infrastructure of the Environmental and Ocean Sciences graduate program and to those critical skills useful in graduate studies. Students will be exposed to a range of research areas through a series of seminars presented by the Environmental and Ocean Sciences graduate faculty, affiliated university faculty in other departments and scientists from other institutions. Students also will choose a thesis committee chair and develop a written preliminary plan for their own research in pursuit of the master's degree.

EOSC 501 | CORE SEMINAR II
Units: 2 Repeatability: No
During this seminar, students will learn how to develop questions that can be tested scientifically, design experiments that are amenable to statistical analysis and collect data that are interpretable. Students will write a formal thesis proposal, which includes a review of pertinent literature and present it orally to the assembled Environmental and Ocean Sciences faculty. They also will form their thesis committees. Successful completion of this seminar is a prerequisite for advancement to candidacy.

EOSC 511 | STATISTICS
Units: 3 Repeatability: No
This course is intended to build on a basic understanding of statistical analysis gained at the undergraduate level. The course will review methods of hypothesis testing and the statistical tests most commonly used in environmental and ocean sciences. It will introduce multivariate techniques and modern nonparametric methods. The main emphasis will be experimental design and choosing the most appropriate methods of statistical analysis to answer specific questions. Students will learn how to use the statistical software package R and will have the opportunity to work with their own data, if applicable. Three hours per week.

EOSC 514 | INTRODUCTION TO MAPS AND SPATIAL DATA ANALYSIS
Units: 4 Repeatability: No
Use of maps as an analytical tool. Topics include: map reading; the use of maps as a medium for describing and analyzing various types of spatially-distributed data; stereoscopic interpretation and cartographic representation of landforms, vegetation, and land use. Laboratory exercises will use ArcGIS software. Two hours of lecture and one laboratory per week. Fall semester.

EOSC 515 | GEOGRAPHIC INFORMATION SYSTEMS
Units: 4 Repeatability: No
Theory and practice of Geographic Information Systems (GIS) as a tool for the display and manipulation of spatial data. Applications include: urban planning; land use classification; biomass analysis; crop monitoring; forest resource assessment and management; and disaster assessment, management, and recovery. Laboratory exercises will use ArcGIS software. Two hours of lecture and one laboratory per week. Spring semester.

EOSC 520 | INTRODUCTION TO REMOTE SENSING
Units: 4 Repeatability: No
An introduction to remote sensing technology and its applications in earth science. This course will cover principles of remote sensing, aerial photography, photogrammetry, electronic multispectral imaging, and methods of digital image processing and analysis. Applications of remote sensing in marine and terrestrial environments and integration of remote sensing and geographic information systems also will be discussed. Three hours of lecture and one laboratory per week and some field trips. Requires at least one course in physical science, or consent of the instructor.

EOSC 530 | HUMAN IMPACTS ON THE COASTAL ENVIRONMENT WITH LAB
Units: 4 Repeatability: No
Coastal environments are under increasing pressure from growing human populations. Development, climate change, pollution and exploitation of marine resources have resulted in declining environmental quality in nearshore areas. In this class, we will (1) examine structure and function of coastal systems, (2) how human activities and development have impacted these environments, and (3) when applicable discuss potential remedies to environmental degradation. Laboratory projects will have both field and laboratory components and will examine the impacts of coastal pollution in San Diego. Students may not receive credit for taking EOSC 530 and EOSC 430 or EOSC 431 or EOSC 531.

EOSC 531 | HUMAN IMPACTS ON THE COASTAL ENVIRONMENT
Units: 3 Repeatability: No
Coastal environments are under increasing pressure from growing human populations. Development, climate change, pollution and exploitation of marine resources have resulted in declining environmental quality in nearshore areas. In this class, we will (1) examine the structure and function of coastal systems, (2) how human activities and development have impacted these environments, and (3) when applicable discuss potential remedies to environmental degradation. Students may not receive credit for taking EOSC 531 and EOSC 430 or EOSC 431 or EOSC 530.

EOSC 533 | PLANKTON ECOLOGY
Units: 4 Repeatability: No
This course is a study of the fundamental processes in plankton ecology from the perspective of how individual plankton interact with each other and their environment. Throughout the course, students will gain intuition about life in the plankton by incorporating an understanding of both the biology of the organisms and their physical environment. In addition to lecture, the course includes lab activities, reading and discussing peer-reviewed scientific articles, and completing group and individual assignments.

EOSC 534 | WETLANDS ECOLOGY WITH LAB
Units: 4 Repeatability: No
A comprehensive look at wetland ecology and management. Focuses on physical, biogeochemical, and ecological aspects of major wetland ecosystems with an emphasis on local urban wetlands. Also includes wetland management concepts and approaches worldwide. This course includes a weekly lab. Students may not receive credit for taking both EOSC 534 and EOSC 535.

EOSC 535 | WETLANDS ECOLOGY
Units: 3 Repeatability: No
A comprehensive look at wetland ecology and management. Focuses on physical, biogeochemical, and ecological aspects of major wetland ecosystems with an emphasis on local urban wetlands. Also includes wetland management concepts and approaches worldwide. Students may not receive credit for taking both EOSC 534 and EOSC 535.

EOSC 536 | MARINE COMMUNITY ECOLOGY WITH LAB
Units: 4 Repeatability: No
This course is intended to introduce students to the fundamentals of marine community ecology. We will explore the abiotic and biotic factors that structure marine communities, and compare the processes and interactions between marine organisms and their environments in various ecosystems. In lab, students become familiar with various ecological sampling methods and experimental design, and are exposed to the diversity of coastal marine environments in the San Diego area. Students may not receive credit for taking EOSC 536 and EOSC 436 or EOSC 437 or EOSC 537.

EOSC 537 | MARINE COMMUNITY ECOLOGY
Units: 3 Repeatability: No
This course is intended to introduce students to the fundamentals of marine community ecology. We will explore the abiotic and biotic factors that structure marine communities, and compare the processes and interactions between marine organisms and their environments in various ecosystems. Students may not receive credit for taking EOSC 537 and EOSC 436 or EOSC 437 or EOSC 536.

EOSC 538 | ANIMAL BEHAVIORAL ECOLOGY WITH LAB
Units: 4 Repeatability: No
This course examines the evolution of animal behavior in an ecological context. Topics include economic decision making, co-evolutionary arms races, competition, aggression, biological rhythms, group living, sexual and family conflict, parental care, mating systems, cooperation, and communication. This course explores questions in behavioral ecology using basic concepts and theory, as well as model-based, comparative, and experimental approaches. The inquiry-based lab introduces methods commonly used in behavioral ecology and allows students to test their own hypotheses within the framework of prescribed field and laboratory exercises. Students may not receive credit for taking both EOSC 538 and EOSC 539 or for taking both EOSC 538 and PSYC 344.

EOSC 539 | ANIMAL BEHAVIORAL ECOLOGY
Units: 3 Repeatability: No
This course examines the evolution of animal behavior in an ecological context. Topics include economic decision making, co-evolutionary arms races, competition, aggression, biological rhythms, group living, sexual and family conflict, parental care, mating systems, cooperation, and communication. This course explores questions in behavioral ecology using basic concepts and theory, as well as model-based, comparative, and experimental approaches. Students may not receive credit for taking both EOSC 539 and EOSC 538.

EOSC 540 | MATHEMATICAL MODELING IN ECOLOGY
Units: 4 Repeatability: No
An introduction to mathematical applications to ecology. In this integrative course, students will learn to describe ecological processes in mathematical terms and formulate different types of mathematical models relevant to ecology. In a weekly lab, students from EOSC 440 and MATH 440 will work together on integrative projects and computer programming applications to mathematical ecology. Students may not receive credit for taking both EOSC 540 and MATH 440.

EOSC 550 | GEOLOGICAL OCEANOGRAPHY
Units: 4 Repeatability: No
The origin and geologic history of the ocean basins, with a detailed investigation of the theory of plate tectonics, ocean sedimentation and paleoceanography. Examination of how geological processes affect physical, chemical and biological processes in the ocean will be emphasized. Students will present and discuss primary literature pertinent to the topics covered in the course. Three lectures and one laboratory per week. One cruise and one additional weekend field trip may be required. A course in introductory geology, with laboratory, is recommended.

EOSC 551 | BIOLOGICAL OCEANOGRAPHY
Units: 4 Repeatability: No
Biological oceanography is covered from an integrated, functional perspective. Unifying themes will be factors that affect marine ecosystems and the relationship between environmental characteristics and biological communities. Nearshore, open ocean and deep sea environments will be covered. Ecological, behavioral, physiological and biochemical adaptations of marine organisms also will be considered. Primary literature, scientific writing and experimental design will be emphasized. Three lectures and one laboratory per week. One cruise and additional fieldwork may be required. As well as one year of general biology, with laboratory.

EOSC 552 | ENVIRONMENTAL AND OCEAN GEOCHEMISTRY
Units: 4 Repeatability: No
What makes the oceans salty? Why do plankton need dust to survive? Why is arsenic in groundwater considered the worst mass poisoning in human history? Is Fiji Water really pristine? In this course you'll learn how water – oceans, rivers, groundwater – differ in composition and the processes that control their chemistry. We'll trace the journey of water from rain, to rivers, into groundwater, and how water-rock interaction contributes to ocean salinity. What happens when these waters are contaminated? We'll investigate basic soil and water contamination processes caused by environmental processes such as mining, refining ores, and disposal of waste into landfill. The course will focus on metal contamination, both naturally occurring in rocks (mines in San Diego) and anthropogenically influenced (metals in Mission Bay). We'll determine how much contamination is too much, for both organisms and humans, and the possible health effects of exposure to these contaminants.

EOSC 561 | INVERTEBRATE ZOOLOGY
Units: 4 Repeatability: No
A survey of the invertebrate animals with emphasis on evolutionary relationships among the groups as expressed by their morphology and physiology. Three hours of lecture and one laboratory weekly.

EOSC 562 | BIOLOGY OF FISHES
Units: 4 Repeatability: No
This course examines the various aspects of ichthyology encompassing the anatomy, physiology, ecology, evolution, ethology, and natural history of fishes. Lab includes techniques of identification and a general survey of fish systematics and zoogeography.. Three hours of lecture and one laboratory per week.

EOSC 565 | MARINE MAMMALS
Units: 3 Repeatability: No
An examination of the biology of whales, pinnipeds and other marine mammals. Topics will include general adaptations to a marine existence; systematics and biogeography; reproduction; diving physiology; communication and echolocation; feeding and migratory behavior; and marine mammal-human interactions. Some emphasis will be placed on species occurring in the North Pacific Ocean. Necropsies of a beach-stranded marine mammal may occur. Special projects will also be assigned. Three hours of lecture per week.

EOSC 573 | CLIMATOLOGY
Units: 4 Repeatability: No
A course to cover principles of climatology and methods of climatic data analysis. The fundamentals of climatology, methods and technologies used in acquiring and analyzing cl imatic data, and current issues such as human-induced climatic changes will be discussed. This course will cover the Earth's energy budget and temperature, moisture in the atmosphere and precipitation, winds and the general circulation, and climates in different regions of the world. Three hours of lecture and one laboratory per week.

EOSC 574 | HISTORY OF THE EARTH AND CLIMATE WITH LAB
Units: 4 Repeatability: No
The objective of this course is to develop a deeper understanding of the history of earth's climate system and interactions of different components of the climate system (lithosphere, hydrosphere/cryosphere, atmosphere, anthrosphere). We will investigate the geologic and historical record of natural climate change and evidence of the mechanisms causing natural climate variability. Our approach will be to examine how scientist's views and our ideas about climate have changed over the past 150 years. Toward the end of the course, we will apply our knowledge of natural climate cycles in the past to investigate the scientific basis for predictions of future climate change. The laboratory will introduce students to methods and techniques used in historical geology and paleoclimatology focusing on the geological history of southern California. The laboratory may include weekend field trips. Students may not receive credit for taking EOSC 574 and EOSC 474 or EOSC 475 or EOSC 575.

EOSC 575 | HISTORY OF THE EARTH AND CLIMATE
Units: 3 Repeatability: No
The objective of this course is to develop a deeper understanding of the history of earth's climate system and interactions of different components of the climate system (lithosphere, hydrosphere/cryosphere, atmosphere, anthrosphere). We will investigate the geologic and historical record of natural climate change and evidence of the mechanisms causing natural climate variability. Our approach will be to examine how scientist's views and our ideas about climate have changed over the past 150 years. Toward the end of the course, we will apply our knowledge of natural climate cycles in the past to investigate the scientific basis for predictions of future climate change. Students may not receive credit for taking EOSC 575 and EOSC 474 or EOSC 475 or EOSC 574.

EOSC 581 | NATURAL RESOURCES OF DEATH VALLEY
Units: 3 Repeatability: No
One of the hottest locations on Earth, Death Valley is a land of extremes. Extreme heat in the below-sea level basin is contrasted with snow-capped mountains on the surrounding peaks. Vast, dry, swaths of arid, salty landscapes harbor lush oases of hot springs and isolated populations of desert fish. This unique desert landscape was formed by tectonic processes – crustal rifting – and provides the backdrop for two contrasting human interactions with the environment: historic extraction of the natural resources unique to this geologic setting, and its modern-day protective designation as a National Park. How did extraction of metals and borax support settlement in Death Valley? When did the last mine close? How does water, the most fundamental resource required for human survival, influence the landscape and human history of this driest place in the United States? This course explores the interaction between humans and the unique desert environment of Death Valley, CA. We will examine the tectonic processes that produced the modern landscape and climate of Death Valley and how these geologic processes led to the formation of natural resources (metals, borax, gypsum). Surface water and groundwater resources were- and continue to be- an integral component of this desert ecosystem; groundwater feeds hot springs, evaporating rainwater forms salt crystals, and rain events lead to further desert sculpting and disruption to Park infrastructure. This course builds on fundamental principles covered in EOSC 105/110 with an emphasis on the interaction between humans and their environment. A significant amount of time (approximately 5 days) will be spent visiting Death Valley during Spring break, which is a mandatory field trip requirement for this course.

EOSC 585 | ENVIRONMENTAL GEOLOGY
Units: 4 Repeatability: No
This course focuses on the interaction between humans and the geologic environment. We will examine geologic processes responsible for forming a variety of Earth resources, such as ore deposits (e.g., copper minerals) and energy resources (e.g., fossil and nuclear fuels). Anthropogenic extraction, processing, and disposal of these resources, and their impact on the environment, will be investigated. Two Earth resources will be the subject of detailed study: groundwater and soils. An in-depth explanation of processes relating to both (e.g., groundwater flow, water quality, soil composition) will be developed, followed by an investigation of practices used in the monitoring and assessment of anthropogenic contamination of soil and groundwater. This course will help to prepare students for working in academia, government, or as an environmental consultant. Three hours of lecture and one laboratory per week. Some weekend field trips may be required.

EOSC 587 | SURFACE WATER HYDROLOGY
Units: 4 Repeatability: No

A course to cover principles of surface water hydrology and methods to solve hydrologic problems related to urbanization, soil and water conservation, and water resources management. The components of the hydrologic cycle and the concept of water balance will be discussed in detail. This course also will cover various methods of hydrologic computation, the basics of watershed modeling, applications of GIS in hydrology, and issues especially relevant to Southern California. Three hours of lecture and one laboratory per week and some field trips.

EOSC 588 | GEOMORPHOLOGY
Units: 4 Repeatability: No

An introduction to geomorphology, the study of landforms and the processes that produce and modify them. Explores how landforms respond to climate change, tectonic forcing, and changes in land use. Addresses common geomorphic processes including weathering, soils, hill slope processes, fluvial processes and landforms, aeolian transport, glacial and periglacial environments, karst, and coastal processes. This course includes a weekly lab.

EOSC 594 | SPECIAL TOPICS IN ENVIRONMENTAL AND OCEAN SCIENCES
Units: 1-4 Repeatability: Yes (Repeatable if topic differs)

Topics of special interest or unique opportunity. Prerequisites may be listed for these offerings.

EOSC 595 | DIRECTED READINGS
Units: 1-3 Repeatability: No

Specific sets of readings tailored to address particular needs of a student. Generally, this course would be related to the research interests of a student and would be under the guidance of a member of the student's thesis committee. Typically, a maximum of three units may be used toward the degree requirements without consent of the program director.

EOSC 596 | RESEARCH
Units: 0.5-9 Repeatability: Yes (Can be repeated for Credit)

Research toward the master's thesis. This research will be under the general supervision of a thesis advisor. No more than three units may be taken prior to candidacy. Pass/Fail only. A passing grade is contingent upon participation in the annual Graduate Student Colloquium during the same academic year.

EOSC 597 | THESIS
Units: 0.5-1 Repeatability: Yes (Can be repeated for Credit)

Independent writing of the thesis with consultation of the major advisor. Master's candidates must be enrolled in this course to turn in a thesis. It may be taken more than once, but only 1 unit will be counted toward the degree requirements.

Hahn School of Nursing and Health Science

Administration

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Katherine Todaro, MA, Assistant Dean

Laura Truman, PhD, FNP, Interim Director for DNP and NP Programs, Clinical Associate Professor

Amy Wright, MA, Director of Student Services

Faculty

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Jannise Baclig, PhD, RN, Clinical Associate Professor

Barbara Berkovich, PhD, MA, Clinical Associate Professor

Brenda Boone, PhD, RN, Clinical Associate Professor

Joseph Burkard, DNSc, APRN, Professor

Ruth Bush, PhD, MPH, FAMIA, Professor

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Martha Fuller, PhD, APRN, Associate Professor

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Kathleen Klimpel, PhD, APRN, Clinical Assistant Professor

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Jonathan Mack, PhD, RN, Associate Professor

Kathyann Kenny Marsh, PhD, RN, Associate Dean, Associate Professor

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Ann Mayo, DNSc, APRN, FAAN, Professor

Razel Milo, PhD, DNP, APRN, Associate Professor

Christine Nibbelick, PhD, RN, Associate Professor

Karen O'Grady, MLIS, MS, Assistant Professor

Dorothy O'Hagan, MNLM, BS, Director for Health Care and Nursing Informatics Program, Clinical Assistant Professor

Autumn Roque, DNP, APRN, Clinical Associate Professor

Tony Rosales, DNP, MSN, BSN, Program Coordinator (on-line programs) Health Care Informatics Program, Nursing Informatics Program, Clinical Associate Professor

Jenna Scarafone, PhD, RN, Clinical Associate Professor

Sheree Scott, PhD(c), RN, AGCNS-BC, CMSRN, Program Coordinator for the Clinical Nurse Specialist (CNS) Track, Clinical Assistant Professor

Eligio David Soliman, DNP, FNP, Clinical Associate Professor

Charisse Lyn Tabotabo, DNP, MSN, RN, HCI Simulation Coordinator/VR Manager, Clinical Associate Professor

Laura Truman, PhD, APRN, FNP-BC, Interim Director for DNP and NP Programs, Clinical Associate Professor

Josh Wymer, DNP, RN, FAAN, Adjunct Clinical Associate Professor

Mission Statement

The Hahn School of Nursing and Health Science is a community of progressive scholars in an intellectually rigorous, research intensive environment. We educate graduate level nurses to optimize health, promote healing and alleviate suffering through reflective practice, knowledge generation, service to the community, and leadership at local and global levels. We seek to deepen our commitment to social justice by influencing health policy and by promoting an ethical approach to nursing characterized by compassion and respect for the dignity of the individual.

Doctor of Philosophy in Nursing (PhD)

MSN to PhD
BSN to PhD Adult-Gerontology Clinical Nurse Specialist
BSN to PhD Nursing Leadership

Doctor of Nursing Practice (DNP)

MSN to DNP (Post-MSN)
BSN to DNP Family Nurse Practitioner
BSN to DNP Family Nurse Practitioner in Emergency Care
BSN to DNP Dual Adult-Gerontology/ Family Nurse Practitioner
BSN to DNP Dual Pediatric/Family Nurse Practitioner
BSN to DNP Psychiatric-Mental Health Nurse Practitioner

Master of Science in Nursing (MSN)

Adult-Gerontology Clinical Nurse Specialist
Dual Adult-Gerontology/ Family Nurse Practitioner
Dual Pediatric/Family Nurse Practitioner
Family Nurse Practitioner
Nursing Leadership
Psychiatric-Mental Health Nurse Practitioner

Master's Entry Program in Nursing (MSN for Non-Nurses)

Clinical Nurse

Master of Science in Health Care Informatics (MS)

Health Care Informatics

Certificate Programs

Post-Master's Certificate in Adult Gerontology Clinical Nurse Specialist
Post-Master's Certificate in Emergency Care for FNPs
Post-Master's Certificate in Nursing Education

Accreditation

The master's degree program in nursing and Doctor of Nursing Practice program at the University of San Diego Hahn School of Nursing and Health Science: Beyster Institute for Nursing Research are accredited by the Commission on Collegiate Nursing Education (https://www.aacnnursing.org/ccne-accreditation/).

Those who complete the pre-licensure component of the master's program are eligible to apply for licensure by the Board of Registered Nursing. The Master's Entry Program in Nursing and Nurse Practitioner programs have Board of Registered Nursing approval.

All courses in the School of Nursing and Health Science carry Board of Registered Nursing Continuing Education units for RN re-licensure.

Financial Aid Programs for Nursing Students

In addition to university-based financial aid, there is funding available to nursing students through the School. To be considered for these funds, students are required to complete the FAFSA.

Private Scholarships

Scholarships available through the Hahn School of Nursing and Health Science are based on merit and need. The scholarships include: H.N. and Frances C. Berger Foundation, Loretta Breyer, Edward and Gretchen Cairns, Yvonne Carteron, Mary Jane Charleton, Danvera Foundation, Desmond Family, the Donald C. and Elizabeth M. Dickinson Foundation, Leslie Gretchen Fruin, Helene Fuld, Mary Gresko, Marian Hubbard, Ethel M. Horsch, Babak and Penelope Jamasbi, Harold and Catherine Johnson, the Barbara and Donald Jonas Foundation, Douglas and Betsy Manchester, Gilbert Martin, Elizabeth Mottet, Dr. James Orwig, Dr. Irene Sabelberg Palmer, Dr. Janet A. Rodgers, Pearl and

Natalie Surkin, Stallard Family, Cathleen K. Wilson, Julie I. Wilkinson and Richard and Kaye Woltman Scholarships, as well as the Dean's Merit Scholar awards and the Dean's Research Scholar awards.

Private Loan Fund

Loan funds provide additional assistance to students whose financial need cannot be met by other federal, state, or institutional programs. These loans include the low-interest School of Nursing Loan Fund.

Doctor of Philosophy Degree

The Doctor of Philosophy in Nursing Program is based on the belief that nursing is a science and nurse scholars must receive doctoral preparation to develop as scientists. Doctoral education is best accomplished in a milieu in which faculty and students participate in a partnership of inquiry.

The Doctor of Philosophy in Nursing Program is designed to prepare beginning level nurse scientists who think critically, conduct research, and serve as investigators and collaborators on research teams. Graduates of this program develop leadership skills to influence health policy and promote social justice at local, national, and global levels.

Program Overview

The Doctor of Philosophy degree prepares nurses for a career in research and the scholarship of discovery. To achieve expertise as beginning level nurse scientists, students are educated and socialized for their roles both didactically through course work, seminars, tutorials, and experientially through research assistantships, collaboration with faculty mentors, and independent research. Students receive a strong foundation in scientific inquiry for advancing and disseminating nursing knowledge through research. Critical research focuses on health promotion, management of chronic illness, family health, health disparities, and improving the outcomes of care. The development of nursing science, interdisciplinary collaboration, dissemination of research, and innovative ideas are significant aspects of the program. The program requires a minimum of 48 units of course work. Required courses primarily focus on nursing science and research. Students select 9-12 units of emphasis courses to support the focus or design of their dissertation. Six units per semester is considered full time enrollment, with additional offerings in the intersession and summer session. The PhD degree may be completed in 3-4 years.

- MSN to PhD (p. 74)
- BSN to PhD Nursing Leadership (p. 75)
- BSN to PhD Adult-Gerontology Clinical Nurse Specialist (p. 75)

General Regulations

a. Residency Requirement

Students must fulfill this requirement by enrolling in:

  i. 12 units of on-campus doctoral coursework during a 12-month period

b. Transfer of Credit

(See here (p. 48) for more information on Transfer of Graduate Credit). Students may transfer up to 12 units of post-master's work with approval. Extension credit is not transferable.

c. Admission to Candidacy

Admission to candidacy (not equivalent to admission to the program) is achieved when the student has an approved dissertation proposal.

d. Time Limit

Students are allowed a maximum of two years from completion of course work to admission to candidacy.

PHDN 601 | PHILOSOPHY OF SCIENCE IN NURSING
Units: 3 Repeatability: No
Explores epistemological and ontological foundations of science and how they influence the development of the science of nursing. Examines specific philosophical traditions such as empiricism, phenomenology, and emancipatory paradigms for their relevance to nursing. Incorporates the social and historical bases of these paradigms for nursing science.

PHDN 602 | THEORY DEVELOPMENT IN NURSING
Units: 3 Repeatability: No
Focuses on theory building, the nature of theory formation, critical analysis and synthesis of theoretical frameworks.

PHDN 607 | APPLIED STATISTICS AND QUANTITATIVE RESEARCH METHODS
Units: 3 Repeatability: No
Examines a variety of quantitative research designs, data collection and statistical analysis procedures appropriate to each. Students interpret statistical computer output.

PHDN 608 | APPLICATIONS OF MULTIVARIATE STATISTICS
Units: 3 Repeatability: No
Prerequisites: PHDN 607 with a minimum grade of B-
Statistical methods for multivariate problems in health care including regression diagnostics, probability testing, measurement theory and modeling, cluster analysis, discriminate analysis, and principal components. Computer applications included.

PHDN 609 | DATA MANAGEMENT
Units: 3 Repeatability: No
This course is designed to enhance the student's competence in management of data in the conduct of research. It provides interactive experiences to create datasets or analyze existing data sets. Students input and analyze data, read outputs, and report data in table and narrative formats. Students gain experience in preparing data based presentations using tables, graphs, and charts.

PHDN 610 | MIXED METHODS RESEARCH
Units: 3 Repeatability: No
Prerequisites: PHDN 670 with a minimum grade of B- and PHDN 673 with a minimum grade of B-
Overviews mixed methods research (MMR) approaches and explores the epistemological and paradigmatic implications of MMR. Examines the types of research problems addressed by mixing quantitative and qualitative methods of inquiry, the major types of MMR designs, data collection strategies, data analysis and integration of quantitative and qualitative data in reporting findings. Prepares students to critique, design and, conduct mixed methods research. Throughout the course attention will be given to the process of developing a MMR proposal and producing publishable mixed methods studies.

PHDN 612 | SEMINAR IN PATIENT ENGAGEMENT AND HEALTH TECHNOLOGY
Units: 3 Repeatability: No
This course provides an interdisciplinary examination of the principles and concepts of patient engagement and patient activation as they relate to health, health care, and research methodology. Students will also become more familiar with the concurrent and related growth of patient centered outcomes research and the proliferation of health – related technology, including the electronic health record, the patient portal, personalized health data trackers (e.g. Fitbits), and computer/telephone applications. In addition, students will have an opportunity to apply this knowledge to their own area of research by creating a participatory research project proposal addressing an element of patient engagement and patient-centered outcomes methodology applicable to their scholarly expertise or organizational need.

PHDN 640 | BIOETHICAL ISSUES IN NURSING
Units: 3 Repeatability: No
Focuses on the process of ethical inquiry and its relevance for contemporary nursing practice, education, and research. Ethical theories and frameworks are explored as the basis for professional decision-making and public policy determination and include justice, caring, consideration of the common good, and feminist points of view. Contemporary bioethical issues are examined using case analysis and narrative approaches.

PHDN 649 | RESEARCH SEMINAR IN HEALTH POLICY
Units: 3 Repeatability: No
Explores the evolution of nursing scholarship and its current and potential influence on health policy. Provides an overview of the history of the U.S. health care system including the controversies and challenges of health policy reform and health disparities. Implications for social justice are addressed in view of rising health care costs, increasing health care inequities and modest health care outcomes.

PHDN 650 | NURSING RESEARCH SEMINAR
Units: 1 Repeatability: No
Provides socialization to the PhD nurse scholar role, with an emphasis on scientific writing and textual reading at the PhD level.

PHDN 651 | NURSING RESEARCH SEMINAR
Units: 1 Repeatability: No
Provides the ethical implications and application for research, policy, education, and practice.

PHDN 652 | DISSERTATION RESEARCH
Units: 1 Repeatability: No
Development of original research with faculty mentor. An emphasis on the preparation of a critique-based literature review and methodological issues.

PHDN 653 | DISSERTATION RESEARCH
Units: 3 Repeatability: No
Ongoing development of original research with faculty mentor. An emphasis on the development of an in-depth, detailed plan for data collection for the dissertation.

PHDN 654 | NURSING RESEARCH SEMINAR
Units: 3 Repeatability: No
Provides support for the actual conduct of the dissertation with emphasis on commonly encountered challenges to data collection and management. Addresses the process and procedures for proposal presentation, IRB submission, final presentation and submission of the dissertation.

PHDN 655 | NURSING RESEARCH SEMINAR
Units: 1 Repeatability: Yes (Can be repeated for Credit)
Provides support for the finalization of the dissertation. After the completion of 15 units of dissertation research (six units of PHDN 650-653, three units of PHDN 654, and six units of PHDN 695), candidates must continue to register for PHDN 695 (1 unit) and PHDN 655 (1 unit) each semester to maintain candidacy until the dissertation is completed.

PHDN 670 | QUANTITATIVE DESIGNS IN RESEARCH
Units: 3 Repeatability: No
Prerequisites: PHDN 601 with a minimum grade of C- and PHDN 607 with a minimum grade of C-
Critical analysis of scientific inquiry using advanced nonexperimental (descriptive and correlational) and experimental (quasi- and true experimental) quantitative research designs. Emphasizes application of advanced statistical analyses related to specific research designs.

PHDN 672 | PSYCHOMETRIC THEORY AND MEASUREMENT
Units: 3 Repeatability: No
Prerequisites: PHDN 602 with a minimum grade of B- and PHDN 608 with a minimum grade of B- and PHDN 673 with a minimum grade of B-
Provides an overview of concepts, theories, measurement theories, and instruments. Includes critical analysis of relationships between concepts, theories and measurements as well as critical examination of existing instruments based on principles of instrument construction and evaluation. Emphasis is also placed on evaluating instruments in terms of cultural bias, sensitivity and ethical issues.

PHDN 673 | INTRODUCTION TO QUALITATIVE RESEARCH: BACKGROUND, PROCESSES, AND APPROACHES
Units: 3 Repeatability: No
This course is designed as an introduction to qualitative methodologies. It will explore some of the distinguishing characteristics, techniques/methods of data collection and analysis, ethical considerations, and diversity of methodological approaches.

PHDN 676 | THE PRACTICE OF QUALITATIVE RESEARCH
Units: 3 Repeatability: No
Prerequisites: PHDN 673 with a minimum grade of B-
Focuses on the craft of conducting qualitative research. Involves practicing methods of data collection and data analysis. Course content will include issues related to evaluating, communicating (oral and written), (re)presenting, and publishing qualitative research findings. Ethical dimensions of qualitative research in human research studies will be emphasized. Throughout the course the contribution of qualitative research to nursing, social, and health sciences and nursing practice will be considered.

PHDN 677 | ADVANCED QUANTITATIVE DESIGNS IN RESEARCH
Units: 3 Repeatability: No
Prerequisites: PHDN 670 with a minimum grade of B-
Critical analysis, synthesis, and application of advanced quantitative research designs. Areas of emphasis include: testing the relationship between multiple independent variables and a single dependent variable, between multiple independent and multiple dependent variables; grouping variables or individuals; and analysis of linear structural relations.

PHDN 683 | COMMUNICATING NURSING KNOWLEDGE
Units: 3 Repeatability: No
An in-depth exploration of the role of teaching in communicating nursing scholarship in academic settings in nursing. Students will critically analyze all aspects of courses design and evaluate the evidence behind different recommended best practices. Through designing and presenting a variety of knowledge dissemination approaches and critiquing other's presentations, student will gain experience and confidence in matching dissemination strategies to identified learning objectives.

PHDN 684 | SEMINAR IN GRANT WRITING
Units: 3 Repeatability: No
Addresses all aspects of grant writing, including funding sources, proposal writing and management of funded projects.

PHDN 685 | WRITING FOR PUBLICATION
Units: 3 Repeatability: No
Focuses on scholarly writing in professional nursing. Emphasizes manuscript development for submission for publication. Address multiple venues and publication formats, as well as ethical and legal issues in publishing.

PHDN 687 | INNOVATIONS IN NURSING EDUCATION
Units: 3 Repeatability: No
Explores theoretical foundations and educational philosophies fundamental to nursing education. Innovative teaching strategies and technological approaches to professional education are presented. Experienced faculty/students discuss challenges encountered in teaching nursing students in diversified classrooms.

PHDN 688 | PALLIATIVE CARE : THEORY AND PRAXIS
Units: 3 Repeatability: No

An in-depth exploration of the roles of the Nurse Researcher and Advanced Practice Nurse in the palliative care setting. Theories of palliative care will be explored as a basis for praxis, the conduct of research, and public policy determination. Symptom management, patient-family communication, and cultural perspectives of chronic illness are major course themes. Analysis and critique of contemporary research on palliative care is integrated throughout the course.

PHDN 689 | SEMINAR IN HEALTH PROMOTION
Units: 3 Repeatability: No

Examines theoretical and empirical explanation of health promotion on the well-being of individuals, families, and communities. The course encourages students to complete reviews of evidence-based research and the effectiveness of health promotion programs, health counseling, and communication including health education principles, evaluation methods, and funding opportunities. Synthesis of the literature in relation to student research interest is required to support the development of a dissertation/project relevant to a health promotion concern.

PHDN 690 | THEORY AND RESEARCH IN EXECUTIVE LEADERSHIP
Units: 3 Repeatability: No

This course focuses on select theories and research regarding executive leadership. It emphasizes the internal and external factors substantively affecting executive leadership. Interactive learning experiences encourage self-reflection regarding positive and negative aspects of one's leadership style and potential methods for enhancing these skills. Students will have the opportunity to participate in a pilot study regarding executive leadership to enhance interviewing, data gathering, and analytic expertise.

PHDN 693A | RESEARCH RESIDENCY
Units: 3 Repeatability: No

This experience is related to the research focus of the mentor. The mentor may be a USD faculty member or researcher in another institution. Students are expected to participate in all aspects of the researcher role, including but not limited to grant development, data collection, data management, data analysis, team meetings, clinical aspects, and poster or manuscript preparation.

PHDN 693B | TEACHING RESIDENCY
Units: 3 Repeatability: No

Students are expected to participate in classroom and clinical teaching experiences and all facets of the educator role including planning, implementation, and evaluation aspects of teaching-learning experiences. Lesson plans and development of web-based course materials are part of this experience.

PHDN 693C | EXECUTIVE NURSE LEADER RESIDENCY
Units: 3 Repeatability: No

Designed for 1. Knowledge acquisition of the nurse scientist role in executive practice (practice, the academy, and policy); and 2. To develop the knowledge and skills necessary to apply leadership concepts, skills, and decision making in the design, implementation, oversight, and accountability in complex systems. The student is expected to participate in all aspects of the executive role and/or a specific research project as mutually defined.

PHDN 694 | SPECIAL TOPICS IN NURSING RESEARCH
Units: 3 Repeatability: No

In-depth study of a research method, targeted review of the literature or a dissertation related topic under the guidance of the dissertation chairperson. A publishable paper or poster presentation is an expected outcome.

PHDN 695 | DISSERTATION
Units: 1-9 Repeatability: Yes (Can be repeated for Credit)

Development and implementation of original research. Provides support for the finalization of the dissertation. After the completion of 15 units of dissertation research (six units of PHDN 650-653, three units of PHDN 654, and six units of PHDN 695), candidates must continue to register for PHDN 695 (1 unit) and PHDN 655 (1 unit) each semester to maintain candidacy until the dissertation is completed.

PHDN 697 | SEMINAR IN HEALTH EQUITY AND DISPARITY RESEARCH
Units: 3 Repeatability: No

This course examines the concept of social determinants of health and their role in achieving population health equity. Several theoretical frameworks used in studying health disparities will be explored with a comprehensive overview of risk factors related to social determinants of health and their role in observed health disparities in the United States will be provided. In addition, students will consider trends and patterns of disparity and inequity that impact health care access, quality of health care, and health outcomes within social, cultural, political, economic, and environmental contexts using a systematic, multidisciplinary approach.

MSN to PhD
Degree Requirements

The program of study includes a minimum of 48 units of post-master's coursework. This includes 15 units for the dissertation. A minimum grade of B- is required in degree courses with an overall GPA of 3.0.

Code	Title	Units
Core Component		**9**
Designed to develop analytical abilities and provide the knowledge base and skills requisite to the development of the nurse scholar.		
PHDN 601	Philosophy of Science in Nursing	3
PHDN 602	Theory Development in Nursing	3
PHDN 697	Seminar in Health Equity and Disparity Research	3
Research Core Component		**12**
Designed to enhance the knowledge and skills necessary to develop and implement a program of research.		
PHDN 607	Applied Statistics and Quantitative Research Methods	3
PHDN 608	Applications of Multivariate Statistics	3
PHDN 670	Quantitative Designs in Research	3
PHDN 673	Introduction to Qualitative Research: Background, Processes, and Approaches	3
Areas of Emphasis		**12**
Four graduate courses selected by the student and advisor or their dissertation chair related to the student's specific research topic		
Dissertation Component (15 units minimum)		**15**
PHDN 650	Nursing Research Seminar	1
PHDN 651	Nursing Research Seminar	1
PHDN 652	Dissertation Research	1
PHDN 653	Dissertation Research	3
PHDN 654	Nursing Research Seminar	3
PHDN 695	Dissertation	6
Total Units		48

The presentation of the proposal and dissertation findings are required. After the completion of 15 units of dissertation research (six units of PHDN 650-653, three

units of PHDN 654, and six units of PHDN 695), candidates must continue to register for PHDN 695 (1 unit) and PHDN 655 (1 unit) each semester to maintain candidacy until the dissertation is completed. See the Doctoral Student Handbook for guidelines on producing the dissertation.

BSN to PHD Adult-Gerontology Clinical Nurse Specialist

Code	Title	Units
MSN Core		**9**
MSNC 511	Evidence Based Practice: Role of Theory and Research	3
MSNC 512	Influencing the Health Care Environment: Policy and Systems	3
MSNC 540	Introduction to Health Care Information Management	3
CNS Core		**36**
APNC 520	Advanced Pathophysiology	3
ACNS 521	Advanced Physical Assessment	4
ACNS 524	Advanced Pharmacology	3
ACNS 600	Transition to CNS Practice	1
ACNS 619	CNS Specialty Role and Practice Foundations	3
ACNS 632	Adult-Gerontology I: CNS Practice in Individual Patient Sphere	3
ACNS 632P	Adult-Gerontology I: CNS Practice in Individual Patient Sphere Practicum	3
ACNS 634	Adult-Gerontology II: CNS Practice in the Nurse Sphere	3
ACNS 634P	Adult-Gerontology II: CNS Practice in the Nurse Sphere Pract	2
ACNS 636	Adult Gerontology III: CNS Practice in the Organizational/Systems Sphere	3
ACNS 636P	Adult Gerontology III: CNS Practice in the Organizational/Systems Sphere Practicum	2
ACNS 638	Adult Gerontology IV: Advanced CNS Practice	3
ACNS 638P	Adult Gerontology IV: Advanced CNS Practicum	3
PHD Core Component		**9**
PHDN 601	Philosophy of Science in Nursing	3
PHDN 602	Theory Development in Nursing	3
PHDN 697	Seminar in Health Equity and Disparity Research	3
PHD Research Core Component		**12**
PHDN 607	Applied Statistics and Quantitative Research Methods	3
PHDN 608	Applications of Multivariate Statistics	3
PHDN 670	Quantitative Designs in Research	3
PHDN 673	Introduction to Qualitative Research: Background, Processes, and Approaches	3
Areas of Emphasis		**12**
Four graduate courses selected by the student and advisor related to the student's specific research interest		12
Dissertation Component		**15**
PHDN 650	Nursing Research Seminar	1
PHDN 651	Nursing Research Seminar	1
PHDN 652	Dissertation Research	1
PHDN 653	Dissertation Research	3
PHDN 654	Nursing Research Seminar	3
PHDN 695	Dissertation	6

The presentation of the proposal and dissertation findings are required. After the completion of 15 units of dissertation research (six units of PHDN 650-653, three units of PHDN 654, and six units of PHDN 695), candidates must continue to register for PHDN 695 (1 unit) and PHDN 655 (1 unit) each semester to maintain candidacy until the dissertation is completed. See the Doctoral Student Handbook for guidelines on producing the dissertation.

BSN to PhD Nursing Leadership

Code	Title	Units
Nursing Leadership Component		**36**
MSNC 610	Specialty Role and Practice Foundations	4
MSNC 611	Knowledge for Nursing Practice	3
MSNC 613	Healthcare Leadership I	2
MSNC 614	Healthcare Leadership II	1
MSNC 615	Advanced Pathophysiology, Physical Assessment, and Pharmacology in Patients and Populations	4
MSNC 640	Health Care Information and Communication Management	3
MSNC 655	Systems Management	3
MSNC 655P	Systems Management Practicum	4
MSNC 656	Management of Quality and Safety	3
MSNC 656P	Management of Quality and Safety Practicum	3
PHDN 693A	Research Residency	3
PHDN 697	Seminar in Health Equity and Disparity Research	3
PhD Core		**18**
PHDN 601	Philosophy of Science in Nursing	3
PHDN 602	Theory Development in Nursing	3
PHDN 607	Applied Statistics and Quantitative Research Methods	3
PHDN 608	Applications of Multivariate Statistics	3
PHDN 670	Quantitative Designs in Research	3
PHDN 673	Introduction to Qualitative Research: Background, Processes, and Approaches	3
PhD Area of Emphasis		**9**
PhD Dissertation Research		**15**
PHDN 650	Nursing Research Seminar	1
PHDN 651	Nursing Research Seminar	1
PHDN 652	Dissertation Research	1
PHDN 653	Dissertation Research	3
PHDN 654	Nursing Research Seminar	3
PHDN 695	Dissertation	6
Total Units		**78**

Degree requirements.

Doctor of Nursing Practice Degree

The Doctor of Nursing Practice (DNP) program is designed to prepare leaders for the nursing profession who have expertise in advanced nursing practice with an individual specialization. The DNP Program is consistent with the overall mission of the School of Nursing which is to prepare nursing leaders who can facilitate quality health care for our nation.

The BSN to DNP program is offered for RNs who desire preparation in primary care as a: Family Nurse Practitioner (FNP), Dual Pediatric/Family Nurse Practitioner (PNP/FNP), Dual Adult-Gerontology/Family Nurse Practitioner (AGNP/FNP), Family Nurse Practitioner in Emergency Care (FNP/ENP), Psychiatric-Mental Health Nurse Practitioner (PMHNP).

Graduates are eligible to write national certification examinations appropriate to their educational preparation.

APNC 520 | ADVANCED PATHOPHYSIOLOGY
Units: 3 Repeatability: No

Focuses on pathophysiological processes across the lifespan and the development of clinical reasoning skills required in advanced practice nursing. Distinguishes between normal physiology and specific system alterations produced by injury and disease. Explores etiology, pathogenesis, developmental and environmental influences, and clinical manifestations of major health problems. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course. A minimum 80% examination average must be achieved in order to successfully complete the course.

APNC 521 | APRN PHYSICAL ASSESSMENT AND DIAGNOSIS
Units: 3-4 Repeatability: No

Prerequisites: APNC 520 with a minimum grade of C- (Can be taken Concurrently)

Explores theoretical and clinical practice principles of advanced physical assessment and diagnosis across the lifespan. Utilizes various methods of comprehensive evidence-based data gathering, analysis, and documentation including history taking, physical examination, screening for common diseases, diagnostic procedures, and differential diagnoses. Differentiates abnormalities from common normal variations characteristic of various developmental, cultural, and ethnic groups. Laboratory-based practicum experiences provide the opportunity for the integration of theory with APRN role responsibilities specific to physical assessment and diagnosis. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course. A minimum 80% examination average must be achieved in order to successfully complete the course.

APNC 521L | HEALTH ASSESSMENT AND DIAGNOSIS LAB
Units: 1 Repeatability: No
Non-Core Attributes: Lab

Explores theoretical and clinical practice principles of advanced physical assessment and diagnosis across the lifespan. Utilizes various methods of comprehensive evidence-based data gathering, analysis, and documentation including history taking, physical examination, screening for common diseases, diagnostic procedures, and differential diagnoses. Differentiates abnormalities from common normal variations characteristic of various developmental, cultural, and ethnic groups. Laboratory-based practicum experiences provide the opportunity for the integration of theory with APRN role responsibilities specific to physical assessment and diagnosis. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course.

APNC 523 | PHARMACOLOGY IN HEALTH MANAGEMENT
Units: 3 Repeatability: No

Prerequisites: APNC 520 with a minimum grade of C-

Provides an evidence-based knowledge of pharmacotherapeutics for patients across the lifespan including special populations. Develops a foundation for decision-making necessary for initiating, monitoring, and modifying pharmacological treatment plans. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course. A minimum 80% examination average must be achieved in order to successfully complete the course.

DNPC 610 | PHILOSOPHY OF REFLECTIVE PRACTICE
Units: 3 Repeatability: No

Provides the student with the opportunity to explore the philosophical underpinnings of advanced nursing practice and practice inquiry including ontology and epistemology of reflective practice and current practice inquiry perspectives. Explores selected methodologies and their philosophical assumptions as a basis for developing a reflective practice that informs and is informed by inquiry bridging science and practice. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course.

DNPC 611 | METHODS OF TRANSLATIONAL SCIENCE/ EVIDENCE BASED CLINICAL PRACTICE
Units: 3 Repeatability: No

This is the first of several courses in the APRN program that provides the foundation and methods for translational science and evidence-based clinical practice. Focuses on critical analysis, synthesis, and application of translational research models. Emphasizes areas including: (a) establishing a connection between scientific research and clinical practice, (b) evaluating research findings for application in evidence based practice, (c) exploring analytic approaches to translational science (including interdisciplinary models), and (d) examining the impact of translational science findings into practice at the individual, family, system, and population level. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course.

DNPC 622 | PATHOGENESIS OF COMPLEX DISEASE
Units: 3 Repeatability: No

Prerequisites: APNC 520 with a minimum grade of C- and APNC 521 with a minimum grade of C- and APNC 523 with a minimum grade of C-

Critical analysis and synthesis of advanced pathophysiology and clinical genetics to examine complex disease states in acutely or chronically ill individuals with an emphasis on multi-system conditions. Provides a foundation for use of evidence-based practice models in clinical management with an emphasis on pharmacogenetics. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course.

DNPC 625 | EPIDEMIOLOGY: FOUNDATIONS OF EVIDENCE-BASED PRACTICE
Units: 3 Repeatability: No
Focuses on the application of epidemiologic principles and biostatistical analysis to resolution of health problems. Emphasizes the use of epidemiologic models to identify factors contributing to health problems and to plan health care delivery programs to address contributing factors. Addresses use of biostatistical techniques to identify relationships among contributing factors and health problems encountered in practice. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course.

DNPC 626 | STRATEGIC PLANNING AND QUALITY INITIATIVES
Units: 3 Repeatability: No
Prerequisites: DNPC 625 with a minimum grade of C
Emphasizes strategic planning and management, systems and organizational theories, and quality improvement tools, processes and methodologies. Acquaints students with the processes, tools and techniques of strategic planning that will enable them to manage their patient population more strategically and to contribute effectively to strategic thinking and action in healthcare organizations. Focuses on leadership and the process of health care delivery from a systems perspective, emphasizing continuous process improvement as crucial to achieving high quality outcomes. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course.

DNPC 626P | STRATEGIC PLANNING AND QUALITY INITIATIVES PRACTICUM
Units: 2 Repeatability: No
This 108 hour practicum focuses on leadership and the healthcare delivery process from a systems perspective. The application of strategic planning, management processes, systems, and organizational theories are emphasized. The use of quality improvement tools, processes, and methodologies is explored.

DNPC 630 | DNP SCHOLARLY PRACTICE
Units: 1-19 Repeatability: Yes (Can be repeated for Credit)
Prepares the graduate to 1) design, deliver, and evaluate comprehensive evidenced-based care to individuals and/aggregates incorporating advanced practice nursing competencies; 2) provide leadership in promoting evidenced-based practice in an advanced practice specialty, and 3) function as a practice specialist/consultant in the resolution of clinical problems. Students will be registered by their advisor for 1-6 units each semester in order to complete the minimum number of total units for their specialty track (I.e., Post MSN DNP: 10 total units; BSN/DNP FNP & PMHNP: 11 total units; BSN/DNP FNP/AGNP & FNP/PNP: 8 total units). Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course.

DNPC 648 | HEALTH POLICY ANALYSIS
Units: 3 Repeatability: No
Prerequisites: ENLC 553 with a minimum grade of C- and DNPC 625 with a minimum grade of C-
Examines the process of policy formation within the health care industry from the perspectives of origin, implementation, and analysis. Focuses on the impact of health policy on the consumer and provider. Examines current legislative actions and issues and assumes a leadership role in the policy making process. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course.

DNPC 653 | FINANCIAL DECISION MAKING FOR HEALTH CARE SETTINGS
Units: 3 Repeatability: No
Explores the financial characteristics of health care as a business. Provides a forum to evaluate financial information through the analysis of budgets, financial statements, insurance/reimbursement, cost effectiveness, cost avoidance, and how those elements specifically affect the role of the Doctor of Nursing Practice. Provides a foundation of financial analytical skills to be applied in various health care settings. Note: A minimum 80% examination average must be achieved in order to successfully complete the course. Successful completion of the course with a letter grade of B- or higher is necessary to pass the course.

DNPC 660 | ADVANCED LEADERSHIP AND FINANCIAL DECISION MAKING FOR COMPLEX SYSTEMS MANAGEMENT
Units: 3 Repeatability: No
This course explores theoretical and applied principles of leadership and operational characteristics in complex healthcare delivery systems. Students will explore healthcare organizations to determine how leadership, finance, technology, and system complexity affects care delivery through the analysis of budgets, financial statements, insurance/reimbursement, cost-effectiveness, and cost avoidance. Students will learn the role of the Doctor of Nursing Practice in developing system-wide strategies to improve cost-effectiveness, health equity, and care outcomes. This course will examine the differences between traditional systems management and healthcare systems and financial management.

DNPC 660P | ADVANCED LEADERSHIP FOR COMPLEX SYSTEMS MANAGEMENT PRACTICUM
Units: 2 Repeatability: No
This 108 hour practicum focuses on applying leadership principles in complex healthcare delivery systems. The effects of leadership, technology, and system complexity on healthcare delivery are explored. The difference between learning healthcare systems management and traditional systems management is examined. Developing practical skills in conducting detailed workflow analyses within healthcare systems or specific service lines is emphasized.

DNPC 665 | CONSUMER HEALTH INFORMATICS
Units: 3 Repeatability: No
This course explores theoretical and applied principles of leadership in complex health care delivery systems. Students will explore health care organizations to determine how leadership, technology, and system complexity affects care delivery. Students will examine how learning health care systems management differs from traditional systems management and the benefits they offer to complex delivery systems.

DNPC 686 | PERSPECTIVES IN PROGRAM PLANNING AND EVALUATION
Units: 3 Repeatability: No
Prerequisites: (DNPC 610 with a minimum grade of C- and DNPC 611 with a minimum grade of C-) or (PHDN 673 with a minimum grade of C- and PHDN 670 with a minimum grade of C-) and DNPC 625 with a minimum grade of C-
Prepares students to design, implement, and evaluate health care delivery or educational programs or projects. Focuses on principles of program planning and evaluation and models applicable to comprehensive systematic evaluations of complex health care delivery or educational projects or programs. Students design and implement an evaluation of a specific evidence-based practice project, health care delivery program, or educational program. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course.

HCIN 540 | INTRODUCTION TO HEALTH CARE INFORMATION MANAGEMENT
Units: 3 Repeatability: No

This course provides foundational knowledge and skills in health information management, informatics, and U.S. healthcare delivery, focusing on computer hardware, network architecture, electronic health records (EHRs), and healthcare software applications. It covers regulatory compliance, patient privacy, information security, and healthcare reimbursement while exploring current healthcare delivery trends, EHRs, interoperability, precision medicine, and healthcare database management and data analysis skills.

HCIN 552 | CLINICAL DOCUMENTATION: ELECTRONIC MEDICAL RECORD SYSTEMS
Units: 3 Repeatability: No

Students will engage in a comprehensive exploration of clinical documentation systems. This course offers a blend of theoretical knowledge and practical application, with a strong focus on experiential learning using an academic electronic health record system. Students will trace the historical trajectory of clinical documentation systems, gaining insight into their development and evolution over time. Students will examine the intricate hardware and software requirements essential for Electronic Health Records (EHRs). A problem-based learning approach is employed to cultivate students' proficiency in developing clinical rules and alert systems for clinical information systems. These skills will be applied for purposes such as quality assessment, risk analysis, billing processes, bioinformatics, genomics, and research applications. Emphasis is placed on understanding the regulatory landscape surrounding EHRs, including compliance with the Health Insurance Portability and Accountability Act (HIPAA), the Genetic Information Nondiscrimination Act (GINA), requirements from the Centers for Medicare and Medicaid Services (CMS), and information security regulations.

HCIN 542 | SYSTEMS ANALYSIS AND DESIGN FOR HEALTH CARE INFORMATICS
Units: 3 Repeatability: No

This foundational course in the MS Degree in Health Care Informatics equips students with the essential knowledge and skills required for the planning, analysis, design, and implementation of computer-based information and technology systems within healthcare settings. Topics covered encompass the complete spectrum of system development, project management, and technology integration and include: the systems development life cycle, project management skills, requirement analysis and specification, feasibility and cost-benefit analysis, workflow analysis, process improvement/optimization leveraging techniques such as Lean Six Sigma, and Agile, logical and physical design, prototyping, system validation, change and communication management, deployment, human factors, and post-implementation review. Through a structured design, students gain a deep understanding of these critical elements, preparing them to navigate the complex landscape of health informatics and contribute effectively to healthcare technology advancements.

HCIN 543 | DATABASE DESIGN AND KNOWLEDGE MANAGEMENT
Units: 3 Repeatability: No

Prerequisites: HCIN 540 with a minimum grade of C- and HCIN 541 with a minimum grade of C-

This course offers opportunities for students to acquire advanced database skills. Applied skills, emphasizing database design, data structuring, modeling and the development of database management systems are examined. Fundamental competencies in knowledge management, change management, and system engineering as they pertain to the healthcare environment and related fields are explored. Students will design and manipulate databases using software applications, such as Structured Query Language (SQL), to resolve selected operational problems.

HCIN 544 | ADVANCED HEALTH CARE INFORMATION MANAGEMENT
Units: 3 Repeatability: No

Prerequisites: HCIN 540 with a minimum grade of C- and HCIN 552 with a minimum grade of C-

This course explores advanced healthcare information management topics, focusing on cybersecurity, interoperability, emerging trends in technology, and health system leadership. Ethical considerations and professional practice are central to the discussions. Privacy, security risk assessments, and comprehensive security plans for health systems are examined. Students will apply reflective practice to extract meaningful insights from leadership activities.

HCIN 547 | HEALTH CARE ANALYTICS
Units: 3 Repeatability: No

Prerequisites: HCIN 543 with a minimum grade of C-

The course emphasizes the practical application of data analytics in addressing specific clinical queries, crafting clinical decision support rules, and employing precision medicine concepts. Students will develop the practical skills necessary to use various types of clinical data in addressing clinical inquiries using an evidenced-based approach. A range of clinical data sets will be examined including those at the population level. Through clinical case studies students will develop their data analytics expertise.

HCIN 554 | TELEHEALTH & EMERGING TECH
Units: 3 Repeatability: No

Provides an introduction to the emerging discipline of telehealth. Provides a historical perspective of remote monitoring of patients using various types of telehealth, including video conferencing, telephonic, and home based sensors. Includes an overview of relevant hardware and software requirements for a telehealth program. Includes federal and state regulations covering telehealth practice and reimbursement models by Medicare, Medicaid and other insurers. Includes consumer grade health monitoring devices and emerging health care technology.

HCIN 615 | RESEARCH FUNDAMENTALS AND BIOSTATISTICS
Units: 3 Repeatability: No

Prerequisites: HCIN 540 with a minimum grade of C- and HCIN 552 with a minimum grade of C-

This course focuses on advanced methods and tools aimed at managing a diverse array of healthcare challenges. Students will develop skills to evaluate data for the purpose of formulating, resolving, and empirically testing data-driven hypotheses. It examines the application of quantitative and qualitative data, and biostatistics, to critically assess healthcare programs and research endeavors. Pivotal domains of data stewardship and data governance are examined. Information security, privacy, and confidentiality are discussed as related to the roles of an informaticist and data analyst. Complementing these core topics, the curriculum also explores emerging trends in healthcare, data science, genomics, and bioinformatics.

HCIN 625 | DIGITAL HEALTH CARE MARKETING
Units: 3 Repeatability: No

Prerequisites: HCIN 540 with a minimum grade of C- and HCIN 541 with a minimum grade of C-

This course will explore marketing principles and methods utilized in the health care industry from the perspective of a health care leader. Students will learn how to assess market needs for health care organizations and service lines. Course will include case studies to understand ethical, regulatory, and liability issues in health care marketing. Additional course topics include web-based advertising, management of marketing staff, and website design.

HCIN 630 | HEALTH CARE LAW AND RISK MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: HCIN 540 with a minimum grade of C-
This course explores the legal principles and strategies for minimizing risk and liability within healthcare systems. Through the examination of case studies, students will review legal and ethical dilemmas arising in healthcare. The laws and regulations governing information management, patient rights, patient privacy (Health Insurance Portability and Accountability Act HIPAA), and quality management in healthcare are explored. Students will use various quality management tools, such as Root Cause Analysis (RCA) and a Failure Mode Effect Analysis (FMEA), to address liability issues within the healthcare setting.

NPTC 535 | PRIMARY ADULT-GERONTOLOGY HEALTH CARE: MANAGEMENT OF OLDER ADULTS WITH LONG-TERM HEALTH PROBLEMS
Units: 1-6 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C- and NPTC 602 with a minimum grade of C- and NPTC 604 with a minimum grade of C-
Focuses on assessment and management of complex long-term health problems in older adults by the adult/gerontology nurse practitioner. Evaluates the evidence base for screening, differential diagnosis, and management of long-term health problems, including pharmacological and non-pharmacological treatment modalities in a culturally appropriate manner. Incorporates theoretical perspectives of chronicity including chronic illness trajectories, psychological impact, role adaptations, and lifestyle adjustments required of long-term health problems for individuals, families, and caregivers. Analyzes the structure, regulation, and financing of the U.S. long-term health care system and the impact of various settings and support services within that system on older adults and families experiencing long-term health problems. Uses technology and information systems to improve patient outcomes and access to care. Related classroom, lab, and clinical experiences in selected primary care and long-term care settings provide opportunity for application of these concepts. Note: Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 541 | SELECTIVE CLINICAL PRACTICUM
Units: 1-15 Repeatability: No
Clinical experiences in a primary care setting selected by the student to meet individual learning needs/career goals. Focus is on more in-depth experiential learning of the NP role in a general or more specialized area of primary care practice. Clinical supervision provided by nurse practitioner faculty and on-site preceptors and can be arranged in a variety of ambulatory care settings.

NPTC 602 | PRIMARY CARE I
Units: 1-6 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C-
Analyzes principles of health promotion, health maintenance, and risk assessment across the lifespan by the nurse practitioner in primary care. Emphasizes assessment of development and health behaviors among individuals and families in the context of ethnicity, culture, and community. Related classroom, lab, and clinical experiences in selected health care and community settings provide opportunity for application of these concepts. Note: Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 604 | PRIMARY CARE IIA
Units: 1-6 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C- and NPTC 602 with a minimum grade of B-
Focuses on assessment and management of common acute health problems with less emphasis on chronic health problems in individuals across the lifespan in primary care settings by the nurse practitioner. Evaluates the evidence for screening, differential diagnosis, and management of health problems, including pharmacological and non-pharmacological treatment modalities in a culturally appropriate manner. Incorporates technology and information systems to improve patient outcomes and access to care. Related classroom, lab, and clinical experiences in selected primary care setting provide opportunity for application of these concepts. (This course is the first part of the primary Care II series). Note: Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 605 | PRIMARY CARE IIB
Units: 1-6 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C- and NPTC 602 with a minimum grade of B- and NPTC 604 with a minimum grade of B-
Focuses on assessment and management of common chronic health problems with less emphasis on acute health problems in individuals across the lifespan in primary care settings by the nurse practitioner. Evaluates the evidence for screening, differential diagnosis, and management of health problems, including pharmacological and non-pharmacological treatment modalities in a culturally appropriate manner. Technology and information systems are incorporated to improve patient outcomes and access to care. Related classroom, lab, and clinical experiences in selected primary care setting provide opportunity for application of these concepts. (This course is the second part of the primary Care II series.). Note: Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 608 | PRIMARY CARE IIIA
Units: 1-7 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C- and NPTC 602 with a minimum grade of B- and NPTC 604 with a minimum grade of B- and NPTC 605 with a minimum grade of B-
Focuses on assessment and management of common complex and/or unstable acute and chronic health problems in individuals across the lifespan in primary care settings by the nurse practitioner. Evaluates the evidence base for screening, differential diagnosis, and management of health problems, including pharmacological and non-pharmacological treatment modalities in a culturally appropriate manner. Uses technology, information systems, and business principles to improve patient outcomes and access to care. Related classroom, lab, and clinical experiences in selected primary care and long-term care settings provide opportunity for application of these concepts. (This course is the first part of the Primary Care III series.). Note: Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 609 | PRIMARY CARE IIIB
Units: 1-7 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C- and NPTC 602 with a minimum grade of B- and NPTC 604 with a minimum grade of B- and NPTC 605 with a minimum grade of B- and NPTC 608 with a minimum grade of B-
Focuses on assessment and management of common complex and/or unstable acute and chronic health problems and emergencies in individuals across the lifespan in primary care and long-term care settings by the nurse practitioner. Evaluates the evidence base for screening, differential diagnosis, and management of health problems, including pharmacological and non-pharmacological treatment modalities in a culturally appropriate manner. Incorporates an innovative approach to a clinical problem using technology, information systems, and business principles. Related classroom, lab, and clinical experiences in selected primary care and long-term care settings provide opportunity for application of these concepts. (This course is the second part of the Primary Care III series.). Note: Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 611 | FOUNDATIONS OF PSYCHIATRIC ASSESSMENT
Units: 3 Repeatability: No
Corequisites: APNC 520, APNC 521
First of three courses providing fundamental conceptual basis for the APRN-PMH clinical sequence of courses. Focuses on the knowledge necessary for the comprehensive assessment and identification of common and complex psychiatric conditions. Emphasis is on interviewing, differential diagnosis, and oral and written presentation of findings. Explores the role of the psychiatric nurse practitioner related to interdisciplinary practice. Note: Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved to successfully complete the course.

NPTC 612 | FOUNDATIONS OF PSYCHOPHARMACOLOGY
Units: 5 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C- and NPTC 611 with a minimum grade of B-
Corequisites: APNC 523
Second of three courses providing fundamental conceptual basis for the APRN-PMH clinical sequence of courses. Provides an evidence-based understanding of neuroscience and pharmacotherapeutics for patients with mental health conditions. Builds on previous knowledge of assessment and differential diagnosis of psychiatric disorders. Establishes a foundation for decision-making necessary for initiating, monitoring, and modifying pharmacological treatment plans for mental health conditions. Incorporates the legal and regulatory requirements related to NP practice in California.

NPTC 613 | FOUNDATIONS OF PSYCHOTHERAPY
Units: 5 Repeatability: No
Prerequisites: NPTC 611 with a minimum grade of B- and NPTC 612 with a minimum grade of B- and NPTC 521 with a minimum grade of C- and NPTC 523 with a minimum grade of C-
Third of three courses providing fundamental, conceptual basis for the APRN-PMH clinical sequence of courses. Introduces the management of individuals with mental health disorders focusing on integration of selected evidence-based psychotherapy modalities. Teaches case formulation and treatment planning based on the recovery and biopsychosocial models. Incorporates an understanding of the individual client in the context of family, sociocultural and group systems.

NPTC 614 | APPLIED PSYCHOTHERAPEUTICS ACROSS THE LIFESPAN I
Units: 5 Repeatability: No
Prerequisites: NPTC 611 with a minimum grade of B- and NPTC 612 with a minimum grade of B- and NPTC 613 with a minimum grade of B-
The 1st course in a series of three courses introducing the management of mental health disorders in individuals across the lifespan. This course focuses on the integration of selected evidence-based interventions from psychotherapy and psychopharmacology. Cognitive-behavioral psychotherapy case conceptualization and treatment planning skills will be developed. Appropriate treatment interventions for individuals with mood, anxiety, obsessive-compulsive and trauma/stress-related disorders will be examined.

NPTC 615 | APPLIED PSYCHOTHERAPEUTICS ACROSS THE LIFESPAN II
Units: 6 Repeatability: No
Prerequisites: NPTC 611 with a minimum grade of B- and NPTC 612 with a minimum grade of B- and NPTC 613 with a minimum grade of B- and NPTC 614 with a minimum grade of B-
The 2nd course in a series of three courses on the management of mental health disorders in individuals across the lifespan. Focuses on the integration of selected evidence-based interventions from psychotherapy and psychopharmacology. Supportive and group psychotherapy case conceptualization and treatment planning skills will be developed. Treatment interventions for individuals with psychotic disorders, substance use disorders, personality disorders, co-morbid medical disorders with psychiatric symptoms, and neurocognitive disorders will be examined. The course focuses on the integration of selected evidence-based interventions from psychotherapy and psychopharmacology with a focus on special populations. The course expands students' knowledge of legal and regulatory requirements related to NP practice in California.

NPTC 617 | APPLIED PSYCHOTHERAPEUTICS ACROSS THE LIFESPAN III
Units: 6 Repeatability: No
Prerequisites: NPTC 611 with a minimum grade of B- and NPTC 612 with a minimum grade of B- and NPTC 613 with a minimum grade of B- and NPTC 614 with a minimum grade of B- and NPTC 615 with a minimum grade of B-
The 3rd course in a series of three courses on the management of mental health disorders in individuals across the lifespan. Integration of evidence-based interventions from psychotherapy and psychopharmacology with a focus on special populations will be examined. The course incorporates family systems in the assessment and treatment of individuals and their families. Treatment interventions for individuals with neurodevelopmental disorders, behavioral disorders, somatic disorders, gender dysphoria, and eating disorders are applied to patient care.

NPTC 619 | PEDIATRIC PRIMARY CARE I: DEVELOPMENTAL AND BEHAVIORAL PEDIATRICS IN PRIMARY PEDIATRIC HEALTH CARE
Units: 1-3 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C- or NPTC 602 with a minimum grade of C-
Focuses on assessment and management of selected developmental, mental health, and behavioral topics in children from birth through adolescence by the pediatric nurse practitioner in a variety of collaborative primary care settings. Evaluates the evidence for screening, differential diagnosis, and management of pediatric developmental and behavioral health problems, including pharmacological and non-pharmacological treatment modalities in a culturally appropriate manner. Builds upon a foundation of knowledge of well child care; and normal development to understand the provision of primary care to children with special health care needs, and the in-depth management of conditions commonly managed in primary care. Analyzes the structure, regulation, and financing of the U.S. health care and educational systems and the impact of various settings and support services within those systems on children and families experiencing developmental, behavioral, and mental health conditions. Emphasis will be placed on social determinants of health from sociocultural, ethical, and health policy perspectives. Uses technology and information systems to improve patient outcomes and access to care. Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 620 | PEDIATRIC PRIMARY CARE II: COMPLEX AND CHRONIC CONDITIONS IN PEDIATRIC PRIMARY CARE
Units: 1-4 Repeatability: No
Prerequisites: NPTC 605 with a minimum grade of C- or NPTC 619 with a minimum grade of C-
Focuses on assessment and management of selected topics in children from birth through adolescence by the pediatric nurse practitioner in a variety of collaborative primary care settings. Evaluates the evidence base for screening, differential diagnosis, and management of pediatric health problems, including pharmacological and non-pharmacological treatment modalities in a culturally appropriate manner. Builds upon a foundation of knowledge of well child care; variations in growth, development, and behavior; and the in-depth management of both common and uncommon complex and chronic pediatric problems. Analyzes the structure, regulation, and financing of the U.S. health care system and the impact of various settings and support services within that system on children and families experiencing chronic health problems. Uses technology and information systems to improve patient outcomes and access to care. Emphasis will be placed on the impact of social determinants of health on children with complex and chronic medical conditions exploring these issues from sociocultural, ethical, and health policy perspectives. Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 621 | FNP IN EMERGENCY CARE I
Units: 1-8 Repeatability: No
Prerequisites: NPTC 605 with a minimum grade of C- or NPTC 605 with a minimum grade of C-
Corequisites: NPTC 608
Focuses on the nurse practitioner's assessment and management of emergent complex and/or unstable acute and chronic health problems and emergencies in individuals across the lifespan in emergent care and urgent care settings.. Evaluates the evidence base for screening, triage, differential diagnosis, medical-decision-making, disaster preparedness, and management of health problems, including pharmacological, non-pharmacological, and procedural treatment modalities in a culturally appropriate manner. Incorporates an innovative approach to a clinical problem using technology, information systems, and business principles. Related classroom, procedural skills lab, simulation, and clinical experiences in selected emergent care, urgent care, pre-hospital emergency services, and correctional settings provide opportunity for application of these concepts. (This course is the first part of the Emergency/Trauma Care II series.). Note: A minimum 80% examination average must be achieved in order to successfully complete the course. Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course.

NPTC 622 | FNP IN EMERGENCY CARE II
Units: 1-8 Repeatability: No
Prerequisites: NPTC 608 with a minimum grade of C- or NPTC 608 with a minimum grade of C-
Corequisites: NPTC 609
Focuses on the nurse practitioner's assessment and management of emergent complex and/or unstable acute and chronic health problems and emergencies in individuals across the lifespan in emergent care and urgent care settings.. Evaluates the evidence base for screening, triage, differential diagnosis, medical-decision-making, disaster preparedness, and management of health problems, including pharmacological, non-pharmacological, and procedural treatment modalities in a culturally appropriate manner. Incorporates an innovative approach to a clinical problem using technology, information systems, and business principles. Related classroom, procedural skills lab, simulation, and clinical experiences in selected emergent care, urgent care, pre-hospital emergency services, and correctional settings provide opportunity for application of these concepts. (This course is the second part of the Emergency/Trauma Care II series.). Note: A minimum 80% examination average must be achieved in order to successfully complete the course. Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course.

Post-MSN to DNP APRN Track

Code	Title	Units
DNP Core		**24**
DNPC 610	Philosophy of Reflective Practice	3
DNPC 611	Methods of Translational Science/ Evidence Based Clinical Practice	3
DNPC 622	Pathogenesis of Complex Disease	3
DNPC 625	Epidemiology: Foundations of Evidence-Based Practice	3
DNPC 626	Strategic Planning and Quality Initiatives	3
DNPC 648	Health Policy Analysis	3
DNPC 686	Perspectives in Program Planning and Evaluation	3
DNPC 660	Advanced Leadership and Financial Decision Making for Complex Systems Management	3
DNP Scholarly Practice Component		**10**

Code	Title	Units
DNPC 630	DNP Scholarly Practice (Repeatable for Credit) [10 total units required]	1-8
Total Units		**34**

Post-MSN to DNP Emergency Care for Family Nurse Practitioners Emphasis

Code	Title	Units
DNP Core		**24**
DNPC 610	Philosophy of Reflective Practice	3
DNPC 611	Methods of Translational Science/ Evidence Based Clinical Practice	3
DNPC 622	Pathogenesis of Complex Disease	3
DNPC 625	Epidemiology: Foundations of Evidence-Based Practice	3
DNPC 626	Strategic Planning and Quality Initiatives	3
DNPC 648	Health Policy Analysis	3
DNPC 686	Perspectives in Program Planning and Evaluation	3
DNPC 660	Advanced Leadership and Financial Decision Making for Complex Systems Management	3
ENP Component		**16**
NPTC 621	FNP in Emergency Care I	8
NPTC 622	FNP in Emergency Care II	8
DNP Scholarly Practice Component		**10**
DNPC 630	DNP Scholarly Practice (Repeatable for Credit) [10 total units required]	1-8
Total Units		**50**

Post-MSN to DNP Health Systems Leadership Track

Code	Title	Units
DNP Core		**24**
DNPC 610	Philosophy of Reflective Practice	3
DNPC 611	Methods of Translational Science/ Evidence Based Clinical Practice	3
DNPC 625	Epidemiology: Foundations of Evidence-Based Practice	3
DNPC 626	Strategic Planning and Quality Initiatives	3
DNPC 648	Health Policy Analysis	3
DNPC 660	Advanced Leadership and Financial Decision Making for Complex Systems Management	3
DNPC 665	Consumer Health Informatics	3
DNPC 686	Perspectives in Program Planning and Evaluation	3
Nursing Informatics Component		**9**
HCIN 611	Health Care Economics	3
HCIN 625	Digital Health Care Marketing	3
HCIN 630	Health Care Law and Risk Management	3
DNP Scholarly Practice Component		**19**
DNPC 630	DNP Scholarly Practice (Repeatable for Credit) [19 total units required]	1-8
Total Units		**52**

BSN to DNP Family Nurse Practitioner Track

Code	Title	Units
DNP Core		**27**
DNPC 610	Philosophy of Reflective Practice	3
DNPC 611	Methods of Translational Science/ Evidence Based Clinical Practice	3
DNPC 622	Pathogenesis of Complex Disease	3
DNPC 625	Epidemiology: Foundations of Evidence-Based Practice	3
DNPC 626	Strategic Planning and Quality Initiatives	3
DNPC 648	Health Policy Analysis	3
DNPC 660	Advanced Leadership and Financial Decision Making for Complex Systems Management	3
DNPC 686	Perspectives in Program Planning and Evaluation	3
MSNC 540	Introduction to Health Care Information Management	3
APRN Core		**10**
APNC 520	Advanced Pathophysiology	3
APNC 521	APRN Physical Assessment and Diagnosis	4
APNC 523	Pharmacology in Health Management	3
FNP Component		**30**
NPTC 602	Primary Care I	6
NPTC 604	Primary Care IIA	6
NPTC 605	Primary Care IIB	6
NPTC 608	Primary Care IIIA	6
NPTC 609	Primary Care IIIB	6
DNP Scholarly Practice Component		**11**
DNPC 630	DNP Scholarly Practice (Repeatable for Credit) [11 total units required]	1-8
Total Units		**78**

BSN to DNP Dual Pediatric Nurse Practitioner/Family Nurse Practitioner Track

Code	Title	Units
DNP Core		**27**
DNPC 610	Philosophy of Reflective Practice	3
DNPC 611	Methods of Translational Science/ Evidence Based Clinical Practice	3
DNPC 622	Pathogenesis of Complex Disease	3
DNPC 625	Epidemiology: Foundations of Evidence-Based Practice	3
DNPC 626	Strategic Planning and Quality Initiatives	3
DNPC 648	Health Policy Analysis	3
DNPC 686	Perspectives in Program Planning and Evaluation	3
DNPC 660	Advanced Leadership and Financial Decision Making for Complex Systems Management	3
MSNC 540	Introduction to Health Care Information Management	3
APRN Core		**10**
APNC 520	Advanced Pathophysiology	3
APNC 521	APRN Physical Assessment and Diagnosis	4
APNC 523	Pharmacology in Health Management	3

FNP Component		30
NPTC 602	Primary Care I	6
NPTC 604	Primary Care IIA	6
NPTC 605	Primary Care IIB	6
NPTC 608	Primary Care IIIA	6
NPTC 609	Primary Care IIIB	6
PNP Component		**7**
NPTC 619	Pediatric Primary Care I: Developmental and Behavioral Pediatrics in Primary Pediatric Health Care	3
NPTC 620	Pediatric Primary Care II: Complex and Chronic Conditions in Pediatric Primary Care	4
DNP Scholarly Practice Component		**8**
DNPC 630	DNP Scholarly Practice (Repeatable for Credit) [8 total units required]	1-8
Total Units		82

BSN to DNP Dual Adult-Gerontology Nurse Practitioner/ Family Nurse Practitioner Track

Code	Title	Units
DNP Core		**27**
DNPC 610	Philosophy of Reflective Practice	3
DNPC 611	Methods of Translational Science/ Evidence Based Clinical Practice	3
DNPC 622	Pathogenesis of Complex Disease	3
DNPC 625	Epidemiology: Foundations of Evidence-Based Practice	3
DNPC 626	Strategic Planning and Quality Initiatives	3
DNPC 648	Health Policy Analysis	3
DNPC 686	Perspectives in Program Planning and Evaluation	3
DNPC 660	Advanced Leadership and Financial Decision Making for Complex Systems Management	3
MSNC 540	Introduction to Health Care Information Management	3
APRN Core		**10**
APNC 520	Advanced Pathophysiology	3
APNC 521	APRN Physical Assessment and Diagnosis	4
APNC 523	Pharmacology in Health Management	3
FNP Component		**30**
NPTC 602	Primary Care I	6
NPTC 604	Primary Care IIA	6
NPTC 605	Primary Care IIB	6
NPTC 608	Primary Care IIIA	6
NPTC 609	Primary Care IIIB	6
AGNP Component		**6**
NPTC 535	Primary Adult-Gerontology Health Care: Management of Older Adults with Long-Term Health Problems	6
DNP Scholarly Practice Component		**8**
DNPC 630	DNP Scholarly Practice (Repeatable for Credit) [8 total units required]	1-8
Total Units		81

BSN to DNP Family Nurse Practitioner in Emergency Care Emphasis

Code	Title	Units
DNP Core		**27**
DNPC 610	Philosophy of Reflective Practice	3
DNPC 611	Methods of Translational Science/ Evidence Based Clinical Practice	3
DNPC 622	Pathogenesis of Complex Disease	3
DNPC 625	Epidemiology: Foundations of Evidence-Based Practice	3
DNPC 626	Strategic Planning and Quality Initiatives	3
DNPC 648	Health Policy Analysis	3
DNPC 686	Perspectives in Program Planning and Evaluation	3
DNPC 660	Advanced Leadership and Financial Decision Making for Complex Systems Management	3
MSNC 540	Introduction to Health Care Information Management	3
APRN Core		**10**
APNC 520	Advanced Pathophysiology	3
APNC 521	APRN Physical Assessment and Diagnosis	4
APNC 523	Pharmacology in Health Management	3
FNP Component		**30**
NPTC 602	Primary Care I	6
NPTC 604	Primary Care IIA	6
NPTC 605	Primary Care IIB	6
NPTC 608	Primary Care IIIA	6
NPTC 609	Primary Care IIIB	6
ENP Component		**9**
NPTC 621	FNP in Emergency Care I	5
NPTC 622	FNP in Emergency Care II	4
DNP Scholarly Practice Component		**8**
DNPC 630	DNP Scholarly Practice (Repeatable for Credit) [8 total units required]	1-8
Total Units		84

BSN to DNP Psychiatric-Mental Health Nurse Practitioner Track

Code	Title	Units
DNP Core		**27**
DNPC 610	Philosophy of Reflective Practice	3
DNPC 611	Methods of Translational Science/ Evidence Based Clinical Practice	3
DNPC 622	Pathogenesis of Complex Disease	3
DNPC 625	Epidemiology: Foundations of Evidence-Based Practice	3
DNPC 626	Strategic Planning and Quality Initiatives	3
DNPC 648	Health Policy Analysis	3
DNPC 686	Perspectives in Program Planning and Evaluation	3
DNPC 660	Advanced Leadership and Financial Decision Making for Complex Systems Management	3
MSNC 540	Introduction to Health Care Information Management	3
APRN Core		**10**

APNC 520	Advanced Pathophysiology	3
APNC 521	APRN Physical Assessment and Diagnosis	4
APNC 523	Pharmacology in Health Management	3
PMHNP Component		**30**
NPTC 611	Foundations of Psychiatric Assessment	3
NPTC 612	Foundations of Psychopharmacology	5
NPTC 613	Foundations of Psychotherapy	5
NPTC 614	Applied Psychotherapeutics Across the Lifespan I	5
NPTC 615	Applied Psychotherapeutics Across the Lifespan II	6
NPTC 617	Applied Psychotherapeutics Across the Lifespan III	6
DNP Scholarly Practice Component		**11**
DNPC 630	DNP Scholarly Practice (Repeatable for Credit) [11 total units required]	1-8
Total Units		78

Master of Science in Nursing Degree

The Master of Science in Nursing (MSN) program is built upon the baccalaureate degree with an upper-division focus in nursing. The program emphasizes research, theory, and practice. The graduate program in nursing offers seven tracks:

- Adult-Gerontology Clinical Nurse Specialist (https://catalogs.sandiego.edu/graduate/colleges-schools/hahn-nursing-health-science/msn/gereontology/)
- Dual Adult-Gerontology Nurse Practitioner/ Family Nurse Practitioner (p. 97)
- Dual Pediatric Nurse Practitioner/ Family Nurse Practitioner (p. 98)
- Family Nurse Practitioner (p. 98)
- Nursing Informatics (https://catalogs.sandiego.edu/graduate/colleges-schools/hahn-nursing-health-science/msn/infomatics/)
- Nursing Leadership (p. 98)
- Psychiatric Mental Health Nurse Practitioner (p. 97)

All specialties share a common core of knowledge. Each track is designed to prepare a graduate nurse in the respective area.

There is also a Nursing Education Option available for all MSN tracks.

MSNC 503 | NURSING PRACTICE WITH DIVERSE FAMILIES IN COMMUNITIES
Units: 2 Repeatability: No
Corequisites: MSNE 546
Examines philosophical, theoretical, and conceptual bases for care of diverse families and groups in community settings. Analysis of community perspectives provides a foundation for general and advanced practice and research with families across the lifespan. The national health objectives provide a framework for family and community health promotion and risk reduction. Issues that affect family, aggregate, and community health and wellness are examined using an ecological perspective that includes social, political, cultural, and economic aspects of the environment. Addresses intervention strategies with families to achieve desired health outcomes in their community.

MSNC 503P | NURSING PRACTICE WITH DIVERSE FAMILIES IN COMMUNITIES PRACTICUM
Units: 2 Repeatability: No
Corequisites: MSNC 503
Focus is on the family within the community and access to the health care system. Frameworks used to assess families include developmental, systems, and structural-functional. Interventions with families emphasize promotion and maintenance of health as well as resolution of existing health problems. Students have clinical opportunities in official and voluntary agencies to integrate selected theories and concepts using the nursing process as they interact with clients and families in their homes and community settings.

MSNC 507 | STATISTICS
Units: 3 Repeatability: No
Provides students with necessary skills to perform statistical analysis of data in order to present information in a meaningful way. Emphasizes basic understanding of probability concepts, common probability distributions, and inferential statistical methods. Includes identification of data requirements and statistical method to answer specific research questions. Incorporates SPSS statistical software as well as statistical calculations. Explores methods to display data and findings. Assists students to interpret SPSS output, and effectively present findings. Also focuses on critical review of scientific manuscripts and interpretation of findings.

MSNC 510 | CLINICAL NURSE LEADERSHIP: THEORY AND PRACTICE
Units: 6 Repeatability: No
Corequisites: MSNC 534P
Explores and integrates concepts of leadership that are central to the practice of the clinical nurse leader (CNL) including: horizontal leadership, effective use of self, reflective practice, advocacy, lateral integration of care, change theory, and role analysis and implementation. Oversees patient care provided by staff, in collaboration with RN preceptor or mentor, to improve patient outcomes. Serves as a role model for staff in anticipating risks and providing comprehensive care to individuals and clinical cohorts. Reviews and modifies, if necessary, standards of care for specific patient populations. Designs and proposes an implementation and evaluation plan for an evidence-based project designed to effect change in patient/staff outcomes.

MSNC 510P | CLINICAL NURSE LEADER PRACTICUM
Units: 0 Repeatability: No
This is the practicum section of course MSNC 510.

MSNC 511 | EVIDENCE BASED PRACTICE: ROLE OF THEORY AND RESEARCH
Units: 3 Repeatability: No
Focuses on the critical links between nursing theory, research and evidence based practice. Examines the theoretical foundations of nursing science including how theory has influenced the history and current practice of nursing. Emphasizes the importance of research for building an evidence base for nursing practice. Reviews the components of evidence-based practice, with emphasis placed on knowledgeable appraisal of theory and research to evaluate the evidence base for clinical practice.

MSNC 512 | INFLUENCING THE HEALTH CARE ENVIRONMENT: POLICY AND SYSTEMS
Units: 3 Repeatability: No
Provides an understanding of nursing's leadership role in the analysis and evaluation of policy, organization, and financing of health care. Focuses on the organization of health care systems, the political and economic forces that influence health care delivery, and the formulation of policies affecting health care.

MSNC 518 | PHYSICAL ASSESSMENT AND DIAGNOSIS FOR RNS
Units: 4 Repeatability: No
Prerequisites: APNC 520 with a minimum grade of B-
Corequisites: MSNC 518L
Focuses on theoretical and clinical skill development in physical assessment and diagnosis, across the life span. Designed to prepare the advanced generalist registered nurses with the knowledge and skills to make appropriate focused assessments and draw accurate conclusions about physiological/psychosocial instability/complications/sequelae of disease processes and/or therapeutic interventions.

MSNC 518L | PHYSICAL ASSESSMENT AND DIAGNOSIS FOR RNS LAB
Units: 0 Repeatability: No
Corequisites: MSNC 518
This is the lab section for MSNC 518.

MSNC 534 | CLINICAL NURSE LEADERSHIP: THEORY AND PRACTICE
Units: 6 Repeatability: No
Corequisites: MSNC 534P
Explores and integrates concepts of leadership that are central to the practice of the clinical nurse leader (CNL) including: horizontal leadership, effective use of self, reflective practice, advocacy, lateral integration of care, change theory, and role analysis and implementation. Oversees patient care provided by staff, in collaboration with RN preceptor or mentor, to improve patient outcomes. Serves as a role model for staff in anticipating risks and providing comprehensive care to individuals and clinical cohorts. Reviews and modifies, if necessary, standards of care for specific patient populations. Designs and proposes an implementation and evaluation plan for an evidence-based project designed to effect change in patient/staff outcomes.

MSNC 534P | CLINICAL NURSE LEADER PRACTICUM II
Units: 0 Repeatability: No
This is the practicum section of course MSNC 534.

MSNC 590 | ESSENTIALS OF CRITICAL CARE NURSING
Units: 3 Repeatability: No
Focuses on the concepts and frameworks that impact and support critical care nursing of the adult patient. Explores the pathophysiology, clinical manifestations, and collaborative management of disorders commonly seen in critically ill patients. Emphasizes evidence-based therapeutic interventions to manage complex patient problems and prevent complications.

MSNC 599 | INDEPENDENT STUDY
Units: 6

MSNC 540 | INTRODUCTION TO HEALTH CARE INFORMATION MANAGEMENT
Units: 3 Repeatability: No
This course provides the learner with necessary skills to understand the basis for health care informatics. This course emphasizes basic understanding of computer hardware, network architecture, clinical application of electronic health records, and health care software applications. It also addresses relevant regulatory, patient privacy, security, and reimbursement issues and examines current trends in meaningful use and electronic health record (EHR) certification as a foundation for understanding emerging issues in health care informatics.

MSNC 610 | SPECIALTY ROLE AND PRACTICE FOUNDATIONS
Units: 4 Repeatability: No
The course introduces the foundational underpinnings of advanced professional nursing practice. The acquisition and use of nursing knowledge are discussed. An overview of person-centered care, population health, quality improvement, safety, and informatics is presented. The concepts of clinical judgment, compassionate care, ethics, diversity, equity, and inclusion, and social determinants of health are emphasized.

MSNC 611 | KNOWLEDGE FOR NURSING PRACTICE
Units: 3 Repeatability: No
This course focuses on the generation, translation, synthesis, application, and dissemination of nursing knowledge. The theoretical foundations of nursing and other sciences are discussed including how theory has influenced the practice of nursing and clinical decision-making. An evidence based practice approach is used to answer a clinical question. The concepts of clinical judgment, ethics, and evidence-based practice are emphasized.

MSNC 612 | POPULATION HEALTH
Units: 3 Repeatability: No
This course focuses on population health from disease prevention to disease management. Collaborative partnerships, advocacy strategies, and health policies for improved population health outcomes are also discussed. Emergency preparedness for public health emergencies is explored. The concepts of health policy, social determinants of health, and diversity, equity, and inclusion, are emphasized.

MSNC 613 | HEALTHCARE LEADERSHIP I
Units: 2 Repeatability: No
This course focuses on leadership and the acquisition of leadership skills. The theoretical and practical perspectives of the role are discussed. An introduction to interprofessional partnerships and systems-based practice is presented. A more detailed discussion of the nurse leader's role with population health is examined. The concepts of ethics, communication, health policy, and diversity, equity and inclusion are emphasized.

MSNC 614 | HEALTHCARE LEADERSHIP II
Units: 1 Repeatability: No
Prerequisites: MSNC 613 with a minimum grade of C-
This course expands on the concepts of leadership and the acquisition of leadership skills with an emphasis on the application of systems work and cost-efficiency. A more detailed discussion of the nurse leader's role with informatics is examined. The concepts of ethics, communication, health policy, diversity, equity and inclusion are emphasized.

MSNC 615 | ADVANCED PATHOPHYSIOLOGY, PHYSICAL ASSESSMENT, AND PHARMACOLOGY IN PATIENTS AND POPULATIONS
Units: 4 Repeatability: No
This course applies an evidence-based approach to understanding common pathophysiological processes across the lifespan, employing physical examination techniques to distinguish abnormal and normal disease presentation, and applying pharmacotherapeutics for monitoring treatment plans in patients and populations. Emphasis is on an integrated approach to mastery of advanced scientific knowledge, vital to clinical judgment and practicing in an advanced specialty role. Concepts of compassionate care, clinical judgement, and ethics of health are emphasized.

MSNC 640 | HEALTH CARE INFORMATION AND COMMUNICATION MANAGEMENT
Units: 3 Repeatability: No
This course focuses on using information and communication technologies to improve patient care, enhance healthcare outcomes, and optimize healthcare processes. The technologies, the users interacting with the technologies, and the work product are discussed, along with the impact of the data collected, information formed, decisions made, and the knowledge generated. It also addresses regulatory, patient privacy, information security, and reimbursement issues. The concepts of clinical judgment, communication, social determinants of health, and ethics are emphasized.

MSNC 655 | SYSTEMS MANAGEMENT
Units: 3 Repeatability: No

This course focuses on managing complex healthcare systems to optimize system effectiveness. The theoretical underpinnings of systems theory and its application to healthcare are explored. Strategic planning, healthcare policy, and healthcare economics are discussed. Interprofessional partnerships and professional development are examined. The concepts of evidence-based practice, ethics, diversity, equity, and inclusion, and health policy are emphasized.

MSNC 655P | SYSTEMS MANAGEMENT PRACTICUM
Units: 3-4 Repeatability: No

Prerequisites: MSNC 655 with a minimum grade of C- (Can be taken Concurrently)

This practicum focuses on managing complex healthcare systems to optimize system effectiveness. The practical aspects of leading an interprofessional team, implementing and evaluating a system-wide initiative, and developing a policy are experienced. Leadership and advocacy skills in a complex environment is mastered. The concepts of evidence-based practice, ethics, and health policy are emphasized.

MSNC 656 | MANAGEMENT OF QUALITY AND SAFETY
Units: 3 Repeatability: No

This course focuses on the evaluation and management of quality and safety issues from individual and systems perspectives. The theoretical and methodological foundations for understanding, identifying, and managing quality and safety concerns are explored. The application of quality improvement initiatives and the development of a culture of safety for patients and healthcare personnel are discussed. The concepts of communication, evidence-based practice, and diversity, equity, and inclusion are emphasized.

MSNC 656P | MANAGEMENT OF QUALITY AND SAFETY PRACTICUM
Units: 3-4 Repeatability: No

Prerequisites: MSNC 656 with a minimum grade of C- (Can be taken Concurrently)

This practicum focuses on the evaluation and management of quality and safety issues from an individual and systems perspective. The practical aspects of identifying and managing quality and safety concerns in the clinical setting are experienced. The application of quality improvement initiatives and the development of a culture of safety for patients and healthcare personnel are mastered. The concepts of communication, evidence-based practice, and ethics are emphasized.

ACNS 521 | ADVANCED PHYSICAL ASSESSMENT
Units: 4 Repeatability: No

Prerequisites: APNC 520 with a minimum grade of C-

Explores theoretical and clinical practice principles of advanced physical assessment of all human systems. Uses advanced assessment techniques, concepts, and approaches for comprehensive data gathering, analysis, and documentation including history taking and physical examination. Differentiates abnormalities from common normal variations characteristic of various developmental, cultural, and ethnic groups. Laboratory-based practicum experiences provide the opportunity for the integration of theory with role responsibilities specific to physical assessment.

ACNS 524 | ADVANCED PHARMACOLOGY
Units: 3 Repeatability: No

Prerequisites: APNC 520 with a minimum grade of C-

Explores the theoretical and clinical practice principles needed to assess, manage, and recommend treatment plans, utilizing broad categories of pharmacologic agents, for common and complex health problems in a safe, high quality, and cost-effective manner. Emphasizes the application of pharmacotherapeutics, pharmacodynamics, pharmacokinetics, and pharmacogenomics skills into clinical practice.

ACNS 600 | TRANSITION TO CNS PRACTICE
Units: 1 Repeatability: No

Focuses on the transition of the Adult-Gerontology Clinical Nurse Specialist (AG-CNS) into clinical practice. Explores the pathway to CNS certification/licensure, job preparation, and succeeding in practice settings. Examines the concept of imposter syndrome and methods for overcoming it.

ACNS 601 | SPECIALTY POPULATION IMMERSION I
Units: 1 Repeatability: No

Prerequisites: ACNS 632P with a minimum grade of C- or ACNS 632P with a minimum grade of C-

This course expands on the application of the role of the Adult-Gerontology Clinical Nurse Specialist at the population foci level. Emphasis is placed on care of patients throughout the life span experiencing complex health problems. Clinical experience provides the student an opportunity to apply didactic course concepts in a variety of settings at the population foci level. Population foci offered: Intensive care, emergency care, oncology, progressive care, rehabilitation, post-anesthesia care, or other area of clinical interest.

ACNS 602 | SPECIALTY POPULATION IMMERSION II
Units: 1 Repeatability: No

Prerequisites: ACNS 632P with a minimum grade of C- or ACNS 632P with a minimum grade of C-

This course expands on the application of the role of the Adult-Gerontology Clinical Nurse Specialist at the population foci level. Emphasis is placed on the in-depth analysis and application of the theoretical basis for care of patients throughout the life span experiencing complex health problems within a given population foci. Population foci offered: Intensive care, emergency care, oncology, progressive care, rehabilitation, post-anesthesia care, or other area of clinical interest.

ACNS 603 | SPECIALTY POPULATION IMMERSION III
Units: 1 Repeatability: No

Prerequisites: ACNS 632P with a minimum grade of C- or ACNS 632P with a minimum grade of C-

This course expands on the application of the role of the Adult-Gerontology Clinical Nurse Specialist at the population foci level. Emphasis is placed on care of patients throughout the life span experiencing complex health problems and preparation for successful certification (AACN and ANCC) examination after graduation. Population foci offered: Intensive care, emergency care, oncology, progressive care, rehabilitation, post-anesthesia care, or other area of clinical interest.

ACNS 619 | CNS SPECIALTY ROLE AND PRACTICE FOUNDATIONS
Units: 3

Provides an overview of the role of the Clinical Nurse Specialist (CNS) with a practice focus on adults and gerontology (wellness to acute care). Explores the spheres of influence and core competencies for CNS practice. Examines theoretical foundations of reflective, evidence-based advanced nursing practice for individuals 20 years of age and older.

ACNS 632 | ADULT-GERONTOLOGY I: CNS PRACTICE IN INDIVIDUAL PATIENT SPHERE
Units: 3 Repeatability: No

Corequisites: ACNS 632P

Provides an in depth inquiry into the role of the clinical nurse specialist (CNS) within the patient sphere with a practice focus on adults 20 years of age and older. Explores the theoretical concepts utilized in advanced nursing practice in the management of patients along the continuum of care from wellness to illness, experiencing acute, chronic, or terminal illnesses.

ACNS 632P | ADULT-GERONTOLOGY I: CNS PRACTICE IN INDIVIDUAL PATIENT SPHERE PRACTICUM
Units: 3 Repeatability: No
Corequisites: ACNS 632
Provides an opportunity to carry out the clinical nurse specialist (CNS) role within the patient sphere with adults 20 years and older. Emphasizes the application of the theoretical concepts utilized in advanced nursing practice in the management of patients along the continuum of care from wellness to illness, experiencing acute, chronic, or terminal illnesses.

ACNS 634 | ADULT-GERONTOLOGY II: CNS PRACTICE IN THE NURSE SPHERE
Units: 3 Repeatability: No
Prerequisites: ACNS 632 with a minimum grade of B-
Corequisites: ACNS 634P
This course provides an in-depth inquiry into the role of clinical nurse specialist (CNS) within the patient sphere with a practice focus on adults 20 years and older. Emphasis is on the theoretical concepts utilized in advanced nursing practice in the management of patients along the continuum of care from wellness to illness. These patients may experience acute, chronic, or terminal illnesses.

ACNS 634P | ADULT-GERONTOLOGY II: CNS PRACTICE IN THE NURSE SPHERE PRACT
Units: 2 Repeatability: No
Prerequisites: ACNS 619 with a minimum grade of B- and ACNS 632 with a minimum grade of B- and ACNS 632P with a minimum grade of B-
Corequisites: ACNS 634
This course provides an in-depth inquiry into the role of clinical nurse specialist (CNS) within the patient sphere with a practice focus on adults 20 years and older. Emphasis is on the theoretical concepts utilized in advanced nursing practice in the management of patients along the continuum of care from wellness to illness. These patients may experience acute, chronic, or terminal illnesses. This is the practicum portion of the course.

ACNS 636 | ADULT GERONTOLOGY III: CNS PRACTICE IN THE ORGANIZATIONAL/SYSTEMS SPHERE
Units: 3
Prerequisites: ACNS 619 with a minimum grade of B- and ACNS 632 with a minimum grade of B- and ACNS 632P with a minimum grade of B- and ACNS 634 with a minimum grade of B- and ACNS 634P with a minimum grade of B-
Corequisites: ACNS 636P
Emphasizes theories and principles of change management at the systems level. Analyzes CNS leadership principles in organizations/systems in which nursing care is provided for individuals 20 years of age and older.

ACNS 636P | ADULT GERONTOLOGY III: CNS PRACTICE IN THE ORGANIZATIONAL/SYSTEMS SPHERE PRACTICUM
Units: 2
Prerequisites: ACNS 619 with a minimum grade of B- and ACNS 632 with a minimum grade of B- and ACNS 632P with a minimum grade of B- and ACNS 634 with a minimum grade of B- and ACNS 634P with a minimum grade of B-
Corequisites: ACNS 636
In the clinical setting emphasizes applying theories and principles of change management at the systems level. Operationalizes CNS leadership principles in organizations/systems in which nursing care is provided for individuals 20 years of age and older.

ACNS 638 | ADULT GERONTOLOGY IV: ADVANCED CNS PRACTICE
Units: 3
Prerequisites: ACNS 619 with a minimum grade of B- and ACNS 632 with a minimum grade of B- and ACNS 632P with a minimum grade of B- and ACNS 634 with a minimum grade of B- and ACNS 634P with a minimum grade of B- and ACNS 636 with a minimum grade of B- and ACNS 636P with a minimum grade of B-
Corequisites: ACNS 638P
Focuses on further development of evidence-based clinical knowledge in a selected area of CNS practice. Provides opportunities to explore CNS role development issues. Based on a gap analysis, an evidence-based practice change is designed, evaluated, and presented relative to an apriori evidence-based benchmark. A letter grade of B- or higher is necessary to pass this course.

ACNS 638P | ADULT GERONTOLOGY IV: ADVANCED CNS PRACTICUM
Units: 3
Prerequisites: ACNS 619 with a minimum grade of B- and ACNS 632 with a minimum grade of B- and ACNS 632P with a minimum grade of B- and ACNS 634 with a minimum grade of B- and ACNS 634P with a minimum grade of B- and ACNS 636 with a minimum grade of B- and ACNS 636P with a minimum grade of B-
Corequisites: ACNS 638
Focuses on further development of evidence-based clinical knowledge and expertise in a selected area of CNS practice. Students design an evidence-based clinical project to improve the care for individuals 20 years of age and older. The project is implemented using an evidence-based approach to a clinical problem or professional issue.

ACNS 639 | CNS PALLIATIVE CARE PRACTICUM
Units: 2 Repeatability: No
Prerequisites: PHDN 688 with a minimum grade of B-
Provides an in-depth experience into the role of the Palliative Care CNS with the practice focus on adults 20 years and older. Emphasizes advanced nursing skills in assessment, symptom management, and psychosocial care to patients and family with serious health conditions. Stresses advocacy for those patients at the end of life requiring palliative care and hospice. Focuses on the interdisciplinary health care team in providing a collaborative plan of care.

APNC 520 | ADVANCED PATHOPHYSIOLOGY
Units: 3 Repeatability: No
Focuses on pathophysiological processes across the lifespan and the development of clinical reasoning skills required in advanced practice nursing. Distinguishes between normal physiology and specific system alterations produced by injury and disease. Explores etiology, pathogenesis, developmental and environmental influences, and clinical manifestations of major health problems. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course. A minimum 80% examination average must be achieved in order to successfully complete the course.

APNC 521 | APRN PHYSICAL ASSESSMENT AND DIAGNOSIS
Units: 3-4 Repeatability: No
Prerequisites: APNC 520 with a minimum grade of C- (Can be taken Concurrently)
Explores theoretical and clinical practice principles of advanced physical assessment and diagnosis across the lifespan. Utilizes various methods of comprehensive evidence-based data gathering, analysis, and documentation including history taking, physical examination, screening for common diseases, diagnostic procedures, and differential diagnoses. Differentiates abnormalities from common normal variations characteristic of various developmental, cultural, and ethnic groups. Laboratory-based practicum experiences provide the opportunity for the integration of theory with APRN role responsibilities specific to physical assessment and diagnosis. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course. A minimum 80% examination average must be achieved in order to successfully complete the course.

APNC 521L | HEALTH ASSESSMENT AND DIAGNOSIS LAB
Units: 1 Repeatability: No
Non-Core Attributes: Lab
Explores theoretical and clinical practice principles of advanced physical assessment and diagnosis across the lifespan. Utilizes various methods of comprehensive evidence-based data gathering, analysis, and documentation including history taking, physical examination, screening for common diseases, diagnostic procedures, and differential diagnoses. Differentiates abnormalities from common normal variations characteristic of various developmental, cultural, and ethnic groups. Laboratory-based practicum experiences provide the opportunity for the integration of theory with APRN role responsibilities specific to physical assessment and diagnosis. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course.

APNC 523 | PHARMACOLOGY IN HEALTH MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: APNC 520 with a minimum grade of C-
Provides an evidence-based knowledge of pharmacotherapeutics for patients across the lifespan including special populations. Develops a foundation for decision-making necessary for initiating, monitoring, and modifying pharmacological treatment plans. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course. A minimum 80% examination average must be achieved in order to successfully complete the course.

APNC 524 | ADVANCED PHARMACOLOGY
Units: 3 Repeatability: No
Prerequisites: MEPN 535 with a minimum grade of C-
Provides the knowledge and skills needed to assess, manage, and recommend treatment plans, utilizing broad categories of pharmacologic agents, for common and complex health problems in a safe, high quality and cost effective manner. Pharmacotherapeutics, pharmacodynamics, pharmacokinetics and pharmacogenomic skills will be developed utilizing case scenarios with an emphasis on direct application to clinical nursing practice.

ENLC 500 | HEALTH CARE LEADERSHIP, VALUES AND SOCIAL JUSTICE
Units: 3 Repeatability: No
Examines leadership theories, corporate ethics, valuesfocused strategies and principles of social and health care justice that can be actualized across the spectrum of health care settings. Synthesis of the literature is required to support development of a clinical project relevant to a health care setting.

ENLC 553 | FINANCIAL MANAGEMENT IN HEALTH CARE SYSTEMS
Units: 3 Repeatability: No
Provides a forum for the exploration and evaluation of the financial environment of the health care industry. The course will emphasize the development of practical financial analysis skills that will provide students with a foundation for immediate application within the health care delivery system.

ENLC 555 | RESOURCE MANAGEMENT IN HEALTH SYSTEMS
Units: 3 Repeatability: No
Prerequisites: MSNC 512 with a minimum grade of C- and ENLC 500 with a minimum grade of C- and GSBA 502 with a minimum grade of C-
Focuses on the management of human, financial and material resources in health systems. Designed for health professionals seeking careers as operations managers in health care delivery systems. Emphasizes cost-effective use of resources to accomplish organizational objectives.

ENLC 556 | MANAGEMENT OF HEALTH CARE SYSTEM QUALITY OUTCOMES AND PATIENT SAFETY
Units: 3 Repeatability: No
Focuses on the evaluation of patient safety and quality of care outcomes from a systems perspective. Explores theoretical and methodological foundations for understanding and applying patient safety and quality of care outcomes within the current health care environment. Reviews safety applications in other high-risk industries with application to nursing and the health care industry. Emphasizes identification, implementation, and evaluation of quality indicators for patient safety and other patient outcomes. Evaluates patient safety and quality indicators for their sensitivity and specificity to clinical care. Addresses the role of leadership in error prevention and maintenance of a culture of patient safety.

ENLC 557 | STRATEGIC PLANNING AND MANAGEMENT OF HEALTH SYSTEMS
Units: 3 Repeatability: No
Emphasizes strategic planning and management as requisite to growth and survival of health care systems. Acquaints students with the language, processes, tools and techniques of strategic planning and marketing that will enable them to contribute effectively to strategic thinking and action in health care systems.

ENLC 591 | LEADERSHIP PRACTICUM IN HEALTH CARE SYSTEMS
Units: 3 Repeatability: No
Under the guidance of a healthcare manager, administrator, or executive preceptor in health system the student will have an opportunity to observe and participate in various situations associated with the healthcare system administrative process (e.g. human resource management, fiscal management, strategic planning, marketing, information management, and/or political activity). Seminars will provide a forum for discussion of operational and clinical observations as they relate to empirical and evidencebased literature as well as issues and trends in healthcare s stem administration.

ENLC 598 | EVIDENCE-BASED PRACTICE PRACTICUM
Units: 3 Repeatability: No
Provides a self-directed and systematic opportunity to gain greater knowledge and expertise in an area of nursing practice. Involves development of direct or indirect nursing roles in a health care or community service agency. The practicum consists of completion of an evidence-based practice project to address a nursing practice problem; implementation of an innovative approach to the problem through integration of related theory and best evidence; evaluation of project outcomes; and dissemination of findings.

HCIN 500A | CAPSTONE FUNDAMENTALS
Units: 0 Repeatability: No
Capstone Fundamentals HCIN 500A, provides enrolled students with opportunities to explore a topical survey of current Health Information Technology (HIT) trends that may include critical background contributing to the selection of a topic and development of their individual CPP.

HCIN 500B | CAPSTONE DISCOVERY
Units: 0 Repeatability: No
Prerequisites: HCIN 500A with a minimum grade of P
Capstone Discovery HCIN 500B, provides enrolled students with opportunities to explore principles of project management (PM), data development, and effective visuals that may assist in the further development of their individual CPP topic.

HCIN 500C | CAPSTONE DEVELOPMENT
Units: 0 Repeatability: No
Prerequisites: HCIN 500B with a minimum grade of P
Capstone Development HCIN 500C, provides enrolled students with opportunities to develop collaboration and buy-in, market context and alignment, and expand their understanding of impact to the portfolio that will arise from their individual CPP.

HCIN 501 | HCI NEW STUDENT ORIENTATION
Units: 0 Repeatability: No
This orientation course introduces students to the University of San Diego and provides important information about the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the online learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program. This orientation course is for the online HCI program only.

HCIN 540 | INTRODUCTION TO HEALTH CARE INFORMATION MANAGEMENT
Units: 3 Repeatability: No
This course provides foundational knowledge and skills in health information management, informatics, and U.S. healthcare delivery, focusing on computer hardware, network architecture, electronic health records (EHRs), and healthcare software applications. It covers regulatory compliance, patient privacy, information security, and healthcare reimbursement while exploring current healthcare delivery trends, EHRs, interoperability, precision medicine, and healthcare database management and data analysis skills.

HCIN 541 | INTRODUCTION TO HEALTH CARE DELIVERY SYSTEMS
Units: 3 Repeatability: No
Provides an overview of the health care delivery system, professional roles, care delivery models, and relevant regulatory environment in the United States. Overviews common chronic and acute disease states that drive the U.S. health care system to provide the student with context for care delivery models. Intended for non-clinician students or individuals who lack significant professional health. Course is NOT required for Nursing Informatics students.

HCIN 542 | SYSTEMS ANALYSIS AND DESIGN FOR HEALTH CARE INFORMATICS
Units: 3 Repeatability: No
This foundational course in the MS Degree in Health Care Informatics equips students with the essential knowledge and skills required for the planning, analysis, design, and implementation of computer-based information and technology systems within healthcare settings. Topics covered encompass the complete spectrum of system development, project management, and technology integration and include: the systems development life cycle, project management skills, requirement analysis and specification, feasibility and cost-benefit analysis, workflow analysis, process improvement/optimization leveraging techniques such as Lean Six Sigma, and Agile, logical and physical design, prototyping, system validation, change and communication management, deployment, human factors, and post-implementation review. Through a structured design, students gain a deep understanding of these critical elements, preparing them to navigate the complex landscape of health informatics and contribute effectively to healthcare technology advancements.

HCIN 543 | DATABASE DESIGN AND KNOWLEDGE MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: HCIN 540 with a minimum grade of C- and HCIN 541 with a minimum grade of C-
This course offers opportunities for students to acquire advanced database skills. Applied skills, emphasizing database design, data structuring, modeling and the development of database management systems are examined. Fundamental competencies in knowledge management, change management, and system engineering as they pertain to the healthcare environment and related fields are explored. Students will design and manipulate databases using software applications, such as Structured Query Language (SQL), to resolve selected operational problems.

HCIN 543P | DATABASE DESIGN AND KNOWLEDGE MANAGEMENT PRACTICUM
Units: 2 Repeatability: No
Prerequisites: HCIN 540 with a minimum grade of C-
This practicum offers opportunities for students to acquire advanced database skills, including database design, data structuring, modeling, and the development of database management systems. Fundamental competencies in knowledge management, change management, and system engineering about the healthcare environment and related fields are applied. Students will use software applications like Structured Query Language (SQL) to design and manipulate databases to resolve selected operational problems.

HCIN 544 | ADVANCED HEALTH CARE INFORMATION MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: HCIN 540 with a minimum grade of C- and HCIN 552 with a minimum grade of C-
This course explores advanced healthcare information management topics, focusing on cybersecurity, interoperability, emerging trends in technology, and health system leadership. Ethical considerations and professional practice are central to the discussions. Privacy, security risk assessments, and comprehensive security plans for health systems are examined. Students will apply reflective practice to extract meaningful insights from leadership activities.

HCIN 545 | HEALTH CARE INFORMATICS PRACTICUM (INDEPENDENT STUDY)
Units: 1-4 Repeatability: Yes (Can be repeated for Credit)
Prerequisites: HCIN 540 with a minimum grade of C-
This practicum provides the students with practical experience in real-world healthcare informatics and data analytics settings. Emphasis is on translating theoretical knowledge into practical skills in a professional environment. The functions and responsibilities of informatics specialists and data analysts are examined. Under the guidance of experienced professionals, students will further their understanding of daily operations, data management, patient privacy concerns, and technology implementation in healthcare settings. Students will identify a problem or challenge within the healthcare setting and develop a project to address it.

HCIN 546 | M.S. HEALTH CARE INFORMATICS CAPSTONE
Units: 1-3 Repeatability: No
Prerequisites: HCIN 615 with a minimum grade of C-
This capstone course marks the conclusion of the MS Health Care Informatics Program, designed for an in-depth exploration of the field of health informatics with a focus on its application across various health science areas. Students will explore how information technology and healthcare intersect to address modern challenges in health sciences, emphasizing the evaluation of health information technology systems in meeting current healthcare needs. The course culminates with each student completing an applied research project, which encompasses not only the project's execution but also its presentation for professional and peer evaluation. Additionally, the course includes the development of a reflective ePortfolio and an exploration of current issues in Health Informatics within the context of a rapidly evolving healthcare delivery system.

HCIN 547 | HEALTH CARE ANALYTICS
Units: 3 Repeatability: No
Prerequisites: HCIN 543 with a minimum grade of C-
The course emphasizes the practical application of data analytics in addressing specific clinical queries, crafting clinical decision support rules, and employing precision medicine concepts. Students will develop the practical skills necessary to use various types of clinical data in addressing clinical inquiries using an evidenced-based approach. A range of clinical data sets will be examined including those at the population level. Through clinical case studies students will develop their data analytics expertise.

HCIN 548 | HEALTH CARE INFORMATICS SEMINAR
Units: 2 Repeatability: Yes (Can be repeated for Credit)
The HCI seminar course provides the student with the opportunity to work collaboratively with faculty and student colleagues to address concepts and ideas emerging in the field of Health Care Informatics. Each seminar focuses on various aspects of the Clinical Informaticist Health Care Data Analyst and Health Care Informatics Leader role. Throughout the seminar course, students will use various methods to analyze emerging trends in health care and informatics. Seminar students will generate self-reflective and field-relevant capstone projects. Students will fulfill program competencies through individual projects.

HCIN 549 | BIOSTATISTICS
Units: 3 Repeatability: No
The HCI seminar course provides the student with the opportunity to work collaboratively with faculty and student colleagues to address concepts and ideas emerging in the field of Health Care Informatics. Each seminar focuses on various aspects of the Clinical Informaticist Health Care Data Analyst and Health Care Informatics Leader role. Throughout the seminar course, students will use various methods to analyze emerging trends in health care and informatics. Seminar students will generate self-reflective and field-relevant capstone projects. Students will fulfill program competencies through individual projects.

HCIN 550 | HEALTH CARE SIX SIGMA, GREEN BELT
Units: 3 Repeatability: No
Employs the structured Six Sigma "DMAIC" methodology: Define, Measure, Analyze, Improve, and Control to introduce principles, tools, and techniques to improve processes within a health care organization. Enables students to apply the Six Sigma model to improve such systems as: patient throughput, clinical diagnostics reporting, and care delivery redesign. Defines tools and techniques of Six Sigma in order to successfully develop, launch, and transition a project through each phase terminating with an evaluation phase.

HCIN 551 | INTRODUCTION TO GEOHEALTH
Units: 3 Repeatability: No
Enhances the student's familiarity and builds competence in using geographic information systems (GIS) applied to health surveillance and research. Provides the student interactive experiences to map clinic data and to conduct geographic modeling decisions. Incorporates an active learning environment to provide students an opportunity to develop a practical understanding of GIS software.

HCIN 552 | CLINICAL DOCUMENTATION: ELECTRONIC MEDICAL RECORD SYSTEMS
Units: 3 Repeatability: No
Students will engage in a comprehensive exploration of clinical documentation systems. This course offers a blend of theoretical knowledge and practical application, with a strong focus on experiential learning using an academic electronic health record system. Students will trace the historical trajectory of clinical documentation systems, gaining insight into their development and evolution over time. Students will examine the intricate hardware and software requirements essential for Electronic Health Records (EHRs). A problem-based learning approach is employed to cultivate students' proficiency in developing clinical rules and alert systems for clinical information systems. These skills will be applied for purposes such as quality assessment, risk analysis, billing processes, bioinformatics, genomics, and research applications. Emphasis is placed on understanding the regulatory landscape surrounding EHRs, including compliance with the Health Insurance Portability and Accountability Act (HIPAA), the Genetic Information Nondiscrimination Act (GINA), requirements from the Centers for Medicare and Medicaid Services (CMS), and information security regulations.

HCIN 552P | CLINICAL DOCUMENTATION: ELECTRONIC MEDICAL RECORD SYSTEMS MANAGEMENT PRACTICUM
Units: 2 Repeatability: No
Prerequisites: HCIN 552 with a minimum grade of C- (Can be taken Concurrently)
This practicum explores the nurse informaticist role, providing students with expertise in the design, construction, testing, and implementation of changes in electronic medical record (EMR) systems. Emphasis is placed on assessing the effectiveness and safety of EMRs, aiming to identify areas for improvement. Students will translate data from the EMR into actionable insights to improve patient outcomes and operational efficiencies. The design of clinical rules and alerts within EMR systems will be explored, focusing on supporting and improving clinical decision-making processes. Students will gain hands-on experience using EMR capabilities to enhance healthcare practices and contribute to the ongoing advancement of informatics in nursing.

HCIN 553 | CLINICAL DOCUMENTATION SYSTEMS: SPECIALIST ROLE
Units: 3 Repeatability: No
Provide a basic understanding of the electronic medical record and how digital billing systems are evolving to meet the clinical documentation needs of health care organizations. Fosters skills in applying diagnostic coding standards to meet quality, regulatory and billing requirements, including: code book formats; coding techniques; formats of the ICD, DRG, and CPT manuals; health insurance; billing, reimbursement, and collections. Course examines federal regulations covering billing and patient privacy (HIPPA).

HCIN 554 | TELEHEALTH & EMERGING TECH
Units: 3 Repeatability: No
Provides an introduction to the emerging discipline of telehealth. Provides a historical perspective of remote monitoring of patients using various types of telehealth, including video conferencing, telephonic, and home based sensors. Includes an overview of relevant hardware and software requirements for a telehealth program. Includes federal and state regulations covering telehealth practice and reimbursement models by Medicare, Medicaid and other insurers. Includes consumer grade health monitoring devices and emerging health care technology.

HCIN 555 | HEALTH CARE SIX SIGMA, BLACK BELT
Units: 3 Repeatability: No

Prerequisites: HCIN 550 with a minimum grade of C

This is the second course in the Health Care Six Sigma Course Series. Builds upon skills and knowledge acquired during the Six Sigma Green Belt course. Develops team leadership knowledge and applied skills using the quality and performance improvement methodology, "DMAIC" model (Define, Measure, Analyze, Improve, and Control) applied to an actual health care project.

HCIN 556 | HEALTH CARE LEADERSHIP, VALUES, AND SOCIAL JUSTICE
Units: 3 Repeatability: No

Prerequisites: HCIN 540 with a minimum grade of C-

This course explores the role of leadership in driving innovation and change in healthcare organizations. Students will examine leadership theories, ethics, values, and social justice principles and their relevance in the healthcare setting. Project implementation strategies will be explored. An experiential learning approach is used, enabling participants to gain practical experience, develop transferable and marketable skills, and engage in reflective practices to foster leadership growth. The knowledge and skills acquired through this experience are designed to enhance competencies in leading within diverse healthcare settings.

HCIN 557 | FINANCIAL MANAGEMENT IN HEALTH CARE SYSTEMS
Units: 3 Repeatability: No

Provides a forum for the exploration and evaluation of the financial environment of the health care industry and how it specifically affects the role of the health care leader. Emphasizes the development of financial analysis skills that provides a foundation for application within the health care delivery system.

HCIN 558 | STRATEGIC PLANNING AND MANAGEMENT OF HEALTH SYSTEMS
Units: 3 Repeatability: No

This course emphasizes strategic planning and management as requisite to growth and survival of health systems. It also acquaints students with the language, processes, tools and techniques of strategic planning and change management that will enable them to contribute effectively to strategic thinking and action in health systems.

HCIN 559 | MANAGEMENT OF HEALTH CARE SYSTEM QUALITY OUTCOMES AND PATIENT SAFETY
Units: 3 Repeatability: No

Focuses on the evaluation of patient safety and quality of care outcomes from a systems perspective. Explores theoretical and methodological foundations for understanding and applying patient safety and quality of care outcomes within the current health care environment. Reviews safety applications in other high-risk industries with application to nursing and the healthcare industry. Emphasizes identification, implementation, and evaluation of quality indicators for patient safety and other patient outcomes. Evaluates patient safety and quality indicators for their sensitivity and specificity to clinical care. Addresses the role of leadership in error prevention and maintenance of a culture of patient safety.

HCIN 560 | INTRODUCTION TO HEALTHCARE SIMULATION
Units: 3 Repeatability: No

Provides an overview of the fundamentals and exploration of health care simulation concepts. Innovative teaching strategies and technology are presented including opportunities to gain "hands-on" experience using multiple simulation methods such as task trainers, hi and lo-fidelity mannequins, and standardized patients within active learning scenarios. Emphasizes basic understanding of entire continuum of planning, executing, and debriefing a successful simulation incorporating creation of cases, resource planning, event management, development of competency checklists, and facilitation of reflective learning.

HCIN 594 | SPECIAL TOPICS IN HEALTH CARE INFORMATICS
Units: 1-6 Repeatability: Yes (Repeatable if topic differs)

Prerequisites: HCIN 540 with a minimum grade of C-

A special topics course in areas within health care informatics.

HCIN 600 | POPULATION HEALTH ANALYTICS
Units: 3 Repeatability: No

Prerequisites: HCIN 540 with a minimum grade of C-

This course focuses on the Institute for Healthcare Improvement's Triple Aim and how data analytics can be used to identify and address health disparities. Methods for measuring and analyzing population disease burden are explored. Students will apply various data sets, including disease registries, electronic health records, claims data, and socio-economic data, to measure, trend, and analyze the impact of disease on various populations.

HCIN 605 | DATA STRUCTURES AND TERMINOLOGIES
Units: 2 Repeatability: No

This course provides the Health Care Analytics, Data Science, Doctoral Nursing and Informatics student a review of health care standards, terminologies, and quality outcome measure data. Students will examine how these are applied to document, measure, evaluate, and reimburse health care in the United States. This includes standards and terminologies common to Electronic Health records to include the following: The International Classification of Diseases (ICD), Current Procedural Terminology (CPT) code sets, Health Level Seven (HL7) Reference Information Model, Systematized Nomenclature of Medicine (SNOMED), Logical Observation Identifiers, Names, and Codes (LOINC), and RadLex, Standards, terminologies, and outcome measures unique to medicine, Nursing, Allied Health Professionals and Health Care delivery organizations (such as hospitals, clinics, and medical provider practices) is included.

HCIN 610 | ADVANCED LEADERSHIP AND HEALTH SYSTEMS MANAGEMENT
Units: 3 Repeatability: No

This course explores theoretical and applied principles of leadership in complex health care delivery systems. Students will explore health care organizations to determine how leadership, technology, and system complexity affects care delivery. Students will examine how learning health care systems management differs from traditional systems management and the benefits they offer to complex delivery systems.

HCIN 611 | HEALTH CARE ECONOMICS
Units: 3 Repeatability: No

This course analyzes the Health Care industry and public health systems in the United States. Students will evaluate the impact of both private and public sectors of the health care industry and the impact of competing goals of: broad access, high quality, and affordability. This course will also examine the way consumers and providers affect the availability and quality of health care. Additional course topics include: supply and demand modeling; cost-benefit analysis; reimbursement models including pay for performance; global drivers on the US healthcare industry and implications of policy, regulatory and political philosophy regarding care.

HCIN 615 | RESEARCH FUNDAMENTALS AND BIOSTATISTICS
Units: 3 Repeatability: No

Prerequisites: HCIN 540 with a minimum grade of C- and HCIN 552 with a minimum grade of C-

This course focuses on advanced methods and tools aimed at managing a diverse array of healthcare challenges. Students will develop skills to evaluate data for the purpose of formulating, resolving, and empirically testing data-driven hypotheses. It examines the application of quantitative and qualitative data, and biostatistics, to critically assess healthcare programs and research endeavors. Pivotal domains of data stewardship and data governance are examined. Information security, privacy, and confidentiality are discussed as related to the roles of an informaticist and data analyst. Complementing these core topics, the curriculum also explores emerging trends in healthcare, data science, genomics, and bioinformatics.

HCIN 620 | MACHINE LEARNING APPLICATIONS FOR HEALTH CARE
Units: 3 Repeatability: No
Prerequisites: HCIN 543 with a minimum grade of C-
This course will explore the application of machine learning (ML) to the health care setting. ML is a field of computer science that trains computers to recognize patterns in complex data sets and formulate predictions based upon designed algorithms. ML can be used to predict hospital readmission, identify patients who may develop hospital acquired infections, and support diagnostic reasoning for clinicians. The course will explore various ML methods to design algorithms for solving common clinical problems. In addition, students will gain a basic understanding of how ML methods can learn from data to find underlying patterns useful for prediction, classification, clustering, and exploratory data analysis.

HCIN 625 | DIGITAL HEALTH CARE MARKETING
Units: 3 Repeatability: No
Prerequisites: HCIN 540 with a minimum grade of C- and HCIN 541 with a minimum grade of C-
This course will explore marketing principles and methods utilized in the health care industry from the perspective of a health care leader. Students will learn how to assess market needs for health care organizations and service lines. Course will include case studies to understand ethical, regulatory, and liability issues in health care marketing. Additional course topics include web-based advertising, management of marketing staff, and website design.

HCIN 630 | HEALTH CARE LAW AND RISK MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: HCIN 540 with a minimum grade of C-
This course explores the legal principles and strategies for minimizing risk and liability within healthcare systems. Through the examination of case studies, students will review legal and ethical dilemmas arising in healthcare. The laws and regulations governing information management, patient rights, patient privacy (Health Insurance Portability and Accountability Act HIPAA), and quality management in healthcare are explored. Students will use various quality management tools, such as Root Cause Analysis (RCA) and a Failure Mode Effect Analysis (FMEA), to address liability issues within the healthcare setting.

HCIN U540 | INTRODUCTION TO HEALTH CARE INFORMATION MANAGEMENT
Units: 3
Provides students with necessary skills to understand the basis for heath care informatics. Emphasizes basic understanding of computer hardware, network architecture, clinical application of electronic health records, and health care software applications. Includes relevant regulatory, patient privacy, security and reimbursement issues. Examines current trends in meaningful use and elctronic health record (EHR) certificaiton as a foundation for understanding emerging issues in health care informatics.

NPTC 535 | PRIMARY ADULT-GERONTOLOGY HEALTH CARE: MANAGEMENT OF OLDER ADULTS WITH LONG-TERM HEALTH PROBLEMS
Units: 1-6 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C- and NPTC 602 with a minimum grade of C- and NPTC 604 with a minimum grade of C-
Focuses on assessment and management of complex long-term health problems in older adults by the adult/gerontology nurse practitioner. Evaluates the evidence base for screening, differential diagnosis, and management of long-term health problems, including pharmacological and non-pharmacological treatment modalities in a culturally appropriate manner. Incorporates theoretical perspectives of chronicity including chronic illness trajectories, psychological impact, role adaptations, and lifestyle adjustments required of long-term health problems for individuals, families, and caregivers. Analyzes the structure, regulation, and financing of the U.S. long-term health care system and the impact of various settings and support services within that system on older adults and families experiencing long-term health problems. Uses technology and information systems to improve patient outcomes and access to care. Related classroom, lab, and clinical experiences in selected primary care and long-term care settings provide opportunity for application of these concepts. Note: Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 541 | SELECTIVE CLINICAL PRACTICUM
Units: 1-15 Repeatability: No
Clinical experiences in a primary care setting selected by the student to meet individual learning needs/career goals. Focus is on more in-depth experiential learning of the NP role in a general or more specialized area of primary care practice. Clinical supervision provided by nurse practitioner faculty and on-site preceptors and can be arranged in a variety of ambulatory care settings.

NPTC 602 | PRIMARY CARE I
Units: 1-6 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C-
Analyzes principles of health promotion, health maintenance, and risk assessment across the lifespan by the nurse practitioner in primary care. Emphasizes assessment of development and health behaviors among individuals and families in the context of ethnicity, culture, and community. Related classroom, lab, and clinical experiences in selected health care and community settings provide opportunity for application of these concepts. Note: Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 604 | PRIMARY CARE IIA
Units: 1-6 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C- and NPTC 602 with a minimum grade of B-
Focuses on assessment and management of common acute health problems with less emphasis on chronic health problems in individuals across the lifespan in primary care settings by the nurse practitioner. Evaluates the evidence for screening, differential diagnosis, and management of health problems, including pharmacological and non-pharmacological treatment modalities in a culturally appropriate manner. Incorporates technology and information systems to improve patient outcomes and access to care. Related classroom, lab, and clinical experiences in selected primary care setting provide opportunity for application of these concepts. (This course is the first part of the primary Care II series). Note: Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 605 | PRIMARY CARE IIB
Units: 1-6 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C- and NPTC 602 with a minimum grade of B- and NPTC 604 with a minimum grade of B-
Focuses on assessment and management of common chronic health problems with less emphasis on acute health problems in individuals across the lifespan in primary care settings by the nurse practitioner. Evaluates the evidence for screening, differential diagnosis, and management of health problems, including pharmacological and non-pharmacological treatment modalities in a culturally appropriate manner. Technology and information systems are incorporated to improve patient outcomes and access to care. Related classroom, lab, and clinical experiences in selected primary care setting provide opportunity for application of these concepts. (This course is the second part of the primary Care II series.). Note: Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 608 | PRIMARY CARE IIIA
Units: 1-7 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C- and NPTC 602 with a minimum grade of B- and NPTC 604 with a minimum grade of B- and NPTC 605 with a minimum grade of B-
Focuses on assessment and management of common complex and/or unstable acute and chronic health problems in individuals across the lifespan in primary care settings by the nurse practitioner. Evaluates the evidence base for screening, differential diagnosis, and management of health problems, including pharmacological and non-pharmacological treatment modalities in a culturally appropriate manner. Uses technology, information systems, and business principles to improve patient outcomes and access to care. Related classroom, lab, and clinical experiences in selected primary care and long-term care settings provide opportunity for application of these concepts. (This course is the first part of the Primary Care III series.). Note: Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 609 | PRIMARY CARE IIIB
Units: 1-7 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C- and NPTC 602 with a minimum grade of B- and NPTC 604 with a minimum grade of B- and NPTC 605 with a minimum grade of B- and NPTC 608 with a minimum grade of B-
Focuses on assessment and management of common complex and/or unstable acute and chronic health problems and emergencies in individuals across the lifespan in primary care and long-term care settings by the nurse practitioner. Evaluates the evidence base for screening, differential diagnosis, and management of health problems, including pharmacological and non-pharmacological treatment modalities in a culturally appropriate manner. Incorporates an innovative approach to a clinical problem using technology, information systems, and business principles. Related classroom, lab, and clinical experiences in selected primary care and long-term care settings provide opportunity for application of these concepts. (This course is the second part of the Primary Care III series.). Note: Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 611 | FOUNDATIONS OF PSYCHIATRIC ASSESSMENT
Units: 3 Repeatability: No
Corequisites: APNC 520, APNC 521
First of three courses providing fundamental conceptual basis for the APRN-PMH clinical sequence of courses. Focuses on the knowledge necessary for the comprehensive assessment and identification of common and complex psychiatric conditions. Emphasis is on interviewing, differential diagnosis, and oral and written presentation of findings. Explores the role of the psychiatric nurse practitioner related to interdisciplinary practice. Note: Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved to successfully complete the course.

NPTC 612 | FOUNDATIONS OF PSYCHOPHARMACOLOGY
Units: 5 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C- and NPTC 611 with a minimum grade of B-
Corequisites: APNC 523
Second of three courses providing fundamental conceptual basis for the APRN-PMH clinical sequence of courses. Provides an evidence-based understanding of neuroscience and pharmacotherapeutics for patients with mental health conditions. Builds on previous knowledge of assessment and differential diagnosis of psychiatric disorders. Establishes a foundation for decision-making necessary for initiating, monitoring, and modifying pharmacological treatment plans for mental health conditions. Incorporates the legal and regulatory requirements related to NP practice in California.

NPTC 613 | FOUNDATIONS OF PSYCHOTHERAPY
Units: 5 Repeatability: No
Prerequisites: NPTC 611 with a minimum grade of B- and NPTC 612 with a minimum grade of B- and NPTC 521 with a minimum grade of C- and NPTC 523 with a minimum grade of C-
Third of three courses providing fundamental, conceptual basis for the APRN-PMH clinical sequence of courses. Introduces the management of individuals with mental health disorders focusing on integration of selected evidence-based psychotherapy modalities. Teaches case formulation and treatment planning based on the recovery and biopsychosocial models. Incorporates an understanding of the individual client in the context of family, sociocultural and group systems.

NPTC 614 | APPLIED PSYCHOTHERAPEUTICS ACROSS THE LIFESPAN I
Units: 5 Repeatability: No
Prerequisites: NPTC 611 with a minimum grade of B- and NPTC 612 with a minimum grade of B- and NPTC 613 with a minimum grade of B-
The 1st course in a series of three courses introducing the management of mental health disorders in individuals across the lifespan. This course focuses on the integration of selected evidence-based interventions from psychotherapy and psychopharmacology. Cognitive-behavioral psychotherapy case conceptualization and treatment planning skills will be developed. Appropriate treatment interventions for individuals with mood, anxiety, obsessive-compulsive and trauma/stress-related disorders will be examined.

NPTC 615 | APPLIED PSYCHOTHERAPEUTICS ACROSS THE LIFESPAN II
Units: 6 Repeatability: No

Prerequisites: NPTC 611 with a minimum grade of B- and NPTC 612 with a minimum grade of B- and NPTC 613 with a minimum grade of B- and NPTC 614 with a minimum grade of B-

The 2nd course in a series of three courses on the management of mental health disorders in individuals across the lifespan. Focuses on the integration of selected evidence-based interventions from psychotherapy and psychopharmacology. Supportive and group psychotherapy case conceptualization and treatment planning skills will be developed. Treatment interventions for individuals with psychotic disorders, substance use disorders, personality disorders, co-morbid medical disorders with psychiatric symptoms, and neurocognitive disorders will be examined. The course focuses on the integration of selected evidence-based interventions from psychotherapy and psychopharmacology with a focus on special populations. The course expands students' knowledge of legal and regulatory requirements related to NP practice in California.

NPTC 617 | APPLIED PSYCHOTHERAPEUTICS ACROSS THE LIFESPAN III
Units: 6 Repeatability: No

Prerequisites: NPTC 611 with a minimum grade of B- and NPTC 612 with a minimum grade of B- and NPTC 613 with a minimum grade of B- and NPTC 614 with a minimum grade of B- and NPTC 615 with a minimum grade of B-

The 3rd course in a series of three courses on the management of mental health disorders in individuals across the lifespan. Integration of evidence-based interventions from psychotherapy and psychopharmacology with a focus on special populations will be examined. The course incorporates family systems in the assessment and treatment of individuals and their families. Treatment interventions for individuals with neurodevelopmental disorders, behavioral disorders, somatic disorders, gender dysphoria, and eating disorders are applied to patient care.

NPTC 619 | PEDIATRIC PRIMARY CARE I: DEVELOPMENTAL AND BEHAVIORAL PEDIATRICS IN PRIMARY PEDIATRIC HEALTH CARE
Units: 1-3 Repeatability: No

Prerequisites: APNC 521 with a minimum grade of C- or NPTC 602 with a minimum grade of C-

Focuses on assessment and management of selected developmental, mental health, and behavioral topics in children from birth through adolescence by the pediatric nurse practitioner in a variety of collaborative primary care settings. Evaluates the evidence for screening, differential diagnosis, and management of pediatric developmental and behavioral health problems, including pharmacological and non-pharmacological treatment modalities in a culturally appropriate manner. Builds upon a foundation of knowledge of well child care; and normal development to understand the provision of primary care to children with special health care needs, and the in-depth management of conditions commonly managed in primary care. Analyzes the structure, regulation, and financing of the U.S. health care and educational systems and the impact of various settings and support services within those systems on children and families experiencing developmental, behavioral, and mental health conditions. Emphasis will be placed on social determinants of health from sociocultural, ethical, and health policy perspectives. Uses technology and information systems to improve patient outcomes and access to care. Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 620 | PEDIATRIC PRIMARY CARE II: COMPLEX AND CHRONIC CONDITIONS IN PEDIATRIC PRIMARY CARE
Units: 1-4 Repeatability: No

Prerequisites: NPTC 605 with a minimum grade of C- or NPTC 619 with a minimum grade of C-

Focuses on assessment and management of selected topics in children from birth through adolescence by the pediatric nurse practitioner in a variety of collaborative primary care settings. Evaluates the evidence base for screening, differential diagnosis, and management of pediatric health problems, including pharmacological and non-pharmacological treatment modalities in a culturally appropriate manner. Builds upon a foundation of knowledge of well child care; variations in growth, development, and behavior; and the in-depth management of both common and uncommon complex and chronic pediatric problems. Analyzes the structure, regulation, and financing of the U.S. health care system and the impact of various settings and support services within that system on children and families experiencing chronic health problems. Uses technology and information systems to improve patient outcomes and access to care. Emphasis will be placed on the impact of social determinants of health on children with complex and chronic medical conditions exploring these issues from sociocultural, ethical, and health policy perspectives. Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 621 | FNP IN EMERGENCY CARE I
Units: 1-8 Repeatability: No

Prerequisites: NPTC 605 with a minimum grade of C- or NPTC 605 with a minimum grade of C-

Corequisites: NPTC 608

Focuses on the nurse practitioner's assessment and management of emergent complex and/or unstable acute and chronic health problems and emergencies in individuals across the lifespan in emergent care and urgent care settings.. Evaluates the evidence base for screening, triage, differential diagnosis, medical-decision-making, disaster preparedness, and management of health problems, including pharmacological, non-pharmacological, and procedural treatment modalities in a culturally appropriate manner. Incorporates an innovative approach to a clinical problem using technology, information systems, and business principles. Related classroom, procedural skills lab, simulation, and clinical experiences in selected emergent care, urgent care, pre-hospital emergency services, and correctional settings provide opportunity for application of these concepts. (This course is the first part of the Emergency/Trauma Care II series.). Note: A minimum 80% examination average must be achieved in order to successfully complete the course. Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course.

NPTC 622 | FNP IN EMERGENCY CARE II
Units: 1-8 Repeatability: No
Prerequisites: NPTC 608 with a minimum grade of C- or NPTC 608 with a minimum grade of C-
Corequisites: NPTC 609
Focuses on the nurse practitioner's assessment and management of emergent complex and/or unstable acute and chronic health problems and emergencies in individuals across the lifespan in emergent care and urgent care settings.. Evaluates the evidence base for screening, triage, differential diagnosis, medical-decision-making, disaster preparedness, and management of health problems, including pharmacological, non-pharmacological, and procedural treatment modalities in a culturally appropriate manner. Incorporates an innovative approach to a clinical problem using technology, information systems, and business principles. Related classroom, procedural skills lab, simulation, and clinical experiences in selected emergent care, urgent care, pre-hospital emergency services, and correctional settings provide opportunity for application of these concepts. (This course is the second part of the Emergency/Trauma Care II series.). Note: A minimum 80% examination average must be achieved in order to successfully complete the course. Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course.

MSNE 532 | THEORY OF NURSING EDUCATION
Units: 3-6
Preparation for teaching in a variety of institutional settings. Focuses on the nature of professional nursing education, faculty role, curriculum design, the instructional process, evaluation and issues in nursing education. Examines the nature of higher education, nursing education and components of the faculty role. Components of the instructional process are presented including learning theories, design and organization of classroom and clinical learning experiences, and methods of evaluation. In preparation for teaching in a variety of settings, students analyze the dimensions of curriculum design and evaluate currently used operational curriculum models. Current issues in nursing education are analyzed in relation to the learning process and current nursing practice.

MSNE 546 | CARE OF THE FAMILY FIELD EXPERIENCE
Units: 2 Repeatability: No
Corequisites: MSNC 503
Focus is on the family within the community and access to the health care system. Frameworks used to assess families include developmental, systems, and structural-functional. Interventions with families emphasize promotion and maintenance of health as well as resolution of existing health problems. Students have clinical opportunities in official and voluntary agencies to integrate selected theories and concepts using the nursing process as they interact with clients and families in their homes and community settings.

MSNE 590 | ESSENTIALS OF CRITICAL CARE NURSING
Units: 3 Repeatability: No
Focuses on the concepts and frameworks that impact and support critical care nursing of the adult patient. Explores the pathophysiology, clinical manifestations, and collaborative management of disorders commonly seen in critically ill patients. Emphasizes evidence-based therapeutic interventions to manage complex patient problems and prevent complications.

MSNE 592 | EDUCATION PRACTICUM
Units: 3
Directed learning experiences in nursing education in clinical or academic settings.

MSNE 600I | INTRODUCTION TO GLOBAL HEALTH
Units: 3 Repeatability: No
This course provides a broad introduction to global health. A culturally sensitive social justice lens will be used to explore key topics including: the global burden of disease, social and environmental determinants of health, collaboration and communication using a de-colonial ethical approach. Introduction to global/public health indicators needed to measure health status will be a focus of the course.

MSNE 632 | THEORY OF NURSING EDUCATION
Units: 3 Repeatability: No
This course focuses on the theories and implementation of higher education, nursing education, and the faculty role. The impact of social, technological, economic, political, ethical, and institutional factors on the instructional process are presented. Analysis of program and curriculum design, outcome assessment and evaluation strategies are examined. The concepts of the nurse educator as change agent and leader, diversity, equity, and inclusion in education, and interprofessional collaboration are emphasized.

MSNE 633 | CURRICULUM DEVELOPMENT
Units: 3 Repeatability: No
This course focuses on evidence-based curriculum development and revision strategies that support diverse learners, promote professional development, and foster a culture of scholarly inquiry. Analysis of the use of assessment and evaluation strategies in the curriculum design process and the evaluation of program outcomes are examined. The impact of social, technological, economic, political, ethical, and institutional factors on curriculum development are emphasized.

MSNE 633P | NURSE EDUCATION CLINICAL PRACTICUM I: CURRICULUM DEVELOPMENT
Units: 2 Repeatability: No
This course focuses on evidence-based curriculum development and revision strategies that support diverse learners, promote professional development, and foster a culture of scholarly inquiry. The use of assessment and evaluation strategies in the curriculum design process and the evaluation of program outcomes are practiced. The impact of social, technological, economic, political, ethical, and institutional factors on curriculum development are emphasized.

MSNE 634 | ASSESSMENT AND EVALUATION STRATEGIES FOR NURSING EDUCATION
Units: 3 Repeatability: No
This course focuses on the development of evidence-based assessment and evaluation strategies in nursing education across the cognitive, psychomotor, and affective domains. Varied data analysis techniques that facilitate learner development and review of program plans will be covered. The impact of social, technological, economic, political, ethical, and institutional factors on learners, assessment, and evaluation are emphasized.

MSNE 634P | NURSE EDUCATION CLINICAL PRACTICUM 2: ASSESSMENT AND EVALUATION STRATEGIES FOR NURSING EDUCATION
Units: 2 Repeatability: No
This course focuses on the development of evidence-based assessment and evaluation strategies in nursing education across the cognitive, psychomotor, and affective domains. Practical application of analysis of data, both assessment and evaluation, that facilitate learner development and support review of program plans are experienced. The impact of social, technological, economic, political, ethical, and institutional factors on learners, assessment, and evaluation are emphasized.

Master of Science in Nursing, Adult-Gerontology Clinical Nurse Specialist

The Adult-Gerontology Health Clinical Nurse Specialist (CNS) program at the University of San Diego prepares nurses for an advanced practice registered nurse (APRN) role as an expert in the care of adults. Clinical nurse specialists are one of the four types of advanced practice registered nurses. They have either a Post-Graduate Certificate, Master's or Doctorate in nursing and are trained in advanced physiology, pharmacology, and physical assessment, in addition to their area of specialty. Adult–Gerontology Clinical Nurse Specialists are expert clinicians with advanced education in a specialized area of nursing practice who work in a wide variety of health care settings, such as a hospital, private practice, or a clinic. Clinical nurse specialists provide diagnosis, treatment, and ongoing management of patients who are acutely or chronically ill. They also provide expertise and support to nurses caring for patients at the bedside, help drive practice changes throughout the organization, and ensure the use of best practices and evidence-based care to achieve the best possible patient outcomes. CNSs have the skills and expertise to identify gaps in health care delivery and to help design, implement, assess and evaluate health care interventions to improve health care delivery and outcomes.

Graduates are eligible for certification as Clinical Nurse Specialists in the State of California and for national certification as Adult Health/ Adult-Gerontology Clinical Nurse Specialists by the American Nurses Credentialing Center (https:// www.nursingworld.org/certification/) and the American Association of Critical Care Nurses (AACN) (http://www.aacn.org/wd/certifications/content/accns-ag-landing.pcms?menu=certification).

Degree Requirements

Code	Title	Units
MSN Core		**9**
MSNC 511	Evidence Based Practice: Role of Theory and Research	3
MSNC 512	Influencing the Health Care Environment: Policy and Systems	3
MSNC 540	Introduction to Health Care Information Management	3
APRN Core		**10**
APNC 520	Advanced Pathophysiology	3
ACNS 521	Advanced Physical Assessment	4
ACNS 524	Advanced Pharmacology	3
CNS Core		**26**
ACNS 600	Transition to CNS Practice	1
ACNS 619	CNS Specialty Role and Practice Foundations	3
ACNS 632	Adult-Gerontology I: CNS Practice in Individual Patient Sphere	3
ACNS 632P	Adult-Gerontology I: CNS Practice in Individual Patient Sphere Practicum	3
ACNS 634	Adult-Gerontology II: CNS Practice in the Nurse Sphere	3
ACNS 634P	Adult-Gerontology II: CNS Practice in the Nurse Sphere Pract	2
ACNS 636	Adult Gerontology III: CNS Practice in the Organizational/Systems Sphere	3
ACNS 636P	Adult Gerontology III: CNS Practice in the Organizational/Systems Sphere Practicum	2
ACNS 638	Adult Gerontology IV: Advanced CNS Practice	3
ACNS 638P	Adult Gerontology IV: Advanced CNS Practicum	3

Total Units	**45**

Electives: Optional Sub-specialty in teaching requires an additional three courses (9 units) MSNE 532 Theory of Nursing Education, MSNE 592 Education Practicum, and MSNC 599 Independent Study.

Master of Science in Nursing, Nursing Informatics

The effective delivery of medical care increasingly requires information technology to harness and systemize this storehouse of knowledge. Through the emerging field of health care informatics, scattered ports of information are pulled together to expedite more comprehensive, accurate care.

As an informatics professional, you can become an architect of the very future of the industry. In simplified terms, health care informatics brings computer science and knowledge management into day-to-day patient care. Its sole purpose is to automate, organize and improve the transmission of information to support the delivery of health care. Informatics enables doctors and nurses to computerize and centralize their patient records, lab technicians to send electronic test results immediately, pharmacists to view a patient's entire prescription catalog, and much more. The end goal is to improve medical care by increasing speed and accuracy while reducing errors and costs.

Recent changes in the health care industry call for clinicians, administrators and executive leaders who can mobilize innovative technologies. However, there is a critical shortage of qualified professionals capable of applying these technologies and communicating effectively with both health care providers and IT professionals.

Registered Nurses who complete the master's program are eligible to seek certification as nursing informaticists through the American Nurses Credentialing Center (ANCC) and through the Healthcare Information and Management Systems Society (HIMSS).

Master of Science in Nursing, Nursing Informatics

Upon successful completion of this program, the student will be eligible to sit for the nursing informatics board exams.

Code	Title	Units
MSN Core		**9**
MSNC 511	Evidence Based Practice: Role of Theory and Research	3
MSNC 512	Influencing the Health Care Environment: Policy and Systems	3
HCIN 540	Introduction to Health Care Information Management	3
Nurse Informatics Component		**36**
HCIN 542	Systems Analysis and Design for Health Care Informatics	3
HCIN 543	Database Design and Knowledge Management	3
HCIN 544	Advanced Health Care Information Management	3
HCIN 545	Health Care Informatics Practicum (Independent Study)	4
HCIN 547	Health Care Analytics	3
HCIN 548	Health Care Informatics Seminar	2
HCIN 552	Clinical Documentation: Electronic Medical Record Systems	3
HCIN 556	Health Care Leadership, Values, and Social Justice	3
HCIN 558	Strategic Planning and Management of Health Systems	3
HCIN 559	Management of Health Care System Quality Outcomes and Patient Safety	3
HCIN 611	Health Care Economics	3
HCIN 615	Research Fundamentals and Biostatistics	3

Master of Science in Nursing, Psychiatric-Mental Health Nurse Practitioner

The Nurse Practitioner programs prepare nurses for an Advanced Practice Registered Nurse (APRN) role in primary healthcare. As an APRN, nurse practitioners assess patients, order and interpret diagnostic tests, formulate diagnoses, and initiate and manage treatment plans including prescribing medications. APRNs provide skilled clinical services and bring a comprehensive perspective to healthcare. This includes health promotion, disease prevention, and health education while guiding patients to make informed health and lifestyle choices. The PMHNP track includes a lifespan perspective focusing on acute and chronic mental health conditions that prepares graduates with skills in individual, family, and group psychotherapy.

Code	Title	Units
MSN Core		**9**
DNPC 611	Methods of Translational Science/ Evidence Based Clinical Practice	3
DNPC 648	Health Policy Analysis	3
MSNC 540	Introduction to Health Care Information Management	3
APRN Core		**10**
APNC 520	Advanced Pathophysiology	3
APNC 521	APRN Physical Assessment and Diagnosis	4
APNC 523	Pharmacology in Health Management	3
PMHNP Component		**30**

Code	Title	Units
NPTC 611	Foundations of Psychiatric Assessment	3
NPTC 612	Foundations of Psychopharmacology	5
NPTC 613	Foundations of Psychotherapy	5
NPTC 614	Applied Psychotherapeutics Across the Lifespan I	5
NPTC 615	Applied Psychotherapeutics Across the Lifespan II	6
NPTC 617	Applied Psychotherapeutics Across the Lifespan III	6
Total		49

Master of Science in Nursing, Dual Adult-Gerontoloty/Family Nurse Practitioner

The Nurse Practitioner programs prepare nurses for an Advanced Practice Registered Nurse (APRN) role in primary healthcare. As an APRN, nurse practitioners assess patients, order and interpret diagnostic tests, formulate diagnoses, and initiate and manage treatment plans including prescribing medications. APRNs provide skilled clinical services and bring a comprehensive perspective to healthcare. This includes health promotion, disease prevention, and health education while guiding patients to make informed health and lifestyle choices. The FNP track prepares graduates with the knowledge and skills necessary to manage acute and chronic health care needs of individuals at all ages. The AGNP track focuses on provision of both acute and chronic primary care health care needs for adolescents 13 years of age and older, and adults of all ages with special emphasis on managing the care of the aging adult.

Code	Title	Units
MSN Core		**9**
DNPC 611	Methods of Translational Science/ Evidence Based Clinical Practice	3
DNPC 648	Health Policy Analysis	3
MSNC 540	Introduction to Health Care Information Management	3
APRN Core		**10**
APNC 520	Advanced Pathophysiology	3
APNC 521	APRN Physical Assessment and Diagnosis	4
APNC 523	Pharmacology in Health Management	3
FNP Component		**32**
NPTC 602	Primary Care I	6
NPTC 604	Primary Care IIA	6
NPTC 605	Primary Care IIB	6
NPTC 608	Primary Care IIIA	7
NPTC 609	Primary Care IIIB	7
AGNP Component		**6**
NPTC 535	Primary Adult-Gerontology Health Care: Management of Older Adults with Long-Term Health Problems	6
Total Units		57

Code	Title	Units
MSN Core		**9**
DNPC 611	Methods of Translational Science/ Evidence Based Clinical Practice	3
DNPC 648	Health Policy Analysis	3
MSNC 540	Introduction to Health Care Information Management	3
APRN Core		**10**
APNC 520	Advanced Pathophysiology	3
APNC 521	APRN Physical Assessment and Diagnosis	4

APNC 523	Pharmacology in Health Management	3
FNP Component		**32**
NPTC 602	Primary Care I	6
NPTC 604	Primary Care IIA	6
NPTC 605	Primary Care IIB	6
NPTC 608	Primary Care IIIA	7
NPTC 609	Primary Care IIIB	7
AGNP Component		**6**
NPTC 535	Primary Adult-Gerontology Health Care: Management of Older Adults with Long-Term Health Problems	6
Total Units		57

Master of Science in Nursing, Dual Pediatric/Family Nurse Practitioner

The Nurse Practitioner programs prepare nurses for an Advanced Practice Registered Nurse (APRN) role in primary healthcare. As an APRN, nurse practitioners assess patients, order and interpret diagnostic tests, formulate diagnoses, and initiate and manage treatment plans including prescribing medications. APRNs provide skilled clinical services and bring a comprehensive perspective to healthcare. This includes health promotion, disease prevention, and health education while guiding patients to make informed health and lifestyle choices. The FNP track prepares graduates with the knowledge and skills necessary to manage acute and chronic health care needs of individuals at all ages. The PNP track offers emphasis on managing acute and chronic health care problems from birth through 21 years of age with a foundation on variations in growth, development, and behavior in these age groups.

Code	Title	Units
MSN Core		**9**
DNPC 611	Methods of Translational Science/ Evidence Based Clinical Practice	3
DNPC 648	Health Policy Analysis	3
MSNC 540	Introduction to Health Care Information Management	3
ARPN Core		**10**
APNC 520	Advanced Pathophysiology	3
APNC 521	APRN Physical Assessment and Diagnosis	4
APNC 523	Pharmacology in Health Management	3
FNP Component		**32**
NPTC 602	Primary Care I	6
NPTC 604	Primary Care IIA	6
NPTC 605	Primary Care IIB	6
NPTC 608	Primary Care IIIA	7
NPTC 609	Primary Care IIIB	7
PNP Component		**7**
NPTC 619	Pediatric Primary Care I: Developmental and Behavioral Pediatrics in Primary Pediatric Health Care	3
NPTC 620	Pediatric Primary Care II: Complex and Chronic Conditions in Pediatric Primary Care	4
Total Units		**58**

Master of Science in Nursing, Family Nurse Practitioner

The Nurse Practitioner programs prepare nurses for an Advanced Practice Registered Nurse (APRN) role in primary healthcare. As an APRN, nurse practitioners assess patients, order and interpret diagnostic tests, make diagnoses, and initiate and manage treatment plans including prescribing medications. Along with providing skilled clinical services, nurse practitioners bring a comprehensive perspective to healthcare including health promotion, disease prevention, and health education while guiding patients to making smarter health and lifestyle choices. The FNP track prepares graduates with the knowledge and skills necessary to manage acute and chronic health care needs of individuals at all ages.

Degree Requirements

Code	Title	Units
MSN Core		**9**
DNPC 611	Methods of Translational Science/ Evidence Based Clinical Practice	3
DNPC 648	Health Policy Analysis	3
MSNC 540	Introduction to Health Care Information Management	3
APRN Core		**10**
APNC 520	Advanced Pathophysiology	3
APNC 521	APRN Physical Assessment and Diagnosis	4
APNC 523	Pharmacology in Health Management	3
FNP Component		**32**
NPTC 602	Primary Care I	6
NPTC 604	Primary Care IIA	6
NPTC 605	Primary Care IIB	6
NPTC 608	Primary Care IIIA	7
NPTC 609	Primary Care IIIB	7
Total Units		51

Master of Science in Nursing, Nursing Leadership

The Master of Science in Nursing (MSN) program in Nursing Leadership is designed to prepare experienced nurses for leadership roles in healthcare settings. The program has three different tracks:

- Nursing Leadership and Nursing Education
- Nursing Leadership and Nursing Informatics
- Nursing Leadership and Nursing Administration

Each program offers a comprehensive curriculum integrating advanced nursing knowledge, leadership principles, and practical experiences tailored to their respective focus areas: education, informatics, or administration. Graduates emerge equipped with the skills and expertise needed to excel in their chosen field and make meaningful contributions to improving patient care and healthcare delivery.

The Master of Science in Nursing (MSN) in Nursing Leadership and Nursing Education track is designed to prepare experienced nurses to assume leadership roles in healthcare settings and to excel as educators in academic and clinical environments. This track offers a comprehensive curriculum that integrates advanced nursing knowledge, leadership principles, educational theory, and practical teaching experiences.

The Master of Science in Nursing (MSN) in Nursing Leadership and Nursing Informatics track is designed to equip experienced nurses with the knowledge and skills necessary to lead and innovate in healthcare settings by leveraging technology and data-driven approaches. This program offers a comprehensive curriculum that integrates advanced nursing leadership principles, informatics theory, and practical experiences in healthcare informatics.

The Master of Science in Nursing (MSN) in Nursing Leadership and Nursing Administration track is tailored to empower experienced nurses with the expertise needed to excel in leadership and administrative roles within healthcare organizations. This track provides a comprehensive curriculum that integrates advanced nursing theory, leadership principles, healthcare administration concepts, and practical experiences in nursing leadership and management.

Upon successfully completing the program, participants will be eligible for national certification, affirming their proficiency and expertise in the respective field.

Nursing Leadership and Nursing Education

Code	Title	Units
Nursing Leadership Component		**32**
MSNC 610	Specialty Role and Practice Foundations	4
MSNC 611	Knowledge for Nursing Practice	3
MSNC 612	Population Health	3
MSNC 613	Healthcare Leadership I	2
MSNC 614	Healthcare Leadership II	1
MSNC 615	Advanced Pathophysiology, Physical Assessment, and Pharmacology in Patients and Populations	4
MSNC 640	Health Care Information and Communication Management	3
MSNC 655	Systems Management	3
MSNC 655P	Systems Management Practicum	3
MSNC 656	Management of Quality and Safety	3
MSNC 656P	Management of Quality and Safety Practicum	3
Education Component		**13**
MSNE 632	Theory of Nursing Education	3
MSNE 633	Curriculum Development	3
MSNE 633P	Nurse Education Clinical Practicum I: Curriculum Development	2
MSNE 634	Assessment and Evaluation Strategies for Nursing Education	3
MSNE 634P	Nurse Education Clinical Practicum 2: Assessment and Evaluation Strategies for Nursing Education	2
Total Units		**45**

Nursing Leadership and Nursing Informatics

Code	Title	Units
Nursing Leadership Component		**32**
MSNC 610	Specialty Role and Practice Foundations	4
MSNC 611	Knowledge for Nursing Practice	3
MSNC 612	Population Health	3
MSNC 613	Healthcare Leadership I	2
MSNC 614	Healthcare Leadership II	1
MSNC 615	Advanced Pathophysiology, Physical Assessment, and Pharmacology in Patients and Populations	4
MSNC 640	Health Care Information and Communication Management	3
MSNC 655	Systems Management	3
MSNC 655P	Systems Management Practicum	3
MSNC 656	Management of Quality and Safety	3
MSNC 656P	Management of Quality and Safety Practicum	3
Informatics Component		**13**
HCIN 540	Introduction to Health Care Information Management	3
HCIN 543	Database Design and Knowledge Management	3
HCIN 543P	Database Design and Knowledge Management Practicum	2
HCIN 552	Clinical Documentation: Electronic Medical Record Systems	3
HCIN 552P	Clinical Documentation: Electronic Medical Record Systems Management Practicum	2
Total Units		**45**

Nursing Leadership and Nursing Administration

Code	Title	Units
Leadership Component		**32**
MSNC 610	Specialty Role and Practice Foundations	4
MSNC 611	Knowledge for Nursing Practice	3
MSNC 612	Population Health	3
MSNC 613	Healthcare Leadership I	2
MSNC 614	Healthcare Leadership II	1
MSNC 615	Advanced Pathophysiology, Physical Assessment, and Pharmacology in Patients and Populations	4
MSNC 640	Health Care Information and Communication Management	3
MSNC 655	Systems Management	3
MSNC 655P	Systems Management Practicum	3
MSNC 656	Management of Quality and Safety	3
MSNC 656P	Management of Quality and Safety Practicum	3
Administration Component		**13**
DNPC 625	Epidemiology: Foundations of Evidence-Based Practice	3
DNPC 626	Strategic Planning and Quality Initiatives	3
DNPC 626P	Strategic Planning and Quality Initiatives Practicum	2
DNPC 660	Advanced Leadership and Financial Decision Making for Complex Systems Management	3
DNPC 660P	Advanced Leadership for Complex Systems Management Practicum	2
Total Units		**45**

Master's Entry Program in Nursing (for Non-Nurses)

The Master's Entry Program in Nursing (MEPN) is intended for individuals with a baccalaureate degree or higher in another discipline. The program is designed for the person seeking a new career in nursing.

Students enroll annually in this 5 term (21 month) program. The MEPN program is demanding, as it provides students with a general foundation in nursing as well as master's level courses that provide the skills necessary to serve in leadership positions. Upon successful completion of the program, students receive a Master of Science in Nursing (MSN) as a Clinical Nurse (CN) and are prepared as Advanced Nurse Generalists.

Graduates are eligible to take the National Council Licensure Examination (NCLEX) for registered nursing (RN) licensure. The Public Health Nurse Certificate (PHN) requirements are embedded in the MEPN program and thus graduates are able to apply for a PHN certificate upon receiving RN licensure.

Clinical teaching sites will be located at major medical centers throughout San Diego County, affording broad exposure to excellent centers of health care delivery.

Degree Requirements

Code	Title	Units
MSN Core		
MSNC 511	Evidence Based Practice: Role of Theory and Research	3
MSNC 512	Influencing the Health Care Environment: Policy and Systems	3
HCIN 540	Introduction to Health Care Information Management	3
MEPN Core		
APNC 520	Advanced Pathophysiology	3
APNC 524	Advanced Pharmacology	3
MEPN 521	Health Assessment	3
MEPN 521L	Health Assessment Lab	0
MEPN 533	Conceptual Basis of Professional Nursing Practice	2
MEPN 534	Fundamentals of Nursing	3
MEPN 534L	Fundamentals in Nursing Lab	0
MEPN 534P	Fundamentals of Nursing Practicum	0
MEPN 535	Introduction to Pharmacology in Nursing Practice	2
MEPN 547	Care of Populations	4
MEPN 547P	Care of Populations Practicum	0
MEPN 555	Nursing Practice with Adult and Older Adult Patients with Acute and Chronic Health Problems I	5
MEPN 555P	Nursing Practice with Adults and Older Adult Patients with Acute and Chronic Health Prob I Practicum	0
MEPN 556	Nursing Practice with Adult and Older Adult Patients with Acute and Chronic Health Problems II	6
MEPN 556P	Nursing Practice with Adult and Older Adult Patients with Acute and Chronic Health Problems II Pract	0
MEPN 557	Nursing Practice with Psych-Mental Health Clients	4
MEPN 557P	Nursing Practice with Psychiatric-Mental Health Clients Practicum	0
MEPN 558	Nursing Practice of the Childbearing Family and Newborn	4
MEPN 558P	Nursing Practice of the Childbearing Family and Newborn Practicum	0
MEPN 559	Nursing Practice with Children with Acute and Chronic Health Problems	4
MEPN 559P	Nursing Practice with Children with Acute and Chronic Health Problems Practicum	0
MEPN 560	Advanced Generalist Nursing Internship	5
MEPN 560P	Advanced Generalist Nursing Internship Practicum	0
MSNC 503	Nursing Practice with Diverse Families in Communities	2
MSNC 503P	Nursing Practice with Diverse Families in Communities Practicum	2
MSNC 510	Clinical Nurse Leadership: Theory and Practice	6
MSNC 510P	Clinical Nurse Leader Practicum	0
MSNC 518	Physical Assessment and Diagnosis for RNs	4
MSNC 518L	Physical Assessment and Diagnosis for RNs lab	0

Electives: **MEPN 598 Nursing Externship is a one-unit elective course offered in Fall and Spring of year two. This course requires an additional 120 practicum hours.**

Total Units	**71**

MEPN 521 | HEALTH ASSESSMENT
Units: 3 Repeatability: No
Corequisites: MEPN 521L
Focuses on holistic and focused assessments of the health state of the adult patient within the community and hospital setting. Emphasizes development of culturally appropriate physical assessment skills and the ability to recognize deviations from normal. Includes both lecture and skills laboratory components.

MEPN 521L | HEALTH ASSESSMENT LAB
Units: 0 Repeatability: No
Non-Core Attributes: Lab
Corequisites: MEPN 521
This is the lab component for Health Assessment MEPN 521 and must be taken concurrently.

MEPN 533 | CONCEPTUAL BASIS OF PROFESSIONAL NURSING PRACTICE
Units: 2 Repeatability: No
Provides an overview of the nature of the professional nursing role and its conceptual bases. Examines the historical development of the profession; nursing leaders; and the various professional roles of the nurse. Emphasizes theory-based and evidence-based nursing practice; the theoretical foundations in nursing and those imbedded in the graduate curriculum at USD; introduces APA format for scholarly papers.

MEPN 534 | FUNDAMENTALS OF NURSING
Units: 3 Repeatability: No
Corequisites: MEPN 534P
Introduces basic nursing care concepts and skills necessary to work with the adult and older adult hospitalized patient with acute and chronic health problems. Introduces students to the normal and aberrant variations in physiological and pathophysiological health states of adults and older adults with or at risk for altered status in hygiene, mobility, nutrition, skin integrity and bowel and bladder elimination. Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher is necessary to pass the course.

MEPN 534L | FUNDAMENTALS IN NURSING LAB
Units: 0 Repeatability: No
Corequisites: MEPN 534, MEPN 534P
This is the lab portion of the Fundamentals course.

MEPN 534P | FUNDAMENTALS OF NURSING PRACTICUM
Units: 0 Repeatability: No
Corequisites: MEPN 534, MEPN 534L
This is the practicum(hospital) portion of the Fundamentals course.

MEPN 535 | INTRODUCTION TO PHARMACOLOGY IN NURSING PRACTICE
Units: 2 Repeatability: No
Provides an overview of the pharmacological concepts of pharmacotheraputics, pharmacodynamics, pharmacokinetics, contraindications and precautions, adverse effects and drug interactions. The pharmacological concepts of each prototype drug from the following classifications will be included: neurological; cardiovascular; respiratory; gastrointestinal; genitourinary; endocrine and immune; anti-microbial; and antineoplastic. Emphasis will be placed on nursing management that minimizes risks and adverse effects and maximizes the therapeutic effects for patients receiving these medications.

MEPN 540 | INTRODUCTION TO HEALTH CARE INFORMATION MANAGEMENT
Units: 3 Repeatability: No
This course provides the learner with necessary skills to understand the basis for health care informatics. This course emphasizes basic understanding of computer hardware, network architecture, clinical application of electronic health records, and health care software applications. It also addresses relevant regulatory, patient privacy, security, and reimbursement issues and examines current trends in meaningful use and electronic health record (EHR) certification as a foundation for understanding emerging issues in health care informatics.

MEPN 547 | CARE OF POPULATIONS
Units: 4 Repeatability: No
Corequisites: MEPN 547P
Focuses on the health of the community and subgroups within the community. Applies nursing and public health concepts to promoting and restoring the health of population groups. Addresses nursing involvement in the legislative and regulatory processes as they affect health status and health care delivery. Examines selected community health problems and their implications for community health nursing practice.

MEPN 547P | CARE OF POPULATIONS PRACTICUM
Units: 0 Repeatability: No
Corequisites: MEPN 547
This is the practicum portion of this course.

MEPN 555 | NURSING PRACTICE WITH ADULT AND OLDER ADULT PATIENTS WITH ACUTE AND CHRONIC HEALTH PROBLEMS I
Units: 5 Repeatability: No
Prerequisites: MEPN 534 with a minimum grade of C- and MEPN 534L with a minimum grade of C- and MEPN 534P with a minimum grade of C-
Corequisites: MEPN 555P
Expands basic nursing care concepts and skills necessary for students to work with the acute and chronic health problems of adult and older adult patients specific to alterations in oxygenation, fluid/electrolyte status, cardiovascular and endocrine systems. Emphasis is on understanding and assessing the pathophysiologic alterations, risks for complications and sequelae and the interventions necessary to stabilize, restore and promote health. Students will identify essential teaching and health restorative measures in the context of planning, implementing and evaluating nursing care for the patient and family. Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher is required to pass the course.

MEPN 555L | NURSE PRAC W/ADULT LAB
Units: 0 Repeatability: No
Corequisites: MEPN 555, MEPN 555P
MEPN 555L is the lab component of MEPN 555.

MEPN 555P | NURSING PRACTICE WITH ADULTS AND OLDER ADULT PATIENTS WITH ACUTE AND CHRONIC HEALTH PROB I PRACTICUM
Units: 0 Repeatability: No
Corequisites: MEPN 555
This is the practicum portion of Medical/Surgical I.

MEPN 556 | NURSING PRACTICE WITH ADULT AND OLDER ADULT PATIENTS WITH ACUTE AND CHRONIC HEALTH PROBLEMS II
Units: 6 Repeatability: No
Corequisites: MEPN 556P
Requires students to apply the nursing process for selected acute and chronic health conditions in adults and older clients. It further develops the generalist nurse's role in the care of adult and older adult patients with pathophysiologic disruptions across systems. Emphasis is placed on new content such as pathophysiological alterations in the neurological, musculoskeletal and respiratory systems; and long-term care elements specific to cancer, hospice and rehabilitation. Assists students to refine their knowledge and skills to assess, diagnose, plan, implement and evaluate care related to patient needs, to restore health and prevent complications. Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher as necessary to pass the course.

MEPN 556P | NURSING PRACTICE WITH ADULT AND OLDER ADULT PATIENTS WITH ACUTE AND CHRONIC HEALTH PROBLEMS II PRACT
Units: 0 Repeatability: No
Corequisites: MEPN 556
This course expects students to apply the nursing process for selected acute and chronic health conditions in adults and older clients. It further develops the generalist nurse's role in the care of adult and older adult patients with pathophysiological disruptions across all systems. Emphasis is placed on new content such as pathophysiological alterations in the gastro-intestinal, renal, neurological, dermatological, musculoskeletal, immune, and female and male reproductive systems; as well as evidence-based practice, ethics, critical thinking, and end of life care. The course expects students to refine their knowledge and skills to assess, diagnose, plan, implement, and evaluate patient needs, from the context of health restoration and prevention of complications and further exacerbations of the pathophysiological disruptions. Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher as necessary to pass the course.

MEPN 557 | NURSING PRACTICE WITH PSYCH-MENTAL HEALTH CLIENTS
Units: 4 Repeatability: No
Corequisites: MEPN 557P
Provides a general overview of clients with mental health problems. Focuses on conceptual models of psychiatric nursing management and treatment modalities. Concepts related to neuropathology, polypharmacy and psychopharmacology and their effect on the mental health of patients are introduced. Specific contexts of psychiatric nursing care are addressed. The goals of the therapeutic nurse-client relationship are also explored. Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher as necessary to pass the course.

MEPN 557P | NURSING PRACTICE WITH PSYCHIATRIC-MENTAL HEALTH CLIENTS PRACTICUM
Units: 0 Repeatability: No
Corequisites: MEPN 557

This course provides a general overview of clients experiencing mental health problems in the acute care setting. This course focuses on conceptual models of psychiatric nursing management and treatment modalities. Concepts related to neuropathology, poly-pharmacy and psychopharmacology, and their effect on the mental health of patients are introduced. Specific contexts of psychiatric nursing care are addressed. The dimensions and goals of the therapeutic nurse-client relationship are also explored. Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher are necessary to pass the course.

MEPN 558 | NURSING PRACTICE OF THE CHILDBEARING FAMILY AND NEWBORN
Units: 4 Repeatability: No
Corequisites: MEPN 558P

Provides a general overview of family, prenatal, antenatal and post-natal health in addressing the health care needs of the childbearing family with a focus on health promotion, risk reduction and disease prevention. Emphasizes primary care as the major dimension of health care; however, students are expected to address secondary and tertiary prevention needs as appropriate. Focuses on family care and education for health. Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher as necessary to pass the course.

MEPN 558P | NURSING PRACTICE OF THE CHILDBEARING FAMILY AND NEWBORN PRACTICUM
Units: 0 Repeatability: No
Corequisites: MEPN 558

This is the practicum (hospital) portion of Obstetrics course.

MEPN 559 | NURSING PRACTICE WITH CHILDREN WITH ACUTE AND CHRONIC HEALTH PROBLEMS
Units: 4 Repeatability: No
Corequisites: MEPN 559P

Provides a general overview of the health care needs of children and adolescents with a focus on health promotion, risk reduction and disease prevention. Pathophysiological disruptions in health across all systems, the unique presentation of these alterations and the acute and chronic health problems specific to this population are presented. Identifying genetic, environmental, developmental and life-style behaviors contributing to acute and chronic health problems are discussed. Focuses on family care and appropriate education for health and optimizing growth and development. Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher as necessary to pass the course.

MEPN 559P | NURSING PRACTICE WITH CHILDREN WITH ACUTE AND CHRONIC HEALTH PROBLEMS PRACTICUM
Units: 0 Repeatability: No
Corequisites: MEPN 559

This is the practicum portion (hospital) of the Pediatrics course.

MEPN 560 | ADVANCED GENERALIST NURSING INTERNSHIP
Units: 5 Repeatability: No
Corequisites: MEPN 560P

Focuses on integration of learning from all other courses to develop and execute the advanced generalist nursing role when providing holistic care to patients with complex or critical care level health problems and their families in such clinical specialty areas as pediatrics, high risk OB, crisis psych-mental health and adult medical-surgical units. Emphasizes care of complex patients, identifying rapid response clinical situations by differentiating emergent, urgent and non-emergent clinical states, developing, implementing and evaluating evidenced-based nursing interventions to assist in a patient's participation in their recovery, prevention of complications and sequelae, reduction of risks and management/stabilization of acute and chronic conditions. Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher is necessary to pass the course.

MEPN 560P | ADVANCED GENERALIST NURSING INTERNSHIP PRACTICUM
Units: 0 Repeatability: No
Corequisites: MEPN 560

Focuses on integration of learning from all other courses to develop and execute the advanced generalist nursing role when providing holistic care to patients with complex or critical care level health problems and their families. Emphasizes care of complex patients, identifying rapid response clinical situations by differentiating emergent, urgent, and non-emergent clinical states; developing, implementing, and evaluating evidence-based nursing interventions to assist in a patient's participation in their recovery, prevention of complications and sequelae, reduction of risks, and management/stabilization of acute and chronic conditions. Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher is necessary to pass the course.

MEPN 590 | ESSENTIALS OF CRITICAL CARE NURSING
Units: 3 Repeatability: No

Focuses on the concepts and frameworks that impact and support critical care nursing of the adult patient. Explores the pathophysiology, clinical manifestations, and collaborative management of disorders commonly seen in critically ill patients. Emphasizes evidence-based therapeutic interventions to manage complex patient problems and prevent complications.

MEPN 598 | NURSING EXTERNSHIP
Units: 1 Repeatability: No

Applies nursing theory, process and clinical skills in an RN-precepted position within a health care agency. The agency and USD have a clinical agreement allowing students to work with geriatric, adult and/or pediatric patients and families. The purpose of this experience is to enable students to become more proficient in patient care activities while at the same time providing a needed community service. Students apply previously acquired nursing theory and skills in assigned patient care; no new nursing skills will be taught in this externship experience. Seminars are held by the School of Nursing Faculty to assess clinical progress of students and discuss clinical experiences, issues, and application of theory.

Master of Science in Health Care Informatics Onground (for Non-Nurses)

Health Care Informatics

As our health care system increases its integration of Information Technology (IT), the use of IT enhances data security and improves efficiency through data management, data storage, machine learning and multiple other technology based

applications. Health Care Informatics helps health care systems conceptualize, develop, apply and evaluate the use of IT across the health care spectrum.

As an informatics professional, you can become an architect of the very future of the industry. In simplified terms, healthcare informatics brings health IT and knowledge management into day-to-day patient care. Through automation and interoperability, patient information is able to be organized and electronically shared across the healthcare continuum. The end goal is to improve medical care by increasing speed and accuracy, reduce medical errors, and decrease the administrative burden associated with health care delivery, billing, and reimbursement.

Recent changes in the healthcare industry call for clinicians, administrators, and executive leaders who can mobilize innovative technologies. However, there is a critical shortage of qualified professionals capable of applying these technologies and communicating effectively with both healthcare providers and information technology (IT) professionals.

Graduates are prepared for certification through the Healthcare Information and Management Systems Society (HIMSS).

Master of Science in Health Care Informatics

Requirements

A. Health Care Informatics Track

Code	Title	Units
HCIN 540	Introduction to Health Care Information Management	3
HCIN 542	Systems Analysis and Design for Health Care Informatics	3
HCIN 543	Database Design and Knowledge Management	3
HCIN 544	Advanced Health Care Information Management	3
HCIN 546	M.S. Health Care Informatics Capstone	3
HCIN 547	Health Care Analytics	3
HCIN 552	Clinical Documentation: Electronic Medical Record Systems	3
HCIN 556	Health Care Leadership, Values, and Social Justice	3
HCIN 615	Research Fundamentals and Biostatistics	3
HCIN 630	Health Care Law and Risk Management	3
Total Units		30

B. Health Care Analytics Track

Code	Title	Units
HCIN 540	Introduction to Health Care Information Management	3
HCIN 542	Systems Analysis and Design for Health Care Informatics	3
HCIN 543	Database Design and Knowledge Management	3
HCIN 546	M.S. Health Care Informatics Capstone	3
HCIN 547	Health Care Analytics	3
HCIN 552	Clinical Documentation: Electronic Medical Record Systems	3
HCIN 556	Health Care Leadership, Values, and Social Justice	3
HCIN 600	Population Health Analytics	3
HCIN 615	Research Fundamentals and Biostatistics	3

Code	Title	Units
HCIN 620	Machine Learning Applications for Health Care	3
Total Units		30

HCIN 500A | CAPSTONE FUNDAMENTALS
Units: 0 Repeatability: No
Capstone Fundamentals HCIN 500A, provides enrolled students with opportunities to explore a topical survey of current Health Information Technology (HIT) trends that may include critical background contributing to the selection of a topic and development of their individual CPP.

HCIN 500B | CAPSTONE DISCOVERY
Units: 0 Repeatability: No
Prerequisites: HCIN 500A with a minimum grade of P
Capstone Discovery HCIN 500B, provides enrolled students with opportunities to explore principles of project management (PM), data development, and effective visuals that may assist in the further development of their individual CPP topic.

HCIN 500C | CAPSTONE DEVELOPMENT
Units: 0 Repeatability: No
Prerequisites: HCIN 500B with a minimum grade of P
Capstone Development HCIN 500C, provides enrolled students with opportunities to develop collaboration and buy-in, market context and alignment, and expand their understanding of impact to the portfolio that will arise from their individual CPP.

HCIN 501 | HCI NEW STUDENT ORIENTATION
Units: 0 Repeatability: No
This orientation course introduces students to the University of San Diego and provides important information about the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the online learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program. This orientation course is for the online HCI program only.

HCIN 540 | INTRODUCTION TO HEALTH CARE INFORMATION MANAGEMENT
Units: 3 Repeatability: No
This course provides foundational knowledge and skills in health information management, informatics, and U.S. healthcare delivery, focusing on computer hardware, network architecture, electronic health records (EHRs), and healthcare software applications. It covers regulatory compliance, patient privacy, information security, and healthcare reimbursement while exploring current healthcare delivery trends, EHRs, interoperability, precision medicine, and healthcare database management and data analysis skills.

HCIN 541 | INTRODUCTION TO HEALTH CARE DELIVERY SYSTEMS
Units: 3 Repeatability: No
Provides an overview of the health care delivery system, professional roles, care delivery models, and relevant regulatory environment in the United States. Overviews common chronic and acute disease states that drive the U.S. health care system to provide the student with context for care delivery models. Intended for non-clinician students or individuals who lack significant professional health. Course is NOT required for Nursing Informatics students.

HCIN 542 | SYSTEMS ANALYSIS AND DESIGN FOR HEALTH CARE INFORMATICS
Units: 3 Repeatability: No
This foundational course in the MS Degree in Health Care Informatics equips students with the essential knowledge and skills required for the planning, analysis, design, and implementation of computer-based information and technology systems within healthcare settings. Topics covered encompass the complete spectrum of system development, project management, and technology integration and include: the systems development life cycle, project management skills, requirement analysis and specification, feasibility and cost-benefit analysis, workflow analysis, process improvement/optimization leveraging techniques such as Lean Six Sigma, and Agile, logical and physical design, prototyping, system validation, change and communication management, deployment, human factors, and post-implementation review. Through a structured design, students gain a deep understanding of these critical elements, preparing them to navigate the complex landscape of health informatics and contribute effectively to healthcare technology advancements.

HCIN 543 | DATABASE DESIGN AND KNOWLEDGE MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: HCIN 540 with a minimum grade of C- and HCIN 541 with a minimum grade of C-
This course offers opportunities for students to acquire advanced database skills. Applied skills, emphasizing database design, data structuring, modeling and the development of database management systems are examined. Fundamental competencies in knowledge management, change management, and system engineering as they pertain to the healthcare environment and related fields are explored. Students will design and manipulate databases using software applications, such as Structured Query Language (SQL), to resolve selected operational problems.

HCIN 543P | DATABASE DESIGN AND KNOWLEDGE MANAGEMENT PRACTICUM
Units: 2 Repeatability: No
Prerequisites: HCIN 540 with a minimum grade of C-
This practicum offers opportunities for students to acquire advanced database skills, including database design, data structuring, modeling, and the development of database management systems. Fundamental competencies in knowledge management, change management, and system engineering about the healthcare environment and related fields are applied. Students will use software applications like Structured Query Language (SQL) to design and manipulate databases to resolve selected operational problems.

HCIN 544 | ADVANCED HEALTH CARE INFORMATION MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: HCIN 540 with a minimum grade of C- and HCIN 552 with a minimum grade of C-
This course explores advanced healthcare information management topics, focusing on cybersecurity, interoperability, emerging trends in technology, and health system leadership. Ethical considerations and professional practice are central to the discussions. Privacy, security risk assessments, and comprehensive security plans for health systems are examined. Students will apply reflective practice to extract meaningful insights from leadership activities.

HCIN 545 | HEALTH CARE INFORMATICS PRACTICUM (INDEPENDENT STUDY)
Units: 1-4 Repeatability: Yes (Can be repeated for Credit)
Prerequisites: HCIN 540 with a minimum grade of C-
This practicum provides the students with practical experience in real-world healthcare informatics and data analytics settings. Emphasis is on translating theoretical knowledge into practical skills in a professional environment. The functions and responsibilities of informatics specialists and data analysts are examined. Under the guidance of experienced professionals, students will further their understanding of daily operations, data management, patient privacy concerns, and technology implementation in healthcare settings. Students will identify a problem or challenge within the healthcare setting and develop a project to address it.

HCIN 546 | M.S. HEALTH CARE INFORMATICS CAPSTONE
Units: 1-3 Repeatability: No
Prerequisites: HCIN 615 with a minimum grade of C-
This capstone course marks the conclusion of the MS Health Care Informatics Program, designed for an in-depth exploration of the field of health informatics with a focus on its application across various health science areas. Students will explore how information technology and healthcare intersect to address modern challenges in health sciences, emphasizing the evaluation of health information technology systems in meeting current healthcare needs. The course culminates with each student completing an applied research project, which encompasses not only the project's execution but also its presentation for professional and peer evaluation. Additionally, the course includes the development of a reflective ePortfolio and an exploration of current issues in Health Informatics within the context of a rapidly evolving healthcare delivery system.

HCIN 547 | HEALTH CARE ANALYTICS
Units: 3 Repeatability: No
Prerequisites: HCIN 543 with a minimum grade of C-
The course emphasizes the practical application of data analytics in addressing specific clinical queries, crafting clinical decision support rules, and employing precision medicine concepts. Students will develop the practical skills necessary to use various types of clinical data in addressing clinical inquiries using an evidenced-based approach. A range of clinical data sets will be examined including those at the population level. Through clinical case studies students will develop their data analytics expertise.

HCIN 548 | HEALTH CARE INFORMATICS SEMINAR
Units: 2 Repeatability: Yes (Can be repeated for Credit)
The HCI seminar course provides the student with the opportunity to work collaboratively with faculty and student colleagues to address concepts and ideas emerging in the field of Health Care Informatics. Each seminar focuses on various aspects of the Clinical Informaticist Health Care Data Analyst and Health Care Informatics Leader role. Throughout the seminar course, students will use various methods to analyze emerging trends in health care and informatics. Seminar students will generate self-reflective and field-relevant capstone projects. Students will fulfill program competencies through individual projects.

HCIN 549 | BIOSTATISTICS
Units: 3 Repeatability: No
The HCI seminar course provides the student with the opportunity to work collaboratively with faculty and student colleagues to address concepts and ideas emerging in the field of Health Care Informatics. Each seminar focuses on various aspects of the Clinical Informaticist Health Care Data Analyst and Health Care Informatics Leader role. Throughout the seminar course, students will use various methods to analyze emerging trends in health care and informatics. Seminar students will generate self-reflective and field-relevant capstone projects. Students will fulfill program competencies through individual projects.

HCIN 550 | HEALTH CARE SIX SIGMA, GREEN BELT
Units: 3 Repeatability: No
Employs the structured Six Sigma "DMAIC" methodology: Define, Measure, Analyze, Improve, and Control to introduce principles, tools, and techniques to improve processes within a health care organization. Enables students to apply the Six Sigma model to improve such systems as: patient throughput, clinical diagnostics reporting, and care delivery redesign. Defines tools and techniques of Six Sigma in order to successfully develop, launch, and transition a project through each phase terminating with an evaluation phase.

HCIN 551 | INTRODUCTION TO GEOHEALTH
Units: 3 Repeatability: No
Enhances the student's familiarity and builds competence in using geographic information systems (GIS) applied to health surveillance and research. Provides the student interactive experiences to map clinic data and to conduct geographic modeling decisions. Incorporates an active learning environment to provide students an opportunity to develop a practical understanding of GIS software.

HCIN 552 | CLINICAL DOCUMENTATION: ELECTRONIC MEDICAL RECORD SYSTEMS
Units: 3 Repeatability: No
Students will engage in a comprehensive exploration of clinical documentation systems. This course offers a blend of theoretical knowledge and practical application, with a strong focus on experiential learning using an academic electronic health record system. Students will trace the historical trajectory of clinical documentation systems, gaining insight into their development and evolution over time. Students will examine the intricate hardware and software requirements essential for Electronic Health Records (EHRs). A problem-based learning approach is employed to cultivate students' proficiency in developing clinical rules and alert systems for clinical information systems. These skills will be applied for purposes such as quality assessment, risk analysis, billing processes, bioinformatics, genomics, and research applications. Emphasis is placed on understanding the regulatory landscape surrounding EHRs, including compliance with the Health Insurance Portability and Accountability Act (HIPAA), the Genetic Information Nondiscrimination Act (GINA), requirements from the Centers for Medicare and Medicaid Services (CMS), and information security regulations.

HCIN 552P | CLINICAL DOCUMENTATION: ELECTRONIC MEDICAL RECORD SYSTEMS MANAGEMENT PRACTICUM
Units: 2 Repeatability: No
Prerequisites: HCIN 552 with a minimum grade of C- (Can be taken Concurrently)
This practicum explores the nurse informaticist role, providing students with expertise in the design, construction, testing, and implementation of changes in electronic medical record (EMR) systems. Emphasis is placed on assessing the effectiveness and safety of EMRs, aiming to identify areas for improvement. Students will translate data from the EMR into actionable insights to improve patient outcomes and operational efficiencies. The design of clinical rules and alerts within EMR systems will be explored, focusing on supporting and improving clinical decision-making processes. Students will gain hands-on experience using EMR capabilities to enhance healthcare practices and contribute to the ongoing advancement of informatics in nursing.

HCIN 553 | CLINICAL DOCUMENTATION SYSTEMS: SPECIALIST ROLE
Units: 3 Repeatability: No
Provide a basic understanding of the electronic medical record and how digital billing systems are evolving to meet the clinical documentation needs of health care organizations. Fosters skills in applying diagnostic coding standards to meet quality, regulatory and billing requirements, including: code book formats; coding techniques; formats of the ICD, DRG, and CPT manuals; health insurance; billing, reimbursement, and collections. Course examines federal regulations covering billing and patient privacy (HIPPA).

HCIN 554 | TELEHEALTH & EMERGING TECH
Units: 3 Repeatability: No
Provides an introduction to the emerging discipline of telehealth. Provides a historical perspective of remote monitoring of patients using various types of telehealth, including video conferencing, telephonic, and home based sensors. Includes an overview of relevant hardware and software requirements for a telehealth program. Includes federal and state regulations covering telehealth practice and reimbursement models by Medicare, Medicaid and other insurers. Includes consumer grade health monitoring devices and emerging health care technology.

HCIN 555 | HEALTH CARE SIX SIGMA, BLACK BELT
Units: 3 Repeatability: No
Prerequisites: HCIN 550 with a minimum grade of C
This is the second course in the Health Care Six Sigma Course Series. Builds upon skills and knowledge acquired during the Six Sigma Green Belt course. Develops team leadership knowledge and applied skills using the quality and performance improvement methodology, "DMAIC" model (Define, Measure, Analyze, Improve, and Control) applied to an actual health care project.

HCIN 556 | HEALTH CARE LEADERSHIP, VALUES, AND SOCIAL JUSTICE
Units: 3 Repeatability: No
Prerequisites: HCIN 540 with a minimum grade of C-
This course explores the role of leadership in driving innovation and change in healthcare organizations. Students will examine leadership theories, ethics, values, and social justice principles and their relevance in the healthcare setting. Project implementation strategies will be explored. An experiential learning approach is used, enabling participants to gain practical experience, develop transferable and marketable skills, and engage in reflective practices to foster leadership growth. The knowledge and skills acquired through this experience are designed to enhance competencies in leading within diverse healthcare settings.

HCIN 557 | FINANCIAL MANAGEMENT IN HEALTH CARE SYSTEMS
Units: 3 Repeatability: No
Provides a forum for the exploration and evaluation of the financial environment of the health care industry and how it specifically affects the role of the health care leader. Emphasizes the development of financial analysis skills that provides a foundation for application within the health care delivery system.

HCIN 558 | STRATEGIC PLANNING AND MANAGEMENT OF HEALTH SYSTEMS
Units: 3 Repeatability: No
This course emphasizes strategic planning and management as requisite to growth and survival of health systems. It also acquaints students with the language, processes, tools and techniques of strategic planning and change management that will enable them to contribute effectively to strategic thinking and action in health systems.

HCIN 559 | MANAGEMENT OF HEALTH CARE SYSTEM QUALITY OUTCOMES AND PATIENT SAFETY
Units: 3 Repeatability: No
Focuses on the evaluation of patient safety and quality of care outcomes from a systems perspective. Explores theoretical and methodological foundations for understanding and applying patient safety and quality of care outcomes within the current health care environment. Reviews safety applications in other high-risk industries with application to nursing and the healthcare industry. Emphasizes identification, implementation, and evaluation of quality indicators for patient safety and other patient outcomes. Evaluates patient safety and quality indicators for their sensitivity and specificity to clinical care. Addresses the role of leadership in error prevention and maintenance of a culture of patient safety.

HCIN 560 | INTRODUCTION TO HEALTHCARE SIMULATION
Units: 3 Repeatability: No

Provides an overview of the fundamentals and exploration of health care simulation concepts. Innovative teaching strategies and technology are presented including opportunities to gain "hands-on" experience using multiple simulation methods such as task trainers, hi and lo-fidelity mannequins, and standardized patients within active learning scenarios. Emphasizes basic understanding of entire continuum of planning, executing, and debriefing a successful simulation incorporating creation of cases, resource planning, event management, development of competency checklists, and facilitation of reflective learning.

HCIN 594 | SPECIAL TOPICS IN HEALTH CARE INFORMATICS
Units: 1-6 Repeatability: Yes (Repeatable if topic differs)

Prerequisites: HCIN 540 with a minimum grade of C-

A special topics course in areas within health care informatics.

HCIN 600 | POPULATION HEALTH ANALYTICS
Units: 3 Repeatability: No

Prerequisites: HCIN 540 with a minimum grade of C-

This course focuses on the Institute for Healthcare Improvement's Triple Aim and how data analytics can be used to identify and address health disparities. Methods for measuring and analyzing population disease burden are explored. Students will apply various data sets, including disease registries, electronic health records, claims data, and socio-economic data, to measure, trend, and analyze the impact of disease on various populations.

HCIN 605 | DATA STRUCTURES AND TERMINOLOGIES
Units: 2 Repeatability: No

This course provides the Health Care Analytics, Data Science, Doctoral Nursing and Informatics student a review of health care standards, terminologies, and quality outcome measure data. Students will examine how these are applied to document, measure, evaluate, and reimburse health care in the United States. This includes standards and terminologies common to Electronic Health records to include the following: The International Classification of Diseases (ICD), Current Procedural Terminology (CPT) code sets, Health Level Seven (HL7) Reference Information Model, Systematized Nomenclature of Medicine (SNOMED), Logical Observation Identifiers, Names, and Codes (LOINC), and RadLex, Standards, terminologies, and outcome measures unique to medicine, Nursing, Allied Health Professionals and Health Care delivery organizations (such as hospitals, clinics, and medical provider practices) is included.

HCIN 610 | ADVANCED LEADERSHIP AND HEALTH SYSTEMS MANAGEMENT
Units: 3 Repeatability: No

This course explores theoretical and applied principles of leadership in complex health care delivery systems. Students will explore health care organizations to determine how leadership, technology, and system complexity affects care delivery. Students will examine how learning health care systems management differs from traditional systems management and the benefits they offer to complex delivery systems.

HCIN 611 | HEALTH CARE ECONOMICS
Units: 3 Repeatability: No

This course analyzes the Health Care industry and public health systems in the United States. Students will evaluate the impact of both private and public sectors of the health care industry and the impact of competing goals of: broad access, high quality, and affordability. This course will also examine the way consumers and providers affect the availability and quality of health care. Additional course topics include: supply and demand modeling; cost-benefit analysis; reimbursement models including pay for performance; global drivers on the US healthcare industry and implications of policy, regulatory and political philosophy regarding care.

HCIN 615 | RESEARCH FUNDAMENTALS AND BIOSTATISTICS
Units: 3 Repeatability: No

Prerequisites: HCIN 540 with a minimum grade of C- and HCIN 552 with a minimum grade of C-

This course focuses on advanced methods and tools aimed at managing a diverse array of healthcare challenges. Students will develop skills to evaluate data for the purpose of formulating, resolving, and empirically testing data-driven hypotheses. It examines the application of quantitative and qualitative data, and biostatistics, to critically assess healthcare programs and research endeavors. Pivotal domains of data stewardship and data governance are examined. Information security, privacy, and confidentiality are discussed as related to the roles of an informaticist and data analyst. Complementing these core topics, the curriculum also explores emerging trends in healthcare, data science, genomics, and bioinformatics.

HCIN 620 | MACHINE LEARNING APPLICATIONS FOR HEALTH CARE
Units: 3 Repeatability: No

Prerequisites: HCIN 543 with a minimum grade of C-

This course will explore the application of machine learning (ML) to the health care setting. ML is a field of computer science that trains computers to recognize patterns in complex data sets and formulate predictions based upon designed algorithms. ML can be used to predict hospital readmission, identify patients who may develop hospital acquired infections, and support diagnostic reasoning for clinicians. The course will explore various ML methods to design algorithms for solving common clinical problems. In addition, students will gain a basic understanding of how ML methods can learn from data to find underlying patterns useful for prediction, classification, clustering, and exploratory data analysis.

HCIN 625 | DIGITAL HEALTH CARE MARKETING
Units: 3 Repeatability: No

Prerequisites: HCIN 540 with a minimum grade of C- and HCIN 541 with a minimum grade of C-

This course will explore marketing principles and methods utilized in the health care industry from the perspective of a health care leader. Students will learn how to assess market needs for health care organizations and service lines. Course will include case studies to understand ethical, regulatory, and liability issues in health care marketing. Additional course topics include web-based advertising, management of marketing staff, and website design.

HCIN 630 | HEALTH CARE LAW AND RISK MANAGEMENT
Units: 3 Repeatability: No

Prerequisites: HCIN 540 with a minimum grade of C-

This course explores the legal principles and strategies for minimizing risk and liability within healthcare systems. Through the examination of case studies, students will review legal and ethical dilemmas arising in healthcare. The laws and regulations governing information management, patient rights, patient privacy (Health Insurance Portability and Accountability Act HIPAA), and quality management in healthcare are explored. Students will use various quality management tools, such as Root Cause Analysis (RCA) and a Failure Mode Effect Analysis (FMEA), to address liability issues within the healthcare setting.

HCIN U540 | INTRODUCTION TO HEALTH CARE INFORMATION MANAGEMENT
Units: 3

Provides students with necessary skills to understand the basis for heath care informatics. Emphasizes basic understanding of computer hardware, network architecture, clinical application of electronic health records, and health care software applications. Includes relevant regulatory, patient privacy, security and reimbursement issues. Examines current trends in meaningful use and elctronic health record (EHR) certificaiton as a foundation for understanding emerging issues in health care informatics.

Master of Science in Health Care Informatics Online (for Non-Nurses)

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Master of Science in Health Care Informatics Online

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HCIN 547	Health Care Analytics	3
HCIN 552	Clinical Documentation: Electronic Medical Record Systems	3
HCIN 556	Health Care Leadership, Values, and Social Justice	3
HCIN 615	Research Fundamentals and Biostatistics	3
HCIN 630	Health Care Law and Risk Management	3
Total Units		**30**

B. Health Care Analytics Track

Code	Title	Units
HCIN 540	Introduction to Health Care Information Management	3
HCIN 542	Systems Analysis and Design for Health Care Informatics	3
HCIN 543	Database Design and Knowledge Management	3
HCIN 546	M.S. Health Care Informatics Capstone	3
HCIN 547	Health Care Analytics	3
HCIN 552	Clinical Documentation: Electronic Medical Record Systems	3

Code	Title	Units
HCIN 556	Health Care Leadership, Values, and Social Justice	3
HCIN 600	Population Health Analytics	3
HCIN 615	Research Fundamentals and Biostatistics	3
HCIN 620	Machine Learning Applications for Health Care	3
Total Units		**30**

HCIN 500A | CAPSTONE FUNDAMENTALS
Units: 0 Repeatability: No
Capstone Fundamentals HCIN 500A, provides enrolled students with opportunities to explore a topical survey of current Health Information Technology (HIT) trends that may include critical background contributing to the selection of a topic and development of their individual CPP.

HCIN 500B | CAPSTONE DISCOVERY
Units: 0 Repeatability: No
Prerequisites: HCIN 500A with a minimum grade of P
Capstone Discovery HCIN 500B, provides enrolled students with opportunities to explore principles of project management (PM), data development, and effective visuals that may assist in the further development of their individual CPP topic.

HCIN 500C | CAPSTONE DEVELOPMENT
Units: 0 Repeatability: No
Prerequisites: HCIN 500B with a minimum grade of P
Capstone Development HCIN 500C, provides enrolled students with opportunities to develop collaboration and buy-in, market context and alignment, and expand their understanding of impact to the portfolio that will arise from their individual CPP.

HCIN 501 | HCI NEW STUDENT ORIENTATION
Units: 0 Repeatability: No
This orientation course introduces students to the University of San Diego and provides important information about the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the online learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program. This orientation course is for the online HCI program only.

HCIN 540 | INTRODUCTION TO HEALTH CARE INFORMATION MANAGEMENT
Units: 3 Repeatability: No
This course provides foundational knowledge and skills in health information management, informatics, and U.S. healthcare delivery, focusing on computer hardware, network architecture, electronic health records (EHRs), and healthcare software applications. It covers regulatory compliance, patient privacy, information security, and healthcare reimbursement while exploring current healthcare delivery trends, EHRs, interoperability, precision medicine, and healthcare database management and data analysis skills.

HCIN 541 | INTRODUCTION TO HEALTH CARE DELIVERY SYSTEMS
Units: 3 Repeatability: No
Provides an overview of the health care delivery system, professional roles, care delivery models, and relevant regulatory environment in the United States. Overviews common chronic and acute disease states that drive the U.S. health care system to provide the student with context for care delivery models. Intended for non-clinician students or individuals who lack significant professional health. Course is NOT required for Nursing Informatics students.

HCIN 542 | SYSTEMS ANALYSIS AND DESIGN FOR HEALTH CARE INFORMATICS
Units: 3 Repeatability: No
This foundational course in the MS Degree in Health Care Informatics equips students with the essential knowledge and skills required for the planning, analysis, design, and implementation of computer-based information and technology systems within healthcare settings. Topics covered encompass the complete spectrum of system development, project management, and technology integration and include: the systems development life cycle, project management skills, requirement analysis and specification, feasibility and cost-benefit analysis, workflow analysis, process improvement/optimization leveraging techniques such as Lean Six Sigma, and Agile, logical and physical design, prototyping, system validation, change and communication management, deployment, human factors, and post-implementation review. Through a structured design, students gain a deep understanding of these critical elements, preparing them to navigate the complex landscape of health informatics and contribute effectively to healthcare technology advancements.

HCIN 543 | DATABASE DESIGN AND KNOWLEDGE MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: HCIN 540 with a minimum grade of C- and HCIN 541 with a minimum grade of C-
This course offers opportunities for students to acquire advanced database skills. Applied skills, emphasizing database design, data structuring, modeling and the development of database management systems are examined. Fundamental competencies in knowledge management, change management, and system engineering as they pertain to the healthcare environment and related fields are explored. Students will design and manipulate databases using software applications, such as Structured Query Language (SQL), to resolve selected operational problems.

HCIN 543P | DATABASE DESIGN AND KNOWLEDGE MANAGEMENT PRACTICUM
Units: 2 Repeatability: No
Prerequisites: HCIN 540 with a minimum grade of C-
This practicum offers opportunities for students to acquire advanced database skills, including database design, data structuring, modeling, and the development of database management systems. Fundamental competencies in knowledge management, change management, and system engineering about the healthcare environment and related fields are applied. Students will use software applications like Structured Query Language (SQL) to design and manipulate databases to resolve selected operational problems.

HCIN 544 | ADVANCED HEALTH CARE INFORMATION MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: HCIN 540 with a minimum grade of C- and HCIN 552 with a minimum grade of C-
This course explores advanced healthcare information management topics, focusing on cybersecurity, interoperability, emerging trends in technology, and health system leadership. Ethical considerations and professional practice are central to the discussions. Privacy, security risk assessments, and comprehensive security plans for health systems are examined. Students will apply reflective practice to extract meaningful insights from leadership activities.

HCIN 545 | HEALTH CARE INFORMATICS PRACTICUM (INDEPENDENT STUDY)
Units: 1-4 Repeatability: Yes (Can be repeated for Credit)
Prerequisites: HCIN 540 with a minimum grade of C-
This practicum provides the students with practical experience in real-world healthcare informatics and data analytics settings. Emphasis is on translating theoretical knowledge into practical skills in a professional environment. The functions and responsibilities of informatics specialists and data analysts are examined. Under the guidance of experienced professionals, students will further their understanding of daily operations, data management, patient privacy concerns, and technology implementation in healthcare settings. Students will identify a problem or challenge within the healthcare setting and develop a project to address it.

HCIN 546 | M.S. HEALTH CARE INFORMATICS CAPSTONE
Units: 1-3 Repeatability: No
Prerequisites: HCIN 615 with a minimum grade of C-
This capstone course marks the conclusion of the MS Health Care Informatics Program, designed for an in-depth exploration of the field of health informatics with a focus on its application across various health science areas. Students will explore how information technology and healthcare intersect to address modern challenges in health sciences, emphasizing the evaluation of health information technology systems in meeting current healthcare needs. The course culminates with each student completing an applied research project, which encompasses not only the project's execution but also its presentation for professional and peer evaluation. Additionally, the course includes the development of a reflective ePortfolio and an exploration of current issues in Health Informatics within the context of a rapidly evolving healthcare delivery system.

HCIN 547 | HEALTH CARE ANALYTICS
Units: 3 Repeatability: No
Prerequisites: HCIN 543 with a minimum grade of C-
The course emphasizes the practical application of data analytics in addressing specific clinical queries, crafting clinical decision support rules, and employing precision medicine concepts. Students will develop the practical skills necessary to use various types of clinical data in addressing clinical inquiries using an evidenced-based approach. A range of clinical data sets will be examined including those at the population level. Through clinical case studies students will develop their data analytics expertise.

HCIN 548 | HEALTH CARE INFORMATICS SEMINAR
Units: 2 Repeatability: Yes (Can be repeated for Credit)
The HCI seminar course provides the student with the opportunity to work collaboratively with faculty and student colleagues to address concepts and ideas emerging in the field of Health Care Informatics. Each seminar focuses on various aspects of the Clinical Informaticist Health Care Data Analyst and Health Care Informatics Leader role. Throughout the seminar course, students will use various methods to analyze emerging trends in health care and informatics. Seminar students will generate self-reflective and field-relevant capstone projects. Students will fulfill program competencies through individual projects.

HCIN 549 | BIOSTATISTICS
Units: 3 Repeatability: No
The HCI seminar course provides the student with the opportunity to work collaboratively with faculty and student colleagues to address concepts and ideas emerging in the field of Health Care Informatics. Each seminar focuses on various aspects of the Clinical Informaticist Health Care Data Analyst and Health Care Informatics Leader role. Throughout the seminar course, students will use various methods to analyze emerging trends in health care and informatics. Seminar students will generate self-reflective and field-relevant capstone projects. Students will fulfill program competencies through individual projects.

HCIN 550 | HEALTH CARE SIX SIGMA, GREEN BELT
Units: 3 Repeatability: No

Employs the structured Six Sigma "DMAIC" methodology: Define, Measure, Analyze, Improve, and Control to introduce principles, tools, and techniques to improve processes within a health care organization. Enables students to apply the Six Sigma model to improve such systems as: patient throughput, clinical diagnostics reporting, and care delivery redesign. Defines tools and techniques of Six Sigma in order to successfully develop, launch, and transition a project through each phase terminating with an evaluation phase.

HCIN 551 | INTRODUCTION TO GEOHEALTH
Units: 3 Repeatability: No

Enhances the student's familiarity and builds competence in using geographic information systems (GIS) applied to health surveillance and research. Provides the student interactive experiences to map clinic data and to conduct geographic modeling decisions. Incorporates an active learning environment to provide students an opportunity to develop a practical understanding of GIS software.

HCIN 552 | CLINICAL DOCUMENTATION: ELECTRONIC MEDICAL RECORD SYSTEMS
Units: 3 Repeatability: No

Students will engage in a comprehensive exploration of clinical documentation systems. This course offers a blend of theoretical knowledge and practical application, with a strong focus on experiential learning using an academic electronic health record system. Students will trace the historical trajectory of clinical documentation systems, gaining insight into their development and evolution over time. Students will examine the intricate hardware and software requirements essential for Electronic Health Records (EHRs). A problem-based learning approach is employed to cultivate students' proficiency in developing clinical rules and alert systems for clinical information systems. These skills will be applied for purposes such as quality assessment, risk analysis, billing processes, bioinformatics, genomics, and research applications. Emphasis is placed on understanding the regulatory landscape surrounding EHRs, including compliance with the Health Insurance Portability and Accountability Act (HIPAA), the Genetic Information Nondiscrimination Act (GINA), requirements from the Centers for Medicare and Medicaid Services (CMS), and information security regulations.

HCIN 552P | CLINICAL DOCUMENTATION: ELECTRONIC MEDICAL RECORD SYSTEMS MANAGEMENT PRACTICUM
Units: 2 Repeatability: No

Prerequisites: HCIN 552 with a minimum grade of C- (Can be taken Concurrently)

This practicum explores the nurse informaticist role, providing students with expertise in the design, construction, testing, and implementation of changes in electronic medical record (EMR) systems. Emphasis is placed on assessing the effectiveness and safety of EMRs, aiming to identify areas for improvement. Students will translate data from the EMR into actionable insights to improve patient outcomes and operational efficiencies. The design of clinical rules and alerts within EMR systems will be explored, focusing on supporting and improving clinical decision-making processes. Students will gain hands-on experience using EMR capabilities to enhance healthcare practices and contribute to the ongoing advancement of informatics in nursing.

HCIN 553 | CLINICAL DOCUMENTATION SYSTEMS: SPECIALIST ROLE
Units: 3 Repeatability: No

Provide a basic understanding of the electronic medical record and how digital billing systems are evolving to meet the clinical documentation needs of health care organizations. Fosters skills in applying diagnostic coding standards to meet quality, regulatory and billing requirements, including: code book formats; coding techniques; formats of the ICD, DRG, and CPT manuals; health insurance; billing, reimbursement, and collections. Course examines federal regulations covering billing and patient privacy (HIPPA).

HCIN 554 | TELEHEALTH & EMERGING TECH
Units: 3 Repeatability: No

Provides an introduction to the emerging discipline of telehealth. Provides a historical perspective of remote monitoring of patients using various types of telehealth, including video conferencing, telephonic, and home based sensors. Includes an overview of relevant hardware and software requirements for a telehealth program. Includes federal and state regulations covering telehealth practice and reimbursement models by Medicare, Medicaid and other insurers. Includes consumer grade health monitoring devices and emerging health care technology.

HCIN 555 | HEALTH CARE SIX SIGMA, BLACK BELT
Units: 3 Repeatability: No

Prerequisites: HCIN 550 with a minimum grade of C

This is the second course in the Health Care Six Sigma Course Series. Builds upon skills and knowledge acquired during the Six Sigma Green Belt course. Develops team leadership knowledge and applied skills using the quality and performance improvement methodology, "DMAIC" model (Define, Measure, Analyze, Improve, and Control) applied to an actual health care project.

HCIN 556 | HEALTH CARE LEADERSHIP, VALUES, AND SOCIAL JUSTICE
Units: 3 Repeatability: No

Prerequisites: HCIN 540 with a minimum grade of C-

This course explores the role of leadership in driving innovation and change in healthcare organizations. Students will examine leadership theories, ethics, values, and social justice principles and their relevance in the healthcare setting. Project implementation strategies will be explored. An experiential learning approach is used, enabling participants to gain practical experience, develop transferable and marketable skills, and engage in reflective practices to foster leadership growth. The knowledge and skills acquired through this experience are designed to enhance competencies in leading within diverse healthcare settings.

HCIN 557 | FINANCIAL MANAGEMENT IN HEALTH CARE SYSTEMS
Units: 3 Repeatability: No

Provides a forum for the exploration and evaluation of the financial environment of the health care industry and how it specifically affects the role of the health care leader. Emphasizes the development of financial analysis skills that provides a foundation for application within the health care delivery system.

HCIN 558 | STRATEGIC PLANNING AND MANAGEMENT OF HEALTH SYSTEMS
Units: 3 Repeatability: No

This course emphasizes strategic planning and management as requisite to growth and survival of health systems. It also acquaints students with the language, processes, tools and techniques of strategic planning and change management that will enable them to contribute effectively to strategic thinking and action in health systems.

HCIN 559 | MANAGEMENT OF HEALTH CARE SYSTEM QUALITY OUTCOMES AND PATIENT SAFETY
Units: 3 Repeatability: No

Focuses on the evaluation of patient safety and quality of care outcomes from a systems perspective. Explores theoretical and methodological foundations for understanding and applying patient safety and quality of care outcomes within the current health care environment. Reviews safety applications in other high-risk industries with application to nursing and the healthcare industry. Emphasizes identification, implementation, and evaluation of quality indicators for patient safety and other patient outcomes. Evaluates patient safety and quality indicators for their sensitivity and specificity to clinical care. Addresses the role of leadership in error prevention and maintenance of a culture of patient safety.

HCIN 560 | INTRODUCTION TO HEALTHCARE SIMULATION
Units: 3 Repeatability: No

Provides an overview of the fundamentals and exploration of health care simulation concepts. Innovative teaching strategies and technology are presented including opportunities to gain "hands-on" experience using multiple simulation methods such as task trainers, hi and lo-fidelity mannequins, and standardized patients within active learning scenarios. Emphasizes basic understanding of entire continuum of planning, executing, and debriefing a successful simulation incorporating creation of cases, resource planning, event management, development of competency checklists, and facilitation of reflective learning.

HCIN 594 | SPECIAL TOPICS IN HEALTH CARE INFORMATICS
Units: 1-6 Repeatability: Yes (Repeatable if topic differs)

Prerequisites: HCIN 540 with a minimum grade of C-

A special topics course in areas within health care informatics.

HCIN 600 | POPULATION HEALTH ANALYTICS
Units: 3 Repeatability: No

Prerequisites: HCIN 540 with a minimum grade of C-

This course focuses on the Institute for Healthcare Improvement's Triple Aim and how data analytics can be used to identify and address health disparities. Methods for measuring and analyzing population disease burden are explored. Students will apply various data sets, including disease registries, electronic health records, claims data, and socio-economic data, to measure, trend, and analyze the impact of disease on various populations.

HCIN 605 | DATA STRUCTURES AND TERMINOLOGIES
Units: 2 Repeatability: No

This course provides the Health Care Analytics, Data Science, Doctoral Nursing and Informatics student a review of health care standards, terminologies, and quality outcome measure data. Students will examine how these are applied to document, measure, evaluate, and reimburse health care in the United States. This includes standards and terminologies common to Electronic Health records to include the following: The International Classification of Diseases (ICD), Current Procedural Terminology (CPT) code sets, Health Level Seven (HL7) Reference Information Model, Systematized Nomenclature of Medicine (SNOMED), Logical Observation Identifiers, Names, and Codes (LOINC), and RadLex, Standards, terminologies, and outcome measures unique to medicine, Nursing, Allied Health Professionals and Health Care delivery organizations (such as hospitals, clinics, and medical provider practices) is included.

HCIN 610 | ADVANCED LEADERSHIP AND HEALTH SYSTEMS MANAGEMENT
Units: 3 Repeatability: No

This course explores theoretical and applied principles of leadership in complex health care delivery systems. Students will explore health care organizations to determine how leadership, technology, and system complexity affects care delivery. Students will examine how learning health care systems management differs from traditional systems management and the benefits they offer to complex delivery systems.

HCIN 611 | HEALTH CARE ECONOMICS
Units: 3 Repeatability: No

This course analyzes the Health Care industry and public health systems in the United States. Students will evaluate the impact of both private and public sectors of the health care industry and the impact of competing goals of: broad access, high quality, and affordability. This course will also examine the way consumers and providers affect the availability and quality of health care. Additional course topics include: supply and demand modeling; cost-benefit analysis; reimbursement models including pay for performance; global drivers on the US healthcare industry and implications of policy, regulatory and political philosophy regarding care.

HCIN 615 | RESEARCH FUNDAMENTALS AND BIOSTATISTICS
Units: 3 Repeatability: No

Prerequisites: HCIN 540 with a minimum grade of C- and HCIN 552 with a minimum grade of C-

This course focuses on advanced methods and tools aimed at managing a diverse array of healthcare challenges. Students will develop skills to evaluate data for the purpose of formulating, resolving, and empirically testing data-driven hypotheses. It examines the application of quantitative and qualitative data, and biostatistics, to critically assess healthcare programs and research endeavors. Pivotal domains of data stewardship and data governance are examined. Information security, privacy, and confidentiality are discussed as related to the roles of an informaticist and data analyst. Complementing these core topics, the curriculum also explores emerging trends in healthcare, data science, genomics, and bioinformatics.

HCIN 620 | MACHINE LEARNING APPLICATIONS FOR HEALTH CARE
Units: 3 Repeatability: No

Prerequisites: HCIN 543 with a minimum grade of C-

This course will explore the application of machine learning (ML) to the health care setting. ML is a field of computer science that trains computers to recognize patterns in complex data sets and formulate predictions based upon designed algorithms. ML can be used to predict hospital readmission, identify patients who may develop hospital acquired infections, and support diagnostic reasoning for clinicians. The course will explore various ML methods to design algorithms for solving common clinical problems. In addition, students will gain a basic understanding of how ML methods can learn from data to find underlying patterns useful for prediction, classification, clustering, and exploratory data analysis.

HCIN 625 | DIGITAL HEALTH CARE MARKETING
Units: 3 Repeatability: No

Prerequisites: HCIN 540 with a minimum grade of C- and HCIN 541 with a minimum grade of C-

This course will explore marketing principles and methods utilized in the health care industry from the perspective of a health care leader. Students will learn how to assess market needs for health care organizations and service lines. Course will include case studies to understand ethical, regulatory, and liability issues in health care marketing. Additional course topics include web-based advertising, management of marketing staff, and website design.

HCIN 630 | HEALTH CARE LAW AND RISK MANAGEMENT
Units: 3 Repeatability: No

Prerequisites: HCIN 540 with a minimum grade of C-

This course explores the legal principles and strategies for minimizing risk and liability within healthcare systems. Through the examination of case studies, students will review legal and ethical dilemmas arising in healthcare. The laws and regulations governing information management, patient rights, patient privacy (Health Insurance Portability and Accountability Act HIPAA), and quality management in healthcare are explored. Students will use various quality management tools, such as Root Cause Analysis (RCA) and a Failure Mode Effect Analysis (FMEA), to address liability issues within the healthcare setting.

HCIN U540 | INTRODUCTION TO HEALTH CARE INFORMATION MANAGEMENT
Units: 3

Provides students with necessary skills to understand the basis for heath care informatics. Emphasizes basic understanding of computer hardware, network architecture, clinical application of electronic health records, and health care software applications. Includes relevant regulatory, patient privacy, security and reimbursement issues. Examines current trends in meaningful use and elctronic health record (EHR) certificaiton as a foundation for understanding emerging issues in health care informatics.

Post-Master's Nursing Certificates

The Hahn School of Nursing offers Post-Master's certificates in the following areas:

- Post-Master's Certificate in Emergency Care
- Post-Master's Certificate in Adult Gerontology Clinical Nurse Specialist
- Post-Master's Certificate in Nursing Education

Post-Master's Certificate in Emergency Care

The Post-Master's Certificate in Emergency Care for Family Nurse Practitioners prepares graduates for successful practice in the rapidly evolving field of emergency care. The program provides didactic and clinical knowledge to care for patients across the life span in emergency care settings. Graduates may pursue career opportunities in emergency departments (EDs), fast-track EDs, critical access hospitals and other facilities.

Code	Title	Units
NPTC 621	FNP in Emergency Care I	7
NPTC 622	FNP in Emergency Care II	8
Total Units		15

Post-Master's Certificate in Adult Gerontology Clinical Nurse Specialist

The Postgraduate Certificate Adult-Gerontology Health Clinical Nurse Specialist (CNS) program is an advanced level of study available to nurses who have already completed a Masters or Doctoral degree in nursing. The Certificate program prepares nurses for an advanced practice registered nurse (APRN) role as an expert in the care of adults. Clinical nurse specialists are one of the four types of advanced practice registered nurses possessing comprehensive knowledge in physiology, pharmacology, and physical assessment, in addition to their area of specialty (med-surg, critical care, diabetes, oncology, ambulatory care, wound and skin care, etc). Adult – Gerontology Clinical Nurse Specialists are expert clinicians with advanced education in a specialized area of nursing practice who work in a wide variety of health care settings, such as a hospital, private practice, or a clinic. Clinical nurse specialists provide diagnosis, treatment, and ongoing management of patients who are acutely or chronically ill. They also provide expertise and support to nurses caring for patients at the bedside, help drive practice changes throughout the organization, and ensure the use of best practices and evidence-based care to achieve the best possible patient outcomes. CNSs have the skills and expertise to identify gaps in health care delivery and to help design, implement, assess and evaluate health care interventions to improve health care delivery and outcomes. Graduates are eligible for certification as Clinical Nurse Specialists in the State of California and for national certification as Adult Health/ Adult-Gerontology Clinical Nurse Specialists by the American Nurses Credentialing Center and the American Association of Critical Care Nurses (AACN).

Code	Title	Units
APN Core		**10**
APNC 520	Advanced Pathophysiology	3
ACNS 521	Advanced Physical Assessment	4
ACNS 524	Advanced Pharmacology	3

Code	Title	Units
AGCNS Core		**26**
ACNS 600	Transition to CNS Practice	1
ACNS 619	CNS Specialty Role and Practice Foundations	3
ACNS 632	Adult-Gerontology I: CNS Practice in Individual Patient Sphere	3
ACNS 632P	Adult-Gerontology I: CNS Practice in Individual Patient Sphere Practicum	3
ACNS 634	Adult-Gerontology II: CNS Practice in the Nurse Sphere	3
ACNS 634P	Adult-Gerontology II: CNS Practice in the Nurse Sphere Pract	2
ACNS 636	Adult Gerontology III: CNS Practice in the Organizational/Systems Sphere	3
ACNS 636P	Adult Gerontology III: CNS Practice in the Organizational/Systems Sphere Practicum	2
ACNS 638	Adult Gerontology IV: Advanced CNS Practice	3
ACNS 638P	Adult Gerontology IV: Advanced CNS Practicum	3
Total Units		36

Add here.

Post-Master's Certificate in Nursing Education

The Postgraduate Certificate in Nursing Education program is an advanced level of study available to nurses who have already completed a Masters or Doctoral degree in nursing. The Certificate is designed to prepare experienced nurses to assume roles as educators in academic and clinical environments. This program offers a comprehensive curriculum that integrates educational theory and practical teaching experiences. Students who complete the Postgraduate Certificate in Nursing Education are eligible for certification as a Certified Nurse Educator (CNE®) by the National League for Nursing.

Code	Title	Units
MSNE 632	Theory of Nursing Education	3
MSNE 633	Curriculum Development	3
MSNE 633P	Nurse Education Clinical Practicum I: Curriculum Development	2
MSNE 634	Assessment and Evaluation Strategies for Nursing Education	3
MSNE 634P	Nurse Education Clinical Practicum 2: Assessment and Evaluation Strategies for Nursing Education	2
Total Units		**13**

Joan B. Kroc School of Peace Studies

Administration

Dustin Sharp, PhD, JD, Associate Dean, Associate Professor

Frances Laviscount, Assistant Dean of Academic Affairs

Andrew Blum, PhD, Executive Director of Institute for Peace and Justice, Professor of Practice

Andrew Biros, EdD, Associate Director of Social Innovation and Entrepreneurship

Faculty

Austin Choi-Fitzpatrick, PhD, Professor

Paula A. Cordeiro, EdD, Dammeyer Distinguished Professor Global Leadership and Education

Janice Deaton, Adjunct Faculty

May Farid, PhD, Assistant Professor

Sarah Federman, PhD, Associate Professor

Philip Gamaghelyan, PhD, Assistant Professor

Patricia Márquez, PhD, Professor of Social Innovation

Topher McDougal, PhD, Professor

Juan F. Roche, PhD, Professor of Practice

Dustin Sharp, PhD, JD, Professor

Joan B. Kroc School of Peace Studies

The Joan B. Kroc School of Peace Studies (http://www.sandiego.edu/peacestudies/) (Kroc School) is dedicated to creating and sustaining peaceful and just societies. To drive positive peace, we work across disciplines, such as political science, sociology, anthropology, business, law, and economics. We believe diverse knowledge and perspectives are essential to equip innovative changemakers and peacebuilders who are able to solve humanity's urgent challenges. The University of San Diego established the Kroc School in 2007 as the first standalone school of its kind in the United States. The Kroc School grew out of the University's pre-existing Master of Arts in Peace and Justice program and furthers the institutional mission of preparing leaders who are dedicated to ethical conduct and compassionate service.

The Kroc School houses the Institute for Peace and Justice (Kroc IPJ), focused on practice and co-creating knowledge with peacemakers from across the world, and Spark@USD which organizes the prestigious Fowler Global Social Innovation Challenge.

Master of Arts in Peace and Justice

The Master of Arts in Peace and Justice (MAPJ) is an interdisciplinary program designed for individuals seeking knowledge and hands-on experience to address a wide range of peace and social justice challenges, such as inter-group violence, civil wars, refugee and forced displacement issues, human rights abuses, and environmental injustices. The curriculum spans multiple approaches to peace and justice, including conflict analysis and resolution, international justice and human rights, environmental justice, leadership and organizations, as well as field-based practicum courses. The goal of the MAPJ program is to produce graduates who are practitioners of peace, capable of applying peacebuilding theories rooted in justice to solve the world's most pressing challenges. The MAPJ prepares students for careers in areas such as international development, humanitarian aid, human rights, environmental policy, and peace and security, and in organizations ranging from grassroots nonprofits and private sector companies to the United Nations. The MAPJ is offered as a full-time 24-month or part-time program.

Dual Degrees in Law and Peace and Justice (Juris Doctor / MA Peace and Justice)

The Dual Degree in Law and Peace and Justice combines a Juris Doctor (JD) from the University of San Diego School of Law and a Master of Arts in Peace and Justice (MAPJ) from the Kroc School. The JD/MAPJ, completed over four years, gives students the chance to study law and policy while gaining a deep understanding of the historical, institutional and cultural factors that drive conflict, injustice, oppression and poverty. The JD/MAPJ is a fit for students interested in issues like immigration, human rights or mediation; those who plan to advise a global clientele; those who wish to take a lawyer's route to influencing policy; and public interest lawyers seeking to tackle broad questions of social justice using both law and policy frameworks.

Master of Arts in Social Innovation

The Master of Arts in Social Innovation program (MASI) is designed for individuals with vision, leadership skills and an entrepreneurial mindset and want to tackle the world's toughest challenges, such as poverty, climate change, and inequality. The MASI curriculum incorporates theory with field-based practicums, design thinking pedagogy, and the opportunities like pitch competition, in which students can create and test their innovative solutions for complex problems. MASI graduates have impactful, purpose driven careers in philanthropy, government and nonprofits. Others create economic, social and environmental value in the private sector, working in B-corps, social enterprises, consulting and corporate social responsibility. The MASI is offered as a full-time 9-month or part-time program.

Master of Science in Conflict Management and Resolution

The Master of Science in Conflict Management and Resolution (MS-CMR) is designed for working professionals in any field seeking the opportunity to leverage their experience and cultivate new skills to effectively manage and resolve conflict. This multidisciplinary program covers theory and practice to transform interpersonal, group, organizational, community, and systems-level conflict in a variety of contexts. Through ongoing experimentation, simulation and practice, MS-CMR students gain skills in conflict analysis, negotiation, mediation, facilitation and dialogue. The MS-CMR is offered as a full-time 15-month, accelerated 9-month, or part-time program.

Master of Science in Humanitarian Action (Online)

The online Master of Science in Humanitarian Action (MS-HA) program offers a remote, affordable, and high-touch Master's degree to students and working professionals around the world. The program is designed to cultivate the skills necessary to help prevent, respond to, and recover from complex humanitarian emergencies. The MS-HA degree blends cutting-edge thematic focuses (peacebuilding and conflict resolution, social entrepreneurship and innovation), with critical technical professional skills development (monitoring and evaluation, data visualization) into a 30-unit program. It emphasizes a scholar-practitioner education model, relying on exercises, case studies, and simulations. Its asynchronous format (two courses per term, five terms for program completion) permits participation by foreign aid workers, deployed military personnel, and others for whom an extended stay in San Diego is not possible. Enrollment periods are in Fall, Spring, and Summer.

MS-HA Degree Program Structure

The program of study includes the ten 3-unit course prescribed curriculum. Courses will be offered year-round with three semesters every year: spring, summer, and fall. Each semester is 14 weeks in length. You will take two courses per semester, and courses will run for seven weeks each with a one or two-week break in between semesters. You can expect to graduate in five semesters after successfully completing all ten courses.

Each 3-unit course will include 37.5 hours of core instructional time. Additional homework, research, and study time are required. You can expect to spend 15-20 hours per week in each course in order to be successful.

Financial Aid

Applicants accepted into the Kroc School are eligible to be considered for a variety of scholarships and the Kroc Institute for Peace and Justice Practice Fellowship. Students can apply for merit-based scholarships and for graduate assistantships which come with $1,296 tuition. Please contact the Office of Financial Aid at USD for further information regarding financial aid and loans.

Master of Arts in Peace and Justice

The Master of Arts in Peace and Justice (MAPJ) is an interdisciplinary program designed for individuals seeking knowledge and hands-on experience to address a wide range of peace and social justice challenges, such as inter-group violence, civil wars, refugee and forced displacement issues, human rights abuses, and environmental injustices. The curriculum spans multiple approaches to peace and justice, including conflict analysis and resolution, international justice and human rights, environmental justice, leadership and organizations, as well as field-based practicum courses. The goal of the MAPJ program is to produce graduates who are practitioners of peace, capable of applying peacebuilding theories rooted in justice to solve the world's most pressing challenges. The MAPJ prepares students for careers in areas such as international development, humanitarian aid, human rights, environmental policy, and peace and security, and in organizations ranging from grassroots nonprofits and private sector companies to the United Nations. The MAPJ is offered as a full-time 24-month or part-time program.

Dual Degree in Law and Peace and Justice (Juris Doctor / MA Peace and Justice)

The Dual Degree in Law and Peace and Justice combines a Juris Doctor (JD) from the University of San Diego School of Law and a Master of Arts in Peace and Justice (MAPJ) from the Kroc School of Peace Studies. The JD/MAPJ is designed as a four-year commitment. Students spend the first year completing required coursework through the law school. The second year is devoted to coursework at the Kroc School, and the final two years involve a hybrid curriculum from both schools. The four-year program shaves off one year of studies from studying for the JD (3 years) and MAPJ (2 years) separately. The JD/MAPJ dual degree gives students the chance to study law and policy while gaining a deep understanding of the historical, institutional and cultural factors that drive conflict, injustice, oppression and poverty. The JD/MAPJ is a fit for students interested in issues like immigration, human rights or mediation; those who plan to advise a global clientele; those who wish to take a lawyer's route to influencing policy; and public interest lawyers seeking to tackle broad questions of social justice using both law and policy frameworks.

Combined Degree Program: Bachelor's Degree to Master of Arts in Peace and Justice

The Master of Arts in Peace and Justice Combined Degree Program is open to all undergraduate majors at the Shiley-Marcos School of Engineering and the School of Business at the University of San Diego. Completion of the combined degree program results in the conferral of a Bachelor of Science (BS), a Bachelor of Arts (BA), a BS/BA, a Bachelor of Business Administration (BBA), or a Bachelor of Accountancy (BAcc) degree and a Master of Arts in Peace and Justice. This program allows undergraduate students at the Shiley-Marcos School of Engineering and the School of Business the ability to accelerate their academic career with a fast-track to graduate studies. Enrolled students may take up to 12 units of courses at the Kroc School during their junior and senior years and apply those courses to both their undergraduate degree requirements as upper-division elective units and to the MA in Peace and Justice degree requirements. Up to three of the 12 units may be upper-division undergraduate courses, and students should consult with their undergraduate academic advisor and a Kroc School advisor when selecting courses for the combined degree program. Once graduate students, the MA in Peace and Justice program may be completed in as little as 9-12 months post-undergraduate with an academic load of 27 units to take.

For courses at the Kroc School, all MA in Peace and Justice combined degree students must begin with *KROC 500 Foundations: Peace, Justice & Social Change (3 units).* Following this, students may take two of the following three core courses: *KROC 511 Peace & Conflict Analysis (3 units); KROC 512*

International Justice & Human Rights (3 units); KROC 515 Environmental Peace & Justice. Completion of *KROC 500* will also make the skills and methods course, *KROC 510 Leadership & Organizations (3 units)* eligible to be counted toward both undergraduate degree requirements and the requirements of the master's program.

To apply to this combined degree program, the Kroc School of Peace Studies does not require the GRE or a graduate school application fee, but requires the student to demonstrate academic achievement in their undergraduate courses with a minimum cumulative GPA of 3.0. For students in the combined degree program, upon satisfactory completion of a BS, BA, BS/BA, BBA or BAcc degree with a minimum overall GPA of 3.0, the student will be admitted to the MA in Peace and Justice program.

Additional Requirements For Admission

See Admission Page (p. 50) for basic admission requirements.

Entrance Semesters	Fall, Spring
Application Deadline	Fall: January 12th Priority Deadline, May 1st Final Deadline. Spring: December 1st Final Deadline
Minimum Grade Point Average	3.0 (4.0 scale) in all undergraduate coursework
Standardized Admission Test	None
Required Coursework	None
Required Licenses/Credentials	None
Additional Requirements	None

Degree Requirements

- Full-time or part-time status as a graduate student
- Approval of courses by faculty advisor
- Mandatory KROC 501 self-paced orientation and in-person orientation
- 39 units of graduate work with a cumulative 3.0 grade point average or higher
- KROC 500 Foundations: Peace, Justice, and Social Change course (3 units)
- Core courses (at least 6 units)
- Methods and skills courses (at least 6 units)
- Field-based courses (at least 3 units)
  - Field-based practicum courses (3 units), is waivable by petition for students who have at least 3 years of relevant work experience.
- Electives (at least 20 units)
  - Electives are chosen in consultation with a faculty advisor. No more than 6 units of coursework may be taken outside of the Kroc School. Of these 6 units, no more than 3 units of coursework at the 300 or 400 level can count towards the 39 units. A maximum of 4 different 1-unit pass/fail electives can be taken, unless a faculty advisor approves otherwise.
- KROC 597 Professional Portfolio with a "B" or better (1 unit)

Code	Title	Units
Foundations: Peace, Justice & Social Change (3 units)		
KROC 500	Foundations: Peace, Justice & Social Change	3
Core Courses (at least 6 units)		
KROC 512	International Justice & Human Rights	3
KROC 515	Environmental Peace & Justice	3
KROC 530	Conflict Analysis & Resolution	3
Skills and Methods (at least 6 units)		
KROC 510	Leadership and Organizations	3

KROC 513	Program Design, Monitoring & Evaluation	3
KROC 532	Negotiations	3
KROC 533	Mediation	3
KROC 574	Human Rights Advocacy	3
KROC 594	Special Topics Course (Facilitation & Dialogue Skills)	3
KROC 593	Field-based Practicum (local or international) 3 units is waivable by petition for students who have at least 3 years of relevant work experience.)	3
Electives (20 units)		**20**

Electives are chosen in consultation with the faculty advisor. No more than 6 units of coursework may be taken outside of the Kroc School. Of these 6 units, no more than 3 units of coursework at the 300 or 400 level can be counted toward the 39 units. A maximum of 4 different 1-unit pass/fail electives can be taken, unless a faculty advisor approves otherwise.

Portfolio (1 unit)		
KROC 597	Professional Portfolio	1

KROC 500 | FOUNDATIONS: PEACE, JUSTICE & SOCIAL CHANGE
Units: 3 Repeatability: No

The course introduces students to a series of big ideas for making the world more peaceful and just, and how to apply them in shaping their own lives and careers of purpose. Foundations sets out to both 1) introduce foundational theories behind peace, justice, and social innovation and to 2) apply these concepts to specific fields of inquiry and practice. Throughout the course, students will be challenged not simply to learn a spectrum of ideas and practices, but to understand how they fit together, where and how to learn more, and how to craft their own educational and professional trajectories. This process has four essential elements: 1) building an inclusive, resilient, and productive culture; 2) getting everyone up to speed on the defining aspects of our field; 3) introducing the unique expertise and experience of Kroc School faculty and staff; and 4) helping you to see how your passion for positive social change is linked to particular issues and interventions.

KROC 510 | LEADERSHIP AND ORGANIZATIONS
Units: 3 Repeatability: No

This course focuses on the interplay between individuals, organizations, and change, providing multiple perspectives of leadership theories and their application to solving complex problems. It prepares students to become influential leaders in organizations pursuing social transformation and peacebuilding, locally and abroad. Students in this course explore their purpose, goals, and leadership style and begin to create their plan to achieve agency and grow as leaders, emphasizing adaptive change. In-class students expand their knowledge to discern and balance competing demands and tensions inherent in organizations and gain skills for addressing challenging situations and capitalizing on opportunities. Building peace and justice in communities worldwide involves leaders capable of articulating a compelling vision, mobilizing resources, and working effectively with diverse groups of people. It includes working in organizational settings with particular structures, strategies, and practices, whether nonprofits, for-profits, government, or hybrids. The course prepares students for peace and justice work in various economic, social, and cultural settings by bringing core concepts and theories about leadership, organizations, and change alive through experiential learning, case analysis, individual assessment, and self-reflection. In team exercises, students experience specific challenges and opportunities that leaders and team members face and obtain techniques for solving problems and getting things done.

KROC 512 | INTERNATIONAL JUSTICE & HUMAN RIGHTS
Units: 3 Repeatability: No

In modern history, the momentum behind the idea of human rights has grown tremendously. What began as a marginal utopian discourse has today become an important moral and political narrative in domestic and global affairs. At the same time, rights remain controversial and contested, and gaps in enforcement of human rights norms are conspicuous. At the current moment, there is a heavy shadow over the future of human rights as a global project, with challenges coming from both the political left and right, to say nothing of the shifting of the global political geotectonic plates. This course examines the actors, organizations, and ideas behind these developments, as well as the vast challenges we face today in attempting to enforce human rights norms globally.

KROC 513 | PROGRAM DESIGN, MONITORING & EVALUATION
Units: 3 Repeatability: No

Starting with a solid understanding of the evolution of thinking and practice among key development and peacebuilding actors, this course is designed to prepare students to design, monitor and evaluate peacebuilding programs and project. Students will not only understand best practices in project design and management but also learn the skills and tools necessary to effectively carry out projects.

KROC 514 | INTERNATIONAL SYSTEM
Units: 3 Repeatability: No

In a rapidly globalizing world, problems such as financial crises, poverty, violent conflicts, humanitarian disasters, pandemics and cybercrime are increasingly transnational in nature and cannot be solved solely by sovereign states acting individually or collectively. This course is designed to provide a big picture analysis of global governance and its interlocking elements. This includes an introduction to international organizations and multilateralism in a state-based international system and an examination of the political dynamics and key players of global governance in the post-Cold War era. It aims to enable students to understand the system's strengths and limitations and how to make it work better at the micro, meso and macrolevels.

KROC 515 | ENVIRONMENTAL PEACE & JUSTICE
Units: 3 Repeatability: No

Evidence is mounting that unprecedented economic growth experienced by human societies has induced a state of crisis for the Earth's ecological systems. Many of the public goods provided by them – fresh water, clean air, abundant fisheries, nutritious soils, low sea levels, and moderate weather, to name a few – are increasingly at risk. Their failure poses existential threats to the societies humans have collectively built over millennia, and heightens the risk of violent conflict. This course will critically examine connections between the three legs of the proverbial sustainable development stool: environment, economy, and peace. We will explore specific issues in an applied, place-based framework, focusing on ways of understanding larger challenges as they manifest themselves in the San Diego region. We will also ask fundamental questions about environmental sustainability: How do current development paradigms create environmental conflicts? What role can we expect technology to play in offsetting our ecological impact or solving our conflicts over scarce resources? What does environmental justice look like? And ultimately, what are our prospects for peace and progress in the face of environmental peril?.

KROC 521 | SOCIAL INNOVATION
Units: 3 Repeatability: No

A SOCIAL INNOVATION IS A "novel solution to a social problem that is more effective, efficient, sustainable, or just than current solutions" (Phills, Deiglmeier, & Miller 2008). The value created accrues primarily to society rather than to private individuals. In this course, you will develop your own definition of social innovation, will develop your own theory of change that social innovation is embedded in, and will learn about a number of strategies for understanding and creating social change for the greater good. You will gain knowledge and experience through engagement with individuals, organizations, and institutions that are implementing a wide range of social innovations. Cases of social impact through different organizational platforms – in the market, in government, within the nonprofit sector, and increasingly in the space between these three sectors – will be analyzed and discussed in this class. This course is additionally optimized to prepare you for clarifying your own SI contribution. You will have the opportunity to understand how social innovations are ideated and developed in different sectors. Through a combination of readings, guest lectures, and case studies, you will gain knowledge on diverse ways organizations are implementing social innovations as well as analyzing successes and failures. Participants will get to see social innovators as they are finding solutions to critical issues in our own backyard, and ask questions like: What defines a social innovator? Who do they involve in the process of achieving transformative social change? How do they learn? Social Innovation requires a unique and transferable set of skills. Through the course's field-based learning process, and through practical analytical tools, student participants will gain experience in analyzing others approaches and in developing their own approaches to social change.

KROC 522 | IMPACT EVALUATION
Units: 3 Repeatability: No

Social innovations are about novel solutions or approaches to solve social problems and they must be translated into actionable initiatives to achieve their intended goals. This course is designed to prepare students to design, monitor and evaluate social innovation initiatives. It provides essential knowledge for program design and management, including needs and impact assessment, as well as logic frameworks. Innovation involves transforming or creating new processes, services, products, policies, community dynamics, among others. But how do we know that a particular social innovation creates the desired impacts or value for individuals, communities, and society? How large are those impacts? How long do they last? This course introduces the basic concepts of 'program evaluation' in order to equip students with tools to answer these and similar questions for the purposes of enhancing the quality of initiatives. The course includes case studies, hands-on exercises, and opportunities to interact with guest speakers to develop familiarity with planning tools, evaluation types and designs, metrics and indicators, data collection methods, and human subjects research ethics.

KROC 523 | SOCIAL ENTREPRENEURSHIP
Units: 3 Repeatability: No

Globalization and rapidly increasing communications make us painfully aware of the intractable problems facing humanity and our planet today. Thankfully, we find that there is a growing number of talented, ambitious, and courageous individuals known as social entrepreneurs, and organizations known as social enterprises, that are creating initiatives that attempt to mitigate some of these problems on a scale - and with far more ambition - than ever seen before. These individuals and organizations are creating models of urgent, systemic change rather than more traditional incremental improvement, which are being advanced globally in what has come to be known as Social Entrepreneurship. In this course, we will get to know who these people are and what their organizations do, how they think and work, and why they represent more than just a ray of hope for our world today. Social entrepreneurship is a rapidly developing and evolving field in which nonprofit and business leaders design, grow, and lead mission-driven enterprises. As the traditional lines blur between nonprofit enterprises, government, and business, it is critical that students understand the opportunities and challenges in this new landscape. This course considers the full spectrum of social business models, including strictly non-profit organizations, enterprises developing revenue-generating products or services for a social goal, and socially responsible for-profit companies. This course will expose you to theory regarding entrepreneurship, models of social change, definitions of social entrepreneur and social entrepreneurship, management skills and the leadership required for social entrepreneurial organizations, scaling of social impact, the various possible legal structures, forms of financing and impact measurement for social mission organizations. We will also take an in-depth look at the history and evolution of a classic example of social entrepreneurship - microfinance. Social entrepreneurs address problems where the government, private sector, and traditional non-profit sector fail to achieve systemic impact. The course takes a global perspective, including organizations from San Diego, around the US, and abroad. It is designed to be highly participatory and engage students through readings, classroom discussions, videos, case studies, site visits and speakers from leading social enterprises. This course is designed for students who want to explore social enterprise start-ups, as well as those students who are just curious about the field and want to learn more about entrepreneurship and explore career opportunities.

KROC 524 | SOCIAL INNOVATION PRACTICUM
Units: 3 Repeatability: No

This is a course where students integrate theory and practice to address real-world problems faced by organizations and communities seeking to create social change. Acting as consultants, students acquire knowledge of real-world constraints and opportunities faced by organizations leading social change. Students learn ways to work in teams with organization or community partners for effective co-design of solutions, as they practice resourcefulness and creativity in problem-solving.

KROC 525 | REIMAGINING CAPITALISM: BUSINESS AS A FORCE FOR GOOD
Units: 3 Repeatability: No

Is the capitalist system the evil of our time or the savior of our future? Are businesses the cause of society's most pressing problems, or could they be part of the solution instead? How can business and entrepreneurial ingenuity reduce poverty and wealth inequality, protect the environment and natural resources, create community and social values, provide education and health services, and reduce gender inequality and migration? Can the capitalist system, powered by individualism, ambition, and a competitive spirit, evolve to be more humane and conscious of social problems? In a nutshell, what paradigms must change in the business world and society to make the market system a pillar for lasting positive peace? Working with real-life business cases, students in this course will be able to examine and critically analyze the above questions. The course will provide tools to tackle social issues using proven and innovative business techniques and models, from big businesses to small entrepreneurial examples. In short, this course focuses on the recently explored intersection between business and social innovation. Phills et al. define social innovation as "a novel solution to a social problem that is more effective, efficient, sustainable or just than existing solutions and for which the value created accrues primarily to society as a whole rather than private individuals." Social innovation is about generating transformative ideas and initiatives that meet unmet needs and attempt to create a "new equilibrium" that is socially superior to the status quo. By the end of the course, students work in teams to develop a sustainability project for an existing company or a new entrepreneurial venture. The business initiative must create social value for all relevant stakeholders and society and show how it contributes to positive peace. The projects must be cross-functional so that students use the full spectrum of knowledge and skills acquired during this course.

KROC 526 | DESIGN THINKING
Units: 1-3 Repeatability: No

This workshop provides an opportunity for students to experience the process of Design Thinking. Students in this course gain insight and understanding of the mindsets needed to engage in the design process. It prepares students to use Design Thinking strategies to engage in social change and social innovation projects.

KROC 530 | CONFLICT ANALYSIS & RESOLUTION
Units: 3 Repeatability: No

In all human societies, conflict is an integral part of daily life at interpersonal, intra-group, inter-group, and inter-national levels. Conflict can be constructive, focusing attention on neglected voices or social injustice and driving cultural and political change. It can also be destructive, damaging relationships, polarizing societies, or escalating into violence and war. In our increasingly interconnected world, it is crucial to develop effective methods to understand the sources and dynamics of conflicts and to deal with conflict productively. This course is designed to familiarize students with the interdisciplinary fields of peace and conflict studies, providing an overview of core concepts of contemporary theory and practice, as well as of the recent critical turn. We examine frameworks for analyzing the origins and processes of social conflict and violence and leading practical approaches to the conduct and evaluation of conflict resolution interventions. The course employs diverse methods and media, including lectures, discussions, interactive exercises, film, written assignments, and a conceptualization of an intervention. The course features experiential learning activities that provide opportunities for practical application of course concepts. Active participation in every class is essential; readings are always necessary but not sufficient for learning the material.

KROC 531 | INTERVENTION DESIGN
Units: 3 Repeatability: No

The Intervention Design course provides a framework for students to synthesize and apply knowledge and practical skills gained during the program to create a specific conflict management/resolution project. The course is also a chance to create a key Kroc School Portfolio item that students can showcase to prospective employers, donors, or partners. The course is a requirement for the MS in Conflict Management & Resolution (MS-CMR) program and an elective option for the Graduate Certificate in Mediation & Conflict Resolution.

KROC 532 | NEGOTIATIONS
Units: 3 Repeatability: No

Negotiation is the most widely used means of conflict management. This course aims to develop your understanding of the principles, strategies, and tactics of effective negotiation in emotionally charged conflict situations. The role of identity – culture, gender, religion, nationality, class – will be mainstreamed throughout the course. Case studies and hands-on simulations will cover a variety of multi-issue, multi-party negotiations involving territorial and ethnic conflict, environmental justice, and post-conflict reconciliation. Each case involves both material concerns and underlying social-psychological interests. This course emphasizes the power of symbols, rules and norms, and regime and relationship building for cooperative ventures, governance, and conflict prevention.

KROC 533 | MEDIATION
Units: 3 Repeatability: No

This course will focus on skills-building in mediation. Students will learn and practice a variety of tools and methods of mediating conflicts and disputes. Our experiential class will be divided between learning the traditional mediation skills, practice, and theory, including the benefits and limitations of mediation as a dispute resolution method on the one hand, and alternative approaches to mediation on the other. The alternative models will include the needs analysis-based Problem-Solving Workshop, the narrative analysis-based Mediation of History, and the Evolving Designs model aimed at work in multi-party environments. After taking this course, students will be able to: differentiate among various mediation processes; distinguish between interest-based and needs-based approaches; differentiate between the traditional and alternative mediation practices; demonstrate awareness in regard to ethical dilemmas of mediation practices; possess the skills to serve as a mediator; design and lead context-appropriate mediation processes.

KROC 534 | MEDIA, NATIONALISM, AND CONFLICT
Units: 3 Repeatability: No

Regarded collectively, media is a means of mass communication. It is also the plural form of a "medium" or the means through which social phenomena such as nations and conflicts within and between them are (re)produced. The agencies and structures that (re)produce nationalism and other forms of social solidarity and conflict do not simply transmit reality as it happens. Even the most impartial and multidimensional transmission is selective and therefore subjective: since it represents a particular ideology, a particular lens, a particular angle, a particular frame, a particular cut, and a particular timeframe. In other words, what we receive through media is inevitably a representation of an event and not the event itself. The course will look into an array of media ranging from museums and architectures to cinema, literature, and social and mass media. We will explore the storytelling process that includes framing, selecting, narrating, plot construction, and other mechanisms which (re)produce and transform ideologies and other conflict discourses. We will learn to critically analyze a wide variety of texts and visual materials, differentiate between narrative structures that (re)produce violence and those that (re)produce peace, and envision discursive interventions.

KROC 570 | WAR, GENDER AND PEACEBUILDING
Units: 2-3 Repeatability: No
Non-Core Attributes: Experiential

This course explores the peacebuilding roles that women play in conflict zones around the world. Like traditional courses, it will include an introduction to gender and peacebuilding and an analysis of women's leadership in human rights activism and conflict resolution. However, this unique course is built around the involvement of women peacemakers from conflict zones around the world who will play an active role in the classroom and help us explore how power, oppression, and gendered identities contribute to war and peace from the personal to the societal levels. Through a series of expert lectures, case studies, interactive exercises, and mixed media presentations, students will gain an increased understanding of gender and peacebuilding, including the gendered drivers of conflict, and the different roles women and men play supporting, preventing, mitigating, and resolving conflict.

KROC 571 | IMMIGRATION AND ASYLUM IN PRACTICE
Units: 3 Repeatability: No
Non-Core Attributes: Community Engagement, Experiential

The course begins with an overview of U.S. immigration and asylum policy and how it interfaces with global migration, war, revolution, and climate change. We examine the critical role that race, class, ethnicity, country of origin, and gender played in the development of U.S. immigration law and policy, and how they impact policies today. We look at U.S. asylum policy and examine the role of international law in its implementation. Does the United States comply with the 1951 Refugee Convention and its 1967 Protocol? Turning to immigration issues confronting us today, we examine immigration policies of current and prior administrations, including DACA (Deferred Action for Childhood Arrivals), family separation, the criminalization of immigration, asylum, and other topics. We look at issues specific to our Mexican-American border at San Ysidro, CA.

KROC 572 | TRANSITIONAL JUSTICE
Units: 3 Repeatability: No

Transitional Justice is a somewhat new field of policy, practice, and study that focuses on the moral, legal, and political dilemmas encountered as individuals, communities, and nations attempt to grapple with historical legacies of war crimes, crimes against humanity, genocide, and other large-scale human rights violations. In such circumstances: Who must be punished and who may be pardoned? Do vigorous efforts to promote legal accountability jeopardize the emerging and fragile peace? What is the proper role and responsibility of the so-called international community in such circumstances? In this class, we will examine the complementarity and conflict between the often-overlapping demands that nations face in the wake of large-scale human rights abuses, including retribution, reconciliation, restitution, memory, and other forms of accountability. This will include study of the traditional range of transitional justice tools and interventions that have evolved, including international tribunals from Nuremburg to the ICC, truth commissions, reparations programs, public memorials, vetting and lustration initiatives, and broader institutional reform. Along the way, we will probe the blind spots, assumptions, and limitations of varying transitional justice mechanisms, together with the transitional justice project in general.

KROC 574 | HUMAN RIGHTS ADVOCACY
Units: 3 Repeatability: No

An examination of the actors and organizations conducting modern-day human rights advocacy and the techniques central to their work, including fact-finding, monitoring, report writing and media work. The course provides a balance of practical skill development (interviewing, press release writing) and critical-reflective examination of the ethical and strategic dilemmas faced by human rights advocates today.

KROC 576 | PEACE & SPIRITUALITY
Units: 2 Repeatability: No
The purpose of this class is to support students in cultivating a practice of reflection and resilience. Students and the instructor together will explore faith, spirituality, and contemplative practice in the context of their personal experience as peacebuilders, activists, changemakers, and social entrepreneurs. Spiritual concepts will be accompanied by insights drawn from more secular philosophical perspectives, as well as science. The course will begin at the micro level with an examination of the self, the nature of consciousness, and other existential introspective themes, before moving to the more meso and macro levels where we will investigate the relationship between inner peace and outer peace. The latter will include the ways in which spiritual faith and practice can both motivate and sustain peacebuilding work, including by helping to cope with issues of stress and burnout; and the ways in which spiritual practices can be integrated into peacebuilding programs. While students will be encouraged to pursue a wide variety of spiritual practices, as a class we will spend a significant amount of time together learning and practicing mindfulness and other forms of meditation.

KROC 577 | INTERCULTURAL COMPETENCY
Units: 2 Repeatability: No
Based on the extensive research in anthropology, cross-cultural psychology, leadership, and organizational behavior, the course reviews the impact of culture on leaders and their followers at the national, group, and organizational levels. It provides a thorough review of relevant theories. It applies them to helping students develop the cultural mindset essential to effective peace leadership in today's global and interconnected world. This course will focus on building an awareness of cultural differences, cultural biases, and cultural adaptation. Students will develop cultural sensitivity that encompasses verbal, physical, and emotional differences in cultural expression.

KROC 578 | DATA VISUALIZATION
Units: 3 Repeatability: No
Long considered a "soft" area of practice, more art than science, peacebuilding and its adjacent professional fields increasingly rely on using data to design, garner support for, and evaluate their initiatives. Data visualization comprises a powerful set of tools and techniques used to explore and present information. Combined with program research skills and fluency in statistics, it can help us understand problems we confront, interventions we craft to solve them, and the effects of those interventions. It can help us to communicate, telling visual stories that can convince our target audience, be they colleagues, policymakers, funders, or the general public. This course is designed to cultivate basic data visualization and statistical skills that can provide a solid professional advantage on the job market.

KROC 590 | SPECIAL TOPICS SEMINAR
Units: 2 Repeatability: Yes (Can be repeated for Credit)
A course focusing on a special topic in peace and justice studies, conflict management and resolution, or social innovation. The course content and structure will differ depending on instructor. See learning objectives for more information about the specific course, and consult your advisor for the full course description.

KROC 592 | WORKSHOPS
Units: 1 Repeatability: Yes (Can be repeated for Credit)
A workshop focusing on a special topic or unique opportunity in peace and justice, conflict management and resolution, or social innovation. Workshop content and structure will differ depending on the instructor. See the learning objectives for more information about the course, and consult your advisor for the workshop's course description.

KROC 593 | FIELD-BASED PRACTICUM
Units: 3 Repeatability: Yes (Can be repeated for Credit)
Non-Core Attributes: International
The Kroc School's field-based courses create a space for students to apply classroom knowledge in the field within creative and structured environments. The field-based course includes three common elements: a) an applied curriculum, b) the opportunity to interact with practitioners from communities affected by violence and injustice, and c) experience in implementing collaborative projects in the field. Students' work will be guided by USD's core humanistic principles, emphasizing how to look at individuals and communities in a holistic manner. See learning objectives for more information about the course, and consult your advisor for the course description.

KROC 594 | SPECIAL TOPICS COURSE
Units: 3 Repeatability: Yes (Can be repeated for Credit)
A course focusing on a special topic in peace and justice studies, conflict management and resolution, or social innovation. The course content and structure will differ depending on instructor. See learning objectives for more information about the specific course, and consult your advisor for the full course description.

KROC 595 | READING GROUP
Units: 1 Repeatability: Yes (Can be repeated for Credit)
A reading group on a special topic in peace and justice, conflict management and resolution, or social innovation. The reading group's content and meeting times will differ depending on the instructor. See learning objectives for more information about the specific course, and consult your advisor for the reading group's description.

KROC 597 | PROFESSIONAL PORTFOLIO
Units: 1 Repeatability: No
The Kroc School equips changemakers. This course will help you to link the concepts, skills, and work-products developed in your time here with the professional requirements of the industry you wish to enter or return to upon graduation. In particular, this course will provide the time and support required to compile a professional portfolio comprised of the items specified by your degree program. The Portfolio contains a Curriculum Vitae highlighting your accomplishments to date, a cover letter, and a reflective essay, which serves as a coherent framework for drawing together lessons learned from your studies, and articulates your professional goals and trajectory. The rest of the Portfolio is comprised of work products from portfolio-eligible projects in your courses such as policy memos, strategy memos, articles, and grant applications. During class meetings we will work to identify and refine these work products, and how to showcase your accomplishments for a professional audience.

KROC 599 | INDEPENDENT STUDY
Units: 1-3 Repeatability: Yes (Repeatable if topic differs)
An independent study for up to three units provides students an opportunity to research a topic of particular interest to them relevant to Peace and Justice Studies. The faculty supervisor, program director and Dean of the Joan B. Kroc School of Peace Studies must approve the project proposal prior to the beginning of the relevant semester. This course may be repeated up to a maximum of three units.

Master of Arts in Social Innovation

The Master of Arts in Social Innovation (MASI) program is designed for individuals with vision, leadership skills and an entrepreneurial mindset who want to tackle the world's toughest challenges, such as poverty, climate change, and inequality. The MASI curriculum incorporates theory with field-based practicums, design thinking pedagogy, and the opportunity to participate in pitch competitions, in which students can create and test their innovative solutions for complex problems. MASI graduates have impactful, purpose driven careers in philanthropy, government and nonprofits. Others create economic, social and

environmental value in the private sector, working in B-corps, social enterprises, consulting and corporate social responsibility. The MASI program is offered as a full-time 9-month or part-time program. The MASI program has both Fall and Spring enrollment periods.

Combined Degree Program: Bachelor's Degree to Master of Arts in Social Innovation

The Master of Arts in Social Innovation Combined Degree Program is open to all undergraduate majors at the Shiley-Marcos School of Engineering and the School of Business at the University of San Diego. Completion of the combined degree program results in the conferral of a Bachelor of Science (BS), a Bachelor of Arts (BA), a BS/BA, a Bachelor of Business Administration (BBA), or a Bachelor of Accountancy (BAcc) degree and a Master of Arts in Social Innovation. This program allows undergraduate students at the Shiley-Marcos School of Engineering and the School of Business the ability to accelerate their academic career with a fast-track to graduate studies. Enrolled students may take up to 12 units of courses at the Kroc School during their junior and senior years and apply those courses to both their undergraduate degree requirements as upper-division elective units and to the MA in Social Innovation degree requirements. Up to three of the 12 units may be upper-division undergraduate courses, and students should consult with their undergraduate academic advisor and a Kroc School advisor when selecting courses for the combined degree program. As a full-time graduate student, the MA in Social Innovation program can be completed in 9 months post-undergraduate with a lighter academic load of 18 units to complete compared to the typical load of 30 units of graduate coursework in 9 months.

For courses at the Kroc School, all MA in Social Innovation combined degree students must begin with *KROC 500 Foundations of Peace, Justice & Social Change (3 units)*. Following this, students may take the core courses, *KROC 510 Leadership & Organizations (3 units), KROC 521 Social Innovation (3 units),* and *KROC 523 Social Entrepreneurship (3 units).*

To apply to this combined degree program, the Kroc School of Peace Studies does not require the GRE or a graduate school application fee, but requires the student to demonstrate academic achievement in their undergraduate courses with a minimum cumulative GPA of 3.0. For students in the combined degree program, upon satisfactory completion of a BS, BA, BS/BA, BBA or BAcc degree with a minimum overall GPA of 3.0, the student will be admitted to the MA in Social Innovation program.

Additional Requirements For Admission

See Admission Page for basic admission requirements.

Entrance Semesters	Fall, Spring
Application Deadline	Fall: January 12th Priority Deadline, May 1st Final Deadline. Spring: December 1st Final Deadline
Minimum Grade Point Average	3.0 (4.0 scale) in all undergraduate coursework
Standardized Admission Test	None
Required Coursework	None
Required Licenses/Credentials	None
Additional Requirements	None

Degree Requirements

- Full-time or part-time status as a graduate student
- Approval of courses by faculty advisor
- Mandatory KROC 501 self-paced orientation and in-person orientation
- 30 units of graduate work with a cumulative 3.0 grade point average or higher
- KROC 500 Foundations: Peace, Justice & Social Change (3 units)

- Core courses (9 units)
- Skills and Methods courses (6 units)
- Electives (at least 11 units)
  - Electives are chosen in consultation with a faculty advisor. No more than 6 units of coursework may be taken outside of the Kroc School. Of these 6 units, no more than 3 units of coursework at the 300 or 400 level can be counted towards the 30 units. A maximum of 3 different 1-unit pass/fail electives can be taken unless a faculty advisor approves otherwise.
- Professional portfolio with a "B" or better (1 unit)

Code	Title	Units
Foundations: Peace, Justice & Social Change (3 units)		
KROC 500	Foundations: Peace, Justice & Social Change	3
Core Courses (9 units)		
KROC 510	Leadership and Organizations	3
KROC 521	Social Innovation	3
KROC 523	Social Entrepreneurship	3
Skills and Methods (6 units)		
KROC 522	Impact Evaluation	3
KROC 524	Social Innovation Practicum (Students with at least 3 years of relevant work experience may petition to waive this requirement.)	3
Electives (11 units)		**9**

•Electives are chosen in consultation with a faculty advisor. No more than 6 units of coursework may be taken outside of the Kroc School. Of these 6 units, no more than 3 units of coursework at the 300 or 400 level can be counted towards the 30 units. A maximum of 3 different 1-unit pass/fail electives can be taken, unless a faculty advisor approves otherwise.

Professional Portfolio (1 unit)		
KROC 597	Professional Portfolio	1

KROC 470 | WAR, GENDER AND PEACEBUILDING
Units: 2-3 Repeatability: No
Non-Core Attributes: Experiential

This course explores the peacebuilding roles that women play in conflict zones around the world. Like traditional courses, it will include an introduction to gender and peacebuilding and an analysis of women's leadership in human rights activism and conflict resolution. However, this unique course is built around the involvement of women peacemakers from conflict zones around the world who will play an active role in the classroom and help us explore how power, oppression, and gendered identities contribute to war and peace from the personal to the societal levels. Through a series of expert lectures, case studies, interactive exercises, and mixed media presentations, students will gain an increased understanding of gender and peacebuilding, including the gendered drivers of conflict, and the different roles women and men play supporting, preventing, mitigating, and resolving conflict.

KROC 471 | IMMIGRATION AND ASYLUM IN PRACTICE
Units: 3 Repeatability: No
Non-Core Attributes: Community Engagement, Experiential
The course begins with an overview of U.S. immigration and asylum policy and how it interfaces with global migration, war, revolution, and climate change. We examine the critical role that race, class, ethnicity, country of origin, and gender played in the development of U.S. immigration law and policy, and how they impact policies today. We look at U.S. asylum policy and examine the role of international law in its implementation. Does the United States comply with the 1951 Refugee Convention and its 1967 Protocol? Turning to immigration issues confronting us today, we examine immigration policies of current and prior administrations, including DACA (Deferred Action for Childhood Arrivals), family separation, the criminalization of immigration, asylum, and other topics. We look at issues specific to our Mexican-American border at San Ysidro, CA.

KROC 472 | TRANSITIONAL JUSTICE
Units: 3 Repeatability: No
Transitional Justice is a somewhat new field of policy, practice, and study that focuses on the moral, legal, and political dilemmas encountered as individuals, communities, and nations attempt to grapple with historical legacies of war crimes, crimes against humanity, genocide, and other large-scale human rights violations. In such circumstances: Who must be punished and who may be pardoned? Do vigorous efforts to promote legal accountability jeopardize the emerging and fragile peace? What is the proper role and responsibility of the so-called international community in such circumstances? In this class, we will examine the complementarity and conflict between the often-overlapping demands that nations face in the wake of large-scale human rights abuses, including retribution, reconciliation, restitution, memory, and other forms of accountability. This will include study of the traditional range of transitional justice tools and interventions that have evolved, including international tribunals from Nuremburg to the ICC, truth commissions, reparations programs, public memorials, vetting and lustration initiatives, and broader institutional reform. Along the way, we will probe the blind spots, assumptions, and limitations of varying transitional justice mechanisms, together with the transitional justice project in general.

KROC 490 | SPECIAL TOPICS SEMINAR
Units: 2 Repeatability: Yes (Can be repeated for Credit)
A course focusing on a special topic in peace and justice studies, conflict management and resolution, or social innovation. The course content and structure will differ depending on the instructor. See learning objectives for more information about the specific course, and consult your advisor for the full course description.

KROC 494 | SPECIAL TOPICS COURSE
Units: 3 Repeatability: Yes (Can be repeated for Credit)
A course focusing on a special topic in peace and justice studies, conflict management and resolution, or social innovation. The course content and structure will differ depending on instructor. See learning objectives for more information about the specific course, and consult your advisor for the full course description.

KROC 497 | PROFESSIONAL PORTFOLIO
Units: 1 Repeatability: No
The Kroc School equips changemakers. This course will help you to link the concepts, skills, and work-products developed in your time here with the professional requirements of the industry you wish to enter or return to upon graduation. In particular, this course will provide the time and support required to compile a professional portfolio comprised of the items specified by your degree program. The Portfolio contains a Curriculum Vitae highlighting your accomplishments to date, a cover letter, and a reflective essay, which serves as a coherent framework for drawing together lessons learned from your studies, and articulates your professional goals and trajectory. The rest of the Portfolio is comprised of work products from portfolio-eligible projects in your courses such as policy memos, strategy memos, articles, and grant applications. During class meetings we will work to identify and refine these work products, and how to showcase your accomplishments for a professional audience.

KROC 499 | INDEPENDENT STUDY
Units: 1-3 Repeatability: Yes (Repeatable if topic differs)
An independent study for up to three units provides students an opportunity to research a topic of particular interest to them relevant to Peace and Justice Studies. The faculty supervisor, program director and Dean of the Joan B. Kroc School of Peace Studies must approve the project proposal prior to the beginning of the relevant semester. This course may be repeated up to a maximum of three units.

KROC 500 | FOUNDATIONS: PEACE, JUSTICE & SOCIAL CHANGE
Units: 3 Repeatability: No
The course introduces students to a series of big ideas for making the world more peaceful and just, and how to apply them in shaping their own lives and careers of purpose. Foundations sets out to both 1) introduce foundational theories behind peace, justice, and social innovation and to 2) apply these concepts to specific fields of inquiry and practice. Throughout the course, students will be challenged not simply to learn a spectrum of ideas and practices, but to understand how they fit together, where and how to learn more, and how to craft their own educational and professional trajectories. This process has four essential elements: 1) building an inclusive, resilient, and productive culture; 2) getting everyone up to speed on the defining aspects of our field; 3) introducing the unique expertise and experience of Kroc School faculty and staff; and 4) helping you to see how your passion for positive social change is linked to particular issues and interventions.

KROC 510 | LEADERSHIP AND ORGANIZATIONS
Units: 3 Repeatability: No
This course focuses on the interplay between individuals, organizations, and change, providing multiple perspectives of leadership theories and their application to solving complex problems. It prepares students to become influential leaders in organizations pursuing social transformation and peacebuilding, locally and abroad. Students in this course explore their purpose, goals, and leadership style and begin to create their plan to achieve agency and grow as leaders, emphasizing adaptive change. In-class students expand their knowledge to discern and balance competing demands and tensions inherent in organizations and gain skills for addressing challenging situations and capitalizing on opportunities. Building peace and justice in communities worldwide involves leaders capable of articulating a compelling vision, mobilizing resources, and working effectively with diverse groups of people. It includes working in organizational settings with particular structures, strategies, and practices, whether nonprofits, for-profits, government, or hybrids. The course prepares students for peace and justice work in various economic, social, and cultural settings by bringing core concepts and theories about leadership, organizations, and change alive through experiential learning, case analysis, individual assessment, and self-reflection. In team exercises, students experience specific challenges and opportunities that leaders and team members face and obtain techniques for solving problems and getting things done.

KROC 512 | INTERNATIONAL JUSTICE & HUMAN RIGHTS
Units: 3 Repeatability: No

In modern history, the momentum behind the idea of human rights has grown tremendously. What began as a marginal utopian discourse has today become an important moral and political narrative in domestic and global affairs. At the same time, rights remain controversial and contested, and gaps in enforcement of human rights norms are conspicuous. At the current moment, there is a heavy shadow over the future of human rights as a global project, with challenges coming from both the political left and right, to say nothing of the shifting of the global political geotectonic plates. This course examines the actors, organizations, and ideas behind these developments, as well as the vast challenges we face today in attempting to enforce human rights norms globally.

KROC 513 | PROGRAM DESIGN, MONITORING & EVALUATION
Units: 3 Repeatability: No

Starting with a solid understanding of the evolution of thinking and practice among key development and peacebuilding actors, this course is designed to prepare students to design, monitor and evaluate peacebuilding programs and project. Students will not only understand best practices in project design and management but also learn the skills and tools necessary to effectively carry out projects.

KROC 514 | INTERNATIONAL SYSTEM
Units: 3 Repeatability: No

In a rapidly globalizing world, problems such as financial crises, poverty, violent conflicts, humanitarian disasters, pandemics and cybercrime are increasingly transnational in nature and cannot be solved solely by sovereign states acting individually or collectively. This course is designed to provide a big picture analysis of global governance and its interlocking elements. This includes an introduction to international organizations and multilateralism in a state-based international system and an examination of the political dynamics and key players of global governance in the post-Cold War era. It aims to enable students to understand the system's strengths and limitations and how to make it work better at the micro, meso and macrolevels.

KROC 515 | ENVIRONMENTAL PEACE & JUSTICE
Units: 3 Repeatability: No

Evidence is mounting that unprecedented economic growth experienced by human societies has induced a state of crisis for the Earth's ecological systems. Many of the public goods provided by them – fresh water, clean air, abundant fisheries, nutritious soils, low sea levels, and moderate weather, to name a few – are increasingly at risk. Their failure poses existential threats to the societies humans have collectively built over millennia, and heightens the risk of violent conflict. This course will critically examine connections between the three legs of the proverbial sustainable development stool: environment, economy, and peace. We will explore specific issues in an applied, place-based framework, focusing on ways of understanding larger challenges as they manifest themselves in the San Diego region. We will also ask fundamental questions about environmental sustainability: How do current development paradigms create environmental conflicts? What role can we expect technology to play in offsetting our ecological impact or solving our conflicts over scarce resources? What does environmental justice look like? And ultimately, what are our prospects for peace and progress in the face of environmental peril?.

KROC 521 | SOCIAL INNOVATION
Units: 3 Repeatability: No

A SOCIAL INNOVATION IS A "novel solution to a social problem that is more effective, efficient, sustainable, or just than current solutions" (Phills, Deiglmeier, & Miller 2008). The value created accrues primarily to society rather than to private individuals. In this course, you will develop your own definition of social innovation, will develop your own theory of change that social innovation is embedded in, and will learn about a number of strategies for understanding and creating social change for the greater good. You will gain knowledge and experience through engagement with individuals, organizations, and institutions that are implementing a wide range of social innovations. Cases of social impact through different organizational platforms – in the market, in government, within the nonprofit sector, and increasingly in the space between these three sectors – will be analyzed and discussed in this class. This course is additionally optimized to prepare you for clarifying your own SI contribution. You will have the opportunity to understand how social innovations are ideated and developed in different sectors. Through a combination of readings, guest lectures, and case studies, you will gain knowledge on diverse ways organizations are implementing social innovations as well as analyzing successes and failures. Participants will get to see social innovators as they are finding solutions to critical issues in our own backyard, and ask questions like: What defines a social innovator? Who do they involve in the process of achieving transformative social change? How do they learn? Social Innovation requires a unique and transferable set of skills. Through the course's field-based learning process, and through practical analytical tools, student participants will gain experience in analyzing others approaches and in developing their own approaches to social change.

KROC 522 | IMPACT EVALUATION
Units: 3 Repeatability: No

Social innovations are about novel solutions or approaches to solve social problems and they must be translated into actionable initiatives to achieve their intended goals. This course is designed to prepare students to design, monitor and evaluate social innovation initiatives. It provides essential knowledge for program design and management, including needs and impact assessment, as well as logic frameworks. Innovation involves transforming or creating new processes, services, products, policies, community dynamics, among others. But how do we know that a particular social innovation creates the desired impacts or value for individuals, communities, and society? How large are those impacts? How long do they last? This course introduces the basic concepts of 'program evaluation' in order to equip students with tools to answer these and similar questions for the purposes of enhancing the quality of initiatives. The course includes case studies, hands-on exercises, and opportunities to interact with guest speakers to develop familiarity with planning tools, evaluation types and designs, metrics and indicators, data collection methods, and human subjects research ethics.

KROC 523 | SOCIAL ENTREPRENEURSHIP
Units: 3 Repeatability: No

Globalization and rapidly increasing communications make us painfully aware of the intractable problems facing humanity and our planet today. Thankfully, we find that there is a growing number of talented, ambitious, and courageous individuals known as social entrepreneurs, and organizations known as social enterprises, that are creating initiatives that attempt to mitigate some of these problems on a scale - and with far more ambition - than ever seen before. These individuals and organizations are creating models of urgent, systemic change rather than more traditional incremental improvement, which are being advanced globally in what has come to be known as Social Entrepreneurship. In this course, we will get to know who these people are and what their organizations do, how they think and work, and why they represent more than just a ray of hope for our world today. Social entrepreneurship is a rapidly developing and evolving field in which nonprofit and business leaders design, grow, and lead mission-driven enterprises. As the traditional lines blur between nonprofit enterprises, government, and business, it is critical that students understand the opportunities and challenges in this new landscape. This course considers the full spectrum of social business models, including strictly non-profit organizations, enterprises developing revenue-generating products or services for a social goal, and socially responsible for-profit companies. This course will expose you to theory regarding entrepreneurship, models of social change, definitions of social entrepreneur and social entrepreneurship, management skills and the leadership required for social entrepreneurial organizations, scaling of social impact, the various possible legal structures, forms of financing and impact measurement for social mission organizations. We will also take an in-depth look at the history and evolution of a classic example of social entrepreneurship - microfinance. Social entrepreneurs address problems where the government, private sector, and traditional non-profit sector fail to achieve systemic impact. The course takes a global perspective, including organizations from San Diego, around the US, and abroad. It is designed to be highly participatory and engage students through readings, classroom discussions, videos, case studies, site visits and speakers from leading social enterprises. This course is designed for students who want to explore social enterprise start-ups, as well as those students who are just curious about the field and want to learn more about entrepreneurship and explore career opportunities.

KROC 524 | SOCIAL INNOVATION PRACTICUM
Units: 3 Repeatability: No

This is a course where students integrate theory and practice to address real-world problems faced by organizations and communities seeking to create social change. Acting as consultants, students acquire knowledge of real-world constraints and opportunities faced by organizations leading social change. Students learn ways to work in teams with organization or community partners for effective co-design of solutions, as they practice resourcefulness and creativity in problem-solving.

KROC 525 | REIMAGINING CAPITALISM: BUSINESS AS A FORCE FOR GOOD
Units: 3 Repeatability: No

Is the capitalist system the evil of our time or the savior of our future? Are businesses the cause of society's most pressing problems, or could they be part of the solution instead? How can business and entrepreneurial ingenuity reduce poverty and wealth inequality, protect the environment and natural resources, create community and social values, provide education and health services, and reduce gender inequality and migration? Can the capitalist system, powered by individualism, ambition, and a competitive spirit, evolve to be more humane and conscious of social problems? In a nutshell, what paradigms must change in the business world and society to make the market system a pillar for lasting positive peace? Working with real-life business cases, students in this course will be able to examine and critically analyze the above questions. The course will provide tools to tackle social issues using proven and innovative business techniques and models, from big businesses to small entrepreneurial examples. In short, this course focuses on the recently explored intersection between business and social innovation. Phills et al. define social innovation as "a novel solution to a social problem that is more effective, efficient, sustainable or just than existing solutions and for which the value created accrues primarily to society as a whole rather than private individuals." Social innovation is about generating transformative ideas and initiatives that meet unmet needs and attempt to create a "new equilibrium" that is socially superior to the status quo. By the end of the course, students work in teams to develop a sustainability project for an existing company or a new entrepreneurial venture. The business initiative must create social value for all relevant stakeholders and society and show how it contributes to positive peace. The projects must be cross-functional so that students use the full spectrum of knowledge and skills acquired during this course.

KROC 526 | DESIGN THINKING
Units: 1-3 Repeatability: No

This workshop provides an opportunity for students to experience the process of Design Thinking. Students in this course gain insight and understanding of the mindsets needed to engage in the design process. It prepares students to use Design Thinking strategies to engage in social change and social innovation projects.

KROC 530 | CONFLICT ANALYSIS & RESOLUTION
Units: 3 Repeatability: No

In all human societies, conflict is an integral part of daily life at interpersonal, intra-group, inter-group, and inter-national levels. Conflict can be constructive, focusing attention on neglected voices or social injustice and driving cultural and political change. It can also be destructive, damaging relationships, polarizing societies, or escalating into violence and war. In our increasingly interconnected world, it is crucial to develop effective methods to understand the sources and dynamics of conflicts and to deal with conflict productively. This course is designed to familiarize students with the interdisciplinary fields of peace and conflict studies, providing an overview of core concepts of contemporary theory and practice, as well as of the recent critical turn. We examine frameworks for analyzing the origins and processes of social conflict and violence and leading practical approaches to the conduct and evaluation of conflict resolution interventions. The course employs diverse methods and media, including lectures, discussions, interactive exercises, film, written assignments, and a conceptualization of an intervention. The course features experiential learning activities that provide opportunities for practical application of course concepts. Active participation in every class is essential; readings are always necessary but not sufficient for learning the material.

KROC 531 | INTERVENTION DESIGN
Units: 3 Repeatability: No

The Intervention Design course provides a framework for students to synthesize and apply knowledge and practical skills gained during the program to create a specific conflict management/resolution project. The course is also a chance to create a key Kroc School Portfolio item that students can showcase to prospective employers, donors, or partners. The course is a requirement for the MS in Conflict Management & Resolution (MS-CMR) program and an elective option for the Graduate Certificate in Mediation & Conflict Resolution.

KROC 532 | NEGOTIATIONS
Units: 3 Repeatability: No

Negotiation is the most widely used means of conflict management. This course aims to develop your understanding of the principles, strategies, and tactics of effective negotiation in emotionally charged conflict situations. The role of identity – culture, gender, religion, nationality, class – will be mainstreamed throughout the course. Case studies and hands-on simulations will cover a variety of multi-issue, multi-party negotiations involving territorial and ethnic conflict, environmental justice, and post-conflict reconciliation. Each case involves both material concerns and underlying social-psychological interests. This course emphasizes the power of symbols, rules and norms, and regime and relationship building for cooperative ventures, governance, and conflict prevention.

KROC 533 | MEDIATION
Units: 3 Repeatability: No

This course will focus on skills-building in mediation. Students will learn and practice a variety of tools and methods of mediating conflicts and disputes. Our experiential class will be divided between learning the traditional mediation skills, practice, and theory, including the benefits and limitations of mediation as a dispute resolution method on the one hand, and alternative approaches to mediation on the other. The alternative models will include the needs analysis-based Problem-Solving Workshop, the narrative analysis-based Mediation of History, and the Evolving Designs model aimed at work in multi-party environments. After taking this course, students will be able to: differentiate among various mediation processes; distinguish between interest-based and needs-based approaches; differentiate between the traditional and alternative mediation practices; demonstrate awareness in regard to ethical dilemmas of mediation practices; possess the skills to serve as a mediator; design and lead context-appropriate mediation processes.

KROC 534 | MEDIA, NATIONALISM, AND CONFLICT
Units: 3 Repeatability: No

Regarded collectively, media is a means of mass communication. It is also the plural form of a "medium" or the means through which social phenomena such as nations and conflicts within and between them are (re)produced. The agencies and structures that (re)produce nationalism and other forms of social solidarity and conflict do not simply transmit reality as it happens. Even the most impartial and multidimensional transmission is selective and therefore subjective: since it represents a particular ideology, a particular lens, a particular angle, a particular frame, a particular cut, and a particular timeframe. In other words, what we receive through media is inevitably a representation of an event and not the event itself. The course will look into an array of media ranging from museums and architectures to cinema, literature, and social and mass media. We will explore the storytelling process that includes framing, selecting, narrating, plot construction, and other mechanisms which (re)produce and transform ideologies and other conflict discourses. We will learn to critically analyze a wide variety of texts and visual materials, differentiate between narrative structures that (re)produce violence and those that (re)produce peace, and envision discursive interventions.

KROC 570 | WAR, GENDER AND PEACEBUILDING
Units: 2-3 Repeatability: No
Non-Core Attributes: Experiential

This course explores the peacebuilding roles that women play in conflict zones around the world. Like traditional courses, it will include an introduction to gender and peacebuilding and an analysis of women's leadership in human rights activism and conflict resolution. However, this unique course is built around the involvement of women peacemakers from conflict zones around the world who will play an active role in the classroom and help us explore how power, oppression, and gendered identities contribute to war and peace from the personal to the societal levels. Through a series of expert lectures, case studies, interactive exercises, and mixed media presentations, students will gain an increased understanding of gender and peacebuilding, including the gendered drivers of conflict, and the different roles women and men play supporting, preventing, mitigating, and resolving conflict.

KROC 571 | IMMIGRATION AND ASYLUM IN PRACTICE
Units: 3 Repeatability: No
Non-Core Attributes: Community Engagement, Experiential

The course begins with an overview of U.S. immigration and asylum policy and how it interfaces with global migration, war, revolution, and climate change. We examine the critical role that race, class, ethnicity, country of origin, and gender played in the development of U.S. immigration law and policy, and how they impact policies today. We look at U.S. asylum policy and examine the role of international law in its implementation. Does the United States comply with the 1951 Refugee Convention and its 1967 Protocol? Turning to immigration issues confronting us today, we examine immigration policies of current and prior administrations, including DACA (Deferred Action for Childhood Arrivals), family separation, the criminalization of immigration, asylum, and other topics. We look at issues specific to our Mexican-American border at San Ysidro, CA.

KROC 572 | TRANSITIONAL JUSTICE
Units: 3 Repeatability: No

Transitional Justice is a somewhat new field of policy, practice, and study that focuses on the moral, legal, and political dilemmas encountered as individuals, communities, and nations attempt to grapple with historical legacies of war crimes, crimes against humanity, genocide, and other large-scale human rights violations. In such circumstances: Who must be punished and who may be pardoned? Do vigorous efforts to promote legal accountability jeopardize the emerging and fragile peace? What is the proper role and responsibility of the so-called international community in such circumstances? In this class, we will examine the complementarity and conflict between the often-overlapping demands that nations face in the wake of large-scale human rights abuses, including retribution, reconciliation, restitution, memory, and other forms of accountability. This will include study of the traditional range of transitional justice tools and interventions that have evolved, including international tribunals from Nuremburg to the ICC, truth commissions, reparations programs, public memorials, vetting and lustration initiatives, and broader institutional reform. Along the way, we will probe the blind spots, assumptions, and limitations of varying transitional justice mechanisms, together with the transitional justice project in general.

KROC 574 | HUMAN RIGHTS ADVOCACY
Units: 3 Repeatability: No

An examination of the actors and organizations conducting modern-day human rights advocacy and the techniques central to their work, including fact-finding, monitoring, report writing and media work. The course provides a balance of practical skill development (interviewing, press release writing) and critical-reflective examination of the ethical and strategic dilemmas faced by human rights advocates today.

KROC 576 | PEACE & SPIRITUALITY
Units: 2 Repeatability: No
The purpose of this class is to support students in cultivating a practice of reflection and resilience. Students and the instructor together will explore faith, spirituality, and contemplative practice in the context of their personal experience as peacebuilders, activists, changemakers, and social entrepreneurs. Spiritual concepts will be accompanied by insights drawn from more secular philosophical perspectives, as well as science. The course will begin at the micro level with an examination of the self, the nature of consciousness, and other existential introspective themes, before moving to the more meso and macro levels where we will investigate the relationship between inner peace and outer peace. The latter will include the ways in which spiritual faith and practice can both motivate and sustain peacebuilding work, including by helping to cope with issues of stress and burnout; and the ways in which spiritual practices can be integrated into peacebuilding programs. While students will be encouraged to pursue a wide variety of spiritual practices, as a class we will spend a significant amount of time together learning and practicing mindfulness and other forms of meditation.

KROC 577 | INTERCULTURAL COMPETENCY
Units: 2 Repeatability: No
Based on the extensive research in anthropology, cross-cultural psychology, leadership, and organizational behavior, the course reviews the impact of culture on leaders and their followers at the national, group, and organizational levels. It provides a thorough review of relevant theories. It applies them to helping students develop the cultural mindset essential to effective peace leadership in today's global and interconnected world. This course will focus on building an awareness of cultural differences, cultural biases, and cultural adaptation. Students will develop cultural sensitivity that encompasses verbal, physical, and emotional differences in cultural expression.

KROC 578 | DATA VISUALIZATION
Units: 3 Repeatability: No
Long considered a "soft" area of practice, more art than science, peacebuilding and its adjacent professional fields increasingly rely on using data to design, garner support for, and evaluate their initiatives. Data visualization comprises a powerful set of tools and techniques used to explore and present information. Combined with program research skills and fluency in statistics, it can help us understand problems we confront, interventions we craft to solve them, and the effects of those interventions. It can help us to communicate, telling visual stories that can convince our target audience, be they colleagues, policymakers, funders, or the general public. This course is designed to cultivate basic data visualization and statistical skills that can provide a solid professional advantage on the job market.

KROC 590 | SPECIAL TOPICS SEMINAR
Units: 2 Repeatability: Yes (Can be repeated for Credit)
A course focusing on a special topic in peace and justice studies, conflict management and resolution, or social innovation. The course content and structure will differ depending on instructor. See learning objectives for more information about the specific course, and consult your advisor for the full course description.

KROC 592 | WORKSHOPS
Units: 1 Repeatability: Yes (Can be repeated for Credit)
A workshop focusing on a special topic or unique opportunity in peace and justice, conflict management and resolution, or social innovation. Workshop content and structure will differ depending on the instructor. See the learning objectives for more information about the course, and consult your advisor for the workshop's course description.

KROC 593 | FIELD-BASED PRACTICUM
Units: 3 Repeatability: Yes (Can be repeated for Credit)
Non-Core Attributes: International
The Kroc School's field-based courses create a space for students to apply classroom knowledge in the field within creative and structured environments. The field-based course includes three common elements: a) an applied curriculum, b) the opportunity to interact with practitioners from communities affected by violence and injustice, and c) experience in implementing collaborative projects in the field. Students' work will be guided by USD's core humanistic principles, emphasizing how to look at individuals and communities in a holistic manner. See learning objectives for more information about the course, and consult your advisor for the course description.

KROC 594 | SPECIAL TOPICS COURSE
Units: 3 Repeatability: Yes (Can be repeated for Credit)
A course focusing on a special topic in peace and justice studies, conflict management and resolution, or social innovation. The course content and structure will differ depending on instructor. See learning objectives for more information about the specific course, and consult your advisor for the full course description.

KROC 595 | READING GROUP
Units: 1 Repeatability: Yes (Can be repeated for Credit)
A reading group on a special topic in peace and justice, conflict management and resolution, or social innovation. The reading group's content and meeting times will differ depending on the instructor. See learning objectives for more information about the specific course, and consult your advisor for the reading group's description.

KROC 597 | PROFESSIONAL PORTFOLIO
Units: 1 Repeatability: No
The Kroc School equips changemakers. This course will help you to link the concepts, skills, and work-products developed in your time here with the professional requirements of the industry you wish to enter or return to upon graduation. In particular, this course will provide the time and support required to compile a professional portfolio comprised of the items specified by your degree program. The Portfolio contains a Curriculum Vitae highlighting your accomplishments to date, a cover letter, and a reflective essay, which serves as a coherent framework for drawing together lessons learned from your studies, and articulates your professional goals and trajectory. The rest of the Portfolio is comprised of work products from portfolio-eligible projects in your courses such as policy memos, strategy memos, articles, and grant applications. During class meetings we will work to identify and refine these work products, and how to showcase your accomplishments for a professional audience.

KROC 599 | INDEPENDENT STUDY
Units: 1-3 Repeatability: Yes (Repeatable if topic differs)
An independent study for up to three units provides students an opportunity to research a topic of particular interest to them relevant to Peace and Justice Studies. The faculty supervisor, program director and Dean of the Joan B. Kroc School of Peace Studies must approve the project proposal prior to the beginning of the relevant semester. This course may be repeated up to a maximum of three units.

Master of Science in Conflict Management and Resolution

The Master of Science in Conflict Management and Resolution (MS-CMR) is designed for early and mid-career professionals in any field seeking the opportunity to leverage their experience and cultivate new skills to effectively manage and resolve conflict. This multidisciplinary program covers theory and practice to transform interpersonal, group, organizational, community, and systems-level conflict in a variety of contexts. Through ongoing experimentation, simulation and practice, MS-CMR students gain skills in conflict analysis, negotiation, mediation, facilitation and dialogue. The MS-CMR is offered as a

full-time 15-month, accelerated 9-month, or part-time program. The MS-CMR has both Fall and Spring enrollment periods.

Additional Requirements For Admission

See Admission Page (p. 50) for basic admission requirements.

Entrance Semesters	Fall, Spring
Application Deadline	Fall: January 12th Priority Deadline, May 1st Final Deadline. Spring: December 1st Final Deadline
Minimum Grade Point Average	3.0 (4.0 scale) in all undergraduate coursework
Standardized Admission Test	None
Required Coursework	None
Required Licenses/Credentials	None
Additional Requirements	Four Short Essays (250 words each), Professional Resume, Three Years of Professional Work Experience, Two Letters of Recommendation

Degree Requirements

- Full-time or part-time status as a graduate student
- Approval of courses by faculty advisor
- Mandatory KROC 501 self-paced orientation and in-person orientation
- 30 units of graduate work with a cumulative 3.0 grade point average or higher
- KROC 500 Foundations: Peace, Justice & Social Change course (3 units)
- Core courses (6 units)
- Skills and methods courses (at least 6 units)
- Field-based practicum course (3 units)
  - Students with at least 3 years of relevant work experience may petition to waive this requirement.
- Electives (at least 11 units)
  - Electives are chosen in consultation with a faculty advisor. No more than 6 units of coursework may be taken outside of the Kroc School. Of these 6 units, no more than 3 units of coursework at the 300 or 400 level can be counted towards the 30 units. A maximum of 3 different 1-unit pass/fail electives can be taken, unless a faculty advisor approves otherwise.
- KROC 597 Professional Portfolio with a "B" or better (1 unit)

Code	Title	Units
Foundations: Peace, Justice, and Social Change (3 units)		
KROC 500	Foundations: Peace, Justice & Social Change	3
Core Courses (6 units)		
KROC 530	Conflict Analysis & Resolution	3
KROC 531	Intervention Design	3
Skills and Methods (at least 6 units)		
KROC 513	Program Design, Monitoring & Evaluation	3
KROC 532	Negotiations	3
KROC 533	Mediation	3
KROC 594	Special Topics Course (Facilitation & Dialogue Skills)	3
Field-based Practicum		
KROC 593	Field-based Practicum (Students with at least 3 years of relevant work experience may petition to waive this requirement.)	3
Electives (11 units)		

- Electives are chosen in consultation with a faculty advisor. No more than 6 units of coursework may be taken outside of the Kroc School. Of these 6 units, no more than 3 units of coursework at the 300 or 400 level can be counted towards the 30 units. A maximum of 3 different 1-unit pass/fail electives can be taken, unless a faculty advisor approves otherwise.

Professional Portfolio (1 unit)		
KROC 597	Professional Portfolio	1

Courses

KROC 500 | FOUNDATIONS: PEACE, JUSTICE & SOCIAL CHANGE
Units: 3 Repeatability: No
The course introduces students to a series of big ideas for making the world more peaceful and just, and how to apply them in shaping their own lives and careers of purpose. Foundations sets out to both 1) introduce foundational theories behind peace, justice, and social innovation and to 2) apply these concepts to specific fields of inquiry and practice. Throughout the course, students will be challenged not simply to learn a spectrum of ideas and practices, but to understand how they fit together, where and how to learn more, and how to craft their own educational and professional trajectories. This process has four essential elements: 1) building an inclusive, resilient, and productive culture; 2) getting everyone up to speed on the defining aspects of our field; 3) introducing the unique expertise and experience of Kroc School faculty and staff; and 4) helping you to see how your passion for positive social change is linked to particular issues and interventions.

KROC 510 | LEADERSHIP AND ORGANIZATIONS
Units: 3 Repeatability: No
This course focuses on the interplay between individuals, organizations, and change, providing multiple perspectives of leadership theories and their application to solving complex problems. It prepares students to become influential leaders in organizations pursuing social transformation and peacebuilding, locally and abroad. Students in this course explore their purpose, goals, and leadership style and begin to create their plan to achieve agency and grow as leaders, emphasizing adaptive change. In-class students expand their knowledge to discern and balance competing demands and tensions inherent in organizations and gain skills for addressing challenging situations and capitalizing on opportunities. Building peace and justice in communities worldwide involves leaders capable of articulating a compelling vision, mobilizing resources, and working effectively with diverse groups of people. It includes working in organizational settings with particular structures, strategies, and practices, whether nonprofits, for-profits, government, or hybrids. The course prepares students for peace and justice work in various economic, social, and cultural settings by bringing core concepts and theories about leadership, organizations, and change alive through experiential learning, case analysis, individual assessment, and self-reflection. In team exercises, students experience specific challenges and opportunities that leaders and team members face and obtain techniques for solving problems and getting things done.

KROC 512 | INTERNATIONAL JUSTICE & HUMAN RIGHTS
Units: 3 Repeatability: No
In modern history, the momentum behind the idea of human rights has grown tremendously. What began as a marginal utopian discourse has today become an important moral and political narrative in domestic and global affairs. At the same time, rights remain controversial and contested, and gaps in enforcement of human rights norms are conspicuous. At the current moment, there is a heavy shadow over the future of human rights as a global project, with challenges coming from both the political left and right, to say nothing of the shifting of the global political geotectonic plates. This course examines the actors, organizations, and ideas behind these developments, as well as the vast challenges we face today in attempting to enforce human rights norms globally.

KROC 513 | PROGRAM DESIGN, MONITORING & EVALUATION
Units: 3 Repeatability: No
Starting with a solid understanding of the evolution of thinking and practice among key development and peacebuilding actors, this course is designed to prepare students to design, monitor and evaluate peacebuilding programs and project. Students will not only understand best practices in project design and management but also learn the skills and tools necessary to effectively carry out projects.

KROC 514 | INTERNATIONAL SYSTEM
Units: 3 Repeatability: No
In a rapidly globalizing world, problems such as financial crises, poverty, violent conflicts, humanitarian disasters, pandemics and cybercrime are increasingly transnational in nature and cannot be solved solely by sovereign states acting individually or collectively. This course is designed to provide a big picture analysis of global governance and its interlocking elements. This includes an introduction to international organizations and multilateralism in a state-based international system and an examination of the political dynamics and key players of global governance in the post-Cold War era. It aims to enable students to understand the system's strengths and limitations and how to make it work better at the micro, meso and macrolevels.

KROC 515 | ENVIRONMENTAL PEACE & JUSTICE
Units: 3 Repeatability: No
Evidence is mounting that unprecedented economic growth experienced by human societies has induced a state of crisis for the Earth's ecological systems. Many of the public goods provided by them – fresh water, clean air, abundant fisheries, nutritious soils, low sea levels, and moderate weather, to name a few – are increasingly at risk. Their failure poses existential threats to the societies humans have collectively built over millennia, and heightens the risk of violent conflict. This course will critically examine connections between the three legs of the proverbial sustainable development stool: environment, economy, and peace. We will explore specific issues in an applied, place-based framework, focusing on ways of understanding larger challenges as they manifest themselves in the San Diego region. We will also ask fundamental questions about environmental sustainability: How do current development paradigms create environmental conflicts? What role can we expect technology to play in offsetting our ecological impact or solving our conflicts over scarce resources? What does environmental justice look like? And ultimately, what are our prospects for peace and progress in the face of environmental peril?.

KROC 521 | SOCIAL INNOVATION
Units: 3 Repeatability: No
A SOCIAL INNOVATION IS A "novel solution to a social problem that is more effective, efficient, sustainable, or just than current solutions" (Phills, Deiglmeier, & Miller 2008). The value created accrues primarily to society rather than to private individuals. In this course, you will develop your own definition of social innovation, will develop your own theory of change that social innovation is embedded in, and will learn about a number of strategies for understanding and creating social change for the greater good. You will gain knowledge and experience through engagement with individuals, organizations, and institutions that are implementing a wide range of social innovations. Cases of social impact through different organizational platforms – in the market, in government, within the nonprofit sector, and increasingly in the space between these three sectors – will be analyzed and discussed in this class. This course is additionally optimized to prepare you for clarifying your own SI contribution. You will have the opportunity to understand how social innovations are ideated and developed in different sectors. Through a combination of readings, guest lectures, and case studies, you will gain knowledge on diverse ways organizations are implementing social innovations as well as analyzing successes and failures. Participants will get to see social innovators as they are finding solutions to critical issues in our own backyard, and ask questions like: What defines a social innovator? Who do they involve in the process of achieving transformative social change? How do they learn? Social Innovation requires a unique and transferable set of skills. Through the course's field-based learning process, and through practical analytical tools, student participants will gain experience in analyzing others approaches and in developing their own approaches to social change.

KROC 522 | IMPACT EVALUATION
Units: 3 Repeatability: No
Social innovations are about novel solutions or approaches to solve social problems and they must be translated into actionable initiatives to achieve their intended goals. This course is designed to prepare students to design, monitor and evaluate social innovation initiatives. It provides essential knowledge for program design and management, including needs and impact assessment, as well as logic frameworks. Innovation involves transforming or creating new processes, services, products, policies, community dynamics, among others. But how do we know that a particular social innovation creates the desired impacts or value for individuals, communities, and society? How large are those impacts? How long do they last? This course introduces the basic concepts of 'program evaluation' in order to equip students with tools to answer these and similar questions for the purposes of enhancing the quality of initiatives. The course includes case studies, hands-on exercises, and opportunities to interact with guest speakers to develop familiarity with planning tools, evaluation types and designs, metrics and indicators, data collection methods, and human subjects research ethics.

KROC 523 | SOCIAL ENTREPRENEURSHIP
Units: 3 Repeatability: No

Globalization and rapidly increasing communications make us painfully aware of the intractable problems facing humanity and our planet today. Thankfully, we find that there is a growing number of talented, ambitious, and courageous individuals known as social entrepreneurs, and organizations known as social enterprises, that are creating initiatives that attempt to mitigate some of these problems on a scale - and with far more ambition - than ever seen before. These individuals and organizations are creating models of urgent, systemic change rather than more traditional incremental improvement, which are being advanced globally in what has come to be known as Social Entrepreneurship. In this course, we will get to know who these people are and what their organizations do, how they think and work, and why they represent more than just a ray of hope for our world today. Social entrepreneurship is a rapidly developing and evolving field in which nonprofit and business leaders design, grow, and lead mission-driven enterprises. As the traditional lines blur between nonprofit enterprises, government, and business, it is critical that students understand the opportunities and challenges in this new landscape. This course considers the full spectrum of social business models, including strictly non-profit organizations, enterprises developing revenue-generating products or services for a social goal, and socially responsible for-profit companies. This course will expose you to theory regarding entrepreneurship, models of social change, definitions of social entrepreneur and social entrepreneurship, management skills and the leadership required for social entrepreneurial organizations, scaling of social impact, the various possible legal structures, forms of financing and impact measurement for social mission organizations. We will also take an in-depth look at the history and evolution of a classic example of social entrepreneurship - microfinance. Social entrepreneurs address problems where the government, private sector, and traditional non-profit sector fail to achieve systemic impact. The course takes a global perspective, including organizations from San Diego, around the US, and abroad. It is designed to be highly participatory and engage students through readings, classroom discussions, videos, case studies, site visits and speakers from leading social enterprises. This course is designed for students who want to explore social enterprise start-ups, as well as those students who are just curious about the field and want to learn more about entrepreneurship and explore career opportunities.

KROC 524 | SOCIAL INNOVATION PRACTICUM
Units: 3 Repeatability: No

This is a course where students integrate theory and practice to address real-world problems faced by organizations and communities seeking to create social change. Acting as consultants, students acquire knowledge of real-world constraints and opportunities faced by organizations leading social change. Students learn ways to work in teams with organization or community partners for effective co-design of solutions, as they practice resourcefulness and creativity in problem-solving.

KROC 525 | REIMAGINING CAPITALISM: BUSINESS AS A FORCE FOR GOOD
Units: 3 Repeatability: No

Is the capitalist system the evil of our time or the savior of our future? Are businesses the cause of society's most pressing problems, or could they be part of the solution instead? How can business and entrepreneurial ingenuity reduce poverty and wealth inequality, protect the environment and natural resources, create community and social values, provide education and health services, and reduce gender inequality and migration? Can the capitalist system, powered by individualism, ambition, and a competitive spirit, evolve to be more humane and conscious of social problems? In a nutshell, what paradigms must change in the business world and society to make the market system a pillar for lasting positive peace? Working with real-life business cases, students in this course will be able to examine and critically analyze the above questions. The course will provide tools to tackle social issues using proven and innovative business techniques and models, from big businesses to small entrepreneurial examples. In short, this course focuses on the recently explored intersection between business and social innovation. Phills et al. define social innovation as "a novel solution to a social problem that is more effective, efficient, sustainable or just than existing solutions and for which the value created accrues primarily to society as a whole rather than private individuals." Social innovation is about generating transformative ideas and initiatives that meet unmet needs and attempt to create a "new equilibrium" that is socially superior to the status quo. By the end of the course, students work in teams to develop a sustainability project for an existing company or a new entrepreneurial venture. The business initiative must create social value for all relevant stakeholders and society and show how it contributes to positive peace. The projects must be cross-functional so that students use the full spectrum of knowledge and skills acquired during this course.

KROC 526 | DESIGN THINKING
Units: 1-3 Repeatability: No

This workshop provides an opportunity for students to experience the process of Design Thinking. Students in this course gain insight and understanding of the mindsets needed to engage in the design process. It prepares students to use Design Thinking strategies to engage in social change and social innovation projects.

KROC 530 | CONFLICT ANALYSIS & RESOLUTION
Units: 3 Repeatability: No

In all human societies, conflict is an integral part of daily life at interpersonal, intra-group, inter-group, and inter-national levels. Conflict can be constructive, focusing attention on neglected voices or social injustice and driving cultural and political change. It can also be destructive, damaging relationships, polarizing societies, or escalating into violence and war. In our increasingly interconnected world, it is crucial to develop effective methods to understand the sources and dynamics of conflicts and to deal with conflict productively. This course is designed to familiarize students with the interdisciplinary fields of peace and conflict studies, providing an overview of core concepts of contemporary theory and practice, as well as of the recent critical turn. We examine frameworks for analyzing the origins and processes of social conflict and violence and leading practical approaches to the conduct and evaluation of conflict resolution interventions. The course employs diverse methods and media, including lectures, discussions, interactive exercises, film, written assignments, and a conceptualization of an intervention. The course features experiential learning activities that provide opportunities for practical application of course concepts. Active participation in every class is essential; readings are always necessary but not sufficient for learning the material.

KROC 531 | INTERVENTION DESIGN
Units: 3 Repeatability: No
The Intervention Design course provides a framework for students to synthesize and apply knowledge and practical skills gained during the program to create a specific conflict management/resolution project. The course is also a chance to create a key Kroc School Portfolio item that students can showcase to prospective employers, donors, or partners. The course is a requirement for the MS in Conflict Management & Resolution (MS-CMR) program and an elective option for the Graduate Certificate in Mediation & Conflict Resolution.

KROC 532 | NEGOTIATIONS
Units: 3 Repeatability: No
Negotiation is the most widely used means of conflict management. This course aims to develop your understanding of the principles, strategies, and tactics of effective negotiation in emotionally charged conflict situations. The role of identity – culture, gender, religion, nationality, class – will be mainstreamed throughout the course. Case studies and hands-on simulations will cover a variety of multi-issue, multi-party negotiations involving territorial and ethnic conflict, environmental justice, and post-conflict reconciliation. Each case involves both material concerns and underlying social-psychological interests. This course emphasizes the power of symbols, rules and norms, and regime and relationship building for cooperative ventures, governance, and conflict prevention.

KROC 533 | MEDIATION
Units: 3 Repeatability: No
This course will focus on skills-building in mediation. Students will learn and practice a variety of tools and methods of mediating conflicts and disputes. Our experiential class will be divided between learning the traditional mediation skills, practice, and theory, including the benefits and limitations of mediation as a dispute resolution method on the one hand, and alternative approaches to mediation on the other. The alternative models will include the needs analysis-based Problem-Solving Workshop, the narrative analysis-based Mediation of History, and the Evolving Designs model aimed at work in multi-party environments. After taking this course, students will be able to: differentiate among various mediation processes; distinguish between interest-based and needs-based approaches; differentiate between the traditional and alternative mediation practices; demonstrate awareness in regard to ethical dilemmas of mediation practices; possess the skills to serve as a mediator; design and lead context-appropriate mediation processes.

KROC 534 | MEDIA, NATIONALISM, AND CONFLICT
Units: 3 Repeatability: No
Regarded collectively, media is a means of mass communication. It is also the plural form of a "medium" or the means through which social phenomena such as nations and conflicts within and between them are (re)produced. The agencies and structures that (re)produce nationalism and other forms of social solidarity and conflict do not simply transmit reality as it happens. Even the most impartial and multidimensional transmission is selective and therefore subjective: since it represents a particular ideology, a particular lens, a particular angle, a particular frame, a particular cut, and a particular timeframe. In other words, what we receive through media is inevitably a representation of an event and not the event itself. The course will look into an array of media ranging from museums and architectures to cinema, literature, and social and mass media. We will explore the storytelling process that includes framing, selecting, narrating, plot construction, and other mechanisms which (re)produce and transform ideologies and other conflict discourses. We will learn to critically analyze a wide variety of texts and visual materials, differentiate between narrative structures that (re)produce violence and those that (re)produce peace, and envision discursive interventions.

KROC 570 | WAR, GENDER AND PEACEBUILDING
Units: 2-3 Repeatability: No
Non-Core Attributes: Experiential
This course explores the peacebuilding roles that women play in conflict zones around the world. Like traditional courses, it will include an introduction to gender and peacebuilding and an analysis of women's leadership in human rights activism and conflict resolution. However, this unique course is built around the involvement of women peacemakers from conflict zones around the world who will play an active role in the classroom and help us explore how power, oppression, and gendered identities contribute to war and peace from the personal to the societal levels. Through a series of expert lectures, case studies, interactive exercises, and mixed media presentations, students will gain an increased understanding of gender and peacebuilding, including the gendered drivers of conflict, and the different roles women and men play supporting, preventing, mitigating, and resolving conflict.

KROC 571 | IMMIGRATION AND ASYLUM IN PRACTICE
Units: 3 Repeatability: No
Non-Core Attributes: Community Engagement, Experiential
The course begins with an overview of U.S. immigration and asylum policy and how it interfaces with global migration, war, revolution, and climate change. We examine the critical role that race, class, ethnicity, country of origin, and gender played in the development of U.S. immigration law and policy, and how they impact policies today. We look at U.S. asylum policy and examine the role of international law in its implementation. Does the United States comply with the 1951 Refugee Convention and its 1967 Protocol? Turning to immigration issues confronting us today, we examine immigration policies of current and prior administrations, including DACA (Deferred Action for Childhood Arrivals), family separation, the criminalization of immigration, asylum, and other topics. We look at issues specific to our Mexican-American border at San Ysidro, CA.

KROC 572 | TRANSITIONAL JUSTICE
Units: 3 Repeatability: No
Transitional Justice is a somewhat new field of policy, practice, and study that focuses on the moral, legal, and political dilemmas encountered as individuals, communities, and nations attempt to grapple with historical legacies of war crimes, crimes against humanity, genocide, and other large-scale human rights violations. In such circumstances: Who must be punished and who may be pardoned? Do vigorous efforts to promote legal accountability jeopardize the emerging and fragile peace? What is the proper role and responsibility of the so-called international community in such circumstances? In this class, we will examine the complementarity and conflict between the often-overlapping demands that nations face in the wake of large-scale human rights abuses, including retribution, reconciliation, restitution, memory, and other forms of accountability. This will include study of the traditional range of transitional justice tools and interventions that have evolved, including international tribunals from Nuremburg to the ICC, truth commissions, reparations programs, public memorials, vetting and lustration initiatives, and broader institutional reform. Along the way, we will probe the blind spots, assumptions, and limitations of varying transitional justice mechanisms, together with the transitional justice project in general.

KROC 574 | HUMAN RIGHTS ADVOCACY
Units: 3 Repeatability: No
An examination of the actors and organizations conducting modern-day human rights advocacy and the techniques central to their work, including fact-finding, monitoring, report writing and media work. The course provides a balance of practical skill development (interviewing, press release writing) and critical-reflective examination of the ethical and strategic dilemmas faced by human rights advocates today.

KROC 576 | PEACE & SPIRITUALITY
Units: 2 Repeatability: No
The purpose of this class is to support students in cultivating a practice of reflection and resilience. Students and the instructor together will explore faith, spirituality, and contemplative practice in the context of their personal experience as peacebuilders, activists, changemakers, and social entrepreneurs. Spiritual concepts will be accompanied by insights drawn from more secular philosophical perspectives, as well as science. The course will begin at the micro level with an examination of the self, the nature of consciousness, and other existential introspective themes, before moving to the more meso and macro levels where we will investigate the relationship between inner peace and outer peace. The latter will include the ways in which spiritual faith and practice can both motivate and sustain peacebuilding work, including by helping to cope with issues of stress and burnout; and the ways in which spiritual practices can be integrated into peacebuilding programs. While students will be encouraged to pursue a wide variety of spiritual practices, as a class we will spend a significant amount of time together learning and practicing mindfulness and other forms of meditation.

KROC 577 | INTERCULTURAL COMPETENCY
Units: 2 Repeatability: No
Based on the extensive research in anthropology, cross-cultural psychology, leadership, and organizational behavior, the course reviews the impact of culture on leaders and their followers at the national, group, and organizational levels. It provides a thorough review of relevant theories. It applies them to helping students develop the cultural mindset essential to effective peace leadership in today's global and interconnected world. This course will focus on building an awareness of cultural differences, cultural biases, and cultural adaptation. Students will develop cultural sensitivity that encompasses verbal, physical, and emotional differences in cultural expression.

KROC 578 | DATA VISUALIZATION
Units: 3 Repeatability: No
Long considered a "soft" area of practice, more art than science, peacebuilding and its adjacent professional fields increasingly rely on using data to design, garner support for, and evaluate their initiatives. Data visualization comprises a powerful set of tools and techniques used to explore and present information. Combined with program research skills and fluency in statistics, it can help us understand problems we confront, interventions we craft to solve them, and the effects of those interventions. It can help us to communicate, telling visual stories that can convince our target audience, be they colleagues, policymakers, funders, or the general public. This course is designed to cultivate basic data visualization and statistical skills that can provide a solid professional advantage on the job market.

KROC 590 | SPECIAL TOPICS SEMINAR
Units: 2 Repeatability: Yes (Can be repeated for Credit)
A course focusing on a special topic in peace and justice studies, conflict management and resolution, or social innovation. The course content and structure will differ depending on instructor. See learning objectives for more information about the specific course, and consult your advisor for the full course description.

KROC 592 | WORKSHOPS
Units: 1 Repeatability: Yes (Can be repeated for Credit)
A workshop focusing on a special topic or unique opportunity in peace and justice, conflict management and resolution, or social innovation. Workshop content and structure will differ depending on the instructor. See the learning objectives for more information about the course, and consult your advisor for the workshop's course description.

KROC 593 | FIELD-BASED PRACTICUM
Units: 3 Repeatability: Yes (Can be repeated for Credit)
Non-Core Attributes: International
The Kroc School's field-based courses create a space for students to apply classroom knowledge in the field within creative and structured environments. The field-based course includes three common elements: a) an applied curriculum, b) the opportunity to interact with practitioners from communities affected by violence and injustice, and c) experience in implementing collaborative projects in the field. Students' work will be guided by USD's core humanistic principles, emphasizing how to look at individuals and communities in a holistic manner. See learning objectives for more information about the course, and consult your advisor for the course description.

KROC 594 | SPECIAL TOPICS COURSE
Units: 3 Repeatability: Yes (Can be repeated for Credit)
A course focusing on a special topic in peace and justice studies, conflict management and resolution, or social innovation. The course content and structure will differ depending on instructor. See learning objectives for more information about the specific course, and consult your advisor for the full course description.

KROC 595 | READING GROUP
Units: 1 Repeatability: Yes (Can be repeated for Credit)
A reading group on a special topic in peace and justice, conflict management and resolution, or social innovation. The reading group's content and meeting times will differ depending on the instructor. See learning objectives for more information about the specific course, and consult your advisor for the reading group's description.

KROC 597 | PROFESSIONAL PORTFOLIO
Units: 1 Repeatability: No
The Kroc School equips changemakers. This course will help you to link the concepts, skills, and work-products developed in your time here with the professional requirements of the industry you wish to enter or return to upon graduation. In particular, this course will provide the time and support required to compile a professional portfolio comprised of the items specified by your degree program. The Portfolio contains a Curriculum Vitae highlighting your accomplishments to date, a cover letter, and a reflective essay, which serves as a coherent framework for drawing together lessons learned from your studies, and articulates your professional goals and trajectory. The rest of the Portfolio is comprised of work products from portfolio-eligible projects in your courses such as policy memos, strategy memos, articles, and grant applications. During class meetings we will work to identify and refine these work products, and how to showcase your accomplishments for a professional audience.

KROC 599 | INDEPENDENT STUDY
Units: 1-3 Repeatability: Yes (Repeatable if topic differs)
An independent study for up to three units provides students an opportunity to research a topic of particular interest to them relevant to Peace and Justice Studies. The faculty supervisor, program director and Dean of the Joan B. Kroc School of Peace Studies must approve the project proposal prior to the beginning of the relevant semester. This course may be repeated up to a maximum of three units.

Master of Science in Humanitarian Action

Master of Science in Humanitarian Action (Online)

The online Master of Science in Humanitarian Action (MS-HA) program offers a remote, affordable, and high-touch Master's degree to students and working professionals around the world. The program is designed to cultivate the skills necessary to help prevent, respond to, and recover from complex

humanitarian emergencies. The MS-HA degree blends cutting-edge thematic focuses (peacebuilding and conflict resolution, social entrepreneurship and innovation), with critical technical professional skills development (monitoring and evaluation, data visualization) into a 30-unit program. It emphasizes a scholar-practitioner education model, relying on exercises, case studies, and simulations. Its asynchronous format (two courses per term, five terms for program completion) permits participation by foreign aid workers, deployed military personnel, and others for whom an extended stay in San Diego is not possible. Enrollment periods are in Fall, Spring, and Summer.

MS-HA Program Learning Outcomes

a. **Knowledge**
Students will be able to integrate and apply the complex skills and thematic knowledge required to navigate and address complex humanitarian crises effectively.

b. **Diverse Perspectives**
Students will be able to apply logistical, legal, political, economic, cultural, and environmental lenses to humanitarian affairs, and to appreciate the values and strengths of people from different cultural/ethnic/political/religious backgrounds and perspectives.

c. **Critical Inquiry**
Students will be able to analyze and research the historical, structural, and cultural parameters in which humanitarian crises develop.

d. **Applied Learning**
Students will be able to apply interdisciplinary skills to navigate, manage, and address a variety of humanitarian crises in both national and international contexts.

e. **Communication**
Students will be able to communicate effectively in challenging humanitarian contexts, clearly communicating their knowledge while demonstrating intercultural awareness, trauma awareness, and conflict sensitivity.

f. **Ethical Reasoning**
Students will be able to apply ethical reasoning to assess humanitarian problems, their possible solutions, and impacts on various stakeholders.

MS-HA Degree Program Structure

The program of study includes the ten 3-unit course prescribed curriculum. Courses will be offered year-round with three semesters every year: Spring, Summer, and Fall. Each semester is 14 weeks in length. You will take two courses per semester, and courses will run for seven weeks each with a one or two-week break in between semesters. You can expect to graduate in five semesters after successfully completing all ten courses.

Each 3-unit course will include 37.5 hours of core instructional time. Additional homework, research, and study time are required. You can expect to spend 15-20 hours per week in each course in order to be successful.

M.S. in Humanitarian Action

Code	Title	Units
MSHA 500	Foundations: Peace, Justice and Social Change	3
MSHA 501	Foundations of Humanitarian Action	3
MSHA 520	Disaster Management and Prevention	3
MSHA 530	Humanitarian Diplomacy	3
MSHA 540	Displacement, Climate and Humanitarian Action	3
MSHA 550	Humanitarian Safety and Security	3
MSHA 513	Program Design, Monitoring and Evaluation	3
MSHA 590	Data Visualization and Analytics for Humanitarian Action	3
MSHA 595	Logistics for Humanitarian Relief	3
MSHA 599	Humanitarian Crisis Simulation	3

MSHA 500 | FOUNDATIONS: PEACE, JUSTICE AND SOCIAL CHANGE
Units: 3 Repeatability: No
The course introduces students to a series of big ideas for making the world more peaceful and just, and how to apply them in shaping their own lives and careers of purpose. The first half of the course features lectures and discussion sections that explore foundational theories behind peace, justice, and social innovation; where they overlap; and where they are in tension. The second half of the course explores specific fields of inquiry and practice in a more intimate setting, with an emphasis on comparing diverse approaches to common problems. Throughout the course, students will be challenged not simply to learn a spectrum of ideas and practices, but to understand how they fit together, where and how to learn more, and how to craft their own educational and professional trajectories so that they can be part of the change they want to see in the world.

MSHA 501 | FOUNDATIONS OF HUMANITARIAN ACTION
Units: 3 Repeatability: No
The distinction between development aid and humanitarian aid is fast dissolving as complex humanitarian emergencies (CHEs) become protracted and global climate change leads to the increasing scope and frequency of natural disasters. This course will discuss the principles and politics that shape humanitarian practice and give students the tools to pursue positive outcomes in an increasingly complex humanitarian space. The course will provide an overview of the evolution of humanitarian assistance and an analysis of how this evolution shaped the current humanitarian regime. It will give students a sophisticated sense of the current humanitarian landscape and its different actors, from government donors to UN agencies and local and international NGOs. It will discuss best practices in key humanitarian sectors and give students the knowledge necessary to engage the key conversations and controversies currently shaping humanitarian practice and policy.

MSHA 513 | PROGRAM DESIGN, MONITORING AND EVALUATION
Units: 3 Repeatability: No
Prerequisites: MSHA 500 with a minimum grade of C- and MSHA 501 with a minimum grade of C-
Humanitarian interventions take place in conflict-affected and politically-sensitive contexts. Humanitarian actors have the ethical responsibility to ensure that their work has a positive impact and avoids doing harm. Moreover, there is increasing pressure from donors that limited resources are used in programs to maximize relevance, effectiveness, efficacy, efficiency, impact, and sustainability of funded programs. Accordingly, design, monitoring, and evaluation (DME) have become indispensable parts of humanitarian and peacebuilding programming. This course is designed to prepare students to design, monitor, and evaluate humanitarian interventions. It will feature case studies, hands-on exercises, and specialist guest lectures to develop familiarity with planning tools, evaluation types and designs, metrics and indicators, data collection methods, and human subjects research ethics. Students will be required for their final project to produce an evaluation plan for an appropriate intervention of their choosing.

MSHA 520 | DISASTER MANAGEMENT AND PREVENTION
Units: 3 Repeatability: No
Prerequisites: MSHA 500 with a minimum grade of C- and MSHA 501 with a minimum grade of C-
Climate change and ecological collapse pose growing threats to people, states, and economies. It has been estimated that a 1-degree increase in global temperatures would require a near tripling in disaster response spending over 15 years just to match the current level of humanitarian coverage. However, it has also been shown some truth to the old proverb about ounces of prevention: for every dollar spent on reducing vulnerability to disaster, two dollars are avoided on future damages. This course is designed to introduce students to the basic theories, strategies, and best practices for reducing the risk of hazards and technological disasters in an age of environmental and political instability. Along the way, it will encourage students to think critically about the so-called "triple nexus" between humanitarianism, development, and peacebuilding.

MSHA 530 | HUMANITARIAN DIPLOMACY
Units: 3 Repeatability: No
Prerequisites: MSHA 500 with a minimum grade of C- and MSHA 501 with a minimum grade of C-
This course is designed to provide students with two critical frameworks for accessing and operating in humanitarian crises. On the one hand, it explores official, state-level (Track I) bi- or multi-lateral diplomatic efforts to prevent, mitigate, or resolve humanitarian crises. On the other hand, it explores the unofficial (Track II) and micro-level initiatives of humanitarian negotiations engaged in by non-state actors to obtain access to crisis-affected populations, facilitate dialogue among parties to conflict or rivals for resources, and even broker truces, peace agreements, or other arrangements with the potential to reduce human suffering in Complex Humanitarian Emergencies.

MSHA 540 | DISPLACEMENT, CLIMATE AND HUMANITARIAN ACTION
Units: 3 Repeatability: No
Prerequisites: MSHA 500 with a minimum grade of C- and MSHA 501 with a minimum grade of C-
Climate change is one of the urgent challenges of our time, and disaster displacement is one of its most devastating consequences. Populations worldwide are suffering the impacts, affecting people living in some of the most fragile and conflict-affected countries disproportionately. This course is designed to address the increasingly important links between climate change and mass migration, illustrating key challenges to, and new horizons of, humanitarian action in the coming decades.

MSHA 550 | HUMANITARIAN SAFETY AND SECURITY
Units: 3 Repeatability: No
Prerequisites: MSHA 500 with a minimum grade of C- and MSHA 501 with a minimum grade of C-
This course will introduce students to basic concepts, strategies, and practices for promoting safety and security in a humanitarian emergency. It will include modules on international humanitarian law, the system of global governance designed to tackle "problems without passports," the responsibility to protect (R2P), humanitarian access negotiations, and best practices in the field.

MSHA 590 | DATA VISUALIZATION AND ANALYTICS FOR HUMANITARIAN ACTION
Units: 3 Repeatability: No
Prerequisites: MSHA 500 with a minimum grade of C- and MSHA 501 with a minimum grade of C-
Long considered a "soft" area of practice, more art than science, humanitarianism and adjacent professional fields increasingly rely on using data to design, garner support for, and evaluate their initiatives. Data visualization comprises a powerful set of tools and techniques used to explore and present information. Combined with program research skills and fluency in statistics, it can help us understand problems we confront, interventions we craft to solve them, and the effects of those interventions. It can help us to communicate, telling visual stories that can convince our target audience, be they colleagues, policymakers, funders, or the general public. This course is designed to cultivate basic data visualization and statistical skills that can provide a solid professional advantage in the job market.

MSHA 592 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No
This orientation course introduces students to the University of San Diego and provides important information about the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the online learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program.

MSHA 595 | LOGISTICS FOR HUMANITARIAN RELIEF
Units: 3 Repeatability: No
Prerequisites: MSHA 500 with a minimum grade of C- and MSHA 501 with a minimum grade of C- and MSHA 520 with a minimum grade of C- and MSHA 530 with a minimum grade of C- and MSHA 540 with a minimum grade of C- and MSHA 550 with a minimum grade of C- and MSHA 513 with a minimum grade of C- and MSHA 590 with a minimum grade of C-
This course serves as an introduction to many of the most common technical aspects of humanitarian aid delivery, including camp coordination and camp management (CCCM), water & sanitation, food aid, public health planning, and rapid needs assessments.

MSHA 599 | HUMANITARIAN CRISIS SIMULATION
Units: 3 Repeatability: No
Prerequisites: MSHA 500 with a minimum grade of C- and MSHA 501 with a minimum grade of C- and MSHA 520 with a minimum grade of C- and MSHA 530 with a minimum grade of C- and MSHA 540 with a minimum grade of C- and MSHA 550 with a minimum grade of C- and MSHA 513 with a minimum grade of C- and MSHA 590 with a minimum grade of C-
This multi-day simulation will begin with a workshop on humanitarian standards for delivery, operations, and accountability, and culminate in an online simulation of a complex humanitarian emergency in a virtual environment.

Knauss School of Business

Faculty

Craig B. Barkacs, MBA, JD

Linda Barkacs, JD

Kenneth Bates, PhD

William Beggs, PhD

Abigail Berk, PhD

Erica Berry, PhD

Barbara Bliss, PhD

Jacquelyn Brown, PhD

Kristyn Calabrese Hakes, PhD

Colin Campbell, PhD

Jason Campbell, PhD

Luis Ceballos, PhD

Richard Clarke, MBA, MSF

Stephen J. Conroy, PhD

Simon Croom, PhD, FCIPS

Richard Custin, JD, LLM

Thomas M. Dalton, PhD, CPA

Justin Dang, PhD

Eileen Daspro, PhD

Joshua Della Vedova, PhD

John Demas, MBA, JD

Yue Deng, PhD

Shreesh D. Deshpande, PhD

Denise Dimon, PhD

Robert Eberhart, PhD

Seth R. Ellis, PhD

Sara Esfahani, PhD

Justine Rapp Farrell, PhD

Andrea Godfrey Flynn, PhD

David Foster, MBA

Jeremy Gabe, PhD

Priya Garg, PhD

Alan Gin, PhD

Jaime Gomez, PhD

Johanna Hunsaker, PhD

Mark Thomas Judd, MIB, CPA

Amitkumar Kakkad, PhD

Timothy P. Kelley, PhD, CPA

Yongseok Kim, PhD

Maria Kniazeva, PhD

Kimberly Kreig, PhD

Alexander Kull, PhD

Steven Levkoff, PhD

Nakeisha Lewis, PhD

C. David Light, PhD

Yen-Ting Lin, PhD

Barbara Lougee, PhD

Sarah Lyon, PhD

Alyson Ma, PhD

Nicolas Maeder, PhD

Mayukh Majmudar, PhD

Loren L. Margheim, PhD, CPA

Lauren Matkaluk, PhD

Jennifer Miles, PhD

Jennifer Mueller, PhD

Devalina Nag, PhD

Afsaneh Nahavandi, PhD

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Rebecca Nieman, JD, JD

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Johan Perols, PhD

Naomi Probe, MA

John Prunty, MBA, CPA

David Pyke, PhD

Manzur-Ur Rahman, PhD, JD

Ryan Ratcliff, PhD

Carl M. Rebman Jr., PhD

Daniel A. Rivetti, DBA

Daniel Roccato, PhD

Sharwatee Saha, PhD

Tara Salinas, PhD

Alison Sanchez, PhD

Jonathan Sandy, PhD

Ruixia Shi, PhD

Roger Simsiman, MS

Alesia Slocum, DBA

James K. Smith, LLM, PhD, JD, CPA

Taryn Smith, MACC

Steven W. Sumner, PhD

Marko Sventina, PhD

Charles Tu, PhD

Adriana Vamosiu, PhD

Melina Vosse, PhD

Richard Warne, PhD

Nichole Wisseman-Weber, PhD

Wenli Xiao, PhD

Yanyan Yang, PhD

Tito Zamalloa, MBA

Pengcheng Zhu, PhD

Carsten Zimmermann, PhD

Mission Statement

We develop socially responsible business leaders with a global outlook through academically rigorous, relevant and values-based education and research.

Program Descriptions

Master of Business Administration (MBA) Programs:

- Full-Time MBA - A full-time program that may be completed in 17 or 22 months. Full-Time MBA students who pursue a concentration in business analytics or finance may complete the management science major, which is a STEM program.
- Part-Time MBA - A flexible program that may be completed in the evening with possible weekend courses that may be completed in as few as 17 months.
- Flex MBA - A flexible, hybrid program that meets one weekend per month and conducts the remaining contact hours online. This program may be completed in as few as 17 months.

Specialized Masters Programs:

- Master of Science in Accountancy (MACC) - A flexible program that may be completed in 10 to 17 months.
- Master of Science in Business Analytics (MSBA) - A full-time program that is completed in 10 months.
- Master of Science in Finance (MSF) - A STEM-certified, full-time program that is completed in 10 months.
- Master of Science in Real Estate (MSRE) - A program that may be completed at either a full-time or a part-time pace in 10 or 24 months respectively.
- Master of Science in Supply Chain Management (MS-SCM) - A hybrid program offering online courses with on-campus residence sessions over 22 months.
- Master of Science in Taxation (MTAX) - A flexible program that may be completed in 10 to 17 months.

Centers and Institutes

John Ahlers Center for International Business

The Ahlers Center for International Business develops global competitiveness for students, faculty, and community partners by leveraging economic research, business analytics and supply chain management to pursue international opportunities that build a more socially-responsible and prosperous region. The Center offers project-based learning opportunities for students through industry-serving programs that improve regional businesses' global competitiveness through international trade. The Center also fosters international business experiences for students and faculty by facilitating the International Business Mentoring program, the International Business Club, the Student International Business Council and cultivating international internships and career opportunities. For further information please visit the Ahlers Center for International Business website (https://www.sandiego.edu/business/centers-and-institutes/ahlers-international-business/).

Burnham-Moores Center for Real Estate

As a Center of Excellence within the Knauss School of Business, the mission of the Burnham-Moores Center for Real Estate (BMC) is to help recruit, educate and mentor real estate students with the goal of facilitating their career pursuits in a socially responsible manner and with a global perspective. The BMC accomplishes this mission through support of outstanding faculty and professional staff, dedicated career services, active industry involvement and outreach and relevant and applied research. This support by the BMC has resulted in three #1 rankings of the USD real estate program. For further information please visit the Burnham-Moores Center for Real Estate website (https://www.sandiego.edu/business/centers-and-institutes/burnham-moores-real-estate/).

Accountancy Institute

Take your accounting career to the next level by taking full advantage of the opportunities offered by the Accountancy Institute. Using our strong connections with the local accounting industry, we team up with Career Development, the Accounting Society and Beta Alpha Psi to offer you additional networking and career development events. A variety of professional growth opportunities available to you include a variety of speakers, linkages to the professional community, development of leadership skills, and strategies to fulfill the 150-hour requirement for obtaining CPA certification. Our institute is headed up by the same award-winning faculty who design our curriculum based upon their latest research findings—so you'll always be on top of the latest thought leadership. For further information, please visit the Accountancy Institute website (https://www.sandiego.edu/business/centers-and-institutes/accountancy-institute/).

Entrepreneurship and Innovation Catalyzer

The Entrepreneurship and Innovation Catalyzer (The CatalyZer) at the University of San Diego Knauss School of Business supports a top 50 ranked entrepreneurship and innovation program. As a portal to all innovation and entrepreneurship activities at the University of San Diego, we give you the tools and resources to embrace your most creative ideas to build startups that create jobs. We also train you to continually innovate and positively transform existing businesses with your ideas. When you take part in our classes and events, you will join a unique startup community here at USD, one that encourages you to take your destiny into your own hands and propel you to new heights. Plus, you will get to connect with an incredible startup ecosystem — in San Diego and beyond. Through various initiatives, The Catalyzer brings together a world of established entrepreneurs, industry thought leaders, academic experts, startup innovators, brilliant venture capitalists, mentors, and students. For further information please visit the Entrepreneurship and Innovation Catalyzer website (https://www.sandiego.edu/business/centers-and-institutes/entrepreneurship/) and for further questions reach us at entrepreneurship@sandiego.edu.

Supply Chain Management Institute

The Supply Chain Management Institute (SCMI) keeps working professionals and students on top of the latest industry knowledge. We support students through experiential learning and hosting one of the nation's only dedicated annual supply chain-focused career fairs. Our Fall Forum and Spring Symposium attract hundreds of practitioners and introduce them to innovative supply chain concepts through real-world case studies and interactive workshops. For further information, please visit the Supply Chain Management Institute website (https://www.sandiego.edu/business/centers-and-institutes/supply-chain-management-institute/).

Free Enterprise Institute

As a Center of Excellence within the Knauss School of Business, the Free Enterprise Institute (FEI) enables and empowers the next generation of innovative entrepreneurs to build and scale world class companies. The FEI accomplishes this effort with the support of outstanding faculty and staff, active industry involvement, community and campus based programs and a focus on applied and experiential learning. The FEI includes San Diego's #1 ranked accelerator, the Brink SBDC; the San Diego Angel Conference, and the Entrepreneurship and Innovation Catalyzer.

The Brink

The Brink is part of the San Diego & Imperial Small Business Development Center Network, which is funded in part through a cooperative agreement with the US Small Business Administration. SBDCs are a national program that serves small businesses (for-profit enterprises with fewer than 500 employees). The Brink SBDC is a specialty center focused on innovation, one of only a handful of its kind in the country. The Brink SBDC at USD provides world-class training and one-to-one consulting to business clients running or starting growth-oriented, innovation-based companies, resulting in economic growth and prosperity for the region. For further information, please visit the The Brink SBDC website (https://www.sandiego.edu/sbdc/).

General Requirements

Students must complete all course requirements with an overall grade point average of at least 3.0 on a 4.0 scale. Use of the grades "A+" and "D" are not permitted in the graduate business programs. Also see here (p. 42) for policies on academic probation and disqualification.

Responsibility of Students

Students enrolled in all programs are responsible for adhering to all regulations, schedules and deadlines outlined in this section, in the introductory sections of this Course Catalog and in any handbooks, contracts, or guideline sheets pertinent to their program. Students have the further responsibility of ensuring that all graduation requirements are met. Questions on these matters should be directed to the student's advisor.

Course Prerequisites

Students are responsible for meeting all course prerequisites prior to enrollment in each course.

Grade Grievance Procedures

The instructor's/professor's judgment is presumed to be correct. Therefore, the burden of qualifying a grievance rests with the student. Thus, at every level in the proposed grievance procedures this "presumption" should be understood by all participants.

It is assumed that grievances will be resolved by the instructor and student.

Grading criteria, requirements, content, etc. are established by the instructor. The presumption is that students have been given ample opportunity for clarification of class requirements at the beginning of a given course.

Students taking graduate business courses shall have **six months**, calculated from the date of submission of the student's final course grade, to initiate a formal grade grievance procedure. Students must file for a grade grievance within the six-month time period unless exempted by the Dean of the School of Business.

The procedure for a grade grievance is as follows:

a. Initial grade/grievance must be addressed to the instructor in the course.

b. In those rare circumstances when no agreement is reached in number 1 (above), the student may seek advice from the department chair.

c. If the matter is not satisfactorily settled at number 2 (above), the student then may seek advice from the dean who will refer the matter to a standing faculty committee (e.g. academic affairs).

d. The committee will hear the student's grievance and make its recommendations to the parties involved. At every level in this grievance procedure, the instructor must be apprised of the situation.

Transfer of Graduate Credit

Transfer of credit pertains to equivalent graduate courses completed at another accredited university or in another graduate program at USD, while the student is enrolled in a USD graduate business program. Petitions for transfer of credit must be approved prior to the course being taken. No more than 6 semester units may be transferred into the MBA or the MSRE program. While USD is not a Jesuit institution, it participates in the Association of Jesuit Colleges and Universities (AJCU) agreement to accept qualified students who have been accepted as fully-matriculating from any other participating AJCU member institution.

Waiver Administration and Conditions for Waiver

Part-time MBA students with two years of work experience and a GPA of 3.0 or higher in their undergraduate degree that has been completed in the last seven years may apply for waivers for up to 14 units of MBA coursework; for more information, see the Part-Time MBA degree requirements. Ms in Business Analytics students may waive up to six units of graduate coursework based upon undergraduate coursework; for more information, see the MSBA degree requirements. Students in all graduate programs must complete a minimum of 30 graduate units to earn the degree.

Administration

Timothy Keane, PhD, Dean
Nakeisha Lewis, PhD, Associate Dean of Student Success
C. David Light, PhD, Associate Dean of Budgets and Operations
Yen-ting (Daniel) Lin, PhD, Associate Dean of Faculty Excellence, Innovation and Learning Design
Kelli Bagley, MBA, Assistant Dean, Finance and Administration
Kacy Hayes, PhD, Assistant Dean, Student Success

Graduate Accountancy Programs

The mission of the USD accountancy program is to develop accountants — through the use of personalized, innovative teaching methods developed by faculty who are active in the production and dissemination of knowledge — who have the skills to compete in a diverse and fast-changing global professional environment.

Specifically, the USD graduate accountancy programs will produce accounting graduates who have:

a. Expanded accounting measurement knowledge either in a specific field of accountancy (e.g. taxation, financial accounting, controllership or systems, financial planning) or integrative accountancy and financial management knowledge.
b. Expanded knowledge to critically analyze financial information in new and unfamiliar circumstances using professional research, decision-modeling, or risk analysis techniques as the basis for appropriate decision-making.
c. Expanded knowledge of the ethical attitudes, values and professional responsibilities required by those in the accountancy profession.
d. Expanded business writing and oral communication skills.
e. Expanded leadership and interpersonal skills.

Programs

Several graduate accountancy degree programs are available. The variety of programs allows students to select from among several different configurations of masters level accountancy courses so that they can best meet their career objectives.

Courses are geared toward the development of skills that can be directly used within an accountant's work environment. The courses have also been designed to meet the needs of a broad range of professionals. Individuals seeking to meet the 150 hour requirements to become a CPA (on either a full-time or part-time basis) or individuals who already hold CPA certificates, but desiring additional skills and/or continuing professional education, should find one of the following USD graduate accountancy degree programs will meet their educational needs:

a. Master of Science in Accountancy (MACC)
b. Master of Science in Taxation (MTAX)
c. Bachelor of Accountancy (BACC) and MACC or MTAX Combined Programs

Accountancy Course Scheduling

Each graduate accountancy course is designated with an MACC prefix and is scheduled to be completed on an accelerated basis. Some courses meet for two nights a week over a five week term. Other courses meet once a week over a ten week term. Summer and Intersession courses conform to the university policy. Some courses might also have a session on one or two Saturday mornings during the term. A class schedule of upcoming MACC or MTAX courses can be acquired from the Accountancy Programs office or from the Accountancy Institute (https://www.sandiego.edu/business/centers/accountancy-institute.php) website.

Most of the MACC or MTAX courses have been designed to build student skills interactively in-class. Therefore, active student attendance and participation in each class session is critical. Students should not enroll in any course where they will be unable to attend and participate in all scheduled class sessions.

Courses are scheduled year-round which allows students to apply and begin their program of study at any point during the year. It is anticipated that each course will be offered only once during each calendar year. Therefore, it is important that each student review the schedule of course offerings and prepare a program plan prior to beginning their program of study.

Academic Advisor

Upon admission to any graduate accountancy programs students will meet with the Academic Director. As the program mentor, the Academic Director will:

a. Orient the student to their program of study.
b. Advise the student when preparing their program plan and approve the final plan. (All students must complete a program plan prior to beginning coursework. The program plan will detail the courses the student will be completing in their program and the timing of each course.)
c. Provide career counseling.
d. Assist the student in dealing with program related issues during their course of study.

Master of Science in Accountancy (MACC)

The MACC degree program offers a curriculum that focuses on interactively developing the skills needed by accountants and financial managers. This is a specialized masters degree program designed to provide accountants the skills needed in mid- to upper-level accounting positions and skills needed in professional positions where finance, information systems and related financial skills are as essential as accounting skills. Further, the program provides students with ethics, leadership, communications and interpersonal skills necessary for supervisory level positions.

In general, students applying for this program should already have completed an undergraduate degree in accountancy or its equivalent. Individuals without this background may still apply for the program, but will need to complete extended program requirements as discussed below. Since all courses are offered at night over five week or ten week terms, this program will be of primary interest to those students desiring to complete an accounting masters program on a part-time basis while remaining employed. Since all courses are only offered once per calendar year, students should carefully plan their program of study prior to beginning the program and should expect that completion will generally take a minimum of one calendar year.

Students currently enrolled in the BACC program at USD should review the requirements of the BACC and MACC combined program that are shown below this stand-alone MACC program.

For more information about the MACC program contact the Graduate Accountancy Programs office at acctinst@sandiego.edu.

Additional Admission Requirements

See the Admission (p. 50) page for basic admission requirements.

Entrance Semesters	Fall, Intersession, Spring, Summer
Application Deadlines	None. Rolling admission. Deadlines for International applicants: May 1 for Fall, November 1 for Spring.
Minimum Grade Point Average	3.0 (4.0 scale)
Standardized Admission Testing	Not required
Required Coursework	Bachelor of Accountancy or equivalent
Required Licenses/Credentials	None
Additional Requirements	Resume
	Personal statement

	Two professional letters of recommendation
	College/University Transcripts. Applicants who received their bachelor's degree from a non-US educational institution must have their transcripts evaluated by the International Education Research Foundation (IERF) or World Education Services, Inc. (WES). See International Student Applicants* on the Admission page.
Pre-Program	The International Student Introductory Program is required for international students. The program prepares students for a successful transition into the graduate level business program and the University of San Diego community. The program is held in early to mid-August before fall classes begin.

*International Student Applicants (p. 50)

MACC Program Requirements for Students with an Undergraduate Accountancy Degree

The MACC degree is a 30 semester hours program for those with an undergraduate accountancy degree. Additional prerequisite requirements for those without an undergraduate accounting degree are detailed at the end of this section.

MACC students must select one of two specialization tracks offered within the program as specified below.

Track A - Business Reporting and Analysis

This track requires students to select three courses out of five specified courses (9 semester hours) as shown below, and the remaining 21 semester hours in the 30 semester hours program, are electives. This track is for students that are planning for accounting careers in auditing, corporate accounting and finance, or not-for-profit accounting. Only MACC prefixed courses may be taken as an elective. The specific program requirements are shown below.

Code	Title	Units
Required Courses		
Select three of the five courses (9 semester hours) from the following:		
MACC 525	Financial Statement Analysis for Accountants	3
MACC 531	Applied Research for Financial Accountants and Auditors	3
MACC 533	Accounting Analytics	3
MACC 535	Not-for-Profit Accounting	3
MACC 540	Controllership and Strategic Cost Management	3
Electives		21

Track B - Business Analytics in Accounting

This track requires a student to complete seven required courses in business and accounting analytics (18 semester units) as shown below, and the remaining 12 semester hours in the 30 semester hours program, as electives. This track is for students that are planning for accounting careers that required in-depth knowledge in business and accounting analytics along with knowledge needed for auditing, corporate accounting and finance, or not-for-profit accounting careers.

As Track B students must take courses from the Master of Science in Business Analytics (MSBA) program, there are additional requirements to be admitted to this MACC track. Specifically, applicants must have taken ACCT 303 (Accounting Information Systems) and ECON 216 (Statistics for Business and Economics) or equivalent with grades of B or better, have a cumulative GPA of 3.0 or higher, and must participate in an interview with MSBA admissions. Further, students in the Combined BACC/MACC program who select this track cannot enroll in any MSBA prefixed course until after they have completed their BACC degree and are fully considered graduate students. Therefore, Combined degree students should expect to complete all the required MSBA prefixed courses in Summer, Fall, and Intersession after they have completed the BACC degree.

The specific program requirements are shown below.

Code	Title	Units
Required Courses		
MACC 525	Financial Statement Analysis for Accountants	3
MACC 533	Accounting Analytics	3
MSBA 500	Introduction to Data Analytics & Business Concepts	2
MSBA 501	Applied Statistics	2
MSBA 502	Analytics Programming I	2
MSBA 503	Analytics Programming II	2
MSBA 510	International Consulting Project	3
Electives		12

Code	Title	Units
Elective Courses		
The electives for either of the two above tracks may be selected from the following:		
MACC 501	Ethics for Accounting Professionals	3
MACC 520	Fundamentals of Personal Financial Planning	3
MACC 522	Investment Planning and Risk Management	3
MACC 525	Financial Statement Analysis for Accountants	3
MACC 530	International Financial Analysis and Reporting	3
MACC 531	Applied Research for Financial Accountants and Auditors	3
MACC 533	Accounting Analytics	3
MACC 535	Not-for-Profit Accounting	3
MACC 540	Controllership and Strategic Cost Management	3
MACC 560	Tax Research	3
MACC 561	Partnership Taxation	3
MACC 562	Estate and Gift Taxation and Planning	3
MACC 563	State and Local Taxation	3
MACC 564	Advanced Corporate Taxation	3
MACC 565	Taxation Policies and Procedures	3
MACC 580	International Accounting	3
MACC 581	International Accounting Business Environments	3
MACC 585	Accounting and Public Policy	3
MACC 594	Special Topics	1-6
MACC 598	Professional Accountancy Internship	3
The following courses are offered on an individual student basis only:		
MACC 599	Independent Study	1-3

For current USD undergraduate students in the Combined BACC/MACC program there is opportunity for double counting some specified courses toward both degrees. The course numbers for specified double counting courses may be different than those shown in the tables above for the two tracks. See the discussion of the Combined Program below.

Elective Courses

Students must complete a "program plan" indicating their elective selections prior to beginning the MACC program. However, course substitutions may be made at later points of time upon approval of the Academic Director.

All MACC courses will be offered only once per calendar year. Therefore, students should review the class schedule of MACC course offerings prior to the completion of their program plan. Students should also examine course prerequisites before selecting their electives and preparing their program plan. The Academic Director should be consulted during this process.

A maximum of 6 semester hours of graduate courses from USD or other University are allowed (assuming prerequisites are met) as part of the MACC program electives. Provide a syllabus for each course for review and evaluation. The remaining 15 semester hours of electives must be from MACC prefixed courses. Students must justify the relevance of the course and must gain the approval of the Academic Director to include the graduate course as a MACC elective.

Students in the MBA program may select individual MACC courses for their elective courses. Students must meet the appropriate prerequisites noted for the individual MACC courses prior to enrollment and must gain approval of their MBA program advisor and Academic Director of the Graduate Accountancy Programs.

Requirements for Students with a Non-Accounting, Business Undergraduate Degree

Students with a non-accounting, business undergraduate degree may apply for the MACC program, but will be required to complete prerequisite accounting coursework.

The MACC program would consist of a maximum of 54 semester hours. Specifically, the 24 accounting semester hours requirements would need to be completed as prerequisites to completing the 30 semester hours MACC program described above. Students having already completed some of the undergraduate requirements will have the courses and the units considered for waiver.

The Bachelor of Accountancy Program currently consists of the following courses listed below. To meet the equivalency requirement the student must have the following courses:

Code	Title	Units
ACCT 201	Principles of Financial Accounting	3
ACCT 202	Principles of Managerial Accounting	3
ACCT 300	Intermediate Accounting I	3
ACCT 301	Intermediate Accounting II	3
ACCT 302	Cost Accounting	3
ACCT 303	Accounting Information Systems	3
ACCT 306	Federal Tax Accounting I	3
ACCT 408	Auditing	3
Total Units		**24**

Requirements for Students with a Non-Accounting, Non-Business Undergraduate Degree

Students without an undergraduate accountancy or business degree may be considered for admission to the MACC program, but will need to complete substantial prerequisite coursework in both accounting and business.

The MACC program would consist of a maximum of 72 semester hours. Students would need to complete 18 prerequisite semester hours in business, in addition to the 54 semester hours MACC program described above for the non-accounting, business undergraduate degree holders. Students having already completed any of the prerequisite business course requirements noted below will have the course and the units considered for waiver.

The prerequisite 18 semester hours business course requirements consist of the following:

Code	Title	Units
MGMT 300	Organizational Behavior	3
MKTG 300	Fundamentals of Marketing	3
FINA 300	Financial Management	3
ETLW 302	Business and Society	3
ETLW 311	Business Law I	3
Select one of the following:		3
DSCI 300	Foundations of Business Analytics	
DSCI 303	Operations Management	
Total Units		**18**

Admission Process for the MACC Program

Students must complete the following for admission to the MACC degree program:

a. Complete the Master of Science in Accountancy online application, including the $125 application fee.
b. Resume
c. Personal statement
d. Two professional letters of recommendation
e. College/University Transcripts. Transcript evaluation required for international applicants.
f. GMAT with a minimum score of 550
g. TOEFL score of 92 or IELTS score of 7 for international applicants
h. Overall GPA of 3.0 and accounting GPA of 3.0

BACC/MACC or BACC/MTAX Combined Programs

The BACC/MACC or BACC/MTAX combined programs are 154 semester hours program consisting of the 124 semester hours requirements for a Bachelor of Accountancy degree (see the Undergraduate Course Catalog) and the 30 semester hours requirements for either the MACC or MTAX degrees. Students interested in either combined program should review the MACC or MTAX program requirements discussed above.

The combined programs allow current USD undergraduate students to combine their BACC program with either the MACC or the MTAX program. The combined programs allow students to begin their graduate programs early while they are still completing their BACC program. The actual program requirements for the undergraduate or graduate program are unchanged from

those described under the individual programs. BACC students admitted to the MACC or MTAX combined programs may begin taking graduate program coursework after completion of ACCT 300 and a minimum of one additional upper-division undergraduate accounting course. The combined program allows students to complete both their BACC and either the MACC or MTAX degrees in approximately four and one half to five years on a full-time basis.

Students may enroll in BACC/MACC or BACC/MTAX Combined Programs. Students in these combined programs may receive up to 12 semester hours of credit to double count toward <u>both</u> the BACC undergraduate and MACC/MTAX graduate degrees. This double counting process is only applicable to student in a combined program. If student should graduate with a BACC degree only (without having been admitted to the BACC/MACC or BACC/MTAX combined program) and return later for a MACC/MTAX degree then the student will not be able to retroactively double count these courses and would need to complete 30 semester hours to earn the MACC/MTAX degree.

There are specific allowable double counting courses, which are offered only in the Fall or Spring semester, and listed in the Accountancy major section in the Undergraduate Catalog. Courses that may double count are ACCT 425/MACC 525, ACCT 430/MACC 530, ACCT 431/MACC 531, ACCT 433/MACC 533, ACCT 435/MACC 535, ACCT 440/MACC 540, ACCT 460/MACC 560, ACCT 461/MACC 561, ACCT 462/MACC 562, ACCT 464/MACC 564, and ACCT 485/MACC 585. Double counted courses will count only as general electives for the bachelor's degree. Prerequisites must be met in order to take these courses. Permission to register for these specific cross-listed courses as a BACC only student must be approved by the Academic Director of Graduate Accountancy Programs.

Only students who are currently enrolled in the BACC degree program at USD are eligible for admission to a combined program. Admitted students will likely enroll in daytime undergraduate courses and evening MACC or MTAX courses so that both degrees can be completed on a full-time basis in the shortest possible time frame.

BACC students accepted into the combined program should consult with the Academic Director and the university's financial aid office to ensure they enroll in the appropriate mix of undergraduate or graduate courses each semester prior to completing their BACC requirements so that they will maximize their availability of financial aid.

Students interested in MACC Track B: Business Analytics in Accounting will take courses from the Master of Science in Business Analytics (MSBA) program. There are additional requirements to be admitted to this MACC track. Specifically, applicants must have taken ACCT 303 (Accounting Information Systems) and ECON 216 (Statistics for Business and Economics) or equivalent with grades of B or better, have a cumulative GPA of 3.0 or higher, and must participate in an interview with MSBA admissions. Further, students in the Combined BACC/MACC program who select this track cannot enroll in any MSBA prefixed course until after they have completed their BACC degree and are fully considered graduate students. Therefore, Combined degree students should expect to complete all the required MSBA prefixed courses in Summer, Fall, and Intersession after they have completed the BACC degree.

Admission Process for the BACC/MACC or BACC/MTAX Combined Program

To be considered for admission into the Combined Program, a student must meet the criteria listed below:

a. Declared USD Bachelor of Accountancy major only
b. Completion of a minimum of ACCT 300
c. Completion of a minimum of 60 undergraduate semester hours applicable toward their BACC

d. A 3.0 GPA overall
e. A 3.0 GPA in all upper-division accountancy courses

Students must complete the following for admission to the combined BACC/MACC or BACC/MTAX degree programs:

a. Complete the Master of Science in Accountancy or Master of Science in Taxation online application
b. Resume
c. Personal statement
d. University transcripts

Upon Acceptance:

You will meet with the Academic Director and complete an approved "MACC or MTAX Program Plan" prior to the beginning of MACC or MTAX coursework.

Program and Course Sequencing Requirements for BACC/MACC or BACC/MTAX combined program. The following sequencing requirements must be met by all students in the combined program:

a. Under no circumstances will a student in the combined program be able to receive their MACC or MTAX degree prior to the completion of their BACC degree.
b. Students will receive their BACC degree upon completion of the requirements of that degree program.
c. Students who have received admittance in the combined program must complete their remaining MACC or MTAX degree requirements within five years of completing their BACC degree or must reapply to the MACC or MTAX program.

Professional Accountancy Examinations

Students in the Bachelor of Accountancy program should consult with an accounting faculty advisor about the courses to prepare for the Certified Public Accountant (CPA) Examination, the Certification in Management Accounting (CMA) Examination, graduate work in fields of study related to accountancy, or specific fields of government employment.

The California State Board of Accountancy permits a student to sit for the CPA Exam when the Bachelor's degree is conferred, but requires the 150 semester hours to complete the entire CPA Exam certification process for license. The California State Board of Accountancy will count any double counted course once as the State Board does not double count units posted to two degrees. That means if a student enrolls in a combined program and completes the full 12 semester hours of allowable double counting for his or her USD degrees, he or she may only have 142 semester hours that could be counted toward the 150 semester hours requirement. Please be aware of this as it will now be possible to complete both degrees as part of the combined program and the student may be up to 8 semester hours short of the 150 required semester hours to become a CPA in California. Each student should verify the requirements in the state for which they wish to be certified.

Undergraduate BACC students interested in meeting the 150 semester hours requirements to become CPAs are strongly encouraged to consider the combined program option. CPA laws in a majority of states have recently been changed to require 150 semester hours of university credit to receive a CPA certificate. Additional information on this requirement is available from most State Boards of Accountancy.

MACC Program Articulation Agreement

The Master of Science in Accounting (MACC Track A or Track B) values the work that USD students complete at the graduate level in the Master of Science in Taxation (MTAX) accounting program. The MACC program will waive

up to six (6) units of MACC requirements, based upon successful completion of MTAX graduate coursework as follows: Two MACC classes (numbered MACC 501 through MACC 599) completed in the MTAX program will waive two MACC classes (numbered MACC 501 through MACC 599) in the MACC program (6 units). Graduate students must apply to, be accepted by, and confirm their enrollment in the MACC program before they complete their MTAX degree to have classes double count. Grades of B or better are required to waive MACC courses. Students must fulfill all other requirements for the MACC degree. Students participating in the BACC/MACC or BACC/MTAX Combined Programs are not eligible for the articulation agreement.

MACC 501 | ETHICS FOR ACCOUNTING PROFESSIONALS
Units: 3

This course will provide students with an opportunity to further develop ethical reasoning skills necessary for accounting professionals. Students will apply these skills to commonly experienced ethical issues in practice, through use of a combination of current ethical events, case studies, class presentations, and written assignments.

MACC 520 | FUNDAMENTALS OF PERSONAL FINANCIAL PLANNING
Units: 3 Repeatability: No

Prerequisites: ACCT 300 and FINA 300

This course investigates a broad spectrum of financial planning processes including regulatory, legal and ethical issues. Other relevant topics include sequencing the financial planning process, communications theory, financial assets, liquidity and cash management and the effect of a changing economic environment.

MACC 522 | INVESTMENT PLANNING AND RISK MANAGEMENT
Units: 3 Repeatability: No

Prerequisites: ACCT 300 and FINA 300

This course is designed to provide a sound basis for the analysis of publicly traded securities and for the development and management of an integrated portfolio management strategy. Based on experiential learning, the instructor will combine the most recent investment theory and critical thinking with practical security analysis and portfolio management techniques. Integrated throughout the course will be an important new area of financial analysis, behavioral finance, which has critical implications on investment management activities. Included in the course construct are presentations by distinguished and practicing portfolio managers. May not receive credit for this course and GSBA 521.

MACC 525 | FINANCIAL STATEMENT ANALYSIS FOR ACCOUNTANTS
Units: 3 Repeatability: No

Prerequisites: ACCT 300 and FINA 300

This course develops a set of core skills essential to financial statement analysis. It covers strategic ratio analysis, cash flow analysis, pro forma financial statements, financial modeling and firm valuation using discounted cash flow and residual income models, with an emphasis on practical applications. (Note: Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 530 | INTERNATIONAL FINANCIAL ANALYSIS AND REPORTING
Units: 3 Repeatability: No

Prerequisites: ACCT 300 with a minimum grade of C-

The study of international accounting issues is crucial for effective interpretation and analysis of financial information from companies located around the world. This course adopts a twofold approach. First, the course examines diverse financial reporting practices with an emphasis on the underlying cultural, political, institutional and economic factors. Highlighting a user's perspective, the course then develops a financial statement analysis framework for comparing published financial information of non-U.S. companies. Combining these two approaches will enable students to prepare comparative case analyses based on a country context. (Note: Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 531 | APPLIED RESEARCH FOR FINANCIAL ACCOUNTANTS AND AUDITORS
Units: 3 Repeatability: No

Prerequisites: ACCT 300 with a minimum grade of C-

Applied research skills are essential for practicing financial accountants and auditors. This course focuses on helping professional accountants acquire applied research skills that will enable them to access relevant professional guidance, to understand it and to apply it. Case analyses will be performed by students using the Internet and other relevant research materials. Students will prepare case analysis based upon their research and will present their results in oral presentations and in professional write-ups. Research on relevant ethical issues in the profession will be a critical part of the cases examined in the course. (Note, Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 533 | ACCOUNTING ANALYTICS
Units: 3 Repeatability: No

Prerequisites: ACCT 303

Gain hands on accounting analytics experience working with (1) Excel, Access, and ACL to analyze transaction data and perform 100% population testing test of internal controls, (2) Tableau to analyze transaction data to gain an understanding of the client and to perform a fraud risk assessment, and (3) Python to load and transform data and develop a revenue prediction model that can be used in analytical procedures.

MACC 535 | NOT-FOR-PROFIT ACCOUNTING
Units: 3 Repeatability: No

Prerequisites: ACCT 300 with a minimum grade of C-

This class will cover basic nonprofit accounting rules, procedures and best practices. Specifically, to gain insight on the different types of nonprofits based on their funding models and how that impacts financial systems and reporting, understand a basic set of nonprofit financial statements and know the specialized accounting rules that apply, be able to analyze the financial health of an organization using the financials, learn to navigate the form 990 and other compliance requirements, and understand the concept of internal financial controls and management's responsibility in that area.

MACC 540 | CONTROLLERSHIP AND STRATEGIC COST MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: ACCT 302
This course will focus on current controllership and strategic cost management topics. Topics to be studied include activity based costing, balanced scorecard, benchmarking and management control systems. Teaching methods include lecture or discussions, case studies and presentations. Development of appropriate values and ethics needed by company controllers is included in the course. (Note: Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 560 | TAX RESEARCH
Units: 3 Repeatability: No
Prerequisites: ACCT 306
This course examines research methods used for Federal taxation. Topics include ethics, tax research methodology, primary sources of law, secondary sources of law and tax practice. Students will use electronic databases and other library resources to research fact patterns in groups and present their findings to the class. In addition, students are expected to do the necessary background reading and take related tests on the topics studied. (Note: Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 561 | PARTNERSHIP TAXATION
Units: 3 Repeatability: No
Prerequisites: ACCT 407
This course examines tax reporting for non-corporate entities including partnerships, limited liability companies (LLCs) and limited liability partnerships (LLPs) and the taxation of entity owners. Students who complete this course will: (1) understand common partnership, LLC angle terminology, (2) know how and where to research on-corporate tax issues, (3) learn to prepare and review common non-corporate entity tax reports, (4) develop skills in communicating tax issues and answers to clients, (5)understand non-corporate tax planning techniques, (6)understand how to creatively structure transactions consistent with current tax laws and (7) understand how the California Board of Accountancy Ethics requirements apply to taxation issues. Problem based learning (practice problems, cases and examples) will provide the core methods of classroom instruction. (Note: Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 562 | ESTATE AND GIFT TAXATION AND PLANNING
Units: 3 Repeatability: No
Prerequisites: ACCT 306
This course examines the details of three Federal transfer taxes: the estate tax, gift tax and generation skipping tax. Topics will include transfers subject to the gift tax, valuation of gifts, gift tax exclusion, gift splitting, the gross estate, deductions for transfer taxes, life insurance subject to estate tax and the determination and payment of the three taxes. Students will be expected to prepare estate and gift tax returns, research issues related to these transfer taxes and present topics to the class. (Note: Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 563 | STATE AND LOCAL TAXATION
Units: 3
Prerequisites: ACCT 306
This course is designed to provide an introduction to the principles of multistate taxation. Specifically, the course will provide: an overview of the impact of federal and state constitutional limitations on multi-state taxation, a fairly comprehensive introduction into the structure, problems and some of the tax planning opportunities for state corporate income taxation of multistate corporations and an overview of sales and property taxes.

MACC 564 | ADVANCED CORPORATE TAXATION
Units: 3 Repeatability: No
Prerequisites: ACCT 407 with a minimum grade of C-
This course uses case studies to review corporate formations, corporate operations, corporate distributions, and S corporations. Following this review, the course examines advanced topics, including consolidated tax returns, corporate reorganizations, net operating loss limitations, and financial statement tax provisions. Students will learn the supporting law for these topics as well as practical applications similar to situations encountered within public and private corporations and within public accounting firms tax departments. (Note: Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 565 | TAXATION POLICIES AND PROCEDURES
Units: 3 Repeatability: No
Prerequisites: ACCT 306
The world of tax procedure touches on nearly every financial and business transaction that a CPA or an accountant would encounter. Most taxpayers will instinctively turn to their accountant or CPA whenever issues about procedure arise for an explanation and for guidance. As such it is critical for CPAs and accountants to understand not only the substantive tax law also but how a typical tax dispute is resolved through federal tax procedure. This course will help CPA's and accountants navigate just that, as this course covers the procedural aspects of dealings between taxpayers and the Internal Revenue Service, the IRS Office of Professional Responsibility, the IRS Chief Counsel's Office and the Department of Justice Tax Division. CPAs and accountants in general must have comprehensive knowledge of federal tax procedure in order to competently guide their clients in this respective field.

MACC 580 | INTERNATIONAL ACCOUNTING
Units: 3 Repeatability: No
Prerequisites: ACCT 300
Corequisites: MACC 581
The study of international accounting issues is crucial for effective interpretation and analysis of financial information from companies located around the world. This course examines financial reporting practices, including IFRS, and the challenges associated with multinational operations, including foreign currency translation. Students will engage with professionals, visit major multinational companies, and discuss business cases. Note: MACC 580 and MACC 581 must be taken concurrently.

MACC 581 | INTERNATIONAL ACCOUNTING BUSINESS ENVIRONMENTS
Units: 3 Repeatability: No
Prerequisites: ACCT 300
Corequisites: MACC 580
The study of international business environments is crucial for emerging business professionals. The primary goal of the course is to immerse students in these environments, while in the classroom and abroad. This course provides an opportunity to learn about the challenges and opportunities of operating in multiple jurisdictions worldwide, with an emphasis on international taxation. Students will engage with professionals, visit major multinational companies, and discuss business cases. This course also studies business operations of multinational corporations, including transfer pricing. MACC 580 and MACC 581 must be taken concurrently.

MACC 585 | ACCOUNTING AND PUBLIC POLICY
Units: 3 Repeatability: No
This course examines accounting, financial, and economics public policy in the United States. The study of public policy issues is crucial for a comprehensive understanding of new and emerging business laws. With changing government oversight and regulation, evolving professional conduct standards, and greater public scrutiny, business professionals increasingly need to understand the context and process of public policy making and of government relations and public affairs. Students gain key insights in these areas and learn firsthand how public policy affects business operations.

MACC 594 | SPECIAL TOPICS
Units: 1-6 Repeatability: Yes (Can be repeated for Credit)
Topics of current interest in graduate accountancy study. Course content and structure will differ depending on instructor. Consult your advisor for course description for any given semester.

MACC 598 | PROFESSIONAL ACCOUNTANCY INTERNSHIP
Units: 3 Repeatability: No
Applied learning experience working for a business, government, or nonprofit organization in an accounting related position. Grading is Pass/Fail.

MACC 599 | INDEPENDENT STUDY
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
Special or independent study usually involving empirical research and written reports.

Master of Science in Taxation (MTAX)

The Master of Science in Taxation (MTAX) degree program offers a curriculum that focuses on interactively developing skills needed by accountants who want to emphasize tax during their careers. This program is a specialized tax degree designed to provide accountants the skills needed in mid- to upper-level tax. Further the program provides students with leadership, communication, interpersonal and ethical skills for supervisory-level positions.

This is a companion program to the Master of Science in Accountancy (MACC) program. All interested students should review the admission process and prerequisite requirements that are discussed under the MACC program. Those processes and prerequisites are also applicable to the MTAX program. In general, students applying to the MTAX program should already have completed an undergraduate degree in accountancy or its equivalent. Individuals without this background may still apply to the program, but will need to complete extended program requirements. Since all courses are offered at night over five week or ten week term, this program will be of primary interest to those students desiring to complete an MTAX program on a part-time basis while remaining employed. Since all courses are only offered once per calendar year, students should carefully plan their program of study prior to beginning the program and

should expect that completion will generally take a minimum of one calendar year.

Applicants can only be admitted to MACC/MTAX programs with the BACC equivalency. The only exceptions to this rule are current USD undergraduate students pursuing the Bachelor of Accountancy Degree.

As with the MACC program, students currently enrolled in the BACC program at USD can complete the BACC and MTAX in a combined program format. The admission process is identical to those required by the BACC and MACC combined program and prospective students should review the next section of this course catalog for those requirements.

For more information about the MTAX program contact the Graduate Accountancy Programs office at acctinst@sandiego.edu.

MTAX Program Requirements

The MTAX program is a 30 semester hours program for those with an undergraduate accounting degree. Additional prerequisite requirements for those without an undergraduate accounting degree are shown under the MACC program. In addition to the prerequisites shown under the MACC program, all MTAX degree applicants will need to have already completed:

Code	Title	Units
ACCT 306	Federal Tax Accounting I	3
ACCT 407	Federal Tax Accounting II (or their equivalents, as prerequisites to the program.)	3

MTAX Course Requirements (30 Semester Units):

The following six courses are required: See course schedule for available courses		18
MACC 560	Tax Research	
MACC 561	Partnership Taxation	
MACC 562	Estate and Gift Taxation and Planning	
MACC 563	State and Local Taxation	
MACC 564	Advanced Corporate Taxation	
MACC 565	Taxation Policies and Procedures	
Electives (12 units)		12

Code	Title	Units
Elective Courses		
MACC 501	Ethics for Accounting Professionals	3
MACC 520	Fundamentals of Personal Financial Planning	3
MACC 522	Investment Planning and Risk Management	3
MACC 525	Financial Statement Analysis for Accountants	3
MACC 530	International Financial Analysis and Reporting	3
MACC 531	Applied Research for Financial Accountants and Auditors	3
MACC 533	Accounting Analytics	3
MACC 535	Not-for-Profit Accounting	3
MACC 540	Controllership and Strategic Cost Management	3
MACC 560	Tax Research	3
MACC 561	Partnership Taxation	3
MACC 562	Estate and Gift Taxation and Planning	3
MACC 563	State and Local Taxation	3
MACC 564	Advanced Corporate Taxation	3
MACC 565	Taxation Policies and Procedures	3
MACC 580	International Accounting	3
MACC 581	International Accounting Business Environments	3

MACC 594	Special Topics	1-6
MACC 598	Professional Accountancy Internship	3
The following courses are offered on an individual student basis only:		
MACC 599	Independent Study	1-3

Students must complete a "program plan" indicating their elective selections prior to beginning the MTAX program. However, course substitutions may be made at later points of time upon approval of the Academic Director.

Admission Process for the MTAX Program

All interested students should review the admission and prerequisite requirements that are discussed under the MACC program, including the pre-program for international students.

a. Complete the Master of Science in Taxation online application, including the $125 application fee.

b. Resume

c. Personal statement

d. Two professional letters of recommendation

e. College/University Transcripts. Transcript evaluation required for international applicants.

f. GMAT with a minimum score of 550

g. TOEFL score of 92 or IELTS score of 7 for international applicants

h. Overall GPA of 3.0 and accounting GPA of 3.0

BACC/MACC or BACC/MTAX Combined Programs

The BACC/MACC or BACC/MTAX combined programs are 154 semester hours program consisting of the 124 semester hours requirements for a Bachelor of Accountancy degree (see the Undergraduate Course Catalog) and the 30 semester hours requirements for either the MACC or MTAX degrees. Students interested in either combined program should review the MACC or MTAX program requirements discussed above.

The combined programs allow current USD undergraduate students to combine their BACC program with either the MACC or the MTAX program. The combined programs allow students to begin their graduate programs early while they are still completing their BACC program. The actual program requirements for the undergraduate or graduate program are unchanged from those described under the individual programs. BACC students admitted to the MACC or MTAX combined programs may begin taking graduate program coursework after completion of ACCT 300 and a minimum of one additional upper-division undergraduate accounting course. The combined program allows students to complete both their BACC and either the MACC or MTAX degrees in approximately four and one half to five years on a full-time basis.

Students may enroll in BACC/MACC or BACC/MTAX Combined Programs. Students in these combined programs may receive up to 12 semester hours of credit to double count toward both the BACC undergraduate and MACC/MTAX graduate degrees. This double counting process is only applicable to student in a combined program. If student should graduate with a BACC degree only (without having been admitted to the BACC/MACC or BACC/MTAX combined program) and return later for a MACC/MTAX degree then the student will not be able to retroactively double count these courses and would need to complete 30 semester hours to earn the MACC/MTAX degree.

There are specific allowable double counting courses, which are offered only in the Fall or Spring semester, and listed in the Accountancy major section in the Undergraduate Catalog. Courses that may double count are ACCT 425/MACC 525, ACCT 430/MACC 530, ACCT 431/MACC 531, ACCT 433/MACC 533,

ACCT 435/MACC 535, ACCT 440/MACC 540, ACCT 460/MACC 560, ACCT 461/MACC 561, ACCT 462/MACC 562, ACCT 464/MACC 564, and ACCT 485/MACC 585. Double counted courses will count only as general electives for the bachelor's degree. Prerequisites must be met in order to take these courses. Permission to register for these specific cross-listed courses as a BACC only student must be approved by the Academic Director of Graduate Accountancy Programs.

Only students who are currently enrolled in the BACC degree program at USD are eligible for admission to a combined program. Admitted students will likely enroll in daytime undergraduate courses and evening MACC or MTAX courses so that both degrees can be completed on a full-time basis in the shortest possible time frame.

BACC students accepted into the combined program should consult with the Academic Director and the university's financial aid office to ensure they enroll in the appropriate mix of undergraduate or graduate courses each semester prior to completing their BACC requirements so that they will maximize their availability of financial aid.

Admission Process for the BACC/MACC or BACC/MTAX Combined Program

To be considered for admission into the Combined Program, a student must meet the criteria listed below:

a. Declared USD Bachelor of Accountancy major only

b. Completion of a minimum of ACCT 300

c. Completion of a minimum of 60 undergraduate semester hours applicable toward their BACC

d. A 3.0 GPA overall

e. A 3.0 GPA in all upper-division accountancy courses

Students must complete the following for admission to the combined BACC/MACC or BACC/MTAX degree programs:

a. Complete the Master of Science in Accountancy or Master of Science in Taxation online application

b. Resume

c. Personal statement

d. University transcripts

Upon Acceptance:

You will meet with the Academic Director and complete an approved "MACC or MTAX Program Plan" prior to the beginning of MACC or MTAX coursework.

Program and Course Sequencing Requirements for BACC/MACC or BACC/MTAX combined program. The following sequencing requirements must be met by all students in the combined program:

a. Under no circumstances will a student in the combined program be able to receive their MACC or MTAX degree prior to the completion of their BACC degree.

b. Students will receive their BACC degree upon completion of the requirements of that degree program.

c. Students who have received admittance in the combined program must complete their remaining MACC or MTAX degree requirements within five years of completing their BACC degree or must reapply to the MACC or MTAX program.

Professional Accountancy Examinations

Students in the Bachelor of Accountancy program should consult with an accounting faculty advisor about the courses to prepare for the Certified Public

Accountant (CPA) Examination, the Certification in Management Accounting (CMA) Examination, graduate work in fields of study related to accountancy, or specific fields of government employment.

The California State Board of Accountancy permits a student to sit for the CPA Exam when the Bachelor's degree is conferred, but requires 150 semester hours to complete the entire CPA Exam certification process for license. The California State Board of Accountancy will count any double counted grade once as the State Board does not double count units posted to two degrees. That means if a student enrolls in a combined program and completes the full 12 semester hours of allowable double counting for his or her USD degrees, he or she may only have 142 semester hours that could be counted toward the 150 semester hours requirement. Please be aware of this as it will now be possible to complete both degrees as part of the combined program and the student may be up to 8 semester hours short of the 150 required semester hours to become a CPA in California. Each student should verify the requirements in the state for which they wish to be certified.

Undergraduate BACC students interested in meeting the 150 semester hours requirements to become a CPA are strongly encouraged to consider the combined program option. CPA laws in a majority of states have recently been changed to require 150 semester hours of university credit to receive a CPA certificate. Additional information on this requirement is available from most State Boards of Accountancy.

MTAX Program Articulation Agreement

The Master of Science in Taxation (MTAX) values the work that USD students complete at the graduate level in the Master of Science in Accounting (MACC Track A or B) accounting program. The MTAX program will waive up to six (6) units of MTAX requirements, based upon successful completion of MACC graduate coursework as follows: Two MACC classes (numbered MACC 501 through MACC 599) completed in the MACC program will waive two MACC classes (numbered MACC 501 through MACC 599) in the MTAX program (6 units). Graduate students must apply to, be accepted by and confirm their enrollment in the MTAX program before they complete their MACC degree to have classes double count. Grades of B or better are required to waive MTAX courses. Students must fulfill all other requirements for the MTAX degree. Students participating in the BACC/MACC or BACC/MTAX Combined Programs are not eligible for the articulation agreement.

MACC 501 | ETHICS FOR ACCOUNTING PROFESSIONALS
Units: 3
This course will provide students with an opportunity to further develop ethical reasoning skills necessary for accounting professionals. Students will apply these skills to commonly experienced ethical issues in practice, through use of a combination of current ethical events, case studies, class presentations, and written assignments.

MACC 520 | FUNDAMENTALS OF PERSONAL FINANCIAL PLANNING
Units: 3 Repeatability: No
Prerequisites: ACCT 300 and FINA 300
This course investigates a broad spectrum of financial planning processes including regulatory, legal and ethical issues. Other relevant topics include sequencing the financial planning process, communications theory, financial assets, liquidity and cash management and the effect of a changing economic environment.

MACC 522 | INVESTMENT PLANNING AND RISK MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: ACCT 300 and FINA 300
This course is designed to provide a sound basis for the analysis of publicly traded securities and for the development and management of an integrated portfolio management strategy. Based on experiential learning, the instructor will combine the most recent investment theory and critical thinking with practical security analysis and portfolio management techniques. Integrated throughout the course will be an important new area of financial analysis, behavioral finance, which has critical implications on investment management activities. Included in the course construct are presentations by distinguished and practicing portfolio managers. May not receive credit for this course and GSBA 521.

MACC 525 | FINANCIAL STATEMENT ANALYSIS FOR ACCOUNTANTS
Units: 3 Repeatability: No
Prerequisites: ACCT 300 and FINA 300
This course develops a set of core skills essential to financial statement analysis. It covers strategic ratio analysis, cash flow analysis, pro forma financial statements, financial modeling and firm valuation using discounted cash flow and residual income models, with an emphasis on practical applications. (Note: Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 530 | INTERNATIONAL FINANCIAL ANALYSIS AND REPORTING
Units: 3 Repeatability: No
Prerequisites: ACCT 300 with a minimum grade of C-
The study of international accounting issues is crucial for effective interpretation and analysis of financial information from companies located around the world. This course adopts a twofold approach. First, the course examines diverse financial reporting practices with an emphasis on the underlying cultural, political, institutional and economic factors. Highlighting a user's perspective, the course then develops a financial statement analysis framework for comparing published financial information of non-U.S. companies. Combining these two approaches will enable students to prepare comparative case analyses based on a country context. (Note: Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 531 | APPLIED RESEARCH FOR FINANCIAL ACCOUNTANTS AND AUDITORS
Units: 3 Repeatability: No
Prerequisites: ACCT 300 with a minimum grade of C-
Applied research skills are essential for practicing financial accountants and auditors. This course focuses on helping professional accountants acquire applied research skills that will enable them to access relevant professional guidance, to understand it and to apply it. Case analyses will be performed by students using the Internet and other relevant research materials. Students will prepare case analysis based upon their research and will present their results in oral presentations and in professional write-ups. Research on relevant ethical issues in the profession will be a critical part of the cases examined in the course. (Note, Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 533 | ACCOUNTING ANALYTICS
Units: 3 Repeatability: No
Prerequisites: ACCT 303
Gain hands on accounting analytics experience working with (1) Excel, Access, and ACL to analyze transaction data and perform 100% population testing test of internal controls, (2) Tableau to analyze transaction data to gain an understanding of the client and to perform a fraud risk assessment, and (3) Python to load and transform data and develop a revenue prediction model that can be used in analytical procedures.

MACC 535 | NOT-FOR-PROFIT ACCOUNTING
Units: 3 Repeatability: No
Prerequisites: ACCT 300 with a minimum grade of C-
This class will cover basic nonprofit accounting rules, procedures and best practices. Specifically, to gain insight on the different types of nonprofits based on their funding models and how that impacts financial systems and reporting, understand a basic set of nonprofit financial statements and know the specialized accounting rules that apply, be able to analyze the financial health of an organization using the financials, learn to navigate the form 990 and other compliance requirements, and understand the concept of internal financial controls and management's responsibility in that area.

MACC 540 | CONTROLLERSHIP AND STRATEGIC COST MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: ACCT 302
This course will focus on current controllership and strategic cost management topics. Topics to be studied include activity based costing, balanced scorecard, benchmarking and management control systems. Teaching methods include lecture or discussions, case studies and presentations. Development of appropriate values and ethics needed by company controllers is included in the course. (Note: Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 560 | TAX RESEARCH
Units: 3 Repeatability: No
Prerequisites: ACCT 306
This course examines research methods used for Federal taxation. Topics include ethics, tax research methodology, primary sources of law, secondary sources of law and tax practice. Students will use electronic databases and other library resources to research fact patterns in groups and present their findings to the class. In addition, students are expected to do the necessary background reading and take related tests on the topics studied. (Note: Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 561 | PARTNERSHIP TAXATION
Units: 3 Repeatability: No
Prerequisites: ACCT 407
This course examines tax reporting for non-corporate entities including partnerships, limited liability companies (LLCs) and limited liability partnerships (LLPs) and the taxation of entity owners. Students who complete this course will: (1) understand common partnership, LLC angle terminology, (2) know how and where to research on-corporate tax issues, (3) learn to prepare and review common non-corporate entity tax reports, (4) develop skills in communicating tax issues and answers to clients, (5)understand non-corporate tax planning techniques, (6)understand how to creatively structure transactions consistent with current tax laws and (7) understand how the California Board of Accountancy Ethics requirements apply to taxation issues. Problem based learning (practice problems, cases and examples) will provide the core methods of classroom instruction. (Note: Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 562 | ESTATE AND GIFT TAXATION AND PLANNING
Units: 3 Repeatability: No
Prerequisites: ACCT 306
This course examines the details of three Federal transfer taxes: the estate tax, gift tax and generation skipping tax. Topics will include transfers subject to the gift tax, valuation of gifts, gift tax exclusion, gift splitting, the gross estate, deductions for transfer taxes, life insurance subject to estate tax and the determination and payment of the three taxes. Students will be expected to prepare estate and gift tax returns, research issues related to these transfer taxes and present topics to the class. (Note: Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 563 | STATE AND LOCAL TAXATION
Units: 3
Prerequisites: ACCT 306
This course is designed to provide an introduction to the principles of multistate taxation. Specifically, the course will provide: an overview of the impact of federal and state constitutional limitations on multi-state taxation, a fairly comprehensive introduction into the structure, problems and some of the tax planning opportunities for state corporate income taxation of multistate corporations and an overview of sales and property taxes.

MACC 564 | ADVANCED CORPORATE TAXATION
Units: 3 Repeatability: No
Prerequisites: ACCT 407 with a minimum grade of C-
This course uses case studies to review corporate formations, corporate operations, corporate distributions, and S corporations. Following this review, the course examines advanced topics, including consolidated tax returns, corporate reorganizations, net operating loss limitations, and financial statement tax provisions. Students will learn the supporting law for these topics as well as practical applications similar to situations encountered within public and private corporations and within public accounting firms tax departments. (Note: Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 565 | TAXATION POLICIES AND PROCEDURES
Units: 3 Repeatability: No
Prerequisites: ACCT 306
The world of tax procedure touches on nearly every financial and business transaction that a CPA or an accountant would encounter. Most taxpayers will instinctively turn to their accountant or CPA whenever issues about procedure arise for an explanation and for guidance. As such it is critical for CPAs and accountants to understand not only the substantive tax law also but how a typical tax dispute is resolved through federal tax procedure. This course will help CPA's and accountants navigate just that, as this course covers the procedural aspects of dealings between taxpayers and the Internal Revenue Service, the IRS Office of Professional Responsibility, the IRS Chief Counsel's Office and the Department of Justice Tax Division. CPAs and accountants in general must have comprehensive knowledge of federal tax procedure in order to competently guide their clients in this respective field.

MACC 580 | INTERNATIONAL ACCOUNTING
Units: 3 Repeatability: No
Prerequisites: ACCT 300
Corequisites: MACC 581
The study of international accounting issues is crucial for effective interpretation and analysis of financial information from companies located around the world. This course examines financial reporting practices, including IFRS, and the challenges associated with multinational operations, including foreign currency translation. Students will engage with professionals, visit major multinational companies, and discuss business cases. Note: MACC 580 and MACC 581 must be taken concurrently.

MACC 581 | INTERNATIONAL ACCOUNTING BUSINESS ENVIRONMENTS
Units: 3 Repeatability: No
Prerequisites: ACCT 300
Corequisites: MACC 580
The study of international business environments is crucial for emerging business professionals. The primary goal of the course is to immerse students in these environments, while in the classroom and abroad. This course provides an opportunity to learn about the challenges and opportunities of operating in multiple jurisdictions worldwide, with an emphasis on international taxation. Students will engage with professionals, visit major multinational companies, and discuss business cases. This course also studies business operations of multinational corporations, including transfer pricing. MACC 580 and MACC 581 must be taken concurrently.

MACC 585 | ACCOUNTING AND PUBLIC POLICY
Units: 3 Repeatability: No
This course examines accounting, financial, and economics public policy in the United States. The study of public policy issues is crucial for a comprehensive understanding of new and emerging business laws. With changing government oversight and regulation, evolving professional conduct standards, and greater public scrutiny, business professionals increasingly need to understand the context and process of public policy making and of government relations and public affairs. Students gain key insights in these areas and learn firsthand how public policy affects business operations.

MACC 594 | SPECIAL TOPICS
Units: 1-6 Repeatability: Yes (Can be repeated for Credit)
Topics of current interest in graduate accountancy study. Course content and structure will differ depending on instructor. Consult your advisor for course description for any given semester.

MACC 598 | PROFESSIONAL ACCOUNTANCY INTERNSHIP
Units: 3 Repeatability: No
Applied learning experience working for a business, government, or nonprofit organization in an accounting related position. Grading is Pass/Fail.

MACC 599 | INDEPENDENT STUDY
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
Special or independent study usually involving empirical research and written reports.

Master of Business Administration

The Knauss School of Business has been a leader in offering relevant, personalized management education for over 50 years. USD's business programs are professionally accredited by AACSB International–The Association for the Advancement of Collegiate Schools of Business at both the graduate and undergraduate levels. At USD, there are several graduate business programs to choose from, the largest being the Master of Business Administration (MBA) program. The MBA program is offered in a two-year, full-time format; a part-time, evening format; and a Flex hybrid format.

The Full-Time MBA is a two-year, cohort-based program committed to developing responsible leaders who will make a positive impact in the global business environment. The Full-Time MBA provides students with the professional skills they need to succeed in the global marketplace. Students in the Full-Time MBA who earn a concentration in business analytics or finance may request to be enrolled in the management science major, which is STEM approved. The Full-Time MBA starts in early August each year and may be completed in fewer months if accelerated.

The Part-time MBA and Flex MBA programs are designed for working professionals by offering evening, weekend and flex/hybrid classes year-round. The flexible schedule allows for program completion in 1-3 years while attending courses on a part-time basis. The Part-time and Flex MBA programs follow the same curriculum as the Full-Time MBA program, with the Part-time program starting in the Fall (evening format) and the Flex MBA staring in the Spring (flex/hybrid format) each year.

Students in all of our MBA programs join together for our varied elective offerings, career and professional development opportunities, socially responsible leadership development programs and study abroad programs creating a variety of innovative learning opportunities.

Faculty employ a mixture of lecture-discussion, case studies, cutting-edge technology, practical field projects and business simulations in the classroom and course assignments. The small classes and personalized attention foster a supportive environment that stresses strategic thinking and collaborative teamwork. The end result is a rigorous academic experience in which graduates emerge with a mastery of analytical techniques and an understanding of how to apply business theory to solve real-world problems for their companies and society.

With the approval of the director and subject to the program requirements of specific concentrations, students may take as electives a maximum of 6 units of relevant coursework from the USD School of Law or other USD graduate programs.

All three MBA programs begin one to three weeks prior to the university semester calendar to allow for completion of orientation activities and preterm coursework.

In addition to the regular Full-Time MBA, Part-time MBA, and Flex MBA programs, the Knauss School of Business offers a number of USD dual degree programs. See the MBA Dual Degree section for additional information.

For more information about the MBA programs contact the MBA office at mba@sandiego.edu.

Additional Admission Requirements

See the Admission page for basic admission requirements.

Entrance Semesters	Full-time MBA: Fall
	Part-Time MBA: Fall
	Flex MBA: Spring
Application Deadline	Fall: Nov. 1, Jan. 15, Mar. 1, May 1, June 15 (domestic candidates only)
	Spring: Oct. 1, Dec. 1
	Applications will be considered after these deadlines on a space-available basis
Minimum Grade Point Average	3.0 (4.0 scale)
Standardized Admission Test	The Knauss School of Business has implemented a test-optional policy for all MBA applications. In lieu of GMAT/GRE scores, all applicants may complete MBA Math prior to beginning your program. MBA Math is an online course that will prepare you for the MBA program and is not used to determine admissions eligibility. MBA Math can be waived. See sandiego.edu/mba or email mba@sandiego.edu for more information.

	IELTS or TOEFL - International applicants only (minimum IELTS score of 7.0 or TOEFL score of 92/237/580 required)
Required Coursework	No specific undergraduate coursework required
Additional Requirement for MBA	Two professional letters of recommendation. Accepted students typically have two years of full-time, post-undergraduate professional experience. However, the Knauss School of Business does not have a minimum work experience requirement for admission to the Full-Time MBA program. We review applications to see how candidates will enhance the classroom experience via their personal and professional background. If you feel that you can present a strong overall application, we encourage you to apply.
	Applicants who received their bachelor's degree from a non-US educational institution must have their transcripts evaluated by the International Education Research Foundation (IERF) or World Education Services, Inc. (WES).

Requirements for the MBA Degree: Full-time MBA

Prerequisites are indicated in parentheses. Degree requirements include coursework, applied projects, international experiences and career/professional development-oriented activities.

Code	Title	Units
Business Function Core (12 units)		
GSBA 501	Leading Multicultural Teams and Organizations	
GSBA 504	Marketing for Global Managers	
GSBA 506	Operations and Global Supply Chain Management	
GSBA 507	Financial Accounting and Statement Analysis (CPAs may take a two unit elective to replace this core requirement.)	
GSBA 509	Financial Management and Analysis	
GSBA 514	Economics in a Global Environment	
Career and Professional Development Course		
Integrated Problem Solving & Applied Learning Core (19)		
GSBA 500	Sustainable Strategies for the Entrepreneurial Manager	
GSBA 502	Statistics and Analytics for Decision Making	
GSBA 503	Problem Formulation and Decision Analysis	
GSBA 508	Law, Policy and Ethics in Global Business	
GSBA 516	Current Trends in the Business Environment	
GSBA 590	Agile Strategies for the Fourth Industrial Revolution	
GSBA 592	Social Impact Consulting Project	
GSBA 593	International Consulting Project (available in a remote format for students who cannot study abroad.)	
Two business related community service activities (12 - 15 hours) - Must be completed by May 1 for May Commencement		
Program Electives (13)		
GSBA 511-513, 517, 520-587, 594-599		

There are a wide variety of elective courses available. Students may earn a concentration by focusing their elective courses in a particular area of expertise. A maximum of 6 units may be chosen from the School of Law or other relevant USD graduate program. For courses outside the MBA program, permission must be obtained from the MBA advisor. See the appropriate section of this course catalog or the School of Law Course Catalog for information about course offerings outside the School of Business. Prerequisites for all elective courses must be observed.

Courses Abroad: Electives and some core classes may be taken through short-term study abroad programs or a semester exchange at one of our partner universities. Information about study abroad options are available from the MBA advisor.

The management science major is only for Full-Time MBA students who complete an MBA concentration in business analytics or finance (https://catalogs.sandiego.edu/graduate/colleges-schools/business-administration/master-business-administration/#concentrationstext) and benefit from an official STEM-designation. Prerequisites are indicated in parentheses. Degree requirements include coursework, applied projects, international experiences and career/professional development-oriented activities.

Code	Title	Units
Business Core Function (12 units)		
GSBA 501	Leading Multicultural Teams and Organizations	

GSBA 504	Marketing for Global Managers	
GSBA 506	Operations and Global Supply Chain Management	
GSBA 507	Financial Accounting and Statement Analysis	
GSBA 509	Financial Management and Analysis	
GSBA 514	Economics in a Global Environment	
Career and Professional Development Course		

Integrated Problem Solving & Applied Learning Core (19 units)

GSBA 500	Sustainable Strategies for the Entrepreneurial Manager	
GSBA 502	Statistics and Analytics for Decision Making	
GSBA 503	Problem Formulation and Decision Analysis	
GSBA 508	Law, Policy and Ethics in Global Business	
GSBA 516	Current Trends in the Business Environment	
GSBA 590	Agile Strategies for the Fourth Industrial Revolution	
GSBA 592	Social Impact Consulting Project	
GSBA 593	International Consulting Project	
Two business related community service activities (12-15 hours) - Must be completed by May 1 for May Commencement		

Business Analytics and Finance Concentration Electives (12 units)

General Electives (1) from GSBA 511-513, 517, 520-587, 594-599

Courses Abroad: Electives and some core classes may be taken through short-term study abroad programs or a semester exchange at one of our partner universities. Information about study abroad options are available from the MBA advisor.

Requirements for the MBA Degree: Part-time MBA

Prerequisites are indicated in parentheses. Degree requirements include coursework and applied projects.

Code	Title	Units
Business Function Core (12 units)		
GSBA 501	Leading Multicultural Teams and Organizations	
GSBA 504	Marketing for Global Managers	
GSBA 506	Operations and Global Supply Chain Management	
GSBA 507	Financial Accounting and Statement Analysis	
GSBA 509	Financial Management and Analysis	
GSBA 514	Economics in a Global Environment	
Integrated Problem Solving and Applied Learning Core (19 units)		
GSBA 500	Sustainable Strategies for the Entrepreneurial Manager	
GSBA 502	Statistics and Analytics for Decision Making	
GSBA 503	Problem Formulation and Decision Analysis	
GSBA 508	Law, Policy and Ethics in Global Business	
GSBA 516	Current Trends in the Business Environment	
GSBA 590	Agile Strategies for the Fourth Industrial Revolution	
GSBA 592	Social Impact Consulting Project	
GSBA 593	International Consulting Project (Remote options available for students who cannot study abroad)	
Two business related community service activities (12-15 hours) - Must be completed by May 1 for May Commencement		
Program Electives (13)		
GSBA 511-513, 517, 520-587, 594-599		

Electives: There are a wide variety of elective courses offered on campus and abroad each year. Students may also select a concentration by focusing electives in particular area of expertise. A maximum of 6 units may be chosen from the School of Law or other relevant USD graduate program. For courses outside the MBA program, permission must also be obtained from the MBA advisor. See the appropriate section of this course catalog or the School of Law Course Catalog for information about course offerings outside the School of Business. Prerequisites for all elective courses must be observed.

Courses Abroad: The MBA program offers a variety of short-term study abroad courses each year that may be used to fulfill MBA requirements. Courses can also be taken at one of our partner universities for a semester study abroad experience.

Course Waivers: Waivers refers to the reduction (waiving) of degree requirements based upon coursework taken prior to matriculation into the Knauss School of Business Part-time MBA program. Any student with two years of full-time work experience and a GPA of 3.0 or higher in their undergraduate degree that has been completed within seven years of starting the MBA program may apply for waivers for up to 14 units of MBA coursework (a minimum of 30 units must be completed at USD to earn the MBA degree).

Applicants must submit a request to have classes waived as soon as possible during the admissions process and two weeks prior to the start of orientation at the very latest. **WAIVER REQUESTS WILL NOT BE ACCEPTED AFTER THE FIRST DAY OF ORIENTATION.** Students will be notified if their waiver requests are approved or not, including any additional requirements needed to complete the process. All requirements for waivers must be completed prior to the deadline to add or drop classes during the first semester of the program. Questions of equivalent course content will be referred to the members of the relevant department faculty group for deliberation and final determination. Waiver by examination may be attempted only once per course. A non-refundable fee of $50 is charged for each examination.

The following MBA courses may be waived if the student demonstrates satisfactory completion of the conditions listed below each course:

GSBA 502 Statistics & Analytics for Decision Making

- Students with a BBA, BA in Statistics, BS in Engineering or other bachelor degrees that include statistics or an MS in a related business field with a grade of B or above for courses in statistics may complete the MBA Math Statistics Module <u>and</u> Datacamp intro to Statistics in place of GSBA 502.

GSBA 503 Problem Formulation & Decision Analysis

- Students with a BBA, BS in Engineering or other bachelor degree that included courses on spreadsheet modeling, management science or optimization operations research with a grade of B or above for courses in management science, decision sciences/analysis, business analytics or operations research may complete the MBA Math Spreadsheets Module (80% or higher) in place of GSBA 503.

GSBA 504 Marketing for Global Managers

- Students with a BBA in Marketing, BS in Marketing or MS in Marketing with a 3.0 GPA or higher may be waived out of GSBA 504.
- Students with two years or more of full-time, relevant professional marketing experience may request a waiver by examination.

GSBA 506 Operations & Global Supply Chain Management

- Students with a BBA/MS in business or industrial engineering <u>or</u> two years or more of professional experience in a related field and a grade of B or above

for courses in operations management or supply chain management may be waived from GSBA 506.

- Other students may request a waiver by examination.

GSBA 507 Financial Accounting

- Students with an undergraduate major in accounting and/or have passed the CPA exam may waive GSBA 507.

GSBA 508 Law, Policy & Ethics

- Students with a BBA or BA/BS from a business program or a degree in law with a grade of B or above in either a business law or business ethics class may be waived from GSBA 508.
- Other students may request a waiver by examination.

GSBA 509 Financial Management & Analysis

- Students with a BBA/MS in a related business field with professional experience in finance related fields may request a waiver by examination.

GSBA 514 Economics in a Global Environment

- Students with a BBA or BA in Econ with grades of B or above for courses in Microeconomics and Macroeconomics may complete the MBA Math Economics Module in place of GSBA 514.

Requirements for the MBA Degree: Flex MBA

Prerequisites are indicated in parentheses. Degree requirements include coursework and applied projects.

Code	Title	Units
Business Function Core (12 units)		
GSBA 501	Leading Multicultural Teams and Organizations	
GSBA 504	Marketing for Global Managers	
GSBA 506	Operations and Global Supply Chain Management	
GSBA 507	Financial Accounting and Statement Analysis	
GSBA 509	Financial Management and Analysis	
GSBA 514	Economics in a Global Environment	
Integrated Problem Solving and Applied Learning Core (19 units)		
GSBA 500	Sustainable Strategies for the Entrepreneurial Manager	
GSBA 502	Statistics and Analytics for Decision Making	
GSBA 503	Problem Formulation and Decision Analysis	
GSBA 508	Law, Policy and Ethics in Global Business	
GSBA 516	Current Trends in the Business Environment	
GSBA 590	Agile Strategies for the Fourth Industrial Revolution	
GSBA 592	Social Impact Consulting Project	
GSBA 593	International Consulting Project	
Two business related service activities (12-15 hours) - Must be completed by May 1 for May Commencement		
Program Electives (13 units)		

GSBA 511-513, 517, 520-587, 594-599

Electives: There are a wide variety of elective courses offered on campus and abroad each year. Students may also select a concentration by focusing electives in particular area of expertise. A maximum of 6 units may be chosen from the School of Law or other relevant USD graduate program. For courses outside the MBA program, permission must also be obtained from the MBA advisor. See the appropriate section of this course catalog or the School of Law Course Catalog for information about course offerings outside the School of Business. Prerequisites for all elective courses must be observed.

Courses Abroad: The MBA program offers a variety of short-term study abroad courses each year that may be used to fulfill MBA requirements. Courses can also be taken at one of our partner universities for a semester study abroad experience.

Course Waivers: Waivers refers to the reduction (waiving) of degree requirements based upon coursework taken prior to matriculation into the Knauss School of Business Flex MBA program. Any student with two years of full-time work experience and a GPA of 3.0 or higher in their undergraduate degree that has been completed within seven years of starting the MBA program may apply for waivers for up to 14 units of MBA coursework (a minimum of 30 units must be completed at USD to earn the MBA degree).

Applicants must submit a request to have classes waived as soon as possible during the admissions process and two weeks prior to the start of orientation at the very latest. **WAIVER REQUESTS WILL NOT BE ACCEPTED AFTER THE FIRST DAY OF ORIENTATION.** Students will be notified if their waiver requests are approved or not, including any additional requirements needed to complete the process. All requirements for waivers must be completed prior to the deadline to add or drop classes during the first semester of the program. Questions of equivalent course content will be referred to the members of the relevant department faculty group for deliberation and final determination. Waiver by examination may be attempted only once per course. A non-refundable fee of $50 is charged for each examination.

The following MBA courses may be waived if the student demonstrates satisfactory completion of the conditions listed below each course:

GSBA 502 Statistics & Analytics for Decision Making

- Students with a BBA, BA in Statistics, BS in Engineering or other bachelor degrees that include statistics or an MS in a related business field with a grade of B or above for courses in statistics may complete the MBA Math Statistics Module and Datacamp intro to Statistics in place of GSBA 502.

GSBA 503 Problem Formulation & Decision Analysis

- Students with a BBA, BS in Engineering or other bachelor degree that included courses on spreadsheet modeling, management science or optimization operations research with a grade of B or above for courses in management science, decision sciences/analysis, business analytics or operations research may complete the MBA Math Spreadsheets Module (80% or higher) in place of GSBA 503.

GSBA 504 Marketing for Global Managers

- Students with a BBA in Marketing, BS in Marketing or MS in Marketing with a 3.0 GPA or higher may be waived out of GSBA 504.
- Students with two years or more of full-time, relevant professional marketing experience may request a waiver by examination.

GSBA 506 Operations & Global Supply Chain Management

- Students with a BBA/MS in business or industrial engineering or two years or more of professional experience in a related field and a grade of B or above for courses in operations management or supply chain management may be waived from GSBA 506.
- Other students may request a waiver by examination.

GSBA 507 Financial Accounting

- Students with an undergraduate major in accounting and/or have passed the CPA exam may waive GSBA 507.

GSBA 508 Law, Policy & Ethics

- Students with a BBA or BA/BS from a business program or a degree in law with a grade of B or above in either a business law or business ethics class may be waived from GSBA 508.
- Other students may request a waiver by examination.

GSBA 509 Financial Management & Analysis

- Students with a BBA/MS in a related business field with professional experience in finance related fields may request a waiver by examination.

GSBA 514 Economics in a Global Environment

- Students with a BBA or BA in Econ with grades of B or above for courses in Microeconomics and Macroeconomics may complete the MBA Math Economics Module in place of GSBA 514.

MBA Dual Degree Programs

MBA/MSBA Dual Degree Program

The Master of Business Administration (MBA)/Master of Science in Business Analytics (MSBA) dual degree program allows students to obtain an MBA and MSBA degree in two years by completing specific prescribed courses for a total of 66 units. Students benefit from both business and analytics courses and will receive two diplomas upon completion of all coursework. Students must apply to and be accepted into both programs and they must begin with the MBA program to participate in the dual degree option.

The MBA program will accept the following 14-units in transfer from the MSBA program to meet MBA program requirements.

Code	Title	Units
MSBA 502	Analytics Programming I	2
MSBA 503	Analytics Programming II (for elective units)	2
MSBA 504	Data Management (for elective units)	2
MSBA 506	Prescriptive Analytics (for elective units)	2
MSBA 507	Data for Social Good	3
MSBA 511	Data Mining for Business Analytics (for elective units)	3

In addition, the MSBA program will waive the Career and Professional Development requirement for students who completed the Career and Professional Development course in the MBA program and accept the following course in transfer from the MBA program to fulfill MSBA requirements.

Students must fulfill all other degree requirements for each degree.

MBA/MSF Dual Degree Program

The Master of Business Administration (MBA)/Master of Science in Finance (MSF) dual degree program allows students to obtain an MBA and MSF degree in two years by completing specific prescribed courses for a total of 57 units. Students benefit from both business and finance courses and will receive two diplomas upon completion of all coursework. Students must apply to and be accepted into both programs and they must begin with the MBA program to participate in the dual degree option.

The MBA program will accept the following 12 units in transfer from the MSF program to fulfill MBA elective units.

Code	Title	Units
MFIN 503	Fixed Income	2
MFIN 504	Derivatives	2
MFIN 506	Portfolio Management	1
MFIN 509	Alternative Investments	1
MFIN 511	Advanced Financial Reporting and Analysis	3
MFIN 512	Equity Valuation and Modeling	3

In addition, the MSF program will waive the MSF career and professional development course requirement for any students who completed the MBA career and professional development course and accept the following courses in transfer from the MBA program to fulfill MSF requirements.

Code	Title	Units
GSBA 502	Statistics and Analytics for Decision Making (for MFIN 501 Quantitative Methods)	2
GSBA 507	Financial Accounting and Statement Analysis (for MFIN 507 Financial Reporting and Analysis)	2
GSBA 509	Financial Management and Analysis (for MFIN 508 Corporate Finance)	2
GSBA 514	Economics in a Global Environment (for MFIN 502 Economics for Finance)	2

Students must fulfill all other degree requirements for each degree.

MBA/MSRE Dual Degree Program

The Master of Business Administration (MBA)/Master of Science in Real Estate (MSRE) dual degree program allows students to obtain an MBA and MSRE degree in a minimum of two years by completing specific prescribed courses for a total of 62 units. Students benefit from both business and real estate courses and will receive two diplomas upon completion of all coursework. Students must apply to and be accepted into both programs and may begin with either program.

The MBA program will accept the following 14-units of MSRE coursework to fulfill MBA core and elective units.

Code	Title	Units
MSRE 503	Commercial Real Estate Finance and Investment (for elective units)	3
MSRE 507	Real Estate Development (for elective units)	3
MSRE 509	Commercial Real Estate Capital Markets (for elective units)	3
MSRE 513	Real Estate Market Analysis (for elective units)	3
MSRE 517	Sustainable Real Estate (for GSBA 592 Social Impact Consulting Project. Note: students need to take a total of 14 units of MBA electives to make up for the fact that GSBA 592 is a 3-unit class.)	2

Students must fulfill all other degree requirements for each degree.

MBA/MSSCM Dual Degree Program

The Master of Business Administration (MBA)/Master of Science in Supply Chain Management (MSSCM) dual degree program allows students to obtain both an MBA and MSSCM degree in two to three years by completing specific prescribed courses for a total of 56 units. Students benefit from both business and supply chain courses and will receive two diplomas upon completion of all coursework. Students who wish to complete the dual degree program may begin

with either program. The course sequence will depend upon which program they begin first.

The MBA program will accept the following MSSCM courses to fulfill 14 units of MBA core and elective units.

Code	Title	Units
MSCM 501	Supply Chain Strategy and Design (for GSBA 560 Supply Chain Systems as an elective)	3
MSCM 503	Supply Management (for GSBA 561 Supply Management as an elective)	3
MSCM 504	Operations Management (for GSBA 506 Operations & Global Supply Chain Management)	3
MSCM 512	Strategic Cost Management (for GSBA 562 Strategic Cost Management as an elective)	3

And the two classes below for GSBA 592 Social Impact Consulting Project (3).

MSCM 514	Sustainable Global Supply Chain Management	
MSCM 533	Supply Chain Capstone Project	

In addition, the MSSCM program will accept the following courses in transfer from the MBA program to fulfill MSSCM requirements.

Code	Title	Units
GSBA 501	Leading Multicultural Teams and Organizations (for MSCM 507 Leadership and Change Management for Supply Chain Managers)	2
GSBA 507	Financial Accounting and Statement Analysis (for MSCM 511 Finance and Risk Management)	2

Students must fulfill all other degree requirements for each degree. Note: to maximize the number of units/courses that can count for both degrees, students should pursue the General SCM track in the MSSCM program. Students who pursue the Health Care SCM track will be required to take additional courses.

MBA/JD Dual Degree Program

The School of Business offers a dual degree program in conjunction with the School of Law. This dual degree offers the concurrent pursuit of a JD degree along with an MBA. Since these programs allow the concurrent pursuit of two degrees, with six units of JD coursework transferred in to fulfill MBA electives and six units of MBA coursework transferred to meet JD requirements, students can generally save one semester of time and expense. As graduate credits may not be transferred to the law school until completion of the entire first year of law study is completed, students generally begin the dual degree program in their second year of law school. Students interested in the dual degree program must apply to and be accepted by both schools.

Concentrations

MBA students may focus their elective options in a particular area to earn a concentration by meeting the requirements indicated below. If a student wants to pursue more than one concentration, a maximum of one course may be counted towards two concentrations. Students must observe all prerequisites as listed in the course descriptions. Courses taken towards a concentration also fulfill MBA elective units.

Business Analytics Concentration

The Business Analytics concentration helps students develop applied analytical skills in order to make relevant and informed data-driven business decisions. Business analytics is a growing field and business professionals are increasingly asked to use data to make informed decisions. Completion of this concentration will equip students with analytical and business skills that can be applied to many functional business roles. Additionally, this concentration will provide students with a competitive edge when applying for jobs.

Students pursuing this concentration are required to complete at least 12 units of electives as indicated below.

Required Courses

Code	Title	Units
GSBA 575	Database Foundations and Interactive Database Visualization	3
GSBA 576	Big Data & Business Analytics	3

Select at least six units of the following:

Code	Title	Units
GSBA 528	Business Cycles and Forecasting	3
GSBA 552	Marketing Analytics	3
GSBA 577	Business Analytics & Digitization	3

Entrepreneurship Concentration

The Entrepreneurship Concentration is intended for students interested in understanding the skills required to successfully launch and manage new ventures in entrepreneurial or corporate organizational settings. Each course in this concentration addresses strategies and managerial actions required for the successful exploitation of opportunities that deliver above-average returns to the organization and its investors.

Students pursuing this concentration are required to complete at least 12 units of electives as indicated below.

Code	Title	Units
Required Courses		
GSBA 524	Entrepreneurial Finance	3
GSBA 537	Entrepreneurship	3
Select at least 6 units of the following:		6
GSBA 511	Managerial Accounting	
GSBA 528	Business Cycles and Forecasting	
GSBA 530	Human Resources Management	
GSBA 533	Organization Change and Design	
GSBA 538	Torero Ventures Lab	
GSBA 540	Taxes in Business Decisions	
GSBA 541	Negotiations for Entrepreneurial Ventures	
GSBA 556	New Product Development	
GSBA 580	Global Innovation	
GSBA 581	Global Entrepreneurship for Social Change	
GSBA 594	Special Topics (in Entrepreneurship)	

Finance Concentration

Completion of courses towards the Finance Concentration will provide students with the requisite knowledge and skill set to pursue career opportunities in corporate finance, multinational financial management and in venture capital finance. Additional career opportunities include business consulting and investment banking.

Students pursuing this concentration are required to complete at least 12 units of electives as indicated below.

Code	Title	Units
Required Courses		
GSBA 520	Advanced Corporate Finance	3
GSBA 521	Investments	3
Select at least six units of the following:		6
GSBA 513	Corporate Governance and Values	
GSBA 522	Advanced Seminar in Finance and Investments	
GSBA 523	International Financial Management	
GSBA 524	Entrepreneurial Finance	
GSBA 527	Financial Statement Analysis	
GSBA 529	Derivatives	
GSBA 541	Negotiations for Entrepreneurial Ventures	
GSBA 542	Financial Modeling	
GSBA 543	Global Private Equity Finance	
GSBA 584	Microfinance and Wealth Creation	
GSBA 594	Special Topics (in Finance)	

Marketing Concentration

Completion of courses towards the Marketing Concentration will provide students with the requisite knowledge and skill set to pursue career opportunities in product and brand management, advertising, public relations, multinational marketing management and other areas in the marketing field.

Students pursuing this concentration are required to complete at least 12 units of electives as indicated below.

Code	Title	Units
Required Courses		
GSBA 550	Marketing Research	3
Select at least nine units of the following:		9
GSBA 551	Seminar in Consumer Behavior	
GSBA 553	Seminar in Global Marketing	
GSBA 552	Marketing Analytics	
GSBA 554	Strategic Marketing	
GSBA 555	Brand Management	
GSBA 556	New Product Development	
GSBA 558	High Technology Marketing	
GSBA 557	Social Media Marketing	
GSBA 594	Special Topics (in Marketing)	

Organizational Leadership Concentration

Completion of courses towards the Organizational Leadership Concentration will provide students with the knowledge and skills necessary to pursue career opportunities in human resources, project, program and organizational change management.

Students pursuing this concentration are required to complete at least 12 units of any combination of the following electives:

Code	Title	Units
Required Courses		
GSBA 512	Negotiations	3
GSBA 517	Managing Sustainability with Environmental, Social and Governance (ESG) Factors	2
GSBA 530	Human Resources Management	2
GSBA 531	Business Leadership and Spirituality	2
GSBA 532	International Comparative Management	2
GSBA 533	Organization Change and Design	3
GSBA 534	Values, Ethics and Corporate Culture	3
GSBA 535	Interpersonal and group Dynamics	3
GSBA 536	Current Topics in Management Consulting	2
GSBA 537	Entrepreneurship	3
GSBA 538	Torero Ventures Lab	4
GSBA 539	Power & Influence in Organizations	3
GSBA 541	Negotiations for Entrepreneurial Ventures	2
GSBA 581	Global Entrepreneurship for Social Change	2
GSBA 582	Advanced International Business Negotiations	2
GSBA 583	Business and Social Innovation	2
GSBA 594	Special Topics (in Organizational Leadership)	1-4

Supply Chain Management Concentration

Supply chain management is a core competence at world-class firms. The principal benefit of supply chain management is the generation of a sustainable competitive advantage. A firm's supply chain extends from the end customer back through the firm's distributors, the firm itself, its suppliers and their suppliers. Supply chain management focuses on the design, development and management of relationships, both inside the firm and with the firm's supply world. These relationships are essential to ensure a smooth flow of quality goods, services and technology which optimizes end customer satisfaction. The program integrates three key legs: procurement, logistics and information systems. Students also will be able to participate in the activities of the Supply Chain Management Institute.

Students pursuing this concentration are required to complete at least 12 units of electives as indicated below.

Code	Title	Units
Required Courses		
GSBA 511	Managerial Accounting	2
GSBA 560	Supply Chain Strategy and Design	3
Select at least 7 units of the following:		7
GSBA 512	Negotiations	
GSBA 528	Business Cycles and Forecasting	
GSBA 561	Global Purchasing and Supply Management	
GSBA 562	Strategic Cost Management	
GSBA 563	Sustainable Global Supply Chain Management	
GSBA 564	Operations and Supply Chain Strategy and Tools	
GSBA 565	Logistics and Distribution Management	
GSBA 567	Value Network Management	
GSBA 570	Program/Project Management	
GSBA 594	Special Topics (in Supply Chain Management)	

GSBA 500 | SUSTAINABLE STRATEGIES FOR THE ENTREPRENEURIAL MANAGER
Units: 2 Repeatability: No
The purpose of this course is to provide students with a fundamental understanding of how sustainable strategy is formulated in a global environment from the perspective of "changemakers" top executives. Participants will be introduced to and apply various core strategy and sustainability concepts and models such as industry environment analysis, internal analysis of resources and competences, business-level strategies, sustainable business modeling issues and its relationship to organizational performance. The intent is to provide students with a comprehensive perspective of how business strategy impacts competitiveness. Learning dynamics may include case studies, simulations, projects, and fieldwork.

GSBA 501 | LEADING MULTICULTURAL TEAMS AND ORGANIZATIONS
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)
This course provides concepts and skills for socially responsible and ethical leadership of international teams and organizations. Students acquire competencies in critical thinking, comparative ethical reflection, situational leadership and multicultural team building. Topics include communicating across cultures, leading multicultural and virtual teams, adapting to different cultural behavioral styles, creative problem solving, conflict resolution, capitalizing on cultural diversity, motivating and empowering followers, comparative leadership theories and styles, moral considerations in power and politics, thinking strategically, and creating socially responsible organizational cultures. Pedagogy includes lecture/discussion, self-assessment instruments, case studies, team projects, experiential exercises, coaching in interpersonal skills and 360-degree feedback.

GSBA 502 | STATISTICS AND ANALYTICS FOR DECISION MAKING
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
This course examines how managers use data as the key input for systematic business problem-solving. Topics include collecting data, describing and presenting data, probability, statistical inference, regression analysis, forecasting and risk analysis. Extensive use of Excel for data analysis with a focus on applied business decision-making. Common business processes and business skills practiced are gathering and organizing data, quantitative data analysis, forecasting, decision-making under uncertainty and communicating or presenting results.

GSBA 503 | PROBLEM FORMULATION AND DECISION ANALYSIS
Units: 2
Prerequisites: GSBA 502 with a minimum grade of C-
Whether managing a task, a project, or a corporation, business leaders often must make critical decisions with seemingly insufficient information to structure an effective analysis. Such an analysis requires framing the problem appropriately, formulating alternative actions and evaluating their advantages and disadvantages. This course will provide the student with the skills necessary to be able to approach decision making in a systematic and fruitful manner. Using spreadsheets as the medium, this course will exam such topics as modeling, decision analysis tools, constrained optimization methods and Monte Carlo simulation. This course will also provide experience with using these tools in such areas as marketing, finance and operations.

GSBA 504 | MARKETING FOR GLOBAL MANAGERS
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)
This course examines the key elements of marketing and the economic concepts that underlie them. Topics include understanding the competitive structure of industries, product differentiation, branding, pricing, promotion and distribution. Common business processes and business skills practiced are developing and positioning a product, choice of distribution channels, promotional techniques, demand estimation, pricing decisions and developing marketing strategy.

GSBA 505 | FINANCIAL MANAGEMENT AND ANALYSIS
Units: 3
Prerequisites: GSBA 502 with a minimum grade of C- and GSBA 510 with a minimum grade of C-
This course discusses how firms acquire, use and value capital resources. Topics covered are domestic and international capital markets, the time value of money, financial securities, risk and return, capital market efficiency, cost of capital and option basics. Common business processes and business skills practiced are free cash flow projections, capital budgeting and the valuation of a firm. Teaching methods are lecture, assignments and case studies.

GSBA 506 | OPERATIONS AND GLOBAL SUPPLY CHAIN MANAGEMENT
Units: 2 Repeatability: No
Prerequisites: GSBA 502 with a minimum grade of C-
This course examines the operational processes of the logistical chain from acquisition of materials through conversion to physical distribution of goods and services. Topics include supply systems, workflow systems, inventory systems, quality systems logistics systems, cost estimation, optimization tools and continuous improvement. Common business processes and business skills practiced are production planning, workflow scheduling, cost estimation, resource allocation, work methods design, inventory management and continuous improvement methods.

GSBA 507 | FINANCIAL ACCOUNTING AND STATEMENT ANALYSIS
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)
This course provides an introduction to the financial reporting system that business entities use to convey information to external parties. The primary emphasis is on understanding financial statements, what they impart about a business entity, and how to use this information to make decisions. Students learn the accounting principles, conventions and concepts underlying financial reporting with the objective of developing the ability to analyze and interpret financial statements. The course provides an understanding of the financial reporting process from the inputs to the end products, including what motivates a manager to select a particular accounting treatment, how this choice affects the financial statements, what constitutes ethical financial reporting, and how to assess the quality of the reported financial information.

GSBA 508 | LAW, POLICY AND ETHICS IN GLOBAL BUSINESS
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
This course examines the complex array of political, legal, historical and ethical concerns in the global business environment by analyzing the principles of social responsibility, ethics, diversity, and law and stakeholder theory as they apply to organizations, domestically and abroad. Coverage includes business ethics; diverse ethical foundations; diverse interests of various stakeholders; individual versus societal interests; pluralism and socioeconomic issues; anti-discrimination legislation; labor and employment issues; environmental justice; public policy; politics; globalization; and government regulation of business. Particular attention is given to cultivating moral reasoning skills. Fundamentally, we evaluate how businesses around the world do operate and, more significantly, how they should operate. Teaching methods include lecture, case studies, class discussion and debate.

GSBA 509 | FINANCIAL MANAGEMENT AND ANALYSIS
Units: 2 Repeatability: No

Prerequisites: GSBA 502 with a minimum grade of C- and GSBA 507 with a minimum grade of C-

This course discusses how firms acquire, use and value capital resources. Topics covered are domestic and international capital markets, the time value of money, financial securities, cost of capital. Common business processes and business skills practiced are free cash flow projections, capital budgeting and the valuation of a firm.

GSBA 510 | FINANCIAL ACCOUNTING AND STATEMENT ANALYSIS
Units: 3 Repeatability: No

Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)

This course provides an introduction to the financial reporting system that business entities use to convey information to parties external to the firm. The primary emphasis is on understanding the financial statements, what they impart about a business entity, and how to use this information to make decisions. Students learn the accounting principles, conventions and concepts underlying financial reporting with the objective of developing the ability to analyze and interpret financial statements. The course provides an understanding of the financial reporting process from the inputs to the end products, including what motivates a manager to select a particular accounting treatment, how this choice affects the financial statements, what constitutes ethical financial reporting, how to assess the quality of the reported financial information, and how to adjust and use this information for analysis. This course is taken in the first semester of the program.

GSBA 511 | MANAGERIAL ACCOUNTING
Units: 2 Repeatability: No

Prerequisites: GSBA 510 with a minimum grade of C- or GSBA 507 with a minimum grade of C-

This course focuses on the design of cost systems and managerial accounting reports to aid in the planning and control of a business entity. Topics include incremental analysis, cost-volume-profit, activity based costing and budgeting.

GSBA 512 | NEGOTIATIONS
Units: 3 Repeatability: No

Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)

Efforts to influence the goals, structure and direction of an organization are undertaken by individuals and groups who frequently hold diverse and competing perspectives. Accordingly, negotiation is a central skill in managing conflict, creating value and distributing resources. People want to participate effectively in decisions that affect them and will resist accepting decisions dictated by others. People differ and they use negotiation to handle their differences. This course will explore the science and art of negotiation. The "science" will be learned largely through readings and discussions of the readings. The "art" will be learned through experience in simulated negotiations.

GSBA 513 | CORPORATE GOVERNANCE AND VALUES
Units: 2 Repeatability: No

Prerequisites: GSBA 505 with a minimum grade of C- and GSBA 515 with a minimum grade of C-

This course surveys the major corporate governance systems in the world, focusing on the values and legal and financial traditions that have led to the development of systems with quite divergent goals and institutional mechanisms. Topics such as the purpose and nature of the firm, models of corporate governance and their correspondence with legal and financial traditions, internal and external governance mechanisms, the role of regulatory authorities and executive compensation are covered in a comparative and interdisciplinary manner. The course will require active student participation in case discussions, presentations, papers and role-plays.

GSBA 514 | ECONOMICS IN A GLOBAL ENVIRONMENT
Units: 2 Repeatability: No

Prerequisites: GSBA 502 with a minimum grade of C-

This course examines how the business environment and public policy affect industry and firm strategies for competitiveness. The focus is to enable students to identify, understand and evaluate the domestic and global forces causing economic change. Key concepts and ideas from both microeconomics and macroeconomics are introduced. Global issues are emphasized, such as the role that interest rates and exchange rates play in the movement of goods and capital between countries, national income and balance of payment accounting, trade barriers and regional trade agreements. It also examines these topics from an economic, social and ethical perspective.

GSBA 515 | LEADING MULTICULTURAL TEAMS AND ORGANIZATIONS
Units: 3 Repeatability: No

Prerequisites: GSBA 500 with a minimum grade of C-

This course provides concepts and skills for socially responsible and ethical leadership of international teams and organizations. Students acquire competencies in critical thinking, comparative ethical reflection, situational leadership and multicultural team building. Topics include communicating across cultures, leading multicultural and virtual teams, adapting to different cultural behavioral styles, creative problem solving, conflict resolution, capitalizing on cultural diversity, motivating and empowering followers, comparative leadership theories and styles, moral considerations in power and politics, thinking strategically, and creating socially responsible organizational cultures. Pedagogy includes lecture/discussion, self-assessment instruments, case studies, team projects, experiential exercises, coaching in interpersonal skills and 360-degree feedback. This course is taken in the first semester of the MBA program.

GSBA 516 | CURRENT TRENDS IN THE BUSINESS ENVIRONMENT
Units: 2 Repeatability: No

Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)

This course will focus on current issues impacting business and society - both external changes facing management and emerging trends in contemporary management thought and practice. Students will learn how to analyze rapidly changing national, regional, and global trends in the business environment and their effects on markets, supply chains, financial systems, infrastructure, and geopolitical relationships. Through real-world case studies, both historical and contemporary, students will examine how changes within one society affect others. By the end of this course, students will have gained the tools to be able to identify, analyze, and adapt to global changes as they affect business and society. Students will also explore emerging research and practice in contemporary business management.

GSBA 517 | MANAGING SUSTAINABILITY WITH ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) FACTORS
Units: 2 Repeatability: No

Prerequisites: GSBA 504 with a minimum grade of C- and (GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-) and GSBA 506 with a minimum grade of C- (Can be taken Concurrently)

Consistent with USD's philosophy that business success is more than just the bottom line, students will learn how sustainability and environmental, social, and governance (ESG) factors create value for society and business. The rising interest in sustainability and ESG means stakeholders increasingly expect leaders across all disciplines to incorporate sustainability and ESG factors into decision making and management. Specific topics covered in the course include climate change impacts; human rights practices; diversity, equity and inclusion initiatives; reporting standards and requirements; and ESG metrics and ratings. Through case studies and collaborative project work, students will study evolving corporate sustainability practices that address responsible management of environmental, social and governance factors.

GSBA 518 | ECONOMICS IN A GLOBAL ENVIRONMENT
Units: 3 Repeatability: No
Prerequisites: GSBA 502 with a minimum grade of C-
This course examines how the business environment and public policy affect industry and firm strategies for competitiveness. The focus is to enable students to identify, understand and evaluate the domestic and global forces causing economic change. Key concepts and ideas from both microeconomics and macroeconomics are introduced. Global issues are emphasized, such as the role that interest rates and exchange rates play in the movement of goods and capital between countries, national income and balance of payment accounting, trade barriers, regional trade agreements, emerging markets and political risk. It also examines these topics from an economic, social and ethical perspective. Teaching methods include lecture, case studies and class discussion.

GSBA 519 | SOCIAL IMPACT CONSULTING PROJECT
Units: 2 Repeatability: No
Prerequisites: (GSBA 504 with a minimum grade of C- and GSBA 508 with a minimum grade of C- and GSBA 509 with a minimum grade of C- (Can be taken Concurrently))
In this integrative course, students work in teams to provide solutions to a business challenge faced by a social venture either in the U.S. or abroad. A social venture may be considered any organization that prioritizes social impact along with financial performance. The course requires students to apply essential consulting tools and design thinking methodologies, as well as analytical and problem-solving skills developed in earlier foundational courses to strengthen an organization's capability to fulfill its mission.

GSBA 520 | ADVANCED CORPORATE FINANCE
Units: 3 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-
Advanced topics in the area of financial management integrated through the use of case analysis. Topics include mergers and acquisitions, takeovers, leveraged buyouts, real options, dividend policy, capital structure decisions, financial forecasting, leasing and other contemporary financial issues.

GSBA 521 | INVESTMENTS
Units: 3 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-
A broad study of investment securities, capital markets and financial institutions with emphasis on security analysis and portfolio management techniques. The course will cover asset pricing, risk-return models, bond duration and portfolio immunization, the Black-Scholes option pricing model and option strategies and the use of derivative contracts in hedging risk.

GSBA 522 | ADVANCED SEMINAR IN FINANCE AND INVESTMENTS
Units: 2 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-
Integrates the theory and practical aspects of the fields of Managerial Finance and Investments by examining contemporary research on topics such as the creation of value, capital budgeting, corporate restructuring, market efficiency, agency theory, capital markets and asset portfolio theory.

GSBA 523 | INTERNATIONAL FINANCIAL MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: (GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-) and (GSBA 514 with a minimum grade of C- or GSBA 518 with a minimum grade of C-)
Provides a survey of the major financial decisions faced by multinational enterprises. Topics include the international financial environment, exchange risk management, global financing and the investment and funds management decisions of multinationals. Common business processes and skills practiced are usage of currency instruments, hedging strategies, valuation of multi-currency financial and real assets and the design of multinational fund-flow mechanism. Teaching methods include lecture, class discussion and case studies.

GSBA 524 | ENTREPRENEURIAL FINANCE
Units: 3 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-
This course is based on experiential learning and present s a comprehensive stage-sensitive approach to entrepreneurial finance. The course provides students with the opportunity to perform financial analyses and make financial decisions for a company in a real-world setting throughout a venture's life cycle, including the valuation of intellectual property brought to a venture at founding, production planning based on cash flow constraints, financial forecasting, venture valuation, venture capital funding, and the acquisition of the venture as an exit for investors. Financial modeling is used as a tool to analyze the various financial elements of a venture.

GSBA 525 | COMMERCIAL REAL ESTATE FINANCE AND INVESTMENT
Units: 3 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-
Introduces core concepts, principles, analytical methods and tools useful for making finance and investment decisions regarding commercial real estate assets. Uses a multi-disciplinary approach to study the financial, spatial and social economics of commercial real estate. Builds cohesive framework to analyze complex real estate finance and investment decisions emphasizing fundamentals of property markets and financial markets (primary emphasis on "Main Street" deals rather than Wall Street).

GSBA 527 | FINANCIAL STATEMENT ANALYSIS
Units: 3 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-
Financial Accounting provides an introduction to basic financial statements and the financial reporting system that business entities use to report their results to shareholders. GSBA 527 Financial Statement Analysis provides the knowledge and skills required to decipher more complex financial disclosures and become sophisticated, skeptical users of financial information. This course will provide an understanding of how financial reporting choices affect financial disclosures, how to detect manipulation of financial information, how to assess the quality of financial information, and how to adjust this information to deliver more meaningful analysis and valuation results. The emphasis is on using financial information to make decisions, in particular, investing decisions. This course is especially relevant to students considering careers in investment banking, security analysis, public accounting, corporate finance, consulting, or executive management. This course is also beneficial for personal investing.

GSBA 528 | BUSINESS CYCLES AND FORECASTING
Units: 3 Repeatability: No
Prerequisites: GSBA 502 with a minimum grade of C- and GSBA 503 with a minimum grade of C- and (GSBA 514 with a minimum grade of C- or GSBA 518 with a minimum grade of C-)
This course examines the business cycle and techniques for forecasting fluctuations. The emphasis of the course is to gain hands-on exposure to specific business forecasting techniques and learn to apply them to limit the range of uncertainty in management decision making. Specific techniques covered include lead-lag, exponential smoothing and econometric and ARIMA (Box-Jenkins) time series analysis. This course provides an introduction to the statistical tools used in forecasting. Its focus is on the application of these tools. While some statistical theory is covered, primary activities will center on data analysis to produce forecasts and insights in the same way it is done in business or policy context. Student teams will develop forecasting models for industries and/or macroeconomic variables. Students will be able to combine statistical rigor, economic insight and data presentation skills into a persuasive written forecast and presentation.

GSBA 529 | DERIVATIVES
Units: 3 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-
This course is intended to provide students with the necessary foundation to analyze forward, futures, and options contracts as well as swap contracts. Equity, interest rate, and currency derivatives will be examined with applications involving risk management. Credit default swaps will also be examined.

GSBA 530 | HUMAN RESOURCES MANAGEMENT
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
An overview of the field of Human Resource Management is covered highlighting such topics as recruitment, selection, benefits, performance appraisal, compensation, labor relations and recent trends within the context of relevant laws.

GSBA 531 | BUSINESS LEADERSHIP AND SPIRITUALITY
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
This course addresses the current social movement connected with spirituality by exploring the relationship between business and spirituality, with a focus on the challenges of business leadership. Topics covered will include: How is business leadership related to the idea of calling? What special challenges for spirituality do the power and wealth that accompany successful business leadership pose? How can spiritual discipline and contemplative practice be tailored for the time-pressures of life?.

GSBA 532 | INTERNATIONAL COMPARATIVE MANAGEMENT
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
This course highlights the impact of culturally-based values on the practice of management. It emphasizes the consideration of both business and cultural issues in managerial decision-making. Further, it explores the wisdom and myriad of issues involved in the transfer of managerial practices across cultures. It provides the individual with insight into their own cultural assumptions as well as their basis of business ethics. Topics range from cultural self-awareness to designing culturally-appropriate and ethical management systems.

GSBA 533 | ORGANIZATION CHANGE AND DESIGN
Units: 3 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
Study of change, change theory and change practice, including both adapting to changes thrust upon us and initiating change toward a desired objective within the environment, the organization, the small group and the individual. Emphasis is on implications for administrative leadership.

GSBA 534 | VALUES, ETHICS AND CORPORATE CULTURE
Units: 3 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
An examination of business practices and ethical values that prevail in various nations of the world. Case studies examine conflicts between the national culture and corporate policy.

GSBA 535 | INTERPERSONAL AND GROUP DYNAMICS
Units: 3 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
Examines how interpersonal behaviors and group processes impact productive relationships and team effectiveness. Interpersonal competency and team leadership are developed through discussing theories and research on interpersonal dynamics, applying new interpersonal skills and experiencing the consequences of different relationship strategies. The class serves as a laboratory where individuals increase their understanding of interpersonal behavior and its impact on the development and performance of teams. Individuals also learn about the effectiveness of their own behaviors and how they affect specific relationships and team functioning.

GSBA 536 | CURRENT TOPICS IN MANAGEMENT CONSULTING
Units: 2
Prerequisites: GSBA 500 with a minimum grade of C-
Current topics in management consulting is a unique course for students interested in a career in management consulting, private equity or industry leadership. The first half of the course is dedicated to learning management consulting techniques that find application in all aspects of working life. This includes consulting approaches from various academic and practitioner perspectives as well as different client management approaches. The second half of the course contains current topics in management consulting, which are led and presented by a professor in association with leading executives and professionals from strategic management consultancies, private equity enterprises, venture capitalists or industry executives.

GSBA 537 | ENTREPRENEURSHIP
Units: 3 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-
This course examines the process of identifying and evaluating opportunities and the creation of new ventures to exploit those opportunities. Students will learn to evaluate the attractiveness of new venture opportunities and the key managerial skills required to successfully exploit those opportunities.

GSBA 538 | TORERO VENTURES LAB
Units: 4 Repeatability: No
The purpose of the Torero Ventures Lab is to provide real world, hands on learning to enable students to create their own sustainable ventures - doing well by doing good. Focusing on opportunities for creating a positive impact as identified by United Nation's Sustainable Development Goals (SDGs), this course is an experiential learning opportunity. During this course students will work in teams to bring their ideas into reality by working with customers, mentors, investors, partners, and other key stakeholders. Students will learn to confront the ambiguity, uncertainty, and the messiness inherent in the startup process, and navigate these to bring their ideas one step closer to the launch stage. In this course through a combination of lectures, interaction with potential customers and investors, live case studies, and readings, students will be able to create a sustainable business model for their new ventures, understand the concepts of customer discovery and prototyping, identify key practices involved in founding a startup, work in interdisciplinary teams to understand how to build and work in startup teams and learn from failures to develop a workable business model.

GSBA 539 | POWER & INFLUENCE IN ORGANIZATIONS
Units: 3 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
This course covers the analysis, explanation and evaluation of power and politics in organizations. It offers frameworks for assessing the sources of power in organizations, the conditions that lead to its attainment and its effective use from both a practical and an ethical perspective. Our discussions will cover how people in organizations try to get what they want by influencing others, how their ability to do so is affected by power distributions and how people try to change power distributions in their favor. We will evaluate these behaviors and discuss how (if at all) we should participate in these behaviors.

GSBA 540 | TAXES IN BUSINESS DECISIONS
Units: 3 Repeatability: No
Prerequisites: GSBA 510 with a minimum grade of C- or GSBA 507 with a minimum grade of C-
Case studies and current readings in tax issues relating to common business transactions. Students learn to recognize the tax problems and tax planning opportunities that attach to most business decisions. Topics include: concepts of income, forms of business, capital gains and losses, nontaxable transactions, corporate re-organizations, employee compensation and tax accounting methods.

GSBA 541 | NEGOTIATIONS FOR ENTREPRENEURIAL VENTURES
Units: 2 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-
This course presents foundational negotiating principles and the advanced strategies and skills required to successfully negotiate key agreements in the entrepreneurial venture life-cycle, and the financial elements and implications of those agreements, Through a combination of class discussions and experiential learning negotiations, the course provides students with the opportunity to learn and apply advanced negotiating strategies and skills in negotiating financial agreements throughout the entrepreneurial venture life cycle, as well as other negotiating situations.

GSBA 542 | FINANCIAL MODELING
Units: 3 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-
This course is a detailed, hands-on examination of financial modeling techniques applied to optimal decision-making in the areas of corporate finance and investment banking. Topics include the construction of comprehensive valuation models (including capital structure and dividend policy modifications), using precedent transactions and comparable companies in valuation, strategic industry examination and application of valuation in the context of mergers and acquisitions. The course makes an extensive use of the Microsoft Excel©.

GSBA 543 | GLOBAL PRIVATE EQUITY FINANCE
Units: 3 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-
Private equity represents a significant source of global investment capital. Private equity funds bring sophisticated investors together with companies needing capital as a catalyst for value creation. Private equity funds also are organized as businesses that require management and strategy. This course covers the global private equity and venture capital sectors in the U.S., Europe, and Latin America. The learning objective of the course is an understanding of the private equity firm business model, capital fundraising, deal assessment, due diligence practices, firm valuation, deal execution, financial, operational, and governance engineering strategies, gain realizations, return measurement, and exit strategies. Coverage of private equity fund types includes buyout funds, venture capital funds, mezzanine, distressed debt funds, impact investing funds, and fund of funds.

GSBA 550 | MARKETING RESEARCH
Units: 3 Repeatability: No
Prerequisites: GSBA 504 with a minimum grade of C-
Intended for future managers working with market data, includes defining marketing research goals, budgeting of expenditures, estimating the size of the markets, delineation of consumers, product research, estimating market response to advertising, price, distribution and selling activities and test marketing, with cases drawn from manufacturing and service industries. The main thrust will be directed to "down-to-earth" problems confronting operating managers, with some attention to data analysis techniques using the computer and to information systems.

GSBA 551 | SEMINAR IN CONSUMER BEHAVIOR
Units: 3 Repeatability: No
Prerequisites: GSBA 504 with a minimum grade of C-
Examines individual and group influences on consumer behavior. Information processing, motivation and decision processes are analyzed to provide a managerial understanding of aggregate consumer decision-making. Course format may include lecture, case studies and readings.

GSBA 552 | MARKETING ANALYTICS
Units: 3 Repeatability: No
Prerequisites: (GSBA 502 with a minimum grade of C- and GSBA 504 with a minimum grade of C-) or GSBA 516 with a minimum grade of C-
This course will take an applied, data driven, approach to understanding how analytics can help firms with various insights such as measuring the effectiveness of promotions, estimating sales, and segmenting their customers. Students will learn how different types of data and analytical methodologies can be used to solve these problems. They will also develop proficiency in communicating their insights to a managerial audience.

GSBA 553 | SEMINAR IN GLOBAL MARKETING
Units: 2 Repeatability: No
Prerequisites: GSBA 504 with a minimum grade of C- or GSBA 516 with a minimum grade of C-
This course focuses on the major issues regarding international branding. Mastering marketing skills of building and managing a company's brand equity in multinational setting is at the center of the seminar. Specifically, topics examine those aspects of the brand policy that can be adapted to global standardized use and those which should remain flexible. Topics may include mega-brands, brand equity, brand development and its protection. The course emphasizes global branding within a socially responsible and ethical framework. Teaching methods may include lecture, case studies, class discussion and debate.

GSBA 554 | STRATEGIC MARKETING
Units: 3 Repeatability: No
Prerequisites: GSBA 504 with a minimum grade of C-
Examines the critical issues and variables in selecting a marketing strategy, with an emphasis on how to accomplish strategic analysis and planning. Topics included in the course are the comparison of business and marketing strategies, marketing situation analysis, designing marketing strategy, marketing program development and marketing strategy management and implementation.

GSBA 555 | BRAND MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: GSBA 504 with a minimum grade of C-
This course explores the principles for building and maintaining brand equity. Brand management can drive customer loyalty, superior financial results, as well as competitive advantage. The course offers a thorough perspective of brand management as a discipline and as a career.

GSBA 556 | NEW PRODUCT DEVELOPMENT
Units: 3 Repeatability: No
Prerequisites: GSBA 504 with a minimum grade of C- or GSBA 516 with a minimum grade of C-
Proposes and examines an integrated view of the process of designing, developing and launching new products. Students gain a thorough understanding of the significant strategic and multi-functional concerns encountered by both entrepreneurs and intrapreneurs as they work to construct high-performance development organizations. Topics covered include the phase review process; the alignment of business strategy with development; the link between product development and product launch activities; organizational structures that promote creativity and development effectiveness and efficiency; controlling, promoting and managing innovation; and creating and sustaining competitive advantage through product development.

GSBA 557 | SOCIAL MEDIA MARKETING
Units: 3 Repeatability: No
Prerequisites: GSBA 504 with a minimum grade of C-
This course explores the Internet and digital domain in the context of business issues that concern marketers. The course extends beyond a narrow definition of e-marketing and expands it to all aspects of digital communications including mobile and social media. Students work through case study analysis and client interaction to apply course concepts. There is a dual focus on both theory and application concerning the digital elements of marketing variables; online consumer behavior; search engine marketing; social media; analytics; and measurement.

GSBA 558 | HIGH TECHNOLOGY MARKETING
Units: 3 Repeatability: No
Prerequisites: GSBA 504 with a minimum grade of C-
This course explores the principles and challenges of marketing high-technology or innovative products. It is essentially an advanced marketing class that provides an in-depth view of how firms articulate a technology strategy; how market opportunities for innovative products are identified, investigated and evaluated; how innovative products are defined in terms of their features and value propositions; and finally how the market place for these products is engaged via appropriate pricing and distribution strategies.

GSBA 560 | SUPPLY CHAIN STRATEGY AND DESIGN
Units: 3 Repeatability: No
Prerequisites: GSBA 506 with a minimum grade of C- (Can be taken Concurrently)
Addresses the systems necessary to develop and manage successful supply chains. Enterprise management systems, (SAS, SAP, etc.); information, EDI and logistics systems; supplier measurement systems, supply chain modeling and optimization; and the integration strategies are examined.

GSBA 561 | GLOBAL PURCHASING AND SUPPLY MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: GSBA 506 with a minimum grade of C-
Supply management is one of the most critical and the least understood functions of modern organizations. Supply management is responsible for the design, development, optimization and management of an organization's internal and external components of its supply system. Supply chain management addresses the challenges of integrating the members of an organization's supply chain in a seamless manner. A well-run supply system will greatly improve an organization's profits, its productivity and the quality of its products and services and, therefore, its market share and profitability. Teaching methods include a combination of lecture, seminar and case discussions.

GSBA 562 | STRATEGIC COST MANAGEMENT
Units: 3
Prerequisites: GSBA 511 with a minimum grade of C- (Can be taken Concurrently)
Investigates the highly dynamic, timely and little- understood area of cost management in the supply chain. The focus on cost management is designed to give the student an appreciation of cost reduction as a critical tool in the business strategy of competitive firms. Emphasis is redirected from price to total cost of ownership. Students will be introduced to the process of identifying costs in the system, methods of measuring costs, determining cost drivers and developing written strategies on reducing or managing costs. Teaching methods include a combination of lecture, case studies and industrial projects.

GSBA 563 | SUSTAINABLE GLOBAL SUPPLY CHAIN MANAGEMENT
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
This course provides students with an understanding of Corporate Social Responsibility (CSR) issues in relation to the organization, operation and development of global operations and supply networks ('the extended enterprise').The emphasis in this course is to examine the current global environment relating to CSR and to explore processes and strategies for the adoption of a 'triple bottom line' approach to organization's supply chain strategies through student project work. Topics examined may include challenges in driving change in design, procurement, outsourcing, operations, facilities, logistics, marketing and distribution in order to develop more compassionate, conscientious and efficient practices.

GSBA 564 | OPERATIONS AND SUPPLY CHAIN STRATEGY AND TOOLS
Units: 3 Repeatability: No
Prerequisites: GSBA 506 with a minimum grade of C-
This course is designed to provide students with simple, powerful approaches for improving supply chains and operations, particularly at small to mid-sized companies. The level of analysis ranges from strategic to tactical. Students will learn a framework for formulating and implementing an operations strategy. This simple yet powerful approach has been used frequently to add value to companies as they review their operations and supply chain strategies, as well as to help them develop one for the first time. It is also the starting point for companies as they address major strategic supply chain issues, such as whether or not to offshore or reshore their operations. Students will also learn a number of tools that have been successfully applied to help companies, large and small, improve their operations and supply chains. These include benchmarking, inventory management, production scheduling, production allocation and distribution, risk management, and implementing supply chain improvements.

GSBA 565 | LOGISTICS AND DISTRIBUTION MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: MSCM 501 with a minimum grade of C- or GSBA 506 with a minimum grade of C-
Distribution and logistics management is a critical element of supply chain management because distribution and logistics expenses often represent the largest single category of costs faced by a company and logistics activities touch all aspects of supply chain performance, creating value and competitive differentiation. Students will gain an in-depth understanding of basic distribution and logistics management principles and be able to identify those distribution and logistics issues critical to supply chain managers in today's business environment and to project their likely impact on overall business performance. Students will become familiar with contemporary concepts and techniques and be able to use these for analyzing and resolving distribution and logistics problems. (This course is equivalent to MSCM 502.).

GSBA 567 | VALUE NETWORK MANAGEMENT
Units: 3 Repeatability: No

Prerequisites: (GSBA 506 with a minimum grade of C- or MSCM 504 with a minimum grade of C-) and ((GSBA 563 with a minimum grade of C- or MSCM 514 with a minimum grade of C-) or (GSBA 561 with a minimum grade of C- or MSCM 503 with a minimum grade of C-))

Competition does not take place between organizations, but between competing value networks." This course is concerned with examining the nature and development of strategic advantage through networks of coordinating and collaborating partners. The course serves as a capstone for the MS-SCM and adopts a critical perspective to the fields of strategic management, human relations, behavioral science and innovation. It is intended to both consolidate prior studies and develop strategies for future personal development. This course begins by analyzing contemporary understanding of human behavior within the context of complex network relationship interactions. It addresses the theories and mechanics involved in development and management of dyadic and triadic relationships, including the economics of trust and the various schools of thoughts associated with strategic capabilities. This course also addresses the complex nature of innovation set within networks, specifically exploring the Schumpeterian approach to strategies for collaborative innovation. Students will learn about developing and managing integrated relationships, knowledge and resources, identifying opportunities for strategic improvement and developing their understanding of strategic value network through reflective learning and join problem-solving. (This is equivalent to MSCM 515.).

GSBA 570 | PROGRAM/PROJECT MANAGEMENT
Units: 2 Repeatability: No

Prerequisites: GSBA 502 with a minimum grade of C-

This course provides the student with hands-on experience taking a project from the planning phase through implementation to close-out. Course topics will include work breakdown structures, project scheduling, budgeting, project organizational structure and leadership, project monitoring and control, risk analysis, crisis management, quality assurance, status reporting and post project evaluation.

GSBA 575 | DATABASE FOUNDATIONS AND INTERACTIVE DATABASE VISUALIZATION
Units: 3 Repeatability: No

Prerequisites: GSBA 502 with a minimum grade of C-

This course provides an introduction to relational database concepts, Structured Query Language (SQL), principles of effective data visualization, and interactive data visualization. The course is structured to introduce new concepts using self-paced online content that is completed outside of the classroom and uses class-time to work hands-on assignments that reinforce previously learned concepts. Analytical Platforms: SQL, Tableau.

GSBA 576 | BIG DATA & BUSINESS ANALYTICS
Units: 3 Repeatability: No

Prerequisites: GSBA 502 with a minimum grade of C-

This is a graduate course (MBA level) on predictive analytics and is one component of four courses in the analytics specialization. Topics include, but are not limited to, programming, repository management, preprocessing & cleaning data, documentation & reproducibility, machine learning, and validation. By the end of the course, you will understand how to clean a data set and apply a predictive algorithm using the tidy data. Analytical Platforms: R (Swirl), Git, GitHub.

GSBA 577 | BUSINESS ANALYTICS & DIGITIZATION
Units: 3 Repeatability: No

Prerequisites: GSBA 502 with a minimum grade of C-

Business Analytics and Digitization is centered on the increasing digitization of businesses and the application of business analytics. This phenomenon is situationally referred to as smart industries, industry 4.0 or the next industrial revolution. Various technological developments, such as additive manufacturing, internet-of-things or big data and business analytics are jointly redefining the established rules of competition and enabling new business models in an increasingly digitized world. Since the real world of production and the virtual world are increasingly converging, one can observe the emergence and development of cyber-physical systems (CPS) that are governed and controlled by computer-based algorithms. The successful management of CPS will be the key differentiating factor in our digitized future of doing business.

GSBA 580 | GLOBAL INNOVATION
Units: 3 Repeatability: No

Prerequisites: GSBA 500 with a minimum grade of C-

This course introduces and discusses innovation strategies in a global environment. The first half of the course is dedicated to studying and analyzing innovation practices that are related to ideation methods, information decision techniques, prioritization concepts, and international innovation management techniques. This includes innovation approaches from various academic and practitioner perspectives as well as different global approaches of innovation enhancements. The second half of the course is dedicated to innovation management in international environments. Teaching methods may include international case studies, simulations, and/or fieldwork with organizations.

GSBA 581 | GLOBAL ENTREPRENEURSHIP FOR SOCIAL CHANGE
Units: 2 Repeatability: No

Prerequisites: GSBA 500 with a minimum grade of C-

Social Entrepreneurship is an emerging and rapidly changing business field that examines the practice of identifying, starting and growing successful mission-driven for profit and nonprofit ventures, that is, organizations that strive to advance social change through innovative solutions. In this course we analyze ways in which different entities couple business skills with innovation and passion to address a wide range of global issues like inequality, hunger, illiteracy, lack of access to potable water and poverty. This course provides an opportunity to learn about different social ventures by examining a diverse set of organizational models and practices that are making a difference worldwide with a particular focus on a particular country (Argentina, Brazil, etc.).

GSBA 582 | ADVANCED INTERNATIONAL BUSINESS NEGOTIATIONS
Units: 2

Prerequisites: GSBA 512 with a minimum grade of C- (Can be taken Concurrently)

More and more occasions require negotiation; conflict is growth industry. Everyone wants to participate in decisions that affect them; fewer and fewer people will accept decisions dictated by someone else. People differ and they use negotiation to handle their differences. Whether in business, government, or the family, people reach most decisions through negotiations. Even though they go to court, they almost always negotiate a settlement before trial. In this course, the student will learn the art and science of negotiation. The science will be learned largely through readings and discussions of the reading. The art will be learned through experience gained in simulated negotiations. These negotiations normally are set in foreign country, exposing the student to some of the nuances of conducting business abroad.

GSBA 583 | BUSINESS AND SOCIAL INNOVATION
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
This course focuses on the linkages between business and social innovation. Changes in business are driven by a myriad of combined forces including global competition, the search for new market opportunities, consumer changes or stakeholder demands. At the same time businesses all over the world can affect and be affected by social issues such as social inequality, poverty, conflict, and violence. In the current state of affairs in which market opportunities cross paths with demands and expectations for addressing complex social issues, business can play a role sparking entrepreneurship and leadership going beyond the bottom line to include the creation of social and environmental value. A unique business and entrepreneurial imagination is evolving leading to a heretofore-unexplored intersection of business and social innovation.

GSBA 584 | MICROFINANCE AND WEALTH CREATION
Units: 3 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
This course explores the area of microfinance and wealth creation — both from a theoretical and practical point of view — with a unique, international perspective. Since Grameen Bank founder, Professor Muhammad Yunus' winning the Nobel Peace Prize in 2006, awareness of and interest in microfinance/microcredit has risen dramatically. This course is designed to explore and analyze the key issues associated with microfinance and wealth creation. In the process students will critically investigate such questions as: What are the various business models for microfinance institutions (MFI's) and wealth creation? Which of these models are sustainable, scalable and reproducible? What is the social and economic impact of MFI's? What are the benefits and limitations of microfinance as a path for alleviating poverty?.

GSBA 585 | BUSINESS ENVIRONMENT OF ASIA AND THE PACIFIC RIM
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)
Provides an overview of various aspects of doing business in Asian-Pacific countries. The implications of political, socio-economic and cultural environment for developing successful business strategies will be discussed with reference to selected countries from the region (Japan, NIEs, ASEAN).

GSBA 586 | EUROPE IN THE GLOBAL ECONOMY
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)
This course will examine how regional strategies, as opposed to global or home country strategies, are providing a primary determinant of competitive advantage in Europe. It is within the region that managers determine investment locations, product mix, competitive position and performance appraisals. Topics include assessing the role of the EURO and European monetary unification, enlargement issues and industry studies in the context of offering future scenarios of the role of Europe in the global economy.

GSBA 587 | LATIN AMERICAN BUSINESS ENVIRONMENT
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)
This course provides an overview of Latin America from perspectives essential to effective international business management. There is emphasis on inter-cultural understanding and communication, along with economic, political, legal and historical characteristics of Latin America and how these affect the business environment. An integral part of this regional approach is the analysis of differences among countries and their relationship to the region as a whole.

GSBA 590 | AGILE STRATEGIES FOR THE FOURTH INDUSTRIAL REVOLUTION
Units: 3 Repeatability: No
This capstone course builds on the various functional courses introduced throughout the MBA program. The class highlights several agile strategies for the fourth industrial revolution, such as augmented reality strategies, smart automation techniques, digital performance management, and digital twin simulations. Additional topics also include but are not limited to Scrum/Scrumban strategies, agility and strategic planning, Industry 4.0 strategies, acquisition and restructuring, developing and implementing sustainable business strategies, and technology innovation strategies. The purpose is to provide students with an opportunity to integrate topics, such as advanced strategic management, business analytics, corporate entrepreneurship, sustainable innovation management, mergers and acquisitions, and rapid international growth. Teaching methods may include case studies, simulations, projects and fieldwork. (This course is to be taken in the last semester of the MBA program.).

GSBA 592 | SOCIAL IMPACT CONSULTING PROJECT
Units: 3 Repeatability: No
Prerequisites: GSBA 504 with a minimum grade of C- (Can be taken Concurrently) and GSBA 508 with a minimum grade of C- (Can be taken Concurrently) and GSBA 509 with a minimum grade of C- (Can be taken Concurrently)
In this integrative course, students work in teams to provide solutions to a business challenge faced by a social venture either in the U.S. or abroad. A social venture may be considered any organization that prioritizes social impact along with financial performance. The course requires students to apply essential consulting tools and design thinking methodologies, as well as analytical and problem-solving skills developed in earlier foundational courses to strengthen an organization's capability to fulfill its mission.

GSBA 593 | INTERNATIONAL CONSULTING PROJECT
Units: 3 Repeatability: Yes (Can be repeated for Credit)
Prerequisites: GSBA 504 with a minimum grade of C- and (GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-)
Students work in multicultural teams to provide solutions to a business problem or strategic project for a company abroad. The overseas professional project delivers hands-on experience of the markets, economic policies and business practices of the country in which the company operates. The consulting project will require students to apply creativity and analytical tools to complete the project and communicate the results to clients. Faculty members will serve as supervisors for student teams.

GSBA 594 | SPECIAL TOPICS
Units: 1-4 Repeatability: Yes (Repeatable if topic differs)
Prerequisites: GSBA 500 with a minimum grade of C-
Topics of current interest in Graduate Business Study. Course content and structure will differ depending on instructor. Consult your advisor for course description for any given semester. Prerequisites will vary depending on topic selected.

GSBA 597 | INTERNATIONAL STUDIES
Units: 0.5-10
Graduate business study abroad courses are offered in Europe, Latin America, Africa and Asia to provide students exposure to international culture and business practices.

GSBA 598 | INTERNSHIP
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
Applied learning experience working for a business, government, or nonprofit organization. Students undertaken individual project or employer designated internship program. Grading is Pass/Fail.

GSBA 599 | INDEPENDENT STUDY
Units: 1-4 Repeatability: Yes (Can be repeated for Credit)
Independent study usually involving empirical research and written reports.

Master of Science in Business Analytics

Companies need professionals who are well versed in both data analytics and business acumen—driven leaders who can layer those skills to provide the smartest-possible insights. USD's MS in Business Analytics (MSBA) is designed to empower students to meet this intensifying need. Through experiential learning in San Diego and abroad, students gain a broad understanding of what is possible when they are equipped to unearth the insights that business analytics can offer. To create a program that prepares students to achieve success, USD faculty worked closely with business leaders and incorporated their feedback into our program's curriculum to ensure students are career-ready on the day they graduate.

The MSBA program can be completed in 10 months or 17 months. The latter option has an additional fall semester and allows for participation in a summer internship. The program teaches students to speak the language of data with fluency, and to enter their future careers as valuable translators. Students learn how to use data to solve critical problems in the smartest way possible—whether by helping a business run more efficiently, showing a municipal government how it can reduce its environmental waste, or guiding a nonprofit such as the Red Cross toward new operations that broaden its impact. Through classes such as Data for Social Good students will learn how to wield data for good—a unique aspect of USD's master's in business analytics program.

To solve complex problems, companies and organizations need individuals who know how to ask the right questions. MSBA equips our students to be that person. Speaking the language of business analytics is a set of skills that can supplement students' existing expertise or career experience, regardless of their industry. The degree allows students to solve problems within their chosen field using a new data-driven mindset to make better business decisions – a skill that is growing in demand with each passing day. Students will be able to apply these skills whether they choose to shift their career into an analytical role within an organization or simply want to solve problems in their current role using a data-driven approach.

Dual Degree Programs

In addition to the MSBA as a stand alone degree, students may also pursue the following programs:

- MSBA/MBA Dual Degree
- MSBA/MBF Dual Degree
- BBA/MSBA Combined Degree

Additional Admission Requirements

See the Admission page for basic admission requirements.

Application Deadlines

The MSBA program starts in early August each year. Applications are processed on a rolling basis. The rolling application deadlines are:

- November 1
- January 15
- March 1
- May 1
- June 15 *US citizens and permanent residents only*

Application Checklist and Minimum Requirements

- The USD Graduate Application (https://usd2023.liaisoncas.com/applicant-ux/#/login)
- Official transcripts from the institution that conferred the undergraduate degree
  - A four-year baccalaureate degree. All applicants with non-STEM undergraduate majors are expected to have a strong quantitative background
  - One semester of college level statistics with a grade of B- or higher must be completed prior to being admitted to the MSBA program
  - A GPA with a "B" average or higher is preferred
- Two letters of recommendation
- An up to date resume
- A supplemental essay

International Applicants

In addition to the above requirements, international applicants will also need to submit:

- TOEFL scores with a minimum of 92 iBT or IELTS scores with a minimum of 7.0
- An international transcript evaluation from World Education Services (https://www.wes.org/) for any courses taken for credit outside of the United States
- If admitted to the MSBA program, international students must provide immigration and financial documentation to the Office of Graduate Admissions in order to obtain their Form I-20. Once admitted, you will receive instructions via email from the Office of Graduate Admissions on how to submit this documentation. For questions about the I-20 or visa process, please email grads@sandiego.edu.

This program is designed for students to complete all courses in the sequence in which the classes are scheduled. Each course builds upon material covered in previous courses. Exceptions to this policy must be approved by the academic director or department chair.

Code	Title	Units
MSBA 500	Introduction to Data Analytics & Business Concepts	2
MSBA 501	Applied Statistics	2
MSBA 502	Analytics Programming I	2
MSBA 503	Analytics Programming II	2
MSBA 504	Data Management	2
MSBA 506	Prescriptive Analytics	2
MSBA 505	Interactive Data Visualization	3
MSBA 507	Data for Social Good	3
MSBA 510	International Consulting Project	3
MSBA 511	Data Mining for Business Analytics	3
MSBA 512	Capstone Project	3
Complete 3 of the Following Discipline-Specific Courses A selection of these courses will be available each Spring semester.		9
MSBA 530	Accounting Analytics	
MSBA 531	Forecasting / Applied Time Series Analysis	
MSBA 532	Financial Analytics	
MSBA 533	Digitization and Agile Decision Making	
MSBA 534	Marketing Analytics	
MSBA 535	Operations & Supply Chain Analytics	
MSBA 594	Special Topics	
MSBA 598	Internship	

Career and Professional Development Course

Total Units		**36**

Dual Degree Programs
MBA/MSBA Dual Degree

The Master of Business Administration (MBA)/Master of Science in Business Analytics (MSBA) dual degree program allows students to obtain an MBA and MSBA degree in two years by completing specific prescribed courses. Students benefit from both business and analytics courses and will receive two diplomas upon completion of all coursework. Students must apply to and be accepted into both programs and they must begin with the MBA program to participate in the dual degree option. For additional information, please see the MBA dual degree page.

MSBA/MSF Dual Degree

The Master of Science in Finance (MSF)/Master of Science in Business Analytics (MSBA) dual degree program allows students to obtain an MSF and MSBA degree in two years by completing specific prescribed courses for a total of 62 units. Students benefit from both finance and business analytics courses and will receive two diplomas upon completion of all coursework.

In order to pursue the dual degree program, students must apply to and be accepted by both the MSF and the MSBA program. Students who wish to complete the MSF-MSBA dual degree program will participate in both programs concurrently. Students are recommended to focus on MSF coursework in the first year and add MSBA courses in the second year of study in order to have more time to prepare for the CFA exam and pass the first two levels of exam before they graduate from the dual-degree program.

Students will complete the full curriculum of the first program of study and the second program will accept units from the first to satisfy degree requirements.

For students who start with the MSF program, the MSBA program will accept the following courses in transfer from the MSF program to fulfill MSBA requirements:

Code	Title	Units
MFIN 500 & MFIN 516	Intro to Python for Finance and Advanced Seminar and Research Methods in Corporate Finance (For MSBA 502 Analytics Programming I (2))	2
MFIN 501	Quantitative Methods (For MSBA 501 Applied Statistics (2))	2
MFIN 512	Equity Valuation and Modeling (For MSBA 532 Financial Analytics (3))	3

In addition, the MSBA program will waive the MSBA Career and Professional Development Course for students who have completed the Career and Professional Development course in the MSF program.

For students who start with the MSBA program, the MSF program will accept the following courses in transfer from the MSBA program to fulfill MSF requirements:

Code	Title	Units
MSBA 502	Analytics Programming I (For MFIN 500 Intro to Python for Finance (1) and MFIN 516 Advanced Seminar in Research Methods in Corporate Finance (1))	2
MSBA 501	Applied Statistics (For MFIN 501 Quantitative Methods (2))	2

MSBA 532	Financial Analytics (For MFIN 512 Equity Valuation and Modeling (3))	3

In addition, the MSF program will waive the MSF Career and Professional Development course for students who have completed the MSBA Career and Professional Development Course.

Students must fulfill all other degree requirements for each degree.

Combined Degree Program (BBA/MSBA)

Undergraduate students who are completing a bachelor of business administration (BBA) degree at USD can apply to the MS program before finishing the BBA. Students may apply up to 12 units of coursework toward the requirements for both degrees. Applications are accepted during a student's junior or senior year as an undergraduate (before they graduate), following a process similar to the standard application procedure for admission to the MSBA program. Admitted students have undergraduate status until they complete their BBA degree requirements, then become graduate students during the subsequent Fall semester. Students need to complete a minimum of 24 units while they have graduate student status in order to satisfy the combined degree program requirements.

The undergraduate courses below, with a grade of B or higher, may be used to fulfill graduate coursework.

Table 1: USD Undergraduate Courses and MSBA course equivalency

Code	Title	Units
BUAN 390	Business Analytics Strategy (For MSBA 500 Introduction to Data Analytics and Business Concepts)	3
or ECON 390	Business Analytics Strategy	
ECON 370	Applied Econometrics (For MSBA 501 Applied Statistics)	3
or ISYE 480	Data Science and Analytics	
or MATH 351	Mathematical Statistics	
or PSYC 305	Advanced Statistics	
ITMG 320	Database Design and Business Intelligence Implementation (For MSBA 504 Data Management)	3
BUAN 371	Analytical Decision Modeling (For MSBA 506 Prescriptive Analytics)	3
or ISYE 440	Operations Research II	
ECON 471	Business Cycles and Forecasting (For MSBA 531 Forecasting and Applied Time Series 3 Analysis)	3
FINA 409	Financial Modeling and Analysis (For MSBA 532 Financial Analytics)	3
MKTG 411	Marketing Analytics (For MSBA 534 Marketing Analytics)	3
BSCM 307	Supply Chain Analytics (For MSBA 535 Operations and Supply Chain 3 Analytics)	3
or ISYE 460	Operations and Supply Chain Management	

Upon completion of the BBA, students will complete all other requirements for the MSBA degree.

Course Waivers

All students who have graduated within two years prior to their enrollment in the MSBA program to potentially waive up to six units of MSBA coursework, as detailed in the equivalency table provided below. For courses not listed in Table 1 above, the department chair of Supply Chain, Operations, and Information Systems will examine the course materials and may approve waivers on a case-

by-case basis. Waiver evaluations for non-USD students may also involve examinations and a related fee will be charged for each exam. To qualify for this waiver, students must (1) have earned grades of B or higher in the undergraduate courses and (2) meet any additional requirements (such as an exam). A minimum of 30 units must be completed at USD after enrolling in the MSBA program to fulfill degree requirements.

Code	Title	Units
MSBA 500	Introduction to Data Analytics & Business Concepts	2
MSBA 501	Applied Statistics	2
MSBA 502	Analytics Programming I	2
MSBA 503	Analytics Programming II	2
MSBA 504	Data Management	2
MSBA 505	Interactive Data Visualization	3
MSBA 506	Prescriptive Analytics	2
MSBA 507	Data for Social Good	3
MSBA 510	International Consulting Project	3
MSBA 511	Data Mining for Business Analytics	3
MSBA 512	Capstone Project	3
MSBA 530	Accounting Analytics	3
MSBA 531	Forecasting / Applied Time Series Analysis	3
MSBA 532	Financial Analytics	3
MSBA 533	Digitization and Agile Decision Making	3
MSBA 534	Marketing Analytics	3
MSBA 535	Operations & Supply Chain Analytics	3
MSBA 594	Special Topics	3
MSBA 598	Internship	1-3

Master of Science in Finance Program

Our selective 10-month, STEM certified MSF program develops leaders in finance through rigorous and relevant coursework with the body of knowledge grounded in the Chartered Financial Analyst (CFA) curriculum offered in a personalized educational environment, for which the Knauss School of Business is well known. Through our MSF program, students develop a detailed understanding of the core financial knowledge in a global marketplace while acquiring competencies for the increasingly technical demands of financial decision-making.

The MSF program includes 20 courses starting in early August and ending in May of the following year. The final classes are held about two to three weeks before the CFA Level 1 and Level 2 exams are administered.

The flexibility of the program design allows students to satisfy the curriculum requirements in an accelerated format while also having the opportunity to pursue career-oriented activities.

Distinguishing Features

Our MS in Finance program provides an optimal applied approach to finance with a high level of interaction with faculty and classmates, preparing students for distinctive career opportunities and a path to lifelong learning.

Our MSF program provides a solid foundation for students interested in taking the first two out of the three levels of the CFA® exam, deemed as the most recognized and respected investment designation in the world. The CFA curriculum spans academic theory, cutting-edge industry practice and ethical standards, and it helps shape a candidate that possesses extensive knowledge of a variety of topics (Finance, Accounting, Economics, and Statistics).

Dual/Double Degree Programs

The MS in Finance offers students the following dual and double degree options. See degree requirements for additional information.

- MSF/MBA Dual Degree
- MSF/MSBA Dual Degree
- MSF at USD/MSc in Finance program at the Neoma Business School (https://www.neoma-bs.com/en/) (NEOMA BS) in Reims, France Double Degree

Admissions Information

Application Deadlines

Applications for the MSF program are processed on a rolling basis. The rolling application deadlines are:

- November 1
- January 15
- March 1
- May 1

Application Checklist and Minimum Requirements

- The USD Graduate Application (https://usd2023.liaisoncas.com/applicant-ux/#/login)
- Official transcripts from all colleges or universities where you have received course credit
  - A four-year baccalaureate degree, preferably in a finance, accounting, economics or STEM discipline. All applicants with non-STEM undergraduate majors are expected to have a strong quantitative background
  - One semester of college level calculus must be completed prior to beginning the MSF program
  - A GPA with a "B" average or higher is preferred
- Two letters of recommendation
- An up to date resume
- A supplemental essay

International Applicants

In addition to the above requirements, international applicants will also need to submit:

- TOEFL scores with a minimum of 92 iBT or IELTS scores with a minimum of 7.0
- An international transcript evaluation from World Education Services (https://www.wes.org/) for any courses taken for credit outside of the United States
- If admitted to the MSF program, international students must provide immigration and financial documentation to the Office of Graduate Admissions in order to obtain their Form I-20. Once admitted, you will receive instructions via email from the Office of Graduate Admissions on how to submit this documentation. For questions about the I-20 or visa process, please email grads@sandiego.edu.

Code	Title	Units
MFIN 500	Intro to Python for Finance	1
MFIN 501	Quantitative Methods	2
MFIN 502	Economics for Finance	2
MFIN 503	Fixed Income	2

MFIN 504	Derivatives	2
MFIN 505	Ethics	1
MFIN 506	Portfolio Management	1
MFIN 507	Financial Reporting and Analysis	3
MFIN 508	Corporate Finance	1
MFIN 509	Alternative Investments	1
MFIN 510	International Finance	1
MFIN 511	Advanced Financial Reporting and Analysis	3
MFIN 512	Equity Valuation and Modeling	3
MFIN 513	Advanced Portfolio Management	2
MFIN 514	Financial Econometrics	1
MFIN 515	Advanced Corporate Finance	2
MFIN 516	Advanced Seminar and Research Methods in Corporate Finance	1
MFIN 517	Advanced Fixed Income and Structured Finance	2
MFIN 518	Advanced Seminar in Asset Pricing	1
MFIN 519	Financial Markets and Institutions	1
Career and Professional Development Course		
Total Units		**33**

Dual Degree Programs

MSF/MBA Dual Degree Program

The School of Business offers students the opportunity to obtain both an MSF and an MBA currently in two years. Students benefit from both business and finance courses and will receive two diplomas upon completion of all coursework. Students must apply to and be accepted into both programs. Dual degree students must start with the MBA program. For more information about this dual degree program, see the MBA Dual Degree section of the graduate catalog.

MSF/MSBA Dual Degree Program

The Master of Science in Finance (MSF)/Master of Science in Business Analytics (MSBA) dual degree program allows students to obtain an MSF and MSBA degree in two years by completing specific prescribed courses for a total of 62 units. Students benefit from both finance and business analytics courses and will receive two diplomas upon completion of all coursework.

In order to pursue the dual degree program, students must apply to and be accepted by both the MSF and the MSBA programs. Students who wish to complete the MSF-MSBA dual degree program will participate in both programs concurrently. Students are recommended to focus on MSF coursework in the first year and add MSBA courses in the second year of study in order to have more time to prepare for the CFA exam and pass the first two levels of exam before they graduate from the dual-degree program.

Students will complete the full curriculum of the first program of study and the second program will accept units from the first to satisfy degree requirements.

For students who start with the MSF program, the MSBA program will accept the following courses in transfer from the MSF program to fulfill MSBA requirements:

Code	Title	Units
MFIN 500 & MFIN 516	Intro to Python for Finance and Advanced Seminar and Research Methods in Corporate Finance (For MSBA 502 Analytics Programming I (2))	2
MFIN 501	Quantitative Methods (For MSBA 501 Applied Statistics (2))	2

MFIN 512	Equity Valuation and Modeling (For MSBA 532 Financial Analytics (3))	3

In addition, the MSBA program will waive the Career and Professional Development course requirement for students who have completed the Career and Professional Development course in the MSF program.

For students who start with the MSBA program, the MSF program will accept the following courses in transfer from the MSBA program to fulfill MSF requirements:

Code	Title	Units
MSBA 502	Analytics Programming I (For MFIN 500 Intro to Python for Finance (1) and MFIN 516 Advanced Seminar in Research Methods in Corporate Finance (1))	2
MSBA 501	Applied Statistics (For MFIN 501 Quantitative Methods (2))	2
MSBA 532	Financial Analytics (For MFIN 512 Equity Valuation and Modeling (3))	3

In addition, the MSF program will waive the MSF Career and Professional Development course for students who have completed Career and Professional Development course with the MSBA.

Students must fulfill all other degree requirements for each degree.

In addition to the coursework indicated above, all students are required to successfully complete the career and professional development passport program.

MFIN 500 | INTRO TO PYTHON FOR FINANCE
Units: 1 Repeatability: No
Python has become the most popular programming language for data science and Fintech. This course equips a motivated student who has little or no prior programming experience with a working knowledge of the Python programming language and the Pandas package to conduct basic data analytics in finance. These skills are foundational for the subsequent seminar courses in the Master's in Finance program. Basic Python syntaxes, such as conditional statements, functions and loops, and most commonly used data types including lists, dictionaries, tuples, and data frames are introduced in this course. Students learn to apply their Python programming skills in many practices and projects during the course.

MFIN 501 | QUANTITATIVE METHODS
Units: 2
This course covers a variety of tools used in a number of different areas of finance. It starts with the time value of money concepts, where student learns how to interpret rates of return, calculate present and future values of single sums, annuities, growing annuities, perpetuities and growing annuities, all under various compounding regimes. Next, the course covers relevant probability and statistics concepts; from the definition of a random variable, through a treatment of conditional and unconditional probability, joint probability, conditional expectations, tree diagrams, computation of expected value and variance of a single random variable to application in portfolio mathematics. The course ends with a rigorous treatment of topics in sampling, estimation and hypothesis testing, with an emphasis on the identification of the problem, selection of a relevant test and interpretation of the results in a comprehensive hypothesis-testing problem.

MFIN 502 | ECONOMICS FOR FINANCE
Units: 2

The microeconomics part of this course focuses on the basic graphical and calculation toolkit of microeconomics, building the well-known supply and demand framework from more basic assumptions about consumer and firm behavior. The first unit covers supply and demand: how buyers and sellers interact to determine market price of a good, and how the market responds to shocks and restrictions. The second unit covers consumer choice at an intermediate level, developing consumer demand from the utility maximization/ budget constraint/ indifference curve framework, and including income/substitution effects, etc. The third unit builds up supply in a perfectly competitive economy from a multi-input production function through cost minimization and profit maximization. The final unit extends this analysis to alternative market structures (monopoly, oligopoly, etc.). In the macroeconomic part of this course, we study the operation of the American economy in an international setting, examining the interaction of households, business firms, government, and the rest of the world in resource, product, and financial markets. Topics include national income accounting and analysis, business fluctuations, inflation, unemployment, and monetary and fiscal policy.

MFIN 503 | FIXED INCOME
Units: 2

This course examines the fundamentals of fixed-income investments. It presents an overview of the market, describing the primary issuers, sectors and types of bonds; discusses the calculation and interpretation of various important terms, including prices, yields and spreads; and explains spot rates, forward rates, and alternative definitions of a yield curve. The course also introduces securitization and describes the characteristics of various types of asset-backed securities. An important component of this course is to analyze the risks associated with fixed-income securities, specifically interest rate and credit risks. It examines how investors measure risks and their effects on the value of fixed-income investments.

MFIN 504 | DERIVATIVES
Units: 2

This course studies derivative markets including call and put options, futures and forward contracts, swaps and credit derivatives. Topics include the economic role of derivatives, valuation of derivatives, derivative trading strategies and the management of risk with derivatives. The aim of the course is for students to gain proficiency in the use and valuation of a variety of derivative products.

MFIN 505 | ETHICS
Units: 1

This course covers topics in ethical decision-making from a perspective of a multitude of jobs in financial industry. It employs CFA® Code of Ethics and Standards of Professional Conduct, which strive to further the ethical standards beyond what current laws and regulations require. Standards include (1) Professionalism; (2) Integrity of Capital Markets; (3) Duties to Clients; (4) Duties to Employers; (5) Investment Analysis, Recommendations and Actions,; (6) Conflict of Interests; and (7) Responsibilities as a CFA Institute Member of CFA Candidate.

MFIN 506 | PORTFOLIO MANAGEMENT
Units: 1

Portfolio management is the process of applying a portfolio approach to investments. The course covers the different types of investors and professionally managed portfolio products available to them. In addition, students will learn the steps in the portfolio management process as well as the process of developing a portfolio strategy, asset allocation, and performance measurement. The course provides an understanding of the most important financial theories related to portfolio management, including Markowitz's mean-variance analysis, multi-factor models, asset pricing theory, the Treynor-Black Model.

MFIN 507 | FINANCIAL REPORTING AND ANALYSIS
Units: 3

This course introduces the tools that a financial analyst may use in analyzing the financial performance of a company. It will focus on understanding the information provided in the principal financial statements (the income statement, balance sheet, cash flow statement, and statement of changes in owners' equity), as well as the notes to those statements, and management's discussion and analysis of results. Students will learn to compare the different accounting choices that may affect the financial reporting results. Students will also learn to evaluate financial reporting quality and apply the financial statement analysis to make debt and equity investments decisions. The analytical framework and practical tools of this course will help students to improve the ability to read and analyze financial statements, which should be useful for students with career interests in finance, marketing, strategy, consulting, accounting, operations, or entrepreneurship.

MFIN 508 | CORPORATE FINANCE
Units: 1

This course will cover corporate finance topics including capital budgeting (NPV/IRR), weighted average cost of capital, risk adjusted discount rates, measurement operating and financial leverage, and working capital management.

MFIN 509 | ALTERNATIVE INVESTMENTS
Units: 1 Repeatability: No

Investors are increasingly using alternative investments to seek diversification benefits and/or higher returns. This course describes the common types of alternative investments, their valuation, their unique risks and opportunities, their relation to traditional investments, and their role in portfolio construction and management. More in-depth coverage will focus on private equity, hedge funds, and real estate. Private equity, including venture capital, and hedge funds are examined from the perspectives of their structure, investment strategies, performance measures, and exit opportunities. Real estate, both direct investment and investment through publicly traded securities (such as real estate investment trusts), is examined from an institutional investor's perspective to assess how it affects the risk and return of a multi-asset portfolio.

MFIN 510 | INTERNATIONAL FINANCE
Units: 1

This course introduces students to the global currency markets, the international monetary system, and trade and capital flows. Topics include usage of currency instruments, exchange rate regimes, theory and politics of international trade, balance of payments, and currency forecasting.

MFIN 511 | ADVANCED FINANCIAL REPORTING AND ANALYSIS
Units: 3 Repeatability: No

This course builds on the knowledge in the International Financial Reporting and Analysis I and examines more complicated financial transactions and their impacts on financial statements. Such transactions may include inter-corporate investment, mergers and acquisitions, post-employment pension obligations, and foreign currency translation exposure in multinational corporations. Students will learn the effects that different accounting methods in these transactions that can have on financial statements and ratios. Students will also compare the different accounting standards (GAAP vs. IFRS) and evaluate the impact on the financial reporting results. This course will also explain the identification of red flags and warning signs related to earnings management.

MFIN 512 | EQUITY VALUATION AND MODELING
Units: 3

This course is a detailed, hands-on examination of financial modeling techniques applied to optimal decision-making in the areas of corporate finance and investment banking. Topics include the construction of comprehensive valuation models (including capital structure and dividend policy modifications), using precedent transactions and comparable companies in valuation, strategic industry examination and application of valuation in the context of mergers and acquisitions. The course makes an extensive use of the Microsoft Excel©.

MFIN 513 | ADVANCED PORTFOLIO MANAGEMENT
Units: 2 Repeatability: No

The advanced portfolio concepts concentrate on hands-on management practices of constructing equity, bond, passive, active, exchange-rate and alternative investments portfolios. Other topics include asset allocation strategies, institutional asset management, management of portfolio of global fixed assets, equity portfolio management and risk management through currency hedging.

MFIN 514 | FINANCIAL ECONOMETRICS
Units: 1 Repeatability: No

This course extends basic results from introductory statistics to cover the specific tools used in empirical finance. The first section of the course covers tools used in corporate finance and studies of the cross-section of asset returns (multiple regression, deviations from OLS assumptions, and basic panel methods). The second section focuses on tools used in the study of asset returns over time, tests of the efficient market hypothesis, and derivatives pricing (time series decomposition, ARIMA modeling, GARCH volatility modeling).

MFIN 515 | ADVANCED CORPORATE FINANCE
Units: 2 Repeatability: No

The course will cover capital structure decision-making, sensitivity analysis and real options in capital budgeting, dividends and share repurchase policies, mergers and acquisitions and corporate governance.

MFIN 516 | ADVANCED SEMINAR AND RESEARCH METHODS IN CORPORATE FINANCE
Units: 1 Repeatability: No

This course has the objective of introducing master students to theoretical and empirical research in corporate finance. The first part of the course will examine the fundamentals of corporate finance such as the theory of firm's choice of capital structure, payout policy, corporate governance, executive compensation, and mergers & acquisitions. Various topics such as moral hazard, the agency problem, adverse selection, and signaling will be discussed in the context of the corporate finance topics. Students will be exposed to the classical corporate finance literature, as well as recent empirical research from the leading journals (e.g., Journal of Finance, Journal of Financial Economics, and Review of Financial Studies). The second part of the course will give students exposure to conducting empirical research by introducing common research methods (cross-sectional regressions, panel regressions, matching estimators, etc.), databases (WRDS, Compustat, CRSP), and common tools (SAS, Stata).

MFIN 517 | ADVANCED FIXED INCOME AND STRUCTURED FINANCE
Units: 2 Repeatability: No

This course studies fixed income markets and their associated derivatives. Topics include the valuation of fixed income investments, the analysis of credit risk, and the process of securitization and analysis of asset-back securities. The course aims for students to understand both the broad structure of fixed income markets, including term structure and interest rate dynamics, and the specific terms and pricing of the various products in those markets.

MFIN 518 | ADVANCED SEMINAR IN ASSET PRICING
Units: 1 Repeatability: No

This course surveys contemporary research on the cross-section of stock returns. It covers the theory and evidence behind several prominent stock market anomalies including momentum, value, and investments. Students use financial databases and econometric methods to test these anomalies.

MFIN 519 | FINANCIAL MARKETS AND INSTITUTIONS
Units: 1

This course introduces students to various financial markets (money, bond, equity, mortgage, and foreign-exchange markets) and institutions (banks, mutual funds, hedge funds, insurance companies, investment banks and venture capital/private equity firms). Emphasis is on what skills and expectations are associated with a job in each of these markets, what kind of decisions may one make while still a student to prepare themselves best for the desired path.

Master of Science in Real Estate

The Master of Science in Real Estate (MSRE) degree program develops the specialized skills needed by real estate professionals through an interactive approach. The program provides students with the leadership, analytical and interpersonal skills necessary to compete for real estate careers at the middle- to upper-management levels or to become real estate entrepreneurs. We pay special attention to the importance of corporate social responsibility, ethical conduct and all forms of sustainability and students gain a full comprehension of and appreciation for the many different facets of the real estate profession. Specifically, the University of San Diego's MSRE program produces graduates who have:

- Business Communication Skills
- Critical Analysis Skills
- Ethical Conduct Skills
- Advanced Real Estate Technical Skills
- Advanced Real Estate Industry Skills

The program is built on the strengths of the nationally-ranked USD Knauss School of Business and its Burnham-Moores Center for Real Estate, which has an outstanding reputation throughout the region.

Dual Degree Programs
MSRE/MBA Dual Degree Program

The Knauss School of Business offers students the opportunity to obtain both an MSRE and an MBA currently in two or two and a half years. Students benefit from both business and real estate courses and will receive two diplomas upon completion of all coursework. Students must apply to and be accepted into both programs and can begin with either program. For more information about this dual degree program, see the MBA Dual Degree section of the catalog.

MSRE/JD Dual Degree Program

The Knauss School of Business offers a dual degree program in conjunction with the School of Law. This dual degree offers the concurrent pursuit of a JD degree along with an MSRE. Since these programs allow the concurrent pursuit of two degrees, with up to 12 units being credited to both a JD degree and an MSRE, students generally complete both programs in 3.5 or 4 years for a savings of up to one semester of time and expense. As graduate credits may not be transferred to the law school until the entire first year of law study is completed, students must begin the dual degree with the JD program in order to maximize the full benefit of double-counting coursework. Students interested in the dual degree program must apply to and be accepted by both schools. Students generally begin the dual degree program in their second year of law school.

Students in the MSRE/JD program complete the following MSRE requirements.

Code	Title	Units
MSRE 500	The Real Estate Process	2
MSRE 502	Real Estate Law and Public Policy	3
MSRE 503	Commercial Real Estate Finance and Investment	3
MSRE 507	Real Estate Development	3
MSRE 508	Commercial Real Estate Valuation	2
MSRE 509	Commercial Real Estate Capital Markets	3
MSRE 510	Real Estate Capstone	2
MSRE 513	Real Estate Market Analysis	3
MSRE 514	Strategic Asset Management	2

MSRE 516	Real Estate Feasibility Analysis	3
Total Units		**26**

Additional Admission Requirements

See the Admission (p. 50) page for basic admission requirements.

Entrance Semester	Fall
Minimum GPA	3.0 (4.0 scale)
Application Deadlines	Nov. 1, Jan. 15, Mar. 1, May 1. Applications will be considered after these deadlines on a space-available basis.
Standardized Admission Test	GMAT or GRE (encouraged, but not required)
	IELTS or TOEFL - International applicants only (minimum IELTS score of 7.0 or TOEFL score of 92/237/580 required). See English Proficiency and International Student Applicants.
Required Coursework	Bachelor's degree. No specific undergraduate coursework required
Required Licenses/Credentials	None
Additional Requirements	Two letters of recommendation
	Two years of work experience preferred
	Applicants who received their bachelor's degree from a non-US educational institution must have their transcripts evaluated. See International Student Applicants.
	Tuition Deposit of $1,000

MSRE Degree Requirements

Code	Title	Units
MSRE 500	The Real Estate Process	2
MSRE 502	Real Estate Law and Public Policy	3
MSRE 503	Commercial Real Estate Finance and Investment	3
MSRE 505	Negotiations	2
MSRE 506	Property Management	1
MSRE 507	Real Estate Development	3
MSRE 508	Commercial Real Estate Valuation	2
MSRE 509	Commercial Real Estate Capital Markets	3
MSRE 510	Real Estate Capstone	2
MSRE 512	Technology and Databases for Real Estate Analysis	1
MSRE 513	Real Estate Market Analysis	3
MSRE 514	Strategic Asset Management	2
MSRE 516	Real Estate Feasibility Analysis	3
MSRE 517	Sustainable Real Estate	2
Total Units		**32**

MSRE 500 | THE REAL ESTATE PROCESS
Units: 2
This course is an intensive week-long introduction to real-estate fundamentals to help students establish a solid foundation. It covers the major property types and the key players/institutions in the commercial real estate business. It highlights the crucial role of being a socially responsible, ethical real estate professional in shaping communities for future generations. A number of workshops are offered to help students review/improve important skills. This course is the start of team-building and networking within the student cohort. Prominent real estate professionals serve as guest speakers and highlight the many different disciplines comprising the real estate process.

MSRE 502 | REAL ESTATE LAW AND PUBLIC POLICY
Units: 3 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
This course covers the fundamental legal principles affecting real estate. It uses case studies and current events to explore critical issues in real estate law and public policy. Special emphasis is given to transactions, investments and development of real estate as related to contracts, ownership, transfer, land use and environmental issues. Readings, document reviews, class discussions, presentations and outside speakers enable a practical understanding of legal issues that impact real estate.

MSRE 503 | COMMERCIAL REAL ESTATE FINANCE AND INVESTMENT
Units: 3 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
This course introduces core concepts, principles, analytical methods and tools useful for making investment and financing decisions regarding commercial real estate assets. It studies the key parameters an investor takes into consideration when analyzing the financial feasibility of a commercial real estate investment opportunity, including property characteristics, market conditions, leverage, taxation and the tradeoff between risk and return. The course also examines the traditional capital sources that provide financing for real estate investment and development projects.

MSRE 505 | NEGOTIATIONS
Units: 2 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
Negotiations are central to most decisions made about a real estate asset starting from the original acquisition agreement to the lease agreement, operations and management, as well as disposition. These negotiations often present ethical dilemmas for the parties involved. This course explores the science and art of negotiation with "science" learned largely through readings and discussions, and "art" learned through experience gained in simulated real estate negotiations in which students examine the ethical dilemmas facing various parties to a transaction.

MSRE 506 | PROPERTY MANAGEMENT
Units: 1 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
This course provides an overview of various levels of real-estate management, including property management, asset management and portfolio management. It examines how managers of real estate assets help owners achieve their goals and enhance the value of their investments. Topics include: owner/tenant relations, marketing and leasing strategies, budgeting and reporting, management of improvement projects, maintenance, compliances and risk management. This course also compares the management of residential and nonresidential properties (e.g. office, industrial and retail).

MSRE 507 | REAL ESTATE DEVELOPMENT
Units: 3 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
This course provides a step-by-step analysis of the phases involved in the real estate development process, including original product conceptualization based on market research, site acquisition, entitlement process and strategies, financing and marketing (lease-up or sale) of the property with the goal of creating net positive value. Leadership, management and control of the development teams are highlighted along with emphasis on overcoming the myriad land use regulations and hurdles in a given location. Metropolitan development patterns and planning agencies, transportation and environmental issues are also discussed. The course culminates in a real-life project and its presentation.

MSRE 508 | COMMERCIAL REAL ESTATE VALUATION
Units: 2 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
This course focuses on the theory and practice of real property valuation beginning with fundamental concepts of real estate appraisal, then gaining practical experience by completing various appraisal projects. All modern methods of appraisal are considered, including investment perspectives and risk considerations. Land residual valuation is explicitly reviewed.

MSRE 509 | COMMERCIAL REAL ESTATE CAPITAL MARKETS
Units: 3 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
This course examines the major capital sources for commercial real estate investment and highlights the recent trends in the capital markets. It compares and contrasts the four categories of real estate capital—private debt, private equity, public debt and public equity and discusses the instruments and deal structures in each category. Students will learn how to arrange the capital stock for a real estate transaction and how different structures allocate investment risk and return to various parties. Topics in this course include mezzanine financing, real estate syndication, private real estate funds, real estate investment trusts (REITs), commercial mortgage-backed securities (CMBS), and global real estate capital markets.

MSRE 510 | REAL ESTATE CAPSTONE
Units: 2 Repeatability: No
Prerequisites: MSRE 502 with a minimum grade of C- and MSRE 503 with a minimum grade of C-
This course helps refine problem-solving, career and business planning skills. It integrates the lessons learned from all prior coursework with life experiences. Speakers will address topics on leadership and provide general advice for young professionals. Each student develops a business plan focused on either adding value to an existing firm or starting a new business in the real estate industry. Teams also work on real projects in the San Diego region providing a professional presentation and a report at the end of the term. Projects will vary so that the class will be exposed to different kinds of real estate challenges.

MSRE 512 | TECHNOLOGY AND DATABASES FOR REAL ESTATE ANALYSIS
Units: 1 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
This course focuses on using technologies to facilitate the financial, market and feasibility analyses in commercial real estate. It introduces students to software applications and data sources commonly used in the commercial real estate business: ARGUS Enterprise, ARGUS Developer, CoStar, among others. It also provides advanced training in financial modeling using Microsoft Excel. These tools help improve the efficiency and effectiveness in commercial real estate analysis and decision making. Hands-on projects will be used to facilitate student learning.

MSRE 513 | REAL ESTATE MARKET ANALYSIS
Units: 3 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
This course provides the foundation for the program's development course and eventually the capstone course. It examines the sources of demand and supply for various property types, as well as the forces that drive rents; it covers transportation and land economics and examines how these influence land values; and it explores changes in transportation costs and the impact of public transit. It also looks at how regulations affect the real estate market. Experts on market and feasibility analysis present at various points in the course.

MSRE 514 | STRATEGIC ASSET MANAGEMENT
Units: 2 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
This course examines the long-term strategic decisions in managing real estate assets. It focuses on the financial implications of these decisions by assessing their impact on a real estate investment's future cash flow stream, the riskiness of these cash flows, and the asset's underlying value. Specific topics include identifying and analyzing refinancing and recapitalization opportunities; planning capital expenditures such as renovation and expansion; developing and implementing repositioning strategies; and evaluating disposition options. This course will also consider the role of real estate in a corporation and in a multi-asset portfolio.

MSRE 516 | REAL ESTATE FEASIBILITY ANALYSIS
Units: 3 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
This is a project-based course involving several real life cases. For example, finding a site for a new concept urban grocer, determining site values using land residual techniques, re-using a retail big box, and proposing the best use for a development site. Student teams perform a comprehensive analysis to assess the feasibility of various concepts and best strategies. Key components may include: conducting market analysis, reviewing the entitlement requirements/challenges, designing the site layout, estimating construction and site costs, performing a pro forma budget for both construction and stabilized occupancy. Students also spend time evaluating risks in the development process, and pricing, managing and/or mitigating such risks.

MSRE 517 | SUSTAINABLE REAL ESTATE
Units: 2 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
This course investigates the economics of sustainable design, development and management and discusses net zero buildings and features that save resources or provide better environments. As the United States focus on carbon emissions, high energy prices and climate change, the real-estate industry is responding with environmentally sensitive, "green" and sustainable development practices. Property owners are recognizing sustainable real estate as an economic opportunity to attract and retain tenants; tenants are demanding buildings that incorporate sustainable features and provide greater productivity, healthy environments and a reduced carbon footprint. Students also attend a LEED training workshop, followed by the opportunity to sit for LEED accreditation.

MSRE 594 | SPECIAL TOPICS
Units: 1-3 Repeatability: Yes (Repeatable if topic differs)
Prerequisites: MSRE 500 with a minimum grade of C-
Topics of current interest in real estate. Course content and structure will differ depending on instructor. Consult your advisor for course description for any given semester. Additional prerequisites may be added depending on topic selected.

Master of Science in Supply Chain Management

Accredited by the Chartered Institute of Purchasing & Supply (CIPS) and approved by the Institute for Supply Management (ISM), the online Master of Science in Supply Chain Management (MSSCM) is designed for students with knowledge in one or more of the functions included in supply chain management. Participants gain advanced expertise needed to help organizations progress to world-class supply chain management status.

At the completion of this program, students who have mastered the curriculum will be able to:

- Demonstrate mastery of the principles of world-class supply chain management;
- Identify gaps between their organization's processes and world-class processes;
- Demonstrate success as an ethical leader in supply chain management; and,
- Demonstrate teamwork and team leadership skills.

The 33-unit MS-SCM program is offered online in a lock-step, cohort-based format and requires approximately 22 months for completion. The hybrid delivery format employs a blended approach to learning, whereby students come to campus for three required residency sessions, completing the remainder of the instruction via online learning. Regular asynchronous discussions allow students to participate in courses at a time that is convenient for them, often increasing the frequency and depth of involvement with their classmates and instructors. Students often make deeper connections with their online colleagues than in a bricks-and-mortar classroom.

The curriculum is designed to blend proven concepts with contemporary best practices found in successful businesses and governments throughout the world. Students will select one of two tracks within the MSSCM program:

- The **General Supply Chain Management track**, which includes courses in operations management, leadership and change management, supply chain analytics and sustainable global supply chain management (this track may be completed fully remotely for international students who do not have a visa that permits them to come to campus for residency sessions).
- The **Health Care Supply Chain Management track**, which includes courses in health care delivery, health care systems, and clinical information

systems offered through the USD Hahn School of Nursing (this track is not available fully remotely, as it requires students to attend residency sessions on campus).

In addition to the MSSCM as a stand alone degree, students may also pursue the following programs:

- MSSCM/MBA Dual Degree
- BBA-SCM/MSSCM Combined Degree

Admission Requirements

Basic admission requirements include:

- Two years of experience in a relevant supply chain management position, an undergraduate degree in supply chain or industrial engineering, or a minor in supply chain with experience in a supply chain internship or competition;
- A Bachelor's degree from an accredited college or university;
- Additional screening related to the assessment of academic competence is typical of that found for entry into most business graduate degree programs;
- Applicants who do not meet the minimum work experience requirement, or have an undergraduate GPA of 3.0 or less, may be required to submit a GMAT score.

In addition, candidates will be expected to provide:

- Two letters of recommendation from the applicant's supervisor, a colleague, direct report, or university professor*;
- Statement of Purpose–a short essay reflecting the applicant's personal and professional objectives and expectations for the program;
- Resume describing work experience to date;
- College or university transcripts (officially sealed) from each college or university attended;
- International students who possess an L-1 (business visa) may attend on campus residency sessions. International students without an L-1 visa may participate in the MSSCM program with the General SCM track fully remotely.

*Only one letter of recommendation is required for combined degree applicants.

Additional Admission Requirements

See the Admission page for basic admission requirements.

Entrance Semesters	Fall, Spring
Fall Application Deadline	November 1, January 15, March 1, May 1 (applications will be considered on a space-available basis after May 1st)
Spring Application Deadline	October 1 and December 1 (applications will be considered on a space-available basis after Dec. 1)
Minimum Grade Point Average	3.0 (4.0 scale) Preferred

MSSCM Degree Requirements

Code	Title	Units
Required Courses		
MSCM 501	Supply Chain Strategy and Design	3
MSCM 502	Logistics and Distribution Management	3
MSCM 503	Supply Management	3
MSCM 505	International Negotiations	2

MSCM 506	Law, Ethics and Contracts for Supply Chain Management	2
MSCM 511	Finance and Risk Management	2
MSCM 512	Strategic Cost Management	3
MSCM 516	Supply Chain Seminars	1
MSCM 531	Project Management Principles	2
MSCM 533	Supply Chain Capstone Project	3
Total Units of Required Coursework		24

In addtion to the required courses, students select one of the tracks below:

General SCM Track		
MSCM 504	Operations Management	
MSCM 507	Leadership and Change Management for Supply Chain Managers	
MSCM 513	Supply Chain Analytics	
MSCM 514	Sustainable Global Supply Chain Management	
Total Units for the General SCM Track		9

Health Care SCM Track		
HCIN 540	Introduction to Health Care Information Management	
HCIN 552	Clinical Documentation: Electronic Medical Record Systems	
HCIN 556	Health Care Leadership, Values, and Social Justice	
Total Units for the Health Care SCM Track		9
Total Units for the MSSCM Degree		33

Please note that students will automatically be enrolled in the General SCM Track until they request to be included in the Health Care SCM track. To maximize the units that are double counted in the dual and combined degrees below, students will want to pursue the General SCM track. Students in those programs who pursue the Health Care SCM track will have to complete additional units. Finally, students who need to participate in the MSSCM program fully remotely for visa purposes may only participate in the General SCM track (the Health Care SCM track requires students to participate in residency sessions on campus).

MSSCM/MBA Dual Degree Program

The Knauss School of Business offers students the opportunity to obtain both an MSSCM and an MBA currently in two to three years. Students benefit from both business and supply chain courses and will receive two diplomas upon completion of all coursework. Students must apply to and be accepted into both programs and can begin with either program. For more information about this dual degree program, see the MBA Dual Degree section of the catalog.

Combined Degree Program (BBA/MSSCM)

Undergraduates who are completing a degree in supply chain management can apply for admission to the MS program before finishing the BBA. Students may apply up to 11 units of course work toward the requirements for both degrees. Applications are accepted during a student's junior or senior year as an undergraduate, following a process similar to the standard application procedure for admission to the MSSCM program. Admitted students have undergraduate status until they complete their BBA degree requirements, then become graduate students during the subsequent Fall semester. Students need to complete a minimum of 19 units while they have graduate student status in order to satisfy the combined degree program requirements.

The undergraduate courses below, with a grade of B or higher, may be used to fulfill graduate coursework.

Code	Title	Units
DSCI 303	Operations Management (MSCM 504)	3
BSCM 300	Global Purchasing and Supply Management (MSCM 503)	3
BSCM 303	Strategic Cost Management (MSCM 512)	3
BSCM 305	Sustainable Global Supply Chain Management (MSCM 514)	3

Upon completion of the BBA, admitted combined degree students will complete the courses below to earn the MSSCM degree.

Code	Title	Units
MSCM 501	Supply Chain Strategy and Design	3
MSCM 502	Logistics and Distribution Management	3
MSCM 505	International Negotiations	2
MSCM 506	Law, Ethics and Contracts for Supply Chain Management	2
MSCM 507	Leadership and Change Management for Supply Chain Managers	2
MSCM 511	Finance and Risk Management	2
MSCM 513	Supply Chain Analytics	2
MSCM 516	Supply Chain Seminars	1
MSCM 531	Project Management Principles	2
MSCM 533	Supply Chain Capstone Project	3

Courses

MSCM 501 | SUPPLY CHAIN STRATEGY AND DESIGN
Units: 3 Repeatability: No
Introduces the concept of a supply chain as a complete system that begins with raw materials and delivers value to the end customer. The student will learn to use a variety of conceptual models to describe and classify supply chains in terms of how they are designed and configured to maximize that value, with the emphasis always being on the entire system rather than any individual component. The objective is to recognize and correct supply chain designs that are mismatched to their environments and to direct attention to the critical elements that must be managed. Discusses current trends in Supply Chain Management in terms of how they contribute to maximizing customer value.

MSCM 502 | LOGISTICS AND DISTRIBUTION MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: MSCM 501 with a minimum grade of C- or GSBA 506 with a minimum grade of C-
Distribution and logistics management is a critical element of supply chain management because distribution and logistics expenses often represent the largest single category of costs faced by a company and logistics activities touch all aspects of supply chain performance, creating value and competitive differentiation. Students will gain an in-depth understanding of basic distribution and logistics management principles and be able to identify those distribution and logistics issues critical to supply chain managers in today's business environment and to project their likely impact on overall business performance. Students will become familiar with contemporary concepts and techniques and be able to use these for analyzing and resolving distribution and logistics problems.

MSCM 503 | SUPPLY MANAGEMENT
Units: 3 Repeatability: No
Examines the challenges of integrating the members of an organization's supply management system. Such improvements reduce time-to-market and improve quality and the inflow of technology from the firm's supply base, thereby increasing market share and profitability. These improvements also result in reductions in the total cost of ownership for purchased materials, services and equipment. Addresses supply management's role in: social responsibilities; buyer-supplier relationships; ethics; cross-functional teams; quality, price and cost analysis; methods of compensation; total cost of ownership; the development of requirements; acquisition of services and equipment; outsourcing; global sourcing; post-award activities; and legal issues.

MSCM 504 | OPERATIONS MANAGEMENT
Units: 3 Repeatability: No
Examines operational processes of the supply chain from acquisition of materials through conversion to physical distribution of goods and services. Topics include workflow systems, inventory systems, quality systems, production systems, logistics systems, cost estimation, optimization and continuous improvement. Common business processes and business skills addressed include: production planning, workflow scheduling, cost estimation, resource allocation, work methods design, inventory management and continuous improvement methods.

MSCM 505 | INTERNATIONAL NEGOTIATIONS
Units: 2 Repeatability: No
Addresses the art and science of negotiation with the "science" learned through readings and the "art" learned through experience gained in simulated negotiations. These negotiations frequently are set in a foreign country, exposing participants to nuances of conducting business abroad. These mock or simulated negotiations are conducted both online and during the residence sessions held on campus.

MSCM 505A | INTERNATIONAL NEGOTIATIONS I
Units: 1 Repeatability: No
Addresses the art and science of negotiation with the "science" learned through readings and the "art" learned through experience gained in simulated negotiations. These negotiations frequently are set in a foreign country, exposing participants to nuances of conducting business abroad. These mock or simulated negotiations are conducted both online and during the residence sessions held on campus. (Part I).

MSCM 505B | INTERNATIONAL NEGOTIATIONS II
Units: 1 Repeatability: No
Addresses the art and science of negotiation with the "science" learned through readings and the "art" learned through experience gained in simulated negotiations. These negotiations frequently are set in a foreign country, exposing participants to nuances of conducting business abroad. These mock or simulated negotiations are conducted both online and during the residence sessions held on campus. (Part II).

MSCM 506 | LAW, ETHICS AND CONTRACTS FOR SUPPLY CHAIN MANAGEMENT
Units: 2 Repeatability: No
Prerequisites: (MATH 130 or MATH 150)
Explores the legal context of supply chain management in areas of contract formation, obligations, remedies and dispute resolution in an international setting. Examines the overlapping roles of ethics and regulation in defining socially responsible business enterprise and standards for behavior. Three basic ethical theories are applied to supply chain management, especially purchasing. Current issues of social and environmental justice are introduced as catalysts for proactive policy formation and world-class supply chain performance. Ethics, diversity and legal issues are of paramount concern to organizations that operate in today's global environment that pits supply chain against supply chain. Proactive companies recognize that striving for diversity and maintaining ethical policies and actions help enable world-class supply chain management. Topics addressed include diversity suppliers, protecting the physical environment, workplace values, ethics in business, contract formation and the legal context of supply chain management.

MSCM 507 | LEADERSHIP AND CHANGE MANAGEMENT FOR SUPPLY CHAIN MANAGERS
Units: 2 Repeatability: No
This course is designed to assist students in the practice of ethical leadership and management of change. As a result of actively participating in this course, students will understand theories and practices of leadership, the properties of influence and strategies to control internal and external perceptions. Students will begin to map their current and future organizations, suppliers and e involvement in organization change interventions.

MSCM 511 | FINANCE AND RISK MANAGEMENT
Units: 2 Repeatability: No
Supply Chain Managers require knowledge of finance tenable analysis of projects, the justification for proactive investments and estimation of supply chain costs. Topics addressed include: financial statements analysis, valuation, capital budgeting (net present value, internal rate of return, management of working capital, international financial markets and risk management (options, futures contracts, forward contracts).

MSCM 512 | STRATEGIC COST MANAGEMENT
Units: 3 Repeatability: No
Investigates the highly dynamic, timely and little understood area of cost management in the supply chain. Promotes cost reduction as a critical tool in competitive business strategy redirecting emphasis from price to the total cost of ownership. Identifies costs throughout the supply chain system and methods of measuring costs and determining cost drivers. Develops written strategies on reducing or managing costs.

MSCM 513 | SUPPLY CHAIN ANALYTICS
Units: 2 Repeatability: No
This course introduces the data analytics process (acquisition, exploration, pre-processing, analysis) and concepts (structured vs. unstructured data, descriptive / prescriptive / predictive analytics). It will also introduce commonly used analytical and modeling approaches and demonstrate their applications to various domains of a supply chain, including, for example, logistics, production and sourcing, inventory management and forecasting.

MSCM 514 | SUSTAINABLE GLOBAL SUPPLY CHAIN MANAGEMENT
Units: 2 Repeatability: No
Sustainability and social responsibility are rapidly evolving issues facing supply chain professionals' organizations in all sectors. Further, global challenges within increasingly extended supply chains means that it is now impossible for an organization to ignore regulatory, economic, environmental and reputational pressures to address the sustainability agenda of 'people, planet and profits'. The evolving agenda for sustainable practice presents both opportunities and significant risk to upstream and downstream supply chain decision making. The aim of this course is to equip students with a deeper understanding of the CSR agenda, providing them with the wherewithal to have a positive impact on their organization and to raise their awareness of the moral and ethical concerns facing global organizations within this agenda. This course will focus on the nature, definition and evaluation of issues relating to CSR. Students will be introduced to the core issues faced in environmental sustainability from a robust total systems perspective and incorporating a basic review of the scientific evidence pertaining to environmental impact. Students will also be introduced to the social, health and safety risks and remedies available to supply professionals when sourcing internationally, including trends in global regulatory requirements. Further, specific measurement and reporting protocols will be examined in order to provide a proactive compliance strategy.

MSCM 515 | VALUE NETWORK MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: (GSBA 506 with a minimum grade of C- or MSCM 504 with a minimum grade of C-) and ((GSBA 563 with a minimum grade of C- or MSCM 514 with a minimum grade of C-) or (GSBA 561 with a minimum grade of C- or MSCM 503 with a minimum grade of C-))
"Competition does not take place between organizations, but between competing value networks." This course is concerned with examining the nature and development of strategic advantage through networks of coordinating and collaborating partners. The course serves as a capstone for the MS-SCM and adopts a critical perspective to the fields of strategic management, human relations, behavioral science and innovation. It is intended to both consolidate prior studies and develop strategies for future personal development. This course begins by analyzing contemporary understanding of human behavior within the context of complex network relationship interactions. It addresses the theories and mechanics involved in development and management of dyadic and triadic relationships, including the economics of trust and the various schools of thoughts associated with strategic capabilities. This course also addresses the complex nature of innovation set within networks, specifically exploring the Schumpeterian approach to strategies for collaborative innovation. Students will learn about developing and managing integrated relationships, knowledge and resources, identifying opportunities for strategic improvement and developing their understanding of strategic value network through reflective learning and join problem-solving.

MSCM 516 | SUPPLY CHAIN SEMINARS
Units: 1 Repeatability: No
This course provides an overview of the latest trends and best practices in supply chain management. It covers a range of topics including supply chain design, logistics, inventory management, demand forecasting, and supplier management. The course also focuses on current issues such as sustainability, digitalization, and globalization in supply chain management. Students will learn from leading professionals in the field through interactive sessions with guest speakers from industry and academia.

MSCM 531 | PROJECT MANAGEMENT PRINCIPLES
Units: 2 Repeatability: No
The ability to apply project management knowledge, tools and principles to the effective execution of process improvement or system implementation projects is central to modern supply chain management. This course provides students with the foundational capabilities required to be effective project managers in a supply chain context. Topics addressed include team formation, team sponsorship and team governance, developing charters, project management, quantifying financial impacts and presentation skills.

MSCM 533 | SUPPLY CHAIN CAPSTONE PROJECT
Units: 3 Repeatability: No
The advanced integrative project is a supply chain-based project course. Students are encouraged to identify and scope the project (with assistance from the instructor if necessary) and the project should be approved by the course instructor. Depending on scope, a project may be conducted in a team environment upon instructor approval. Topics addressed in this course also include team formation, developing charters, project management, quantifying financial impacts and presentation skills. This course is often split into two parts across multiple terms.

MSCM 533A | INTEGRATIVE PROJECT I
Units: 1 Repeatability: No
The advanced integrative project is a supply chain-based project course. Students are encouraged to identify and scope the project (with assistance from the instructor if necessary) and the project should be approved by the course instructor. Depending on scope, a project may be conducted in a team environment upon instructor approval. Topics addressed in this course also include team formation, developing charters, project management, quantifying financial impacts and presentation skills. This course is often split into two parts across multiple terms.

MSCM 533B | INTEGRATIVE PROJECT II
Units: 2 Repeatability: No
The advanced integrative project is a supply chain-based project course. Students are encouraged to identify and scope the project (with assistance from the instructor if necessary) and the project should be approved by the course instructor. Depending on scope, a project may be conducted in a team environment upon instructor approval. Topics addressed in this course also include team formation, developing charters, project management, quantifying financial impacts and presentation skills. This course is often split into two parts across multiple terms.

MSCM 599 | ADVANCED INTEGRATIVE PROJECT
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
The advanced integrative project is a sponsor-based, supply chain-based project. Projects are approved by management of the sponsoring organization and the director of S CMI and have the potential of contributing significantly to the sponsors' bottom lines. The projects may be conducted in a team environment if the project value exceeds the combined tuition of the team members. Topics addressed include team formation, developing charters, project management, quantifying financial impacts and presentation skills.

School of Leadership and Education Sciences

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The School of Leadership and Education Sciences offers graduate programs in three departments: Leadership Studies, Learning and Teaching, and Counseling & Marital and Family Therapy. Our degree and credential programs prepare professionals to lead and serve in many different sectors of society as administrators, executives, therapists, professors, counselors, teachers, and educators. Our programs have met the high standards established by the following accrediting bodies: Commission on Accreditation for Marriage and Family Therapy Education, Commission for Accreditation of Counseling & Related Education Programs, and the California Commission on Teacher Credentialing.

At the graduate level, the School of Leadership and Education Sciences offers a Master of Arts in Leadership Studies (MA), Master of Arts in Higher Education Leadership (MA), Master of Arts in Nonprofit Leadership and Management (MA), Master of Science in Nonprofit Leadership and Management (MS) online, Master of Arts in Restorative Justice Leadership and Facilitation (MA), Master of Education (MEd), Master of Arts in Counseling (MA), Master of Arts in Marital and Family Therapy (MA), Doctorate in Leadership Studies (PhD), Doctorate in Organizational Leadership (EdD) and a Doctorate in Education for Social Justice (PhD). Please refer to subsequent pages for more information regarding these programs.

The School of Leadership and Education Sciences also offers credentials for teachers, counselors, administrators, and education specialists. Please contact the School of Leadership and Education Sciences' Credential Analyst for more information. Additionally, graduate students may seek certificates in Arts and Culture Leadership, International School Counseling, Leadership Coaching, Nonprofit Management, and TESOL.

In addition, the School of Leadership and Education Sciences offers undergraduate coursework in three departments: Leadership Studies, Learning and Teaching and Counseling & Marital and Family Therapy. Our certificates, credentials, courses and minor fields lay a foundation for leadership roles in teaching, counseling, marital and family therapy and administration in school settings; as well as leaders in the public, nonprofit and military sectors. Please refer to the current Undergraduate Course Catalog for more information regarding these programs.

Vision Statement

SOLES shapes the future by educating and empowering professionals to enact social justice, enhance human dignity, and improve the quality of life of diverse individuals, families, and communities.

Mission Statement

The School of Leadership and Education Sciences (SOLES) at the University of San Diego believes in academic excellence, innovation, and a strong commitment to equity and inclusion. We educate, engage, model, mentor, and challenge the campus community to promote social justice and ignite meaningful change in our diverse society.

Internationalization Experience Requirement

School of Leadership and Education Sciences (SOLES) students are required to complete an international experience to graduate. SOLES recognizes that students are living in a global society and they need to understand how other countries and cultures approach the issues and concepts in their program areas. The internationalization experience will strengthen students in their current lives and future careers. Each program has identified specific ways in which its students can meet the internationalization requirement, including participation in a global study course offered through the SOLES Global Center. Students should check with their respective program/department for more information on options for satisfying the SOLES International Experience Requirement. Please note: Beginning in Summer 2011, courses with an "I" designation following the course number are courses that satisfy this requirement.

Centers and Institutes

- Catholic Institute for Mental Health Ministry
- Center for Restorative Justice
- Character Education Resource Center
- Global Center
- Hansen Summer Institute
- Jacobs Institute for Innovation in Education
- Manchester Family Child Development Center (MFCDC)
- Nonprofit Institute (NPI)

Academic Degree Programs, Credentials and Certificates

Doctoral Degrees

The School of Leadership and Education Sciences offers three doctoral degrees. The Doctor of Philosophy degree in Leadership Studies and the Doctor of Education in Organization Leadership are housed in the Department of Leadership Studies and the Doctor of Philosophy in Education for Social Justice is housed in the Department of Learning and Teaching. The 57-unit PhD in Leadership Studies requires the successful completion of a dissertation and allows students to develop their chosen career goals. The 48-unit EdD in Organizational Leadership is a rigorous and comprehensive practitioner-scholar program which culminates in a dissertation and presentation of findings to the academic and professional community. Courses are offered synchronously online, with minor asynchronous components. The 48-unit PhD in Education for Social Justice is available in two pathways, a fully online professional pathway, and an academic hybrid pathway. Candidates for the PhD in Education for Social Justice are expected to complete a dissertation.

Master's Degrees

The master's programs in SOLES prepare qualified professional personnel in education and related areas through a sequence of graduate work that includes field and laboratory experiences as well as coursework. The School of Leadership and Education Sciences grants three master's degrees: the Master of Arts (MA), the Master of Education (MEd) and the Master of Science (MS). Each program requires a specified minimum number of graduate credits and most require the successful completion of an action research project, a comprehensive examination, a culminating curriculum project, thesis, or a portfolio. There is no foreign language requirement.

Credential Programs

USD's credential programs are approved by the California Commission on Teacher Credentialing. Students should see their advisors for specific

requirements regarding each credential. It is possible to combine credential programs with a degree program. Students should check with their respective program/department for more information. All PK-12 education programs in SOLES are accredited by the Council for the Accreditation of Educator Preparation.

Certificate Programs

SOLES offers a variety of certificate programs designed to enhance students' professional learning. Please see your academic advisor or program director for details about certificates currently being offered.

Transfer of Credit

Students may transfer up to six appropriate master's-level units taken at an accredited and approved institution within the past five years into a 30-44 unit program, up to nine units into a program requiring 45 or more units, and up to 12 units into a PhD program, with the approval of the advisor and program director/department chair, Associate Dean and clearance by the Office of the Registrar. The EdD program does not allow any transfer units.

Reservation of the Right to Modify

Every effort has been made to provide current and accurate information in the description of doctoral, master's degree and credential programs. However, we reserve the right to change program requirements. Students should confer with their advisors and the credential analyst to ensure progress toward their degrees and/or credentials.

Department of Leadership Studies

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Faculty

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Lea Hubbard, PhD

Antonio Jimenez Luque, PhD

David Karp, PhD

Marcus Lam, PhD

René Molenkamp, PhD

Nydia Sanchez, PhD

Hans Peter Schmitz, PhD

Carmen Vazquez, MSW

An acknowledged pioneer in the understanding of leadership dynamics, the Department of Leadership Studies addresses the demands for new answers in a changing world. Our award winning faculty is committed to personalizing the experience of each student to empower them to contribute in a more fulfilling manner regardless of their profession or position. The Leadership Studies Department offers a PhD program, EdD program, and five master's degree programs, as well as certificate programs.

Doctor of Education in Organizational Leadership

The Doctor of Education (EdD) in Organizational Leadership is a doctoral program in the Department of Leadership Studies at USD, an internationally recognized institution. This doctoral program requires a completion of 48 units, and encompasses a dynamic range of courses with an emphasis on self, organization, and system. This rigorous and comprehensive practitioner-scholar program is designed for working professionals from diverse professional backgrounds (corporations, non-profits, education, government, healthcare, military, self-employed, etc.) who seek to promote inclusion, sustainability and social responsibility in organizations while also advancing their own careers and personal development.

The experience spans over a period of three years based on a cohort model, wherein participants attend one day and one evening per month and complete two residencies (outside of the United States). The program culminates in a dissertation and presenting findings to the academic and professional community. Courses are offered synchronously online, with minor asynchronous components. The program is built around the core concepts of leadership, self-awareness, organizational development, and systemic change. Students in the program will engage in a range of coursework, research, and practical experiences aimed

at developing the knowledge, skills, and abilities necessary to lead complex organizations and systems effectively.

Graduates of the program will be well-prepared to assume leadership positions in a range of organizations and settings, including businesses, nonprofits, government agencies, and educational institutions. They will have the contemporary knowledge, skills, and abilities necessary to lead complex organizations and to create positive and lasting impact.

Program of Study

The program is offered in a cohort model. The cohort proceeds through the predetermined 48 unit program over a three year span.

General Regulations

a. Academic Performance Requirements
   Doctoral students are required to maintain at least a 3.0 grade point average in their coursework throughout the program.

b. Master's in Organizational Leadership
   After 25 months of being in the program, and the completion of the required 33 units, students will receive a Masters Degree in Organizational Leadership.

c. Transfer of Credit
   Transfer credit is not allowed in this program. All EdD courses must be completed in the proposed sequence at USD.

d. Advancement to Candidacy Process
   To advance to candidacy, students must complete the required 33 units, including all six Collaborative Learning Modules and have submitted written permission from an official representing the organization central to their study.

e. Exit Requirements
   The exit requirements entail: successful completion of all course work, successful written dissertation and presentation to both academic and professional communities.

f. Time Limit
   This program is designed to be completed in three years. When extenuating circumstances arise, students may remain enrolled for a maximum of five years from the first term of enrollment.

Additional Admission Requirements

See the Admission page for basic admission requirements.

Entrance Semester	Spring (January)
Application Deadline	Visit www.sandiego.edu/soles/admissions/deadlines.php (http://www.sandiego.edu/soles/admissions/deadlines.php)
Recommended GPA	3.50 (4.0 scale) in master's coursework
Additional Requirements	Bachelor's degree with a minimum of 10 years of work experience
	Preference of a Master's degree with a minimum of 6 years of work experience
	International students will require TOEFL iBT 83 (or more) or a score of 7 on the IELTS.
	Degree from an accredited institution; official transcripts required.
	Resume or C.V.
	Statement of Purpose

	Two letters of recommendation
	Work Sample
	Interview for applicants who are considered for admission
	Note: No single criterion alone determines the Doctoral Admissions Committee's decision to admit or deny an applicant.

Requirements for the Degree

A grade of less than "B-" is not acceptable for credit in this program, and the courses in which the grade was earned will not count toward the doctoral degree. USD's policy on repetition of courses will be enforced.

I. Coursework - 48 units

All courses are required for all students; courses taken at other institutions may not be substituted. Students will progress through coursework in a cohort.

First Year		Units
Spring Semester - 6 units		
LEAD 691A	Collaborative Learning Module	1
LEAD 670A	Self, Groups and Systems: Systems Thinking and Organizational Dynamics	1
LEAD 671A	Foundations of Organizational Leadership	1
LEAD 672A	Critical Thinking and Research Methods I	1
LEAD 670B	Self, Groups and Systems: Systems Thinking and Organizational Dynamics	1
LEAD 671B	Foundations of Organizational Leadership	1
Summer Session - 6 units		
LEAD 691B	Collaborative Learning Module	1
LEAD 672B	Critical Thinking and Research Methods I	1
LEAD 673	Human Relations for Leaders	3
LEAD 670C	Self, Groups and Systems: Systems Thinking and Organizational Dynamics	1
Fall Semester - 5 units		
LEAD 691C	Collaborative Learning Module	1
LEAD 671C	Foundations of Organizational Leadership	1
LEAD 672C	Critical Thinking and Research Methods I	1
LEAD 674A	Organizational Assessment and Performance Improvement	1
LEAD 675A	Leading Change in Complex Organizations	1
Second Year		
Spring Semester - 6 units		
LEAD 692A	Collaborative Learning Module	1
LEAD 674B	Organizational Assessment and Performance Improvement	1
LEAD 675B	Leading Change in Complex Organizations	1
LEAD 676A	Sustainable Organizational Leadership	1
LEAD 675C	Leading Change in Complex Organizations	1
LEAD 674C	Organizational Assessment and Performance Improvement	1
Summer Session - 4 units		
LEAD 692B	Collaborative Learning Module	1
LEAD 677A	Organizational Consulting	1
LEAD 678A	Critical Thinking and Research Methods II	1

LEAD 677B	Organizational Consulting	1
Fall Semester - 5 units		
LEAD 692C	Collaborative Learning Module	1
LEAD 678B	Critical Thinking and Research Methods II	1
LEAD 677C	Organizational Consulting	1
LEAD 678C	Critical Thinking and Research Methods II	1
LEAD 676B	Sustainable Organizational Leadership	1

Third Year

Spring Semester - 8 units		
LEAD 693A	Proseminar I	1
LEAD 676C	Sustainable Organizational Leadership	1
LEAD 680	Diversity, Equity, and Inclusion Leadership	3
LEAD 681A	Policy as System Level Change	1
LEAD 682A	People and Structure	1
LEAD 681B	Policy as System Level Change	1

Summer Session - 4 units		
LEAD 693B	Proseminar I	1
LEAD 682B	People and Structure	1
LEAD 681C	Policy as System Level Change	1
LEAD 682C	People and Structure	1

Fall Semester - 4 units		
LEAD 694	Proseminar II	4

Fourth Year

(If applicable)

After completing all required 48 units, candidates must register for a minimum of 1 unit of LEAD 696 - Proseminar Continuation each semester (Spring, Summer and Fall) to maintain candidacy until the final, approved dissertation is submitted to the Office of the Registrar and the Dissertation Presentation has been completed.

II. Continuous Enrollment

After completing all required 48 units, candidates must register for a minimum of 1 unit of LEAD 696 - Proseminar Continuation each semester (Spring, Summer and Fall) to maintain candidacy until the final, approved dissertation is submitted to the Office of the Registrar and the Dissertation Presentation has been completed.

III. International Requirement

At SOLES, all masters and doctoral students participate in an international experience designed to support the growth of cultural competency. Our goal is to inform best practices in working with culturally diverse populations locally, nationally and globally. This program has a minimum of one embedded course taught in an international location that will meet this requirement.

IV. Advancement to Candidacy

Students advance to candidacy after completing the first required 33 units, including all six Collaborative Learning Modules, and have submitted written permission from an official representing the organization central to their study.

V. Dissertation

Students must submit the approve written dissertation to the university.

Students must present their dissertation study to both academic and professional communities.

Doctor of Philosophy Degree Program

As the nation's first interdisciplinary doctoral program in Leadership Studies, USD is internationally recognized as an institution of dynamic innovation and scholarly excellence. Known for our close student/faculty engagement and collaboration, we offer a rigorous yet practical course of study grounded in prevailing theory and a social change orientation. The program is designed to empower the next generation of researchers, scholars and practitioners to make significant contributions to the field of leadership studies and efforts to address the pressing needs of the world at large.

The 57-unit program includes required leadership courses, electives consistent with the student's career goals, a minimum of four research courses and credit-generating activities leading to a dissertation. The program is unique by virtue of its interdisciplinary approach, the diversity of the student cohorts and its strong commitment to developing leaders who have the skills and inclination to make organizations not only effective and efficient, but also ethical and humane.

Program of Study

Upon admission, each student is assigned a program advisor, with whom he or she will develop a program of study. Students are required to complete a minimum of 57 semester-units beyond the master's degree.

General Regulations

a. Academic Performance Requirements
   Doctoral students are required to maintain at least a 3.0 grade point average in their coursework throughout the program.

b. Maximum Load
   Doctoral students who are employed full-time may not take more than 6 units per semester unless the additional load is approved by the student's advisor and the department chair. No doctoral student may take more than 12 units per semester without special approval of the student's advisor, department chair and the associate dean.

c. Transfer of Credit
   With approval, a student may transfer up to 12 units of appropriate post-master's graduate coursework taken at an accredited and USD-recognized college or university up to five years prior to the student's entry into the USD program (See here (p. 48) and for more information on Transfer of Graduate Credit). A student previously enrolled elsewhere in an accredited doctoral program recognized by USD may appeal to the faculty and the Dean's Office for the transfer of more than 12 units.
   Transferred credit must be for courses that are consistent with the goals of the Leadership Studies program. Transfer credit will normally not be substituted for either core or research courses. All core courses must be completed at USD.

d. Advancement to Candidacy Process
   To advance to candidacy, students must complete a two-part process. Part A of this process involves the preparation of a qualifying paper that normally relates to a student's dissertation topic. Part B of the Advancement to Candidacy process involves preparing and successfully defending a dissertation proposal. More detailed information about the Advancement to Candidacy process can be found in the Doctoral Student Handbook.

e. Admission to Candidacy
   Admission to candidacy (not equivalent to admission to the program) is achieved when the student has successfully completed Parts A and B of the Advancement to Candidacy process and all required courses, except for LEAD 695. Next, the candidate will have the proposal approved by the

Institutional Review Board, if appropriate. The candidate is then ready to focus completely on the dissertation and is not eligible for a leave of absence.

  f. Dissertation
    Successful written and oral defense of dissertation is required for graduation.

  g. Time Limit
    A student must complete the doctoral program within seven years of the first semester of enrollment.

Additional Admission Requirements

See the Admission page for basic admission requirements.

Entrance Semester	Winter, Spring, Summer and Fall (not all terms are available every academic year)
Application Deadlines	Visit www.sandiego.edu/soles/admissions/deadlines.php (http://www.sandiego.edu/soles/admissions/deadlines.php)
Recommended GPA	3.50 (4.0 scale) in master's coursework
Additional Requirements	Master's degree (completed prior to admission)
	Resume
	Statement of Purpose
	Three letters of recommendation
	Interview for applicants who meet the preliminary selection criteria may be required
	Preference will be given to applicants whose statement of purpose demonstrates commitment to the study of leadership, capacity for critical inquiry and creative thinking, and the potential for excellent scholarship
	Note: No single criterion alone determines the Doctoral Admissions Committee's decision to admit or deny an applicant.

Requirements for the Degree

A grade of less than "B-" is not acceptable for credit in this program, and the courses in which the grade was earned will not count toward the doctoral degree. USD's policy on repetition of courses will be enforced.

I. Core - 33 units

These foundational courses are required for all students; courses taken at other institutions may not be substituted.

Code	Title	Units
LEAD 602	Conceptions Knowledge Research	3
LEAD 607	Applied Statistics and Quantitative Research Methods	3
LEAD 608	Qualitative Research Methods	3
LEAD 610	Dissertation Seminar	3
LEAD 611	Leadership Theories	3
LEAD 612	Advanced Qualitative Research Methods	3
or LEAD 613	Advanced Quantitative Research Methods	
LEAD 619	Applied Leadership Practices: Integral Self and Systems Approach	3
LEAD 609	Evaluation: Theory and Practice	3
or LEAD 612	Advanced Qualitative Research Methods	
or LEAD 613	Advanced Quantitative Research Methods	
or LEAD 614	Special Topics in Advanced Research Methods	
or LEAD 615	Action Research Methods II	
or LEAD 616	Survey Research Methods	
or LEAD 617	Mixed Methods Research Designs	
LEAD 695	Dissertation	9
Total Units		**33**

II. Area of Specialization/Electives - 24 units

We offer a variety of courses that support the following specializations. Students may select courses from these specializations to complete their elective requirement.

No more than 6 units of elective coursework may be taken outside of the School of Leadership and Education Sciences. (Subject codes within SOLES include: LEAD, COUN, EDUC,EDTE, EDSP and MFTS).

- Coaching and Organizational Consulting
- Educational Leadership for Innovation and Social Justice
- Higher Education Leadership
- Nonprofit/Philanthropic Leadership and Management
- Research Methodology
- Restorative Justice Facilitation and Leadership
- Individualized Option

III. International Experience

At SOLES, all masters and doctoral students participate in an international experience designed to support the growth of cultural competency. Our goal is to inform best practices in working with culturally diverse populations locally, nationally and globally. International experiences are approved by each student's faculty advisor and can be credit based or non-credit based activities.

IV. Advancement to Candidacy - Part A

Part A of this process involves the preparation of a qualifying paper that normally relates to a student's dissertation topic.

V. Advancement to Candidacy - Part B

Part B of the Advancement to Candidacy process involves preparing and successfully defending a dissertation proposal.

VI. Dissertation

Successful written and oral defense of dissertation is required for graduation.

After completing all required units of LEAD 695*, candidates must register for 1 unit each semester to maintain candidacy until the final, approved dissertation is submitted to the Office of the Registrar.*

Master's Degree Programs

Each of our degree programs are designed for students preparing for leadership positions in a broad variety of organizational settings: consulting firms, human resource departments, nonprofit agencies, colleges and universities and public and private K-12 schools, for example.

The focus of the leadership master's degree is to develop knowledgeable, ethical, caring and inclusive leaders for a diverse and changing society. Our programs offer candidates the opportunity to study leadership theory and practice and apply leadership concepts and principles to their personal and professional roles and responsibilities.

Below are the degree opportunities:

- MA in Higher Education Leadership (https://catalogs.sandiego.edu/graduate/colleges-schools/leadership-education-sciences/leadership-studies/master-programs/higher-ed-leadership/)
- MA in Leadership Studies (https://catalogs.sandiego.edu/graduate/colleges-schools/leadership-education-sciences/leadership-studies/master-programs/leadership-studies/)
- MA in Nonprofit Leadership and Management (on campus) (https://catalogs.sandiego.edu/graduate/colleges-schools/leadership-education-sciences/leadership-studies/master-programs/nonprofit-leadership-management/)
- MA in Restorative Justice Leadership and Facilitation
- MS in (https://catalogs.sandiego.edu/graduate/colleges-schools/leadership-education-sciences/leadership-studies/master-programs/nonprofit-management-online/)Nonprofit Leadership and Management (online) (https://catalogs.sandiego.edu/graduate/colleges-schools/leadership-education-sciences/leadership-studies/master-programs/nonprofit-management-online/)

Master of Arts in Higher Education Leadership

The Masters of Arts in Higher Education Leadership is designed to provide professionals dedicated to the field of higher education with the skills and ability to make an impact at colleges and universities. The program prepares individuals to find meaningful work as academic and student services educators and professionals in institutions of higher education, government agencies, and non-profit organizations. It features equity-driven leadership, which challenges educators and professionals to address practices, policies, and barriers that perpetuate inequities in our society. In the field of higher education, leaders must learn how to think critically about inequality and oppression not only to combat institutional discrimination and bias (both explicit and implicit) but also to eliminate disparities in educational outcomes.

All students in the Higher Education Leadership Program take courses in the leadership core. These courses are designed to enhance students' understanding of leadership theory, its practical applications, and how to view leadership through a restorative justice lens that focuses on identifying and addressing harms that exist in higher education environments. Students also take courses in the higher education core. These courses are designed to give students a strong foundation in higher education policy, history, organizational structures and diversity, as well as an exposure to the implications each has for leaders in higher education.

The program's capstone is a year-long action research project.

Students work closely with their advisor to design a program responsive to their professional goals. Students can choose to pursue these graduate certificates as part of their degree (in some cases more than 36 units will be required to earn both the MA and a certificate).

- a. Leadership Coaching Certificate,
- b. Restorative Justice Leadership and Facilitation Certificate, or
- c. Interdisciplinary Certificate in Trauma Awareness and Resilience.

Students design their project in the Action Research Design and Methodology course and then undertake the project as a way to study and implement a leadership experience designed to have a meaningful impact in higher education. Students design, lead, implement and evaluate a changemaking initiative in higher education that addresses the issues most important to them. At the end of the program, students are well-positioned to make an impact throughout their careers.

Additional Admission Requirements

See the Admission (p. 50) page for basic admission requirements.

Entrance Semesters	Fall
Application Deadlines	Visit www.sandiego.edu/soles/admissions/deadlines.php (http://www.sandiego.edu/soles/admissions/deadlines.php)

Minimum Grade Point Average	3.0 (4.0 scale) in all undergraduate coursework	
Standardized Admission Test	Not required. Applicants at or near the minimum GPA may choose to submit Graduate Record Examination (GRE) general test scores to strengthen their application.	
Additional Requirements	An interview may be required for admission.	
	Resume	
	Statement of Purpose	
	Two letters of recommendation	

Program Requirements

Code	Title	Units
Students will be advised by the department as to the order in which to take their courses.		
Leadership Core		**15**
LEAD 533	Foundations of Leadership Coaching	3
LEAD 540	Introduction to Restorative Justice: A Global Social Movement	3
LEAD 550	Leadership and Identity: Theory and Exploration	3
LEAD 551	Human Relations for Leaders	3
LEAD 559	Organizational Theory and Change	3
Research Requirement		**6**
LEAD 547	Action Research Methods I	3
LEAD 552	Action Research Practicum I	1.5
LEAD 553	Action Research Practicum II	1.5
Practical Experience Choose 3 units from the following		**3**
LEAD 542P	Restorative Justice Leadership in Practice	3
LEAD 544	Building Professional Practice in Coaching	2
LEAD 593P	Practicum in Leadership Coaching	1
LEAD 592	Introduction to Student Affairs Seminar This course is only open to, and will be required for any first-year student in the Student Affairs/SOLES Collaborative (SASC) program.	3
LEAD 598	Leadership In Action	3
Higher Education Core		**6**
LEAD 565	Dynamics of Race, Gender and Culture in Higher Education	3
LEAD 569	Making Meaning and the Collegiate Experience	3
Electives Choose 6 units from the following		**6**
LEAD 532	Foundations in Trauma Awareness, Resilience, and Restorative Approaches Across the Professions	3
LEAD 541	Restorative Justice Facilitation Skill-Building Intensive	3
LEAD 566	Core Competencies of Leadership Coaching	3
LEAD 568I	Global Perspectives in Higher Education	3
or LEAD 579I	Experimental Topics: International Experience	
or LEAD 581	Special Topics in Leadership	
or LEAD 535I	Models of Participatory Leadership	
or LEAD 587I	Community Models of Leadership – Sri Lanka Global Study	
or LEAD 623I	Educational Reform: Educational Systems in Post Conflict Environments	

LEAD 594	Higher Education Professional Development Seminar This course is only open to, and will be required for any second-year student in the Student Affairs/SOLES Collaborative (SASC) program during the fall and spring of their second year for a total of 3 units.	1.5

Additional electives may be approved by your advisor, based on offered courses in the department. Students will be required to submit a Substitution form for any courses not on this list to be counted towards their degree requirements. Not all electives are guaranteed to be offered.

International Requirement

At SOLES, all masters and doctoral students participate in an international experience designed to support the growth of cultural competency. Our goal is to inform best practices in working with culturally diverse populations locally, nationally and globally. International experiences are approved by each student's faculty advisor and can be credit based or non-credit based activities.

Exit Requirement

Action Research Project or Action Research Thesis (please consult advisor and student handbook for specific requirements)

Master of Arts in Leadership Studies

This 36 unit program is designed for candidates who seek to create innovative and dynamic approaches to learning and leadership. The MA offers a unique degree of freedom and flexibility in how one seeks this degree. Students are invited to examine, reflect and act on passionate concerns, working closely with faculty and fellow students, to bring theory and practice together to meet academic and professional goals.

The MA in Leadership Studies program is guided by the three pillars:

- Development of an international and global mindset
- Prioritization of intercultural sensitivity and competence
- Commitment to social justice and advocacy

Guided by these three pillars, students develop a leadership identity and the knowledge and skills to be effective leaders and take life to the next level of excellence.

All students in the Leadership Studies Program take required courses in the leadership core. These courses are designed to enhance students' understanding of leadership theory, its practical applications and the ethical dimensions of leadership–concepts we believe are universally applicable in today's society. Students also take a 3-unit research design and methodology course and are required to take a 3-unit Leadership in Action course and engage in a practical experience at an external site of their choosing. Finally, students will enroll in three units of Capstone Seminar and complete a culminating project.

Students also select elective coursework that meets their specific needs and interests. Areas of specialization include:

(1) Organizational Leadership (including an opportunity for a Graduate Certificate),

(2) Restorative Justice Facilitation and Leadership (including an opportunity for a Graduate Certificate)

(3) International: Dual Degree Program with the MBA from Centro de Enseñanza Tecnica Y Superior (CETYS) in Mexico

Students are also permitted to craft an individualized specialization using courses from Leadership Studies and other SOLES programs. Courses may also be

selected from USD's graduate programs with approval of advisor and program administrator.

Additional Admission Requirements

See the Admission page for basic admission requirements.

Entrance Semesters	Fall, Spring and Summer
Application Deadlines	Visit www.sandiego.edu/soles/admissions/deadlines.php (http://www.sandiego.edu/soles/admissions/deadlines.php)
Minimum Grade Point Average	3.0 (4.0 scale) in all undergraduate coursework
Standardized Admission Test	Not required. Applicants at or near the minimum GPA may choose to submit Graduate Record Examination (GRE) general test scores to strengthen their application.
Additional Requirements	An interview may be required for admission.
	Resume
	Statement of Purpose
	Two letters of recommendation

Program Requirements

Code	Title	Units
Leadership Core		**12**
LEAD 545	Survey of Leadership Theories	3
LEAD 551	Human Relations for Leaders	3
LEAD 555	Ethical Leadership for Global Social Justice	3
LEAD 559	Organizational Theory and Change	3
Research Requirement		**3**
LEAD 549	Research Design and Methodology for Global and Intercultural Leaders	3
Internship (Practical Experience)		**3**
LEAD 598	Leadership In Action	3
Capstone		**3**
LEAD 589	Capstone Seminar	2-3
Electives		**15**

Electives are selected in consultation with an advisor from USD's graduate programs. No more than 6 units of elective course work may be taken outside of the School of Leadership and Education Sciences. (Subject codes within SOLES include: LEAD, COUN, EDUC, EDTE, EDSP and MFTS).

Leadership Studies - International: Dual Degree Program with the MBA from Centro de Enseñanza Tecnica Y Superior (CETYS) in Mexico

Students from CETYS complete this program at the CETYS campuses in Mexicali and Tijuana with instruction from esteemed USD Leadership Studies faculty. Students may also participate in SOLES Global study courses. Students in this program earn an MBA from CETYS and an MA from USD. All courses are delivered in English.

Program Requirements for students in the International Concentration

Code	Title	Units
CETYS students will complete the following courses offered by USD.		**18**
Leadership Core		
LEAD 545	Survey of Leadership Theories	3
LEAD 551	Human Relations for Leaders	3
or LEAD 533	Foundations of Leadership Coaching	
LEAD 559	Organizational Theory and Change	3
LEAD 589	Capstone Seminar	2
Electives		
LEAD 511	Strategic Planning and Positioning	2
LEAD 556I	Culture and Leadership	2
LEAD 554	Negotiation and Leadership	3
The following LEAD courses will be fulfilled by MBA courseswork completed at CETYS.		**18**
Leadership Core		
LEAD 555	Ethical Leadership for Global Social Justice ((CETYS GMA201 Business Ethics))	3
Research Requirement		
LEAD 549	Research Design and Methodology for Global and Intercultural Leaders ((CETYS GMA 202 Statistics for Business))	3
Internship (Practical Experience)		
LEAD 598	Leadership In Action ((CETYS GMA 200 Entrepreneurship))	3

Program Electives		9
LEAD 579	Experimental Topics (CETYS GMA 214 Global Economics)	3
LEAD 579	Experimental Topics (CETYS GMA 210 Financial Administration for Management)	3
LEAD 579	Experimental Topics (CETYS 213 Human Resources Management)	3

International Requirement

At SOLES, all masters and doctoral students participate in an international experience designed to support the growth of cultural competency. Our goal is to inform best practices in working with culturally diverse populations locally, nationally and globally. International experiences are approved by each student's faculty advisor and can be credit based or non-credit based activities.

Note: Students in the International Concentration from CETYS will have their International experience met by LEAD 556I - Leadership and Culture. Additionally, these students will have the option to participate in a SOLES Global course through USD if they choose, but these course will not count towards the required 18 units offered by USD.

Exit Requirement

The program has an exit requirement of a portfolio. Candidates will register for the Capstone Seminar (LEAD 589) in their final semester to receive scaffolding and support in the completion of their exit requirement. Candidates should also refer to the guidelines noted in their Handbook.

Thesis: This option is available for candidates who plan post-master's or doctoral work. Candidates who select this exit option will register for LEAD 595 Thesis Supervision in place of LEAD 589 Capstone Seminar. Guidelines for thesis work can be found in the Handbook. Candidates must continue to register for at least 1 unit of LEAD 595 each semester until the thesis has been approved.

Master of Arts in Nonprofit Leadership and Management (on campus)

This 36 unit degree presents an integrated course of study combining leadership theory and practice with proven management models, strategies and tools designed to produce thoughtful and effective nonprofit leaders. The program is designed for individuals who want to be part of an intentional learning community of practitioners and scholars in the nonprofit field. Students learn new ways of conceptualizing their work through their studies with noted faculty from the School of Leadership and Education Sciences as well as from prominent nonprofit practitioners who teach in the program.

Students in the Nonprofit Leadership and Management Program take a specified number of required courses, and select complementary elective coursework to meet their learning objectives and achieve their career goals. The nonprofit curriculum is focused on applied learning, which facilitates the transfer of knowledge from theory to practice. Many courses include applied projects in which students work independently or in teams to provide consulting services to nonprofits and foundations. These projects give students an opportunity to incorporate real-world expertise into their learning while building their professional networks. Examples of applied projects include organizational audits, governance documents, development plans, legislative campaigns, research-based programs and evaluation designs, and community engagement campaigns (among other products). Examples of noteworthy applied projects can be accessed through our online library (https://digital.sandiego.edu/npi-bpl/).

Students should note the following unique opportunities associated with this degree:

- Arts and Culture Leadership Certificate (p. 184)
- Optional National Credential with the Nonprofit Leadership Alliance (NLA) (https://www.nonprofitleadershipalliance.org/members/)
  - The National Credential is open to all current students and alumni of the Nonprofit Leadership and Management Program. Students wishing to receive the credential must complete the following:

    - Nonprofit competency requirements (which is a part of the MA program coursework). Competency areas of study include: nonprofit fundamentals, ethics, volunteer management, board development, fundraising and resource development, finance, management and marketing

    - Nonprofit service (this can be actual work experience in a nonprofit or volunteer work)

    - Bachelor's degree

    - Attendance at the Nonprofit Leadership Alliance Institute or an equivalent professional development meeting (i.e. Nonprofit Governance Symposium, State of Nonprofits Philanthropy Summit, etc.)

    - Personal essay on leadership

Additional Admission Requirements

See the Admission page for basic admission requirements.

Entrance Semesters	Fall and Spring	
Application Deadlines	Visit www.sandiego.edu/soles/ admissions/deadlines.php (http:// www.sandiego.edu/soles/admissions/ deadlines.php)	
Minimum Grade Point Average	3.0 (4.0 scale) in all undergraduate and graduate coursework	
Standardized Admission Test	Applicants whose Grade Point Averages are below a 3.00 (on 4.00 scale) should contact the program director in advance of application and may be asked to submit the Graduate Record Examinations (GRE) General Test for consideration.	
Additional Requirements	Resume	
	Statement of Purpose	
	Two letters of recommendation	

Program Requirements

Code	Title	Units
Required Core Courses		**27**
LEAD 500	Research, Design and Evaluation of Nonprofit Programs	4
LEAD 501	Nonprofit Sector: Theory & Practice	3
LEAD 503	Nonprofit Finance	3
LEAD 505	Developing Human Capital	3
LEAD 506	Resource Development and Marketing	3
LEAD 507	Community Partnerships & Civic Engagement	3
LEAD 510	Board Development	2
LEAD 545	Survey of Leadership Theories	3
or LEAD 550	Leadership and Identity: Theory and Exploration	
LEAD 559	Organizational Theory and Change	3
Elective Courses		**9**
	Select 9 elective units from list below	
Total Degree Units		**36**

Please note: In rare instances where a student has a demonstrated competency in one of the core curriculum subjects the student may approach the program director and subsequently, the course professor, about opting out of that course. If the director and professor agree, the student may substitute elective units for those required courses. No other course substitutions will be granted.

Code	Title	Units
Electives choices		
LEAD 504	Human Relations for Leaders	1
LEAD 508	Grant Making for the Greater Good	2
LEAD 509	Legal Issues, Human Resources and Risk Management	2
LEAD 511	Strategic Planning and Positioning	2
LEAD 512	Policy Advocacy Leadership	3
LEAD 513	Advocacy Skills and Strategies	2
LEAD 514	Presentation Skills	2-3
LEAD 515	Social Entrepreneurship-Innovations in Creating Social Value	2-3
LEAD 517	Capital and Endowment Campaign Planning	2
LEAD 518I	Nonprofits and Civil Society in Guatemala	2
LEAD 519I	Understanding Bi-National Nonprofits In The Us-Mexican Border	2
LEAD 520	Volunteer Engagement	1
LEAD 525	Leadership in the Arts and Culture Sector	3
LEAD 526	Leading Visitor-Facing Nonprofits	3
LEAD 527	Arts and Cultural Leadership Institutional Tour	3
LEAD 555	Ethical Leadership for Global Social Justice	3
LEAD 597	Portfolio Seminar	1

Other electives may be added.

The majority of the courses offered in this program will contain an applied consulting project, completed on behalf of a nonprofit organization. A student may not undertake more than 50% of his or her applied projects with a single nonprofit client.

International Requirement

At SOLES, all masters and doctoral students participate in an international experience designed to support the growth of cultural competency. Our goal is to inform best practices in working with culturally diverse populations locally, nationally and globally. International experiences are approved by each student's faculty advisor and can be credit based or non-credit based activities.

Exit Requirement

The terminal project for this degree is a portfolio of demonstrated competencies which will be evidenced by a submission of no fewer than three applied projects with accompanying supporting documents. Each portfolio will be evaluated by a nonprofit program faculty member and an external executive level nonprofit practitioner.

Master of Arts in Restorative Justice Leadership and Facilitation

The Master of Arts in Restorative Justice Facilitation and Leadership (MARJ) will develop a new generation of diverse RJ leaders by providing a comprehensive course of study about restorative justice. Currently, there are three other masters in RJ programs in the U.S.-- at Vermont Law and Graduate School, Eastern Mennonite University, and the International Institute of Restorative Practices. Each program is thriving, which indicates a high level of potential student interest in our program.

Restorative Justice is a philosophical approach that embraces the reparation of harm and healing of trauma. A central practice of restorative justice is a collaborative decision-making process that includes harmed parties, people who have caused harm, and others who are seeking active accountability. Restorative justice is a global social movement with applications ranging from the way a teacher responds to minor misbehavior in school classrooms to prosecutors' support of a crime victim's desire to confront the person responsible to a society's

healing approach in the aftermath of war or genocide.

The MARJ will build upon USD's Certificate in Restorative Justice Facilitation and Leadership, with its three courses forming the core experience of the MARJ first year. The MARJ would be a 30-unit non-residential degree. Students would enroll using a cohort model (taking their coursework together and on the same timeline). Courses will be delivered both online (asynchronous) and in person with short, immersive courses during intersession and summer.

The MARJ is designed to meet the needs of a variety of individuals including professionals in K-12 education, higher education, the nonprofit sector, the criminal legal system, and those from other sectors who plan to start a new career in restorative justice.

Additional Admission Requirements

See the Admission page for basic admission requirements.

Entrance Semesters	Fall
Application Deadlines	Visit www.sandiego.edu/soles/admissions/deadlines.php (http://www.sandiego.edu/soles/admissions/deadlines.php)
Minimum Grade Point Average	3.0 (4.0 scale) in all undergraduate coursework
Standardized Admission Test	Not Required. Applicants at or near the minimum GPA may choose to submit Graduate Record Examination (GRE) general test scores to strengthen their application.
Additional Requirements	Resume
	Statement of Purpose
	Two letters of recommendation

Students are expected to complete the 30 units of graduate work for this degree in 17 months, according to the following schedule. All courses carry three units of credit.

First Year

Semester I		Units
LEAD 540	Introduction to Restorative Justice: A Global Social Movement	3
LEAD 502B	Applied Research Methods for Leaders and Managers	3
Semester II		
LEAD 541	Restorative Justice Facilitation Skill-Building Intensive	3
Semester III		
LEAD 542P	Restorative Justice Leadership in Practice	3
LEAD 521	Leading Change in Complex Ecosystems	3
Semester IV		
LEAD 543I		3
LEAD 546	Trauma-Informed Restorative Justice	3
Second Year		
Semester I		
LEAD 584	Restorative Leadership in Action	3
LEAD 512	Policy Advocacy Leadership	3
Semester II		
LEAD 583	Advanced Restorative Justice Facilitation and Training	3

International Requirement

At SOLES, all masters and doctoral students participate in an international experience designed to support the growth of cultural competency. Our goal is to inform best practices in working with culturally diverse populations locally, nationally and globally. The international requirement for students in this program will be met through LEAD 543i.

Exit Requirement

The program has an exit requirement of a portfolio. Candidates will receive scaffolding and support in the completion of their exit requirement primarily in LEAD 584 and LEAD 583 in their final 2 semesters.

Master of Science in Nonprofit Leadership and Management (Online)

Program Description

This 30-unit degree presents an integrated course of study combining leadership theory and practice with proven management models, strategies, and tools designed to produce thoughtful and effective nonprofit leaders. The program is designed for individuals who want to be part of an intentional learning community of practitioners and scholars in the nonprofit field. Students learn new ways of conceptualizing their work through their studies with noted faculty from the School of Leadership and Education Sciences as well as from prominent nonprofit practitioners who teach in the program.

In select classes, candidates will be expected to apply course learning to develop projects like organizational assessments, creation of fundraising plans, and financial dashboards. As a result, candidates will emerge prepared to work in nonprofits and foundations as well as in the corporate social responsibility and community relations departments of private and public agencies. Graduates of this program will be equipped to lead nonprofits and foundations with an eye toward DEI and social justice and the skills to make an impact that reaches far beyond their classroom walls. The nonprofit sector is the third largest employer in the US and graduates of this program are in high demand among employers, with students finding fulfilling work both domestically and in international sectors.

The curriculum is grounded in the on-campus Master of Arts in Nonprofit Leadership and Management (MANP) program at USD. More information about the on-campus MANP program is available on the MANP degree page (https://www.sandiego.edu/soles/academics/ma-nonprofit-leadership-management/).

Learning Outcomes

Graduates of this MS will:

a. Demonstrate mastery in concepts and theories related to leading and managing nonprofits.

b. Illustrate a meaningful transfer of knowledge from academic studies to professional practice.

c. Apply critical thinking and a synthesis of information from multiple theories, fields, and/or constituencies to draw conclusions and make recommendations.

d. Reflect personal/professional growth and leadership capacity through experiential learning.

e. Demonstrate leadership on issues of diversity, inclusion, and multiculturalism through the development of a global mindset.

Program Requirements

Code	Title	Units
LEAD 502A	Leading in The Nonprofit Sector	3
LEAD 502B	Applied Research Methods for Leaders and Managers	3
LEAD 505	Developing Human Capital	3
LEAD 512	Policy Advocacy Leadership	3

LEAD 516	Governance and Strategy	3
LEAD 521	Leading Change in Complex Ecosystems	3
LEAD 528	Nonprofit Financial Leadership	3
LEAD 529	Designing and Evaluating High Impact Programs	3
LEAD 530	Resource Development and Philanthropy	3
LEAD 531	Capstone	3
Total Units		**30**

International Requirement

At SOLES, all masters and doctoral students participate in an international experience designed to support the growth of cultural competency. Our goal is to inform best practices in working with culturally diverse populations locally, nationally and globally. International experiences are approved by each student's faculty advisor and can be credit based or non-credit based activities.

Exit Requirement

The terminal project for this degree is a final applied project for a nonprofit and a leadership reflection paper and presentation, all of which will be embedded in LEAD 531 - Capstone.

Leadership Certificate Programs

The Department of Leadership Studies has designed graduate certificates for students preparing for leadership positions in a broad variety of organizational settings.

Graduate Certificates

These certificates can be embedded as part of some our graduate degrees or as stand alone certificates. Use the left navigation to learn more about each of these opporutnities.

- Arts and Culture Leadership - 9 units
- Interdisciplinary Certificate in Trauma Awareness and Resilience - 9 units
- Leadership Coaching - 12 units
- Restorative Justice Facilitation and Leadership - 9 units

Professional Certificates

- Nonprofit Management
  - This certificate is offered by USD's Professional and Continuing Education. (https://pce.sandiego.edu/certificates/nonprofit-management-certificate/)

Arts and Culture Leadership Certificate

This certificate provides an opportunity to closely examine complex issues in leadership in the arts and culture sector. Cultural leaders who participate in all three courses will become knowledgeable in addressing the challenges related to audience, private-sector competition, engagement, advocacy, facilities and more.

These courses will take students from the classroom to cultural destinations around the San Diego region for first-hand observation and experiences. Travel to other regions in California will encourage a deeper look into the challenges and opportunities for 21st century organizations in the areas of equity, inclusion and diversity.

A foundational class, *Leadership in the Arts and Culture Sector,* will cover essential and timely topics in arts and cultural leadership, including stewardship, infrastructure, operational needs, earned income, and the role and economic impact of the arts and culture sector on the San Diego region. The second course, *Leading Visitor-Facing Nonprofits,* will address needs, expectations, barriers and financial issues related to the visitor experience, which is an essential area of knowledge for arts and culture leaders. Through a travel experience, *Arts and Culture Leadership Institutional Tour*, students will examine how organizations across California deliver access and programs for diverse audiences. Students will also have the opportunity to discuss government's role in the arts and culture sector at the local, state and federal levels.

Each course is 3 graduate units. The *Arts and Culture Leadership Institutional Tour* course requires students to have taken at least one of the other two courses.

Current students in the MA in Nonprofit Leadership and Management program may pursue this series as a specialization within their MA program. Graduate students in other programs are encouraged to see advice from their advisor before enrolling in this certificate.

Entrance Semesters	Spring and Fall (not all terms are available every academic year)
Application Deadlines	Visit www.sandiego.edu/soles/admissions/deadlines.php (http://www.sandiego.edu/soles/admissions/deadlines.php)
Minimum Grade Point Average	3.0 (4.0 scale) in all undergraduate coursework
Standardized Admission Test	Not required. Applicants at or near the minimum GPA may choose to submit Graduate Record Examination (GRE) general test scores to strengthen their application. Additional Requirements An interview may be required for admission.
Additional Requirements	An interview may be required for admission.
	Resume
	Statement of Purpose
	Two letters of recommendation

Requirements for the Certificate

Code	Title	Units
LEAD 525	Leadership in the Arts and Culture Sector	3
LEAD 526	Leading Visitor-Facing Nonprofits	3
LEAD 527	Arts and Cultural Leadership Institutional Tour	3
Total Units		**9**

Students who wish to earn a graduate certificate must complete 9 total units of study. Interested parties may elect to take only one or two courses as professional development.

Interdisciplinary Certificate in Trauma Awareness and Resilience

The School of Leadership and Education Sciences 9-unit Interdisciplinary Graduate Certificate in Trauma awareness, resilience, thriving, and restorative

approaches across the professions. This certificate is designed for professionals across multiple sectors as well as graduate students interested in expanding their awareness of stress, trauma, and adaptive capacity, developing skills in trauma-sensitive and restorative approaches, and recognizing promotive factors for individual and collective resilience in the field.

This Interdisciplinary Certificate in Trauma Awareness and Resilience is anchored on an ethical framework that guides our philosophy and practices on restorative and emotional justice, culturally responsive and inclusive approaches, and a theoretical foundation of trauma, including the effects of traumatic events on the development of one's behaviors in schools, community agencies or the workplace. The certificate provides a general overview of the prevalence, impact, and expression of trauma, the universality and uniqueness of potentially traumatic experiences, and the science of toxic stress and the developing brain, integrated with an introduction to the science of human resilience in the face of ongoing adversity and the aftermath of traumatic events. These understandings will inform an action-oriented culminating project where individuals demonstrate the application of trauma-aware practice that is reflective, proactive, and supportive towards the diverse populations they serve.

Foundations Course

Code	Title	Units
Required for All Certificate Students		**3 units**
EDTE 522	Foundations in Trauma Awareness, Resilience, and Restorative Approaches Across the Professions	3
or LEAD 532	Foundations in Trauma Awareness, Resilience, and Restorative Approaches Across the Professions	
or KROC 594	Special Topics Course	

Interdisciplinary Course Options

Code	Title	Units
CHOOSE ANY 2 (TWO) COURSES FROM THE LIST BELOW		**Minimum 6 units**
School of Leadership and Education Sciences Options		
EDTE 513P	Positive Behavior Supports for Family, School, and Community Engagement	3
LEAD 540	Introduction to Restorative Justice: A Global Social Movement	3
LEAD 569	Making Meaning and the Collegiate Experience	3
Law School Options		
LWPP 545	(Mental Health Law)	3
LWCR 538	(Human Trafficking)	3
LWFC 546	(Juvenile Law)	3
Kroc School of Peace Studies Options		
KROC 530	Conflict Analysis & Resolution	3
KROC 576	Peace & Spirituality	2
KROC 577	Intercultural Competency (Intercultural Competency)	2
KROC 592	Workshops (Stress Resilience: Science and Practice)	1
KROC 594	Special Topics Course (Facilitation and Dialogue)	3
Franciscan School of Theology Options		
CE 614	(Leadership Ethics for Work with Migrants and Migration)	3
SP 603	(Spirituality of Dying and Death)	3

Certificate Exit Requirement:

- Culminating Trauma-Informed Certificate Project[1]

[1]
- The Culminating Trauma-Informed Certificate Project is embedded in the foundations course for those pursuing the certificate.

Law School and Franciscan School of Theology Course Options

- Course information for the **Law School Options** may be found online via their Course Descriptions (https://www.sandiego.edu/law/academics/curriculum/course-descriptions.php) webpage.
- Course information for the **Franciscan School of Theology Options** may be found online via their Course Descriptions (https://www.fst.edu/academics/course-schedule/) webpage.

Leadership Coaching Certificate

The Leadership Coaching Certificate provides students an opportunity to complete the requirements necessary to earn a nationally recognized credential in an emerging field.

The University of San Diego's Leadership Coaching Certificate is a comprehensive program that uses proven approaches to prepare established and aspiring coaches with the skills needed to advance their professions. These approaches are unique in helping coaches become reflective practitioners who are able to bring quality and depth to their work in a range of professional settings. An emphasis is placed on developing the coach as an instrument of practice, where the relationship with the client is at the center.

Professionals with established coaching practices, those who are new to the field, educators, human resource officers and those from related careers are ideal candidates. Consultants and clinicians can also benefit greatly from the program. Managers who find that coaching is increasingly an expectation in their work will also find value in completing these courses. USD graduate students can sometimes use these courses towards their MA or PhD program elective courses.

The University of San Diego, Department of Leadership Studies is a BCC founding CCE-approved coach training provider for the Executive Leadership Coaching certification preparation. Participants who successfully complete all five courses will be eligible for the Board Certified Coach credential (BCC) (http://www.cce-global.org/Credentialing/BCC/) exam through the Center for Credentialing and Education. In addition, they will have the training and mentor hours required to apply for an ACC or PCC credential through the ICF via the Portfolio Path. Details regarding what this entails can be found on the ICF's website www.coachfederation.org (http://www.coachfederation.org/).

Upon successful completion of the certificate, participants will be able to:

- Coach individuals, teams, and groups
- Consistently demonstrate coaching skills aligned with ICF core competencies
- Self-observe and self-correct to avoid situations that compromise coaching
- Use a holistic, developmental approach to coaching
- Apply performance/situational coaching practices where relevant
- Recognize and deal with cultural differences and assist clients in doing the same
- Co-create fieldwork tailored to support and stabilize client development

Entrance Semesters	Fall and Spring (not all terms are available every academic year)

Application Deadlines	Visit www.sandiego.edu/soles/ admissions/deadlines.php (http:// www.sandiego.edu/soles/admissions/ deadlines.php)
Minimum Grade Point Average	3.0 (4.0 scale) in all undergraduate coursework
Standardized Admission Test	Not required. Applicants at or near the minimum GPA may choose to submit Graduate Record Examination (GRE) general test scores to strengthen their application.
Additional Requirements	An interview may be required for admission.
	Resume
	Statement of Purpose
	Two letters of recommendation

Requirements for the Certificate

Code	Title	Units
LEAD 533	Foundations of Leadership Coaching	3
LEAD 566	Core Competencies of Leadership Coaching	3
LEAD 544	Building Professional Practice in Coaching	2
LEAD 593P	Practicum in Leadership Coaching	1
LEAD 551	Human Relations for Leaders	3

Exit Requirement - Final Performance Evaluation

The program has an exit requirement of a final live evaluation of coaching skills that will take place at the end of LEAD 544. In order to pass this live performance evaluation, students need to meet the ICF core competencies at the PCC level.

Nonprofit Management Certificate

Offered in collaboration with the Division of Professional and Continuing Education, the eight-course Nonprofit Management Certificate i (https:// pce.sandiego.edu/public/category/courseCategoryCertificateProfile.do? method=load&certificateId=24904)s designed to develop skills needed to successfully lead in a nonprofit organization.

Taught by experienced faculty instructors in a convenient and flexible online format, the courses in this research-based nonprofit management certificate program are ideal for:

- Experienced nonprofit sector employees
- New or aspiring nonprofit sector employees
- Professionals transitioning to the nonprofit sector
- Current or prospective board members
- Experienced volunteers
- Those looking to engage in volunteer work

For enrollment information, contact the Division of Professional and Continuing Education (PCE). Students who complete this certificate program (https:// pce.sandiego.edu/public/category/courseCategoryCertificateProfile.do? method=load&certificateId=24904) will also have the option to apply for the Certified Nonprofit Professional (CNP) credential from the Nonprofit Leadership Alliance (NLA).

Restorative Justice Facilitation and Leadership Certificate

This certificate provides a comprehensive introduction to Restorative Justice facilitation through online coursework and a skill-building intensive workshop at USD. This hybrid program enables students to complete the introductory and capstone courses online and at home. The skill-building intensive is a five-day course held on campus at the University of San Diego and an important opportunity for face-to-face experiential learning and direct coaching.

We invite you to learn more about this certificate and Restorative Justice at our Center for Restorative Justice website (https://www.sandiego.edu/soles/ leadership-studies/restorative-justice-facilitation-and-leadership-certificate/).

Entrance Semesters	Fall or Spring
Application Deadlines	Visit www.sandiego.edu/soles/ admissions/deadlines.php (http:// www.sandiego.edu/soles/admissions/ deadlines.php)
Minimum Grade Point Average	3.0 (4.0 scale) in all undergraduate coursework
Standardized Admission Test	Not required. Applicants at or near the minimum GPA may choose to submit Graduate Record Examination (GRE) general test scores to strengthen their application.
Additional Requirements	An interview may be required for admission.
	Resume
	Statement of Purpose
	Two letters of recommendation

Code	Title	Units
LEAD 540	Introduction to Restorative Justice: A Global Social Movement	3
LEAD 541	Restorative Justice Facilitation Skill-Building Intensive	3
LEAD 542P	Restorative Justice Leadership in Practice	3

LEAD Courses

LEAD 500 | RESEARCH, DESIGN AND EVALUATION OF NONPROFIT PROGRAMS
Units: 4 Repeatability: No
Prerequisites: LEAD 501 with a minimum grade of C-
This course prepares students to undertake the research, design and evaluation process employed in nonprofit organizations. Students will learn the fundamentals of 1) assessing community needs, 2) using theory to guide program design 3) identifying and evaluating research literature that supports program development 4) data-base planning, 5) cultural competence in planning and evaluation of nonprofit programs 6) designing evaluation studies 7) social marketing 8) program monitoring and 9) modifying services based on evaluation results. The course will use both didactic and interactive instruction methods, and students will undertake a project that will provide applied experience in research, design and evaluation of nonprofit programs.

LEAD 501 | NONPROFIT SECTOR: THEORY & PRACTICE
Units: 3 Repeatability: No

This is a survey course that is intended to prepare students for management roles in the nonprofit sector by helping them gain an understanding of America's "nonprofit nation" and its place relative to nonprofit sectors throughout the world. As such it will explore the development, history and nature of the sector, major issues it is facing, governance structures of nonprofit organizations, basic management and operating strategies. Topics will include: socio-economic and historical perspectives, the legal structure of nonprofits, board responsibilities, regulatory reform and accountability measures, the structure and nature of philanthropy, human resource management, and advocacy. The course is designed as an interactive learning experience that incorporates significant case study and group problem-solving exercises.This course is focused on the integration of theory with practice. All students must affiliate themselves with a nonprofit organization they can refer to and work with.

LEAD 502A | LEADING IN THE NONPROFIT SECTOR
Units: 3 Repeatability: No

This is a survey course that is intended to prepare students for leadership roles in the nonprofit sector by helping them gain an understanding of America's "nonprofit nation" and its place relative to nonprofit sectors throughout the world. This course is focused on the integration of theory with practice. It explores the development, history and nature of the sector , governance structures of nonprofit organizations, leadership perspectives, and operating strategies. Topics will include socio-economic, historical, and critical perspectives related to the legal structure of nonprofits, board responsibilities, regulatory reform and accountability measures, the structure and nature of philanthropy. The course is designed as an interactive and reflective learning experience that incorporates significant case study and group problem-solving exercises.

LEAD 502B | APPLIED RESEARCH METHODS FOR LEADERS AND MANAGERS
Units: 3 Repeatability: No

This course is designed to help nonprofit leaders become critical and well-informed consumers of research to support effective program planning, evaluations, and decision making in their organizations Students learn the basic principles of well conducted research through readings and analysis of relevant research studies from both the popular and academic settings so they may understand the power and limitations of social science research. Moreover, this course facilitates the understanding of intercultural, ethical, and legal considerations involved in conducting research and emphasizes processes of research to address issues of social justice and equity.

LEAD 503 | NONPROFIT FINANCE
Units: 3 Repeatability: No

Prerequisites: LEAD 501 with a minimum grade of C-
This course will prepare students to oversee the financial management of nonprofit organizations by focusing on five areas: financial policies and internal controls; financial statement presentation and analysis; revenues, expenses, liabilities, and cash management; budgeting; audit and tax reporting.

LEAD 504 | HUMAN RELATIONS FOR LEADERS
Units: 1 Repeatability: No

This weekend course utilizes an active learning model that encourages participants to: (1) to study and analyze the dynamic forces that influence the life of groups and organizations; (2) to consider aspects of our personal and organizational lives that are not normally within our awareness; and (3) to examine how these beneath-the-surface assumptions, frameworks, defense mechanisms, and habits (especially those related to authority) have an active influence on much of what we do. The course also incorporates elements of more traditional pedagogical approaches including lectures, seminars, readings and an analytical paper.

LEAD 505 | DEVELOPING HUMAN CAPITAL
Units: 3 Repeatability: No

Prerequisites: LEAD 501 with a minimum grade of C-
A study of how leadership and change in contemporary organizations are connected conceptually and in practice. Students will study models of organizational change, connect them to models of leadership and management and learn collaborative skills and behaviors that will help them be change agents in their organizations and professions. Emphasizes the overarching theme of changing institutions and our society to help them be more humane and responsive to solving the difficult problems that we face.

LEAD 506 | RESOURCE DEVELOPMENT AND MARKETING
Units: 3 Repeatability: No

Prerequisites: LEAD 501 with a minimum grade of C-
This course is intended to examine the fundamental role of marketing and fundraising programs within nonprofit organizations. Students will learn to craft messages and communications materials for key constituencies and stakeholders, identify and develop a well-balanced base of support from individual donors and institutional funders (foundations, corporations, government agencies), and gain knowledge of common fundraising cycles and philanthropy programs. Students will learn about developing a brand and marketing strategy and implementing tactics including public relations, social media and advertising. The course will also cover the cultivation and solicitation of individuals, the role of boards in fundraising, grant writing, and special events. Throughout the course, there will be discussions on ethical issues, technical tools and skills and the management of fundraising and marketing departments within an organization. The goal of this course is to ensure that each student gains a broad and sophisticated understanding of resource development/fundraising and marketing/communications.

LEAD 507 | COMMUNITY PARTNERSHIPS & CIVIC ENGAGEMENT
Units: 3 Repeatability: No

Prerequisites: LEAD 501 with a minimum grade of C-
The study of social change is important for non-profit administrators to understand the historic and regional environment in which they operate. Students will be exposed to a variety of change models and their inherent assumptions including but not limited to: revolution, labor, civic rights, and environmental movements of social change. Special emphasis will be placed on the categorical silos, which exist within San Diego. Participants will develop a model of social change, which will guide their analysis and practice. Participants will conduct a community analysis on strategic organizations with examination on the organizational agenda of nonprofit organizations, civic associations, regional initiatives, and focus of this course will center on creating change within a practice arena.

LEAD 508 | GRANT MAKING FOR THE GREATER GOOD
Units: 2 Repeatability: No

Prerequisites: LEAD 501 with a minimum grade of C-
This course will have two goals. The first is for students to assume the role of Program Officers, two teams of four, as they learn how foundations function as grantmakers in light of both best practice and emerging trends such as accountability, transparency and generational wealth transfer. The second goal is for students to implement in "real time" a Request for Proposal (RFP) to be sent to selected regional nonprofits and make evidence based recommendations for approval of grant funds, when available.

LEAD 509 | LEGAL ISSUES, HUMAN RESOURCES AND RISK MANAGEMENT
Units: 2
This course is intended to prepare students for management roles in the nonprofit sector by helping them become familiar with the basic forms of not-for-profit entities and the principal differences in their structure, formation and corporate governance regimes. It is also designed to acquaint students with methods and techniques for managing typical risks involved in the operation of nonprofit enterprises, including risks associated with employment matters, fiscal matters (e.g. fundraising, financial accounting), preserving tax-exempt status and lobbying, contract performance, real property matters, public relations and the like. The course is focused on practice and will incorporate case study and group problem-solving exercises based on actual student or faculty experiences to provide interactive classroom learning. Special permission required for students not enrolled in the nonprofit management program.

LEAD 510 | BOARD DEVELOPMENT
Units: 2 Repeatability: No
Prerequisites: LEAD 501 with a minimum grade of C-
This course intends to prepare students to develop and manage boards of directors of voluntary sector organizations. Topics include legal and operating definitions, the purpose, function, role and appropriate board structures; supporting systems; how to assemble a board of directors; how to build positive board/staff relationships; how to coordinate the work of a board; how to prepare and manage board information flow; and how to evaluate board effectiveness.

LEAD 511 | STRATEGIC PLANNING AND POSITIONING
Units: 2 Repeatability: No
Prerequisites: LEAD 501 with a minimum grade of C-
Many nonprofits think strategic planning is accomplished principally through a board retreat where members are asked to work with senior staff on deliberating the best course of action for their organization. While retreats are critical to the planning process, effective planning ideally involves considerable information gathering and analysis before the discussion begins in earnest. Organizations need to understand how their nonprofit fits within the context of trends and its place in the market, take a careful look at potential allies and competitors, collect information from stakeholders of all types about their wants and needs and assess the capabilities of their organization to meet these needs within its defined market niche. This course will focus on methods of identifying strategic questions and directions for nonprofit organizations by taking students through planning processes with "client" organizations. Special permission required for students not enrolled in the nonprofit management program.

LEAD 512 | POLICY ADVOCACY LEADERSHIP
Units: 3 Repeatability: No
The course focuses on the role of policy advocacy as an essential tool in shaping governmental and corporate policies. Understanding advocacy practices is essential to improved program outcomes across organizations, including schools, nonprofits, and the government. Students will apply existing best practices and analytical frameworks to analyze the role of advocacy in issue emergence, policy making, and policy implementation across different political, institutional, and cultural contexts. Students learn how to execute policy research and analysis, map political systems and actor positioning, and develop appropriate advocacy strategies advancing constituent interests. Students will also explore the leadership dimensions of building diverse and inclusive advocacy coalitions, develop effective communication strategies, and address opponents and counter-mobilization.

LEAD 513 | ADVOCACY SKILLS AND STRATEGIES
Units: 2
Successful advocates utilize a toolbox of strategies to advance their cause. These strategies include: understanding the lobbying regulations, knowing the how the legislature and congress work officially and behind the scenes, understanding regulatory reform, undertaking research which provides facts and figures to bolster a given argument, knowing how to build partners across sectors who will support the cause, understanding how to use the media and build public support. This class will provide students with a framework for conceptualizing and carrying out advocacy campaigns. Each student will be asked to apply what is learned in class to the development of a comprehensive advocacy campaign. Students may work individually but are encouraged to work in small groups on a specific public policy or state legislative campaign.

LEAD 514 | PRESENTATION SKILLS
Units: 2-3 Repeatability: No
Strong communication skills are essential to the practice of leadership. This course provides students with the knowledge and tools needed to use communication (specifically public speaking) as a planned and purposeful strategy for engaging audiences and individuals. The foundation of the course borrows from both timely and timeless communication strategies that are key to engaging audiences of any kind. This course will change you! Topics: mastering the 5-point presentation model; research and analysis of audiences; development of presentations focused on benefits to the audience; the extemporaneous speech; the development and use of visual aids, electronic tools and media; the speaker's image; use of humor and the appropriate use of persuasive tools, personal stories, and analogies; handling of the question and answer period; the call to action; and the practice of presentation skills that lead to masterful delivery.

LEAD 515 | SOCIAL ENTREPRENEURSHIP-INNOVATIONS IN CREATING SOCIAL VALUE
Units: 2-3 Repeatability: No
This two credit (see Appendix F for 3 credit option) 10-week course will study the phenomenon known as social entrepreneurship, in both theory and practice. Social entrepreneurship is the study of business strategies, tools and approaches that address intractable social problems. Said efforts may take place within a nonprofit or for-profit setting (the latter in several different corporate structures/legal forms). Students will learn about the history and evolution of social entrepreneurship. The course will pay particular attention to the most successful social entrepreneurial ventures across the globe. Students will critically analyze and evaluate a variety of innovative approaches that are being employed to address difficult social problems. Students will consider the advantages and disadvantages of the many forms of social entrepreneurship, and the legal structures that differentiate them. Working in teams, students will create their own social venture, including a viable busines.

LEAD 516 | GOVERNANCE AND STRATEGY
Units: 3 Repeatability: No
Prerequisites: LEAD 502A with a minimum grade of C- and LEAD 502B with a minimum grade of C-
This course focuses on the governance of nonprofit organizations, including the roles and responsibilities of various stakeholders such as the board of directors, CEO, staff, and constituents. It covers key elements of governance, such as strategy, accountability, fiduciary responsibilities, and the function and structure of the board of directors. The course also teaches how to assemble and manage a board, build positive relationships between the board and staff, coordinate board work, manage information flow, and evaluate board effectiveness.

LEAD 517 | CAPITAL AND ENDOWMENT CAMPAIGN PLANNING
Units: 2 Repeatability: No
Prerequisites: LEAD 501 with a minimum grade of C- (Can be taken Concurrently) or LEAD 501 with a minimum grade of C- (Can be taken Concurrently)
This course is designed to broaden the student's understanding of advanced fundraising activities, with a particular emphasis on capital and endowment campaigns. Building upon student's prior coursework, the class allows students to apply their understanding of organizational strategic planning to prepare, plan and launch successful major gift fundraising efforts. Coursework is based upon students' analysis and discussion of actual case studies or field work with nonprofit organizations. Special permission required for students not enrolled in the nonprofit management program.

LEAD 518I | NONPROFITS AND CIVIL SOCIETY IN GUATEMALA
Units: 2 Repeatability: No
Non-Core Attributes: International
This course is designed to provide theoretical and practical knowledge about the nature of the nonprofit sector in Guatemala, a post-conflict society and a developing country. In particular, we will explore the dynamic role of human service agencies - both INGOs (internationally operated nonprofits) and Guatemala-based nonprofits in peace-building. Students will be introduced to the challenges these nonprofits face serving multi-cultural populations within a country still troubled by serious violence.

LEAD 519I | UNDERSTANDING BI-NATIONAL NONPROFITS IN THE US-MEXICAN BORDER
Units: 2 Repeatability: No
Non-Core Attributes: International
A growing number of community based organizations from academia, business and corporate partners, government agencies, nonprofit organizations, and philanthropy are being called upon to address growing and emerging trans-border issues in the areas of education, community development, health and human services and the environment. This course contributes to students' understanding of how community-based organizations operate in an international setting as well as along and across borders. The proximity to the Mexico border provides a unique opportunity to expose and prepare students for how to work more effectively in an increasingly cross-border environment, as well as increase their cross-cultural competency. As a part of the learning experience, students will study the history of the U.S.-Mexico relationship; develop strong cross-cultural competency for dealing with and understanding International business relationships; learn about the growing importance of remittances in community development; study successful global resource development strategies between the U.S. and Mexico. Students will also complete two day-long tours visiting local agencies and organizations serving the binational community. Additionally, students will work with a pre-approved bi-national organization to complete an applied project designed to enhance the organization's ability to achieve its mission. All students must have a valid passport prior to enrolling in this course and be willing to travel to Mexico.

LEAD 520 | VOLUNTEER ENGAGEMENT
Units: 1 Repeatability: No
This course is designed to enhance students' understanding and practice of effective volunteer engagement in community-based organizations, particularly nonprofits. It uses an organizational development approach that connects research with practice and provides students with tools and strategies to better engage volunteers in their work.

LEAD 521 | LEADING CHANGE IN COMPLEX ECOSYSTEMS
Units: 3 Repeatability: No
Prerequisites: LEAD 502 with a minimum grade of C- and LEAD 516 with a minimum grade of C-
The course focuses on the connection between leadership and change in contemporary organizations and societies. Students will learn about established and emerging theories of leadership, management, culture, and organizational and social change, and how they can be applied in a globalized world. The course also emphasizes the importance of developing collaborative skills and behaviors, to enable students to become change agents in their organizations and communities. In addition, this course emphasizes the overarching theme of changing institutions and our society to help the students be more humane and responsive to solving the difficult problems of social justice and inequity that we face.

LEAD 522 | ORG LEADERSHIP & CINEMATIC ANL
Units: 3 Repeatability: No
This course serves as an opportunity to explore leadership theories as reflected in films including movies, documentaries, and biographies. Film provides the mechanism for an in-depth exploration of various approaches to leadership including key terms and distinctions commonly used in the leadership literature. The course is more a leadership theory course framed by film than a film course that focuses on the subject of leadership. With Gary Yukl's popular leadership textbook as a guide students will develop a working understanding of the trait, behavior, power-influence, situational and integrative approaches to leadership.

LEAD 523 | YOUTH AND LEADERSHIP
Units: 3 Repeatability: No
This course focuses on the importance of and the most effective methods for developing youth leadership knowledge, skills, and capacities. For the purposes of this course, youth are considered to range from early elementary grades all the way through college. With an early focus on the academic literature on youth development theory and leadership theory, the course builds a solid foundation of knowledge for adults who work with youth leaders. The course focuses on a contextual approach to leadership for youths by enabling the acquisition of various "tools" that match specific contexts in their leadership practice. One of the key learning concepts of this course is the ability to break down complex leadership theories and practices that adults learn into manageable and age-specific levels for youths. The course also examines various youth leadership development programs throughout the world, the various issues that adults face in providing youth leadership development opportunities, the impact of youth leadership development on organizations, and the ways in which to increase diversity in youth leadership groups. While founded in academic literature and writing, the course primarily provides an opportunity for participants to put academic learning into real world contexts. This is accomplished through a final project that centers on the development of youth leadership development programs and projects.

LEAD 524 | EDUCATION SPORTS LAW AND POLICY
Units: 3 Repeatability: No
This leadership course provides an overview of sports law, policy making and leadership, with a focus on higher education, business, and legal issues within amateur sports. The course begins with an overview of higher education policy and law. Students will examine a complex array of political, legal, historical and ethical concerns in the school law environment by analyzing the principals of social justice, socioeconomic issues, anti-discrimination and other legal issues that permeate all school settings. This course also has a focus on gender and racial equity in sports, NCAA governance, negotiation techniques, and the relationship between the university and athletics.

LEAD 525 | LEADERSHIP IN THE ARTS AND CULTURE SECTOR
Units: 3 Repeatability: No

Arts and cultural organizations, including museums, theatres, dance companies, music ensembles, and opera companies, face issues that are unique among nonprofits. Cultural leaders need to be knowledgeable in addressing the challenges related to audience, private-sector competition, engagement, advocacy and more. Arts and culture organizations are increasingly attuned to the changing expectations of audiences and the need to address diversity, inclusion and equity. A range of leading professional organizations are speaking up about the need for arts and cultural organizations to broaden access and to be actively engaged in civic dialogue and social change, including the American Alliance of Museums, California Association of Museums, Theatre Communications Group, and the League of American Orchestras. Arts and cultural activities are an integral part of our social and civil life and participation results in individuals who are engaged in civic activities and demonstrate higher social tolerance. Art museums are overwhelmingly staffed with employees who identify as White Non Hispanic, even in minority majority states, and cultural audiences often mirror this same demographic. Diversity, equity, and inclusion begin with institutions' staff and board. For example, while California is diverse, its arts and cultural institutions are struggling to keep pace with the changing demographics of the communities they serve. Current leadership needs support and education to address the changing climate, and the arts and culture employment pipeline needs to be opened up so that future leadership reflects the diversity of California. This course will provide opportunities for students to consider these challenges as well as formulate strategies and solutions for their leadership practice.

LEAD 526 | LEADING VISITOR-FACING NONPROFITS
Units: 3 Repeatability: No

This three credit course will address leadership issues specific to the visitor and patron experience. In 2016, over five million people attended arts and culture events and institutions in San Diego, twice the attendance at the Padres and the Chargers combined. These numbers make the visitor experience an essential area of knowledge for leaders. Often, arts and culture leaders are experts in specific subject matters, but not typically in visitor experiences. As communities diversify, arts and cultural leaders must lead organizations that are accessible and welcoming to all, from paying members to cultural tourists to underserved populations in the region. As a summative assessment, students will produce a rigorous policy memo for a client nonprofit organization, analyzing the visitor experience and making recommendations based on class readings and discussions.

LEAD 527 | ARTS AND CULTURAL LEADERSHIP INSTITUTIONAL TOUR
Units: 3 Repeatability: No

Prerequisites: LEAD 525 with a minimum grade of C- or LEAD 526 with a minimum grade of C-

This three-unit course builds on the prior two courses through a travel experience and will delve more deeply into the challenges and opportunities for 21st century organizations in the areas of equity, inclusion and diversity and technology integration. Students and faculty will travel across to select sites in California to visit large and small cultural organizations, such as The Getty Museum, California African American Museum, LA Philharmonic, Asian Art Museum, El Teatro Campesino, and the Exploratorium. Students will meet with arts and cultural leaders to discuss the realities of leadership. Students will also have the opportunity to discuss government's role in the arts and culture sector at the local, state and federal levels. During this course, students will be expected to apply their learning from the prior coursework, thoughtfully analyze the institutions, engage in robust discussion with classmates, and reflect on their own practice of leadership. It is expected that this course will result in the students producing a portfolio-eligible applied project, action research project, or an original research paper that would identify, analyze and address a relevant issue in the arts and culture field.

LEAD 528 | NONPROFIT FINANCIAL LEADERSHIP
Units: 3 Repeatability: No

Prerequisites: LEAD 502 with a minimum grade of C- and LEAD 516 with a minimum grade of C-

This course provides students with the knowledge required to effectively supervise the financial management of nonprofit organizations by focusing on five areas: financial policies and internal controls; financial statement presentation and analysis; revenues, expenses, liabilities, and cash management; budgeting; audit and tax reporting. Students will be asked to critically assess the finances of selected nonprofits and consider how, as leaders, they will convey their findings to a variety of stakeholders, such as their board, donors, constituents, and staff.

LEAD 529 | DESIGNING AND EVALUATING HIGH IMPACT PROGRAMS
Units: 3 Repeatability: No

Prerequisites: LEAD 502A with a minimum grade of C- and LEAD 502B with a minimum grade of C-

To ensure accountability to their constituents and the broader public, nonprofit leaders must be able to critically analyze and report on their programs. This course prepares students to undertake the research, design, and evaluation process used in nonprofit and public agencies to ensure the highest levels of program effectiveness and impact. Students will learn how to develop an overarching theory of change to guide the fundamentals of program development and assessment and to support a process of continuous improvement within their organizations. The course covers key topics such as assessing community needs, using research to guide program design, cultural competency, designing evaluation processes, applying an equity framework in evaluation, sharing evaluation results, and making modifications based on evaluation results.

LEAD 530 | RESOURCE DEVELOPMENT AND PHILANTHROPY
Units: 3 Repeatability: No

Prerequisites: LEAD 502A with a minimum grade of C- and LEAD 502B with a minimum grade of C-

This course examines the fundamental role of fundraising programs within nonprofit organizations. Students will learn to craft communications materials for key constituencies and stakeholders, identify and develop a well-balanced base of support from individual donors and institutional funders (foundations, corporations, government agencies), and gain knowledge of common fundraising cycles and philanthropy programs. The course will also cover the cultivation and solicitation of individuals, the role of boards in fundraising, grant writing, and special events. Throughout the course, there will be discussions on ethical issues, technical tools and skills and the management of fundraising departments within a nonprofit organization. The goal of this course is to ensure that each student gains a broad and sophisticated understanding of resource development/fundraising.

LEAD 531 | CAPSTONE
Units: 3 Repeatability: No
Non-Core Attributes: International

Prerequisites: LEAD 502A with a minimum grade of C- and LEAD 502B with a minimum grade of C-

In this capstone course, students apply their knowledge by working on a project with a nonprofit organization of their choice. They will assess the organization's management and leadership functions and make recommendations for improvement. The course also requires students to reflect on their own leadership development and prepare a final reflection paper and presentation.

LEAD 532 | FOUNDATIONS IN TRAUMA AWARENESS, RESILIENCE, AND RESTORATIVE APPROACHES ACROSS THE PROFESSIONS
Units: 3 Repeatability: No

This interdisciplinary Foundations Course, central to the "Certificate of Trauma Awareness, Resilience and Restorative Approaches Across the Professions," is designed to provide an integrative lens on stress and trauma, restorative practice and approaches, and individual and community resilience. The course combines an academic understanding of the science of trauma with an experiential learning of skill-building practices which emphasize self-reflection, social and emotional awareness, resilience-centered trauma literacy for application in non-clinical settings, and a practical knowledge of restorative approaches across various disciplines. This Foundations Course is designed for professionals as well as USD graduate students interested in developing their understanding of stress, trauma, development, and adaptive capacity; expanding trauma awareness and cultural sensitivity in context; learning core principles of restorative practice working with communities; and exploring how the integration of trauma awareness, resilience, and restorative approaches can be implemented across professions.

LEAD 533 | FOUNDATIONS OF LEADERSHIP COACHING
Units: 3 Repeatability: No

The primary goal of this course is to offer an introduction to the theory and practice of leadership coaching. Special emphasis will be placed on the core competencies necessary for effective coaching and ethical practice. In particular, students will be guided through a coaching process that is holistic in nature, focused on developing the individual as an instrument of the coaching engagement. The model spans human development theory, organizational change processes, positive psychology application, and leadership development from an action logics (stage theory) perspective. The course also offers experiential learning opportunities for students to make initial discoveries about their emergent coaching style through "real time" peer-to-peer and client-based coaching practice.

LEAD 535I | MODELS OF PARTICIPATORY LEADERSHIP
Units: 3
Non-Core Attributes: International

This intensive summer course is an opportunity for participants to be exposed first-hand to a unique organizational model of participatory leadership, management, employee ownership and decision making by attending lectures and visiting sites at the Mondragón Corporación Cooperativa (Mondragón) in Mondragón, Spain. Students will become acquainted with Mondragón's unique leadership, management, educational, training, financial and human resources systems, as well as its globalization initiatives. Participants will also learn the core values that support Mondragón, which are based on a balance between organizational and personal needs, solidarity with each other and the community, and economic and social justice. Finally, participants will become acquainted with the institutionalized policies, processes and practices that support Mondragón's economic and social success.

LEAD 540 | INTRODUCTION TO RESTORATIVE JUSTICE: A GLOBAL SOCIAL MOVEMENT
Units: 3 Repeatability: No

This course introduces the philosophy and practices of restorative justice. Restorative Justice is a philosophical approach that embraces the reparation of harm and healing of trauma. A central practice of restorative justice is a collaborative decision-making process that includes harmed parties, people who have caused harm, and others who are seeking active accountability by: (1) Accepting and acknowledging responsibility for causing harm; (2) Repairing the harm caused to harmed parties and the community; (3) Rebuilding trust by showing understanding of the harm, addressing personal issues, and building positive social connections; (4) Addressing root causes, systemic inequalities, and social injustices that creates the conditions in which harm occurs. Restorative justice is a global social movement with applications ranging from the way a teacher responds to minor misbehavior in school classroom to prosecutors support of a crime victim's desire to confront the offender to a society's healing approach in the aftermath of war or genocide. Restorative approaches draw upon a variety of justice traditions that, in many ways, challenges the Western legal tradition of adversarial adjudication and punishment. Students will be introduced to the ethical framework that guides restorative approaches and a variety of applications. One leading assumption of this course is that a student interested in applying restorative justice in one particular setting, such as a school, will be most successful when they understand the full range of perspectives and practices.

LEAD 541 | RESTORATIVE JUSTICE FACILITATION SKILL-BUILDING INTENSIVE
Units: 3 Repeatability: No

Prerequisites: LEAD 540 with a minimum grade of C-
This course is an intensive skill-building workshop in restorative practices. The focus is developing facilitation skills necessary for hosting restorative dialogues. We will develop skills for both "restorative circles" and "restorative conferences," two distinct and commonly used restorative practices. Each requires three distinct skill-sets: pre-dialogue preparation and assessment skills; dialogue facilitation; and post-dialogue mentoring and support skills. The course is highly experiential with intensive role play and debriefing. The skills-based course will focus on three tiers of restorative practice: Tier I: Restorative circles for community building and improving campus climate We will focus on restorative circle practices to improve campus culture and build relationships and how to use circles in response to charged community incidents in order to provide inclusive dialogue, healing, accountability, and action plans. Tier II: Restorative conferences for incidents of harm This section focuses on restorative approaches to conduct violations from "bread-and-butter" noise or alcohol violations to academic dishonesty to serious incidents that may also include criminal charges. Tier III: Restorative circles for effective reintegration after separation This section introduces restorative circle practices to successfully reintegrate community members after periods of separation. Reintegration circles provide reassurance to the community by emphasizing both social support and accountability. The primary focus will be on reentry, such as student return after suspension or incarceration, but other applications will be addressed such as return from medical leave.

LEAD 542P | RESTORATIVE JUSTICE LEADERSHIP IN PRACTICE
Units: 3 Repeatability: No

Prerequisites: LEAD 540 with a minimum grade of C- and LEAD 541 with a minimum grade of C-
This course is an opportunity to put theory and skills into practice. The focus is on implementing restorative practices through the development and delivery of restorative program or series of facilitated dialogues. Students will propose a program, deliver it, and write a final report summarizing their success. Experience with restorative facilitation is a core element of certification in restorative leadership (we can't preach what we haven't practiced).

LEAD 543I | REST. JUSTICE TRAVEL SEMINAR
Units: 3 Repeatability: No
Non-Core Attributes: International
Organized field trip to an international restorative justice conference (such as the European Forum on Restorative Justice) or to a location with pre-existing restorative programs. Students will learn about restorative justice implementation cross-culturally.

LEAD 544 | BUILDING PROFESSIONAL PRACTICE IN COACHING
Units: 2 Repeatability: No
Prerequisites: LEAD 533 with a minimum grade of C- and LEAD 566 with a minimum grade of C- (Can be taken Concurrently)
This course is designed to provide coaching students with the necessary tools to build their professional practice. Particular emphasis is placed on the technical, legal, and financial considerations that are essential to provide effective delivery of coaching services to individual clients and organizations. The aim of the course is for each student to be equipped with a sufficiently robust business approach to be able to launch their practice upon completion of all program and credentialing requirements. As part of the Leadership Coaching Certificate, this course includes ongoing coaching of clients, supervision, peer-to-peer competencies and coaching ethics. While this course can be taken as a freestanding offering, it is required that students taking the Leadership Coaching certificate first take LEAD 533 and be enrolled in LEAD 566 OR provide evidence of relevant other professional experience. In the latter instance, permission of the instructor is required.

LEAD 545 | SURVEY OF LEADERSHIP THEORIES
Units: 3 Repeatability: No
This course presents a survey of the many theories that address leadership from an interdisciplinary perspective. Throughout this course, students will examine leadership applying various theoretical lenses and frameworks. By looking at various perspectives of leadership, students will develop a more rigorous and accurate understanding of this phenomenon and learn to use the many theories, models, and frameworks to address leadership challenges at an individual, organizational, and global level. Finally, students will develop their personal leadership approach and increase their understanding on leading processes of change and transformation committed with social justice.

LEAD 546 | TRAUMA-INFORMED RESTORATIVE JUSTICE
Units: 3 Repeatability: No
This advanced seminar deepens student understanding of restorative justice by focusing on trauma-informed care. Topics include trauma and recovery, systems of support and care, applications of restorative justice to complex cases, cultural appropriation, and diversity and inclusion in the restorative justice movement.

LEAD 547 | ACTION RESEARCH METHODS I
Units: 3 Repeatability: No
Prerequisites: LEAD 550 with a minimum grade of C- and LEAD 569 with a minimum grade of C-
In this course students critically reflect on the intellectual and practical questions which guide action research and develop a proposal for an action research project. This course will address theoretical, philosophical, and epistemological questions about action research. We will discuss the tradeoffs that come with action research compared to more traditional research—how can insider status better inform research, and what might we lose compared to other forms of traditional research methods? How can the action research frameworks better solve organizational problems, and on the other hand what insights may be lost by focusing on a single organization's questions or problems?.

LEAD 549 | RESEARCH DESIGN AND METHODOLOGY FOR GLOBAL AND INTERCULTURAL LEADERS
Units: 3 Repeatability: No
This course is designed to help you become critical and wellinformed consumers of research. The course provides students with the basic principles of wellconducted research through readings and analysis of research studies from both the popular and academic settings and teaches them to understand the power and limitations of social science research. Moreover, this course facilitates the understanding of intercultural, ethical and legal considerations involved in conducting research and emphasizes on processes of research to address issues of social justice and inequity.

LEAD 550 | LEADERSHIP AND IDENTITY: THEORY AND EXPLORATION
Units: 3 Repeatability: No
This course provides an essential and theoretical understanding of leadership and authority and is designed as well to generate personal insights into one's own identity and patterns of response to social forces and skills for leadership. The course has a strong experiential component that continually provides participants with opportunity to test and integrate their learning with experience.

LEAD 551 | HUMAN RELATIONS FOR LEADERS
Units: 3 Repeatability: No
This weekend course utilizes an active learning model that encourages participants to: (1) to study and analyze the dynamic forces that influence the life of groups and organizations; (2) to consider aspects of our personal and organizational lives that are not normally within our awareness; and (3) to examine how these beneath-the-surface assumptions, frameworks, defense mechanisms, and habits (especially those related to authority) have an active influence on much of what we do. The course also incorporates elements of more traditional pedagogical approaches including lectures, seminars, readings and an analytical paper.

LEAD 552 | ACTION RESEARCH PRACTICUM I
Units: 1.5 Repeatability: No
Prerequisites: LEAD 547 with a minimum grade of B
In this seminar style course students in the Higher Education Leadership Program will focus on completing their required action research final project. This course is taken in fall semester following completion of LEAD 547. In this course, students get support to complete the IRB process and/or to begin the research process. The seminar will include mini-lectures on how to conduct surveys, interviews and focus groups. And students will receive individual coaching and support throughout the semester to ensure progress toward research goals.

LEAD 553 | ACTION RESEARCH PRACTICUM II
Units: 1.5 Repeatability: No
Prerequisites: LEAD 547 with a minimum grade of B and LEAD 552 with a minimum grade of B
In this seminar style course students in the Higher Education Leadership Program will focus on completing their required action research final project. Students enroll in this course the spring semester, following enrollment in LEAD 552. The focus is primarily on analyzing data and writing results. Emphasis will be on supporting students through coding and analyzing their data, and on the writing process. Students will work with peers and the instructor to receive ongoing feedback and support on their writing. The seminar will include mini-lectures on how to conduct surveys, interviews and focus groups. And students will receive individual coaching and support throughout the semester to ensure progress toward research goals.

LEAD 554 | NEGOTIATION AND LEADERSHIP
Units: 3 Repeatability: No
Prerequisites: EDLD 553 with a minimum grade of C- or LEAD 553 with a minimum grade of C-
Negotiation is an essential skill for all leaders. As we work to solve "wicked problems" across disciplines, leaders will need to manage conflict, bridge cultural differences, and manage their own emotions and biases as they lead change efforts. This leadership course will explore the science and art of negotiation, with an emphasis on interculturality and interest-based negotiation techniques, through case studies, simulations, lectures, and class discussions.

LEAD 555 | ETHICAL LEADERSHIP FOR GLOBAL SOCIAL JUSTICE
Units: 3 Repeatability: No
Designed to promote an understanding of the philosophical, religious and civic traditions of leadership as the ethical construct of democratic practice in organizations, institutions and societies. Students gain greater awareness of the contradictions that influence contemporary organizations, especially in U.S. society. Moreover, this course will explore cultural differences regarding ethics and leadership as the students learn more about themselves and themselves in relationship to others, to their work, and to the world. In addition to being exposed to some major Western and non-Western ethical perspectives and examining their values and strengths, students will learn helpful tools and practical strategies to address ethical dilemmas and/or leadership challenges related with issues of social justice.

LEAD 556I | CULTURE AND LEADERSHIP
Units: 2-3 Repeatability: No
Based on the extensive research in anthropology, crosscultural psychology,leadership, and organizational behavior, the course reviews the impact of culture on leaders and their followers at the national, group, and organizational levels. It provides a thorough review of relevant theories and applies them to helping students develop the cultural mindset that is essential to effective leadership in today's global and interconnected world.

LEAD 557 | LEADERSHIP AND SPIRITUALITY
Units: 3
The commonalities within all the great spiritual traditions are emphasized in this graduate course. Spirituality is viewed as an orientation that calls for deep involvement in the world and spiritual practices are considered that enable leaders to reflect on how they go about their daily lives. During a culminating activity, participants share their insights regarding how leadership can elevate the human spirit and inspire actions with the potential for moving the world toward peace and justice.

LEAD 558I | GLOBAL LEADERSHIP CHALLENGES OF COGNITIVE AND SOCIAL JUSTICE
Units: 3 Repeatability: No
This course is designed to provide students with a solid understanding of major challenges of cognitive and social justice of the 21st century and how connecting the concepts of leadership from a local and organizational level to the global sphere and vice versa. Throughout the course there will be an emphasis on topics of social justice such as human rights, social movements, environmental degradation, development, and intercultural dialogue. The course relies on a cross and interdisciplinary approach where students will explore leadership through a global and critical lens and expand their capabilities for identifying the phenomenon of leadership at global levels, framing problems, applying emergent leadership models and initiatives, and designing solutions.

LEAD 559 | ORGANIZATIONAL THEORY AND CHANGE
Units: 3 Repeatability: No
A study of how leadership and change in contemporary organizations and societies are connected conceptually and in practice. Students will study established and emerging theories of leadership, management, culture, and organizational and social change that can be applied within the current scenarios of interconnection and interdependence generated by globalization. Moreover, students will learn collaborative skills and behaviors that will help them to be change agents in their organizations and societies. In addition, this course emphasizes the overarching theme of changing institutions and our society to help the students be more humane and responsive to solving the difficult problems of social justice and inequity that we face.

LEAD 560 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No
This orientation course introduces online students to the University of San Diego and provides important information about the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program.

LEAD 565 | DYNAMICS OF RACE, GENDER AND CULTURE IN HIGHER EDUCATION
Units: 3
The purpose of this course is to provide students with an opportunity to discuss, reflect and explore issues of power and privilege in relation to their work as leaders in higher education. In this course, students will have opportunities to study and discuss how colleges and universities are responding to the growth of diversity on their respective campuses; critically examine the research related to current challenges in higher education related to diversity; develop a greater appreciation and understanding of their own and other cultural groups; examine and discuss issues of power and privilege using multiple lenses to investigate the impact of these issues in the context of higher education.

LEAD 566 | CORE COMPETENCIES OF LEADERSHIP COACHING
Units: 3 Repeatability: No
Prerequisites: LEAD 533 with a minimum grade of C-
This course builds upon the Foundations of Leadership Coaching course. It provides the opportunity for students to acquire a deeper understanding of coaching as a leadership and development tool. Students will hone their practice, deepen their use of self-as-instrument, be exposed to best practices for debriefing assessment tools, and reflect on ethical and other professional issues in the world of coaching. Each element of the course helps the aspiring coach to gain a broader repertoire of approaches when addressing the coaching relationship in service to the client. Supervised practice, reflective assignments, and theory integration form part of this experiential course.

LEAD 567 | WRITING FOR PUBLICATION
Units: 3
This course is an intensive writing and research experience designed to introduce students to and mentor them through the writing, research, revision and publication or presentation processes. Topics covered include: organizing and reviewing the literature; improving grammar, style and mechanics; strengthening presentation skills; and preparing for the publication process. Students read about research and publication, critique and evaluate work done by peers in the course and receive feedback on their writing and research topics from the professor.

LEAD 568I | GLOBAL PERSPECTIVES IN HIGHER EDUCATION
Units: 3 Repeatability: Yes (Can be repeated for Credit)
Non-Core Attributes: International
The purpose of this course is to provide students with an opportunity to explore, discuss, reflect, and analyze various issues impacting higher education from a global perspective. These issues include, but are not limited to access, equity, economic development, and social mobility. Particular attention will be paid to historical developments and interventions (e.g., affirmative action and other initiatives) from the government, non-government organizations, and private and public universities seeking to address educational opportunity and/or economic innovation. The specific focus of the course will be contingent on the geographic location as the international context impacts the critical issues addressed. Examples of potential countries under the purview of this course include Brazil, United Arab Emirates, Cuba, Morocco, Italy, France, and South Africa.

LEAD 569 | MAKING MEANING AND THE COLLEGIATE EXPERIENCE
Units: 3 Repeatability: No
The purpose of this course is to examine and understand significant human development theories used within the context of higher education. Students will be asked to make meaning of the self, the other and the systems, personally and professionally. This course requires students to apply college student development theories to students as well as themselves in critical ways. Students will be asked to work individually as well as in teams on a project-based learning project aimed at promoting the intersections between theory and practice.

LEAD 571 | HISTORY AND PHILOSOPHY OF HIGHER EDUCATION
Units: 3
This course is designed to provide students with historical and philosophical contexts for understanding contemporary practices and issues in higher education. Through an understanding of major philosophies of education, students will examine the developmental trajectory of higher education in the United States. The course includes opportunities to explore the complexity of philosophical views and historical events that have shaped the way colleges and universities operate today. Students will shape a personal philosophy of education by identifying the ideologies behind educational systems, curricula and institutional goals and by determining which aspects of those ideologies best represent their own values and ideas.

LEAD 572 | LEADERSHIP AND CONTEMPORARY ISSUES
Units: 3 Repeatability: No
National and global issues requiring leadership are presented as challenges to future leaders. Topics may include: social and political changes; environmental change and sustainability; the impact of technology; and generational changes. These issues all impact organizations and how we lead and require courage, commitment and compassion on the part of leaders, as well as technical knowledge and critical thinking skills in order to transform the potential of today's world into a global community of justice and peace.

LEAD 573 | ECONOMICS OF EDUCATION
Units: 3
This course introduces students to the basics of economic analysis and then uses these techniques to examine some of the most important, but least understood policy issues on the national agenda, including: human capital theory and the returns to education; educational labor markets and the factors that influence them; how local schools are funded and the voucher movement; trends in college and university pricing; market failure and the governmental provision of student loans; and the increasing grant-loan imbalance in higher educational finance.

LEAD 574 | GENDER AND LEADERSHIP
Units: 3 Repeatability: No
The psychological literature related to women's development of self is discussed against the background of women in history and in society as a foundation for topics related to the development of leadership for women. Special topics of concern to women as leaders will be explored.

LEAD 576 | COMMUNITY COLLEGE LEADERSHIP
Units: 3 Repeatability: No
Designed to help prepare candidates for administrative positions in community colleges. Topics included the nature and purposes of community colleges; their assets, problems, issues, practices and innovations; faculty relations, collective negotiations and professional development; and possible future developments. Finances, governance and administrator-board relations are also discussed.

LEAD 577 | HIGHER EDUCATION POLICY
Units: 3
This course examines contemporary higher education public policy issues and provides a general introduction to the policymaking process in the United States. This process will be examined from multiple perspectives, including those from within the university as well as those from without. At all levels, key participants will be identified and their behavior analyzed to understand the importance of structural incentives embedded in the process. To develop the skills necessary to do this sort of high-level policy analysis, students will learn how to research and write policy briefs and analyses based on real, contemporary problems in higher education.

LEAD 578 | HIGHER EDUCATION ADMIN
Units: 3 Repeatability: No
An introduction to the management of public and private colleges and universities, this course will explore the nature of academic governance, patterns of decision making among middle- and senior-level academic administrators, as well as the challenges involved in shared authority. Leadership philosophies of prominent educational leaders will be examined, as well as campus mission statements, administrator-board and public relations, local and state policy issues and the role of administrators in creating a campus culture that nurtures diversity, equity and access.

LEAD 579 | EXPERIMENTAL TOPICS
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This course number is used by SOLES for experimental topics courses. The title and content of each 579 course will vary by topic and program/department. If more than one 579 course is offered during a single semester, section numbers will allow for identification of the course.

LEAD 579I | EXPERIMENTAL TOPICS: INTERNATIONAL EXPERIENCE
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
Non-Core Attributes: International
This course number is used by SOLES for experimental topics courses. The title and content of each 579 course will vary by topic and program/department. If more than one 579 course is offered during a single semester, section numbers will allow for identification of the course. This I-designated course will meet the SOLES International Experience requirement.

LEAD 580 | CONSULTING TO GROUPS
Units: 3
This course provides practical and experiential training in consulting to small groups. It is especially geared to building the capacity needed to mobilize groups and organizations undergoing rapid change or experiencing significant turmoil by enhancing students' ability to match content, technique, context and delivery.

LEAD 581 | SPECIAL TOPICS IN LEADERSHIP
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)

The purpose of this course is to provide graduate students with an opportunity to earn graduate credits in the Leadership Studies program for participating and/or attending conferences, institutes, or other events related to their growth as a scholar and/or professional. Students enrolling in the special topics course(s) will be responsible for attending all conference events, completing the assignments as noted in your syllabus and other papers and/ or projects as assigned by the professor of record. Each new course that is offered will be reviewed and approved by the program area (specialization area) and the Leadership Studies department chair, before being added to the course schedule.

LEAD 582 | WOMEN IN HIGHER EDUCATION LEADERSHIP SUMMIT (WHELS): PROFESSIONAL DEVELOPMENT AND CONFERENCES
Units: 3 Repeatability: Yes (Can be repeated for Credit)

In this course, students have the opportunity to better understand how the higher education system impacts women leaders individually and collectively. Students will also gain insights and new skills for exercising more effective leadership as higher education professionals. Students will receive 360 feedback and have multiple opportunities to strengthen and practice leadership. The Summit offers opportunities for connecting with other women leaders in higher education and sharing experiences, and exchanging emerging ideas. Students will develop a professional development plan and network with women leaders from across the country. Students enrolled must attend all conference events, the pre, and post session classes and complete all assignments as noted below.

LEAD 583 | ADVANCED RESTORATIVE JUSTICE FACILITATION AND TRAINING
Units: 3 Repeatability: No

This course is an intensive skill-building workshop in restorative practices. This course provides advanced practice that follows training in LEAD 541 and provides additional opportunities for skill-building practice and support. The focus is developing facilitation skills necessary for hosting restorative processes. In addition, the course prepares students to deliver an introductory 2.5 day RJ training.The course is highly experiential with intensive role play and debriefing.

LEAD 584 | RESTORATIVE LEADERSHIP IN ACTION
Units: 3 Repeatability: No

Applied learning experience for students in which they take the lead in a restorative justice project that challenges them, allows them to apply the skills and theories learned in their coursework, and enhances their leadership experience. All students will work under the guidance of an effective leader/work supervisor, as well as be supervised by a USD faculty member. The leadership in action hours serve as an integration of theory and practice; an opportunity for participants to take what they have learned in their courses and to use this knowledge in more practical ways. This course is also an opportunity for students to obtain experience in an organizational setting that is of interest to them. Students should select a site and/or project that gives them the opportunity to be challenged, and to learn as much as possible about their particular field of interest. This is a time to enhance leadership skills, experiment with a variety of authority relationships, and in some instances work with others to achieve a common organizational goal. A minimum of 150 documented hours dedicated to the leadership in action role is required. Students are responsible for selecting a leadership in action site and applying for approval. Students are required to have secured a leadership in action site by the end of the second week of the semester.

LEAD 585 | LEADERSHIP FOR CHANGE
Units: 3 Repeatability: No

This course utilizes an active learning model that provides participants with opportunities to examine and test theories of leadership by analyzing the actual dynamics that arise in real time when relating to those who hold positions of formal authority or when individuals attempt to exercise leadership and/or claim informal authority. The design provides a practice setting that duplicates to some extent the dynamics that occur regularly in groups and organizations, so that participants can test and integrate their study of leadership against actual, lived experience. It is based on an assumption that these dynamics and processes –many of which are elusive and frequently operate beyond our direct awareness—can subvert plans for personal and/or organizational change if they are not understood and taken into consideration.

LEAD 587I | COMMUNITY MODELS OF LEADERSHIP – SRI LANKA GLOBAL STUDY
Units: 3

This course is designed to understand social movements and leadership within communities. In particular, this course examines an alternative view of leadership from Western thought by exploring Sarvodaya in Sri Lanka. Sarvodaya, which means "Awakening of All," is the largest people's organization in Sri Lanka and is composed of over 12,000 villages. Sarvodaya represents one of the world's largest grassroot mobilizations. A collaboration of Gandhian thought and Buddhist belief, Sarvodaya serves Sri Lanka and the global community through its social action works in peace building, education, relief efforts, and development. Students have the opportunity to see various aspects of Sarvodaya's model including: training and education, peace center, volunteerism, community organization, and headquarters. Particular attention will be attributed to the unique culture and location of Sri Lanka and how these factors have influenced community development, social movement, and leadership. Excursions to cultural and historical areas of significance are facilitated in conjunction with course content. Students engage in serviceactivities within Sarvodaya villages.

LEAD 588 | FOUNDATIONS OF TEAM COACHING
Units: 3 Repeatability: No

This course builds upon the leadership coaching courses, and offers an overview of the core competencies involved with coaching teams. This course seeks to offer students an opportunity to gain a deep understanding of the nuances involved with team coaching, as compared to individual coaching. Students will learn competencies for coaching diverse teams, practice their team coaching skills in a peer-to-peer setting and engage with clients. Lastly, students will establish an understanding of the ethical considerations involved with coaching teams and the unique distinction between team coaching and other team development practices. Supervised practice, reflective assignments, and theory integration form part of this experiential course. Upon successful completion of the course, students will be eligible to apply to the ICF for Advanced Certification in Team Coaching, if they meet all the other ICF requirements.

LEAD 589 | CAPSTONE SEMINAR
Units: 2-3 Repeatability: No
Prerequisites: LEAD 598 with a minimum grade of C- (Can be taken Concurrently)
The Capstone Seminar is designed to provide Master's students with an opportunity to integrate their learning in the program through a final project. Students are expected to work with a member of the Department faculty as an advisor for their capstone while participating in this course. Each session is devoted to peer-to-peer interaction and feedback on the progress being made to complete this graduation requirement. Particular attention is given to making use of the knowledge gained throughout their program. The aim is to support students as they focus on deepening their leadership philosophy, reflect on their coursework learning, explore the interconnections of self and system that will most meet their needs as future leadership professionals. Successful students will continuously examine and refine their work so as to better understand and apply leadership concepts to practice. The course will also include preparation for a culminating capstone project. Prerequisites: LEAD 598, International experience (course with "I" or the non-course requirement met) Both these can be concurrent.

LEAD 592 | INTRODUCTION TO STUDENT AFFAIRS SEMINAR
Units: 3 Repeatability: No
In this course students explore personal values, as well as, the professional values and assumptions that relate to leadership in the student affairs profession. Students will discuss the meaning and importance of leadership, and how to be an effective leader in higher education. Students will also get in touch with their individual purpose, and develop a personal leadership philosophy, in addition to strategies for accomplishing that purpose. Additionally, students will explore the philosophical and intellectual foundations of Student Affairs/Student Services at institutions of higher education; the traditional role and function areas that generally fall under the student affairs umbrella; and the role of professional associations.

LEAD 593P | PRACTICUM IN LEADERSHIP COACHING
Units: 1 Repeatability: No
Prerequisites: LEAD 533 with a minimum grade of C- and LEAD 566 with a minimum grade of C-
This course addresses individual, team and systems coaching practice. Students will present cases from their supervised coaching work to receive assessment and feedback from peers and professional coaches. Special attention will be given to helping the student coaches integrate their learning throughout the program and apply it to their evolving coaching practice. To enroll, LEAD 533 and LEAD 566 are prerequisites, or relevant other experience and permission of the instructor.

LEAD 594 | HIGHER EDUCATION PROFESSIONAL DEVELOPMENT SEMINAR
Units: 1.5 Repeatability: Yes (Can be repeated for Credit)
In this course students work together with faculty and practitioners to integrate the theory and knowledge base of the program course work with the experiential learning of the student's practical experience. This course supports the student's individual development plan by asking them to analyze current events and issues in their workplace and connect them to the broader higher education community. An emphasis on topics and skills related to professional culture, action inquiry, organizational dynamics, developmental theory and diversity and inclusion will be made throughout the course.

LEAD 595 | THESIS SUPERVISION
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
Students engaged in the research and writing of a thesis may register for 1-3 units of this course per semester duringthat process. Students should enroll with their thesis advisor only. This course can be counted towards electives in the are the area of specialization requirement and is a Pass/Fail course.

LEAD 597 | PORTFOLIO SEMINAR
Units: 1 Repeatability: No
This portfolio seminar will support students in the preparation of their final portfolios with particular attention to the leadership essay. This course will encourage students to synthesize and articulate their understanding of leadership theory and connect this understanding with their professional experiences. While this course focuses primarily on the leadership essay, the selection of projects and the development of an executive summary will also be included in the course content. The international essay will not specifically be included in the content, but students should know that the material will be equally applicable to that essay.

LEAD 598 | LEADERSHIP IN ACTION
Units: 3 Repeatability: No
Applied learning experience for M.A. and doctoral students in which they take the lead in a new individual work project or an employer internship program that challenges them, allows them to apply the skills and theories learned in their Leadership Studies coursework, and enhances their leadership experience. All students will work under the guidance of an effective leader/work supervisor, as well as be supervised by a USD faculty member.

LEAD 599 | DIRECTED INDEPENDENT STUDY
Units: 0.5-3 Repeatability: Yes (Can be repeated for Credit)
LEAD 599 DIRECTED INDEPENDENT STUDY Directed Independent Study is designed to be a substitute for a traditional course that is not offered in the semester for which the student wishes to enroll. The material covered in such courses is essentially the same as that covered in the traditional course. Students must complete the Graduate Application for Research or Independent Study form and obtain the signatures of the faculty supervisor, Department Chair and the Associate Dean prior to registering for the course. Typically, the request for a directed independent study is made only if: a) a course is required for a graduating student but is not scheduled; b) a student has an unalterable schedule conflict in the course sequence; c) a student needs a course to correct an out-of-sequence program; or d) a student has compelling personal circumstances.

LEAD 600 | LEADERSHIP AND IDENTITY: THEORY AND EXPLORATION
Units: 3 Repeatability: No
This course provides an essential and theoretical understanding of leadership and authority and is designed as well to generate personal insights into one's own identity and patterns of response to social forces and skills for leadership. The course has a strong experiential component that continually provides participants with opportunity to test and integrate their learning with experience.

LEAD 602 | CONCEPTIONS KNOWLEDGE RESEARCH
Units: 3 Repeatability: No
This course sets the stage for others in the doctoral program by providing students with a cognitive map of social science research as practiced in Leadership Studies, as well as in other disciplines and fields of study thai influence the interdisciplinary Leadership Studies field. More specifIcally, the course focuses on the nature of knowledge (sometimes referred to as epistemology) and the different types of research designs and methods that are associated with different epistemologies. The course also demonstrates that the sorts of conceptual disagreements found In the social sciences also can be found in leadership practice.

LEAD 607 | APPLIED STATISTICS AND QUANTITATIVE RESEARCH METHODS
Units: 3 Repeatability: No

This introductory course in quantitative analysis will equip students with the skills to conduct basic descriptive and inferential analyses. Students will explore descriptive techniques such as measures of central tendency and dispersion, and inferential techniques such as point estimates and confidence intervals to infer population parameters. In doing so, students will learn the logic and limitations of hypothesis testing and be able to analyze data drawn from experimental and non-experimental research designs, such as one-sample and two-sample designs, to test various hypotheses. Students will also gain experience working with statistical analysis packages such as SPSS, Jamovi, and Excel as they apply these techniques to actual data. The emphasis in this course will be on practicing and applying quantitative analysis skills to test research ideas and write up quantitative findings for the larger research and practice communities.

LEAD 608 | QUALITATIVE RESEARCH METHODS
Units: 3

The underlying philosophy of qualitative research, the type of research questions this method addresses and an overview of the major qualitative methodologies. Assignments provide guided practice in data collection, analysis and presentation of research, moving gradually toward more complex qualitative methodologies. Students acquire beginning skills in qualitative research and are able to critically evaluate qualitative studies in the literature.

LEAD 609 | EVALUATION: THEORY AND PRACTICE
Units: 3 Repeatability: No

Prerequisites: LEAD 607 with a minimum grade of B- and LEAD 608 with a minimum grade of B-

Designed to develop an understanding of the evaluation process and skills needed by evaluators. Students review models of evaluation and examine strategies for conducting effective evaluations of organizations, programs and personnel.

LEAD 610 | DISSERTATION SEMINAR
Units: 3

A course to assist doctoral students who are ready to write their dissertation proposals. Students must have a firm topic for their research since they will write drafts of the three sections of their proposals and finish the course with a proposal that is ready for review by their dissertation committees.

LEAD 611 | LEADERSHIP THEORIES
Units: 3 Repeatability: No

This course presents a comprehensive survey of leadership theories as one of the foundations of the doctoral program. Students will acquire the essential theoretical foundations of the field of leadership by examining the history of leadership thought, the current approaches, and the emerging trends in the field. The strengths, weaknesses, methodological elements and contributions of the various theories will be closely analyzed to prepare students for their continued research and practice throughout the program. The course relies on a cross and multi-disciplinary approach, and culture and ethics as study lenses.

LEAD 612 | ADVANCED QUALITATIVE RESEARCH METHODS
Units: 3

Prerequisites: LEAD 608 with a minimum grade of B-

This course is divided into two main sections, one focusing on procedures associated with more or less traditional notions of qualitative research. Students will read and discuss texts and articles about qualitative methods and critique examples of both traditional and less conventional approaches to qualitative studies. In addition, a major assignment will be to design and execute a small qualitative study. Students will be expected to employ the datagenerated from their research to produce a number ofdifferent products.

LEAD 613 | ADVANCED QUANTITATIVE RESEARCH METHODS
Units: 3

Prerequisites: LEAD 607 with a minimum grade of B-

This course provides students with the analytical tools necessary to conduct doctoral-level quantitative research and requires them to complete and present an empirical project. Topics covered include multiple regression analysis, binary choice models and time series analysis.

LEAD 614 | SPECIAL TOPICS IN ADVANCED RESEARCH METHODS
Units: 3

This course presents a variety of advanced quantitative and qualitative research methods special topics such as Mixed Methods, Advanced Multivariate Analysis, and Grounded Theory. It designed to prepare students to use a variety of research methods in their research by providing practical experience with the methods. Course meetings will consist of full-group sessions, small group/team sessions, and individual sessions with the instructor. Students taking this course should have successfully completed both basic doctoral-level quantitative and qualitative research methods courses and either an advanced quantitative or qualitative research course. Any students not meeting these prerequisite will need to receive the special approval of the instructor before formally enrolling in this course.

LEAD 615 | ACTION RESEARCH METHODS II
Units: 3

In this course, students read about, directly engage in, and write three papers using 1st-, 2nd-, and 3rd-person action research methods. For example, students research and write an autobiography in which they examine their life to date in terms of developmental theory as well as the next developmental actions they may wish to take (1st-person research). Each student will also analyze voice recordings of parts of different class sessions and write a paper to be shared with the rest of the class about the group's issues in evolving toward a "community of inquiry" (2nd-person research). And each student will write a final paper on an action research topic of their own choosing in journal article format (3rd-person research, at best illustrating how 1st-, 2nd-, and 3rd-person research interweave and contributing to the student's qualifying paper or dissertation).

LEAD 616 | SURVEY RESEARCH METHODS
Units: 3

This course will prepare students to design, implement and then analyze the results of different types of surveys. Topics to be covered include the analytics of survey research design, data collection and survey research analysis including the techniques of correlation and factor analysis, which will be used together to analyze the results of several large-scale surveys.

LEAD 617 | MIXED METHODS RESEARCH DESIGNS
Units: 3 Repeatability: No

Over the past decade, debates between qualitative and quantitative research have subsided, and there has been a growing interest in mixed methods research designs. This course explores rationales for mixing methods, critiques of mixed methods research, and a range of design and methodological options for those who do mixed methods studies.

LEAD 619 | APPLIED LEADERSHIP PRACTICES: INTEGRAL SELF AND SYSTEMS APPROACH
Units: 3 Repeatability: No

This course offers a survey of classical, prevailing and emerging theories of human and organizational development. Students will be engaged in an integral self and systems approach to leadership. Particular emphasis will be placed on the development of the "self-as-instrument" while attending to the complex dynamics that are present in the contemporary organizational context The course blends an emphasis on mastery of conceptual frameworks with an experiential "theory-in-practice" orientation to learning. As such, students are offered an opportunity to bring an applied leadership perspective to their rigorous scholarly exploration of different dimensions of development commonly researched and encountered in the human and organizational condition.

LEAD 620 | THE LAW AND POLITICS OF EDUCATIONAL POLICY DEVELOPMENT
Units: 3

This course introduces an equal number of graduate education students and upper division law students to the complexities inherent in the development of education policy at the state and local levels. In addition to interacting with guest speakers during seminar sessions on campus, students travel to the Bay Area to meet with key researchers and commentators at Stanford University and at the UC-Berkeley School of Law and with union leaders at the California Teachers Association in Burlingame. Later, students travel to Sacramento to interact with key elected and appointed state policymakers. Field trip travel expenses are paid through a grant. Each student writes a research paper on a topic of the student's choice related to educational policy development and delivers a presentation based on it to the seminar.

LEAD 621 | SOCIOLOGY OF EDUCATION AND EDUCATIONAL LEADERSHIP SEMINAR
Units: 3 Repeatability: No

This course takes as its point of departure the idea that educational outcomes are socially constructed. Using a sociological lens, structural, cultural and agentive explanations for the racialized, class-based and gendered school experiences of US and international students will be examined. Moving from the macro to the micro level, students will examine schools as organizations embedded in broader socio-cultural and historical context.

LEAD 622 | LEARNING DESIGN AND TECHNOLOGY
Units: 3

The goal of this course is to develop essential content and research expertise needed to exercise effective leadership in learning design and technology. The course examines key issues in learning design and the role of technology as a tool for effective educational practice. Students will be introduced to diverse theoretical and methodological frameworks to study learning design and technology, while investigating key contemporary issues in the field such as adaptive learning system, immersive learning environment, gamification, autonomous learning environment, learning analytics, global social media, coding literacy and digital equity. Students will study innovative learning design implementations with technology by encompassing the cognitive, affective and social dimensions of learning, through which meaningful design principles for effective educational solutions and leadership will be derived. Students will also design and pilot-test their own research on learning design and technology, while receiving constructive critiques from their peers and experts in the field.

LEAD 623I | EDUCATIONAL REFORM: EDUCATIONAL SYSTEMS IN POST CONFLICT ENVIRONMENTS
Units: 3 Repeatability: No
Non-Core Attributes: International

The main objective of this course is to provide a sociological and historical investigation into the educational reform challenges facing educators, students and policy makers in an international context. As the U. S. continues to struggle with segregated schools and unequal education for many minority and low-income students, much is to be gained by examining how other countries throughout the world are attacking problems of equity.

LEAD 624 | PROSEMINAR IN EDUCATIONAL LEADERSHIP FOR DOCTORAL STUDENTS I
Units: 2 Repeatability: Yes (Can be repeated for Credit)

A Leadership Studies doctoral seminar in the advance study of leadership and education for first year students. This seminar will serve as an induction into scholarly reading, writing and thinking, including the completion of multiple projects for the CEI 2.0 grant and other SOLES initiatives. The fall semester addresses basic questions concerning scholarship and its relationship to practice. The spring and summer semesters focus on the variety of the educational research and involves reading a variety of scholarly texts and producing educational research, such as data reports, case studies, and white papers.

LEAD 630 | THE NONPROFIT/PHILANTHROPIC STUDIES RESEARCH BASE
Units: 3

The primary purpose of this course is to help each course participant develop a cognitive map of research activity within the Nonprofit/Philanthropic Studies field. Specifically, the course will help participants become familiar with: (a) the topics and issues that scholars within the emerging field have begun to systematically study; (b) the methods they have employed-or have failed to employ-to study different topics and issues; and (c) the knowledge base about nonprofit and philanthropic organizations and their organizational practices that has begun to be created as a result of research focused on the third sector.

LEAD 631 | CONTEMPORARY ISSUES IN THE THIRD SECTOR
Units: 3

The domestic and international nonprofit sector faces persistent challenges around questions of effectiveness, accountability, governance, collaboration, and resource acquisition. Some of these issues raise fundamental questions about the legitimacy and future relevance of the nonprofit/NGO model as a form of political and social action. What can current academic research contribute to understanding some of the most persistent challenges faced by the sector? This course will review contemporary research evaluating nonprofit and NGO practices while also assessing the methodological and theoretical strengths and weaknesses of current scholarship focused on the sector.

LEAD 640 | ISSUES IN HIGHER ED LEADERSHIP
Units: 3 Repeatability: No

This course examines contemporary issues facing leaders in the field of higher education, which includes but is not limited to autonomy and accountability, academic freedom, federal and state funding, curriculum reform, and economic imperatives. These issues will be examined from multiple perspectives, including internal and external constituencies. Key stakeholders will be identified and their interests will be analyzed to understand the complexity of decision making within a higher education leadership context.

LEAD 650 | LEADERSHIP IN ORGANIZATIONAL CONTEXTS
Units: 3 Repeatability: No

A review of classical and contemporary theories related to the context of leadership, including organizational systems and processes, organizational design, organizational change, decision making, gender and bias, and the process of negotiation. We all know that leadership is not just about the leader – the context is essential. This course focuses on the organizational context at the broadest level and how the leader navigates challenges related to organizational structure, politics, change, team dynamics, conflict management, and decision making by reviewing classic and contemporary theory and research on organization theory. This course provides a very broad coverage of organizational theory material that any student of organizations, regardless of the sector, should know with a focus on leading for social justice and within an international context.

LEAD 651 | ORGANIZATIONAL BEHAVIOR
Units: 3 Repeatability: No

A review of classical and contemporary theories related to human behavior in organizations including individual differences, perception, learning, motivation, culture, group dynamics, and personal effectiveness. This course focuses at the "people" side of organizations that leaders must understand and address in making organizations effective. This course provides a very broad coverage of Organizational behavior material that any student of organizations, regardless of the sector, should know. Many of the readings are classics to assure that you have the necessary background to: 1. frame issues and research questions related to how people function in organizations, and 2. teach OB concepts at the undergraduate and masters levels.

LEAD 654 | NEGOTIATION AND LEADERSHIP
Units: 3 Repeatability: No
Negotiation is an essential skill for all leaders. As we work to solve "wicked problems" across disciplines, leaders will need to manage conflict, bridge cultural differences, and manage their own emotions and biases as they lead change efforts. This leadership course will explore the science and art of negotiation, with an emphasis on interculturality and interest-based negotiation techniques, through case studies, simulations, lectures, and class discussions.

LEAD 660 | ETHICS AND LEADERSHIP
Units: 3 Repeatability: No
This is an applied ethics course that focuses on moral decision making by leaders and followers as they attempt to live with integrity as responsible individuals, members of society and citizens of the world. It provides students with a foundation in selected ethical theories, skills and tools for moral development using case studies, reflection and extensive discourse about leadership and ethics.

LEAD 661 | DECISION-MAKING UNDER CONDITIONS OF UNCERTAINTY
Units: 3
This course allows students to explore different models of decisionmaking in complex public and private organizations. Drawingon such analytical techniques as present discounted value, game theory, and costbenefit analysis, this course applies lessons from cognitive psychology, political science, traditional economics, behavioral economics, as well as other social scientific areas to domestic and international policymaking processes. In addition to extensive case studies, this course also uses policy simulations to help students understand how to use both theory and analytics to solve contemporary problems.

LEAD 662 | ADULT DEVELOPMENT
Units: 3
An examination of the conceptual frameworks that attempt to describe and explain adult development and their implications for leadership. Students refine their own evolving philosophy of leadership as they seek to understand the meaning of central concepts related to self and relationships.

LEAD 663 | LITERATURE REVIEW
Units: 3 Repeatability: No
Students focus on the expansion of the scholarly writing repertoire while beginning the exploration of literature in their specialization areas. Course requirements include a substantial written paper and oral presentation demonstrating the ability to review and analyze the literature in a professional area of interest.

LEAD 670A | SELF, GROUPS AND SYSTEMS: SYSTEMS THINKING AND ORGANIZATIONAL DYNAMICS
Units: 1 Repeatability: No
This course is the first of a three-course sequence which introduces systems theory and its application to organizational contexts. Students will learn to analyze and understand complex systems, identify feedback loops, leverage system leverage points, and promote system-level change.

LEAD 670B | SELF, GROUPS AND SYSTEMS: SYSTEMS THINKING AND ORGANIZATIONAL DYNAMICS
Units: 1 Repeatability: No
This course is the second of a three-course sequence which introduces systems theory and its application to organizational contexts. Students will learn to analyze and understand complex systems, identify feedback loops, leverage system leverage points, and promote system-level change.

LEAD 670C | SELF, GROUPS AND SYSTEMS: SYSTEMS THINKING AND ORGANIZATIONAL DYNAMICS
Units: 1 Repeatability: No
This course is the third of a three-course sequence which introduces systems theory and its application to organizational contexts. Students will learn to analyze and understand complex systems, identify feedback loops, leverage system leverage points, and promote system-level change.

LEAD 671A | FOUNDATIONS OF ORGANIZATIONAL LEADERSHIP
Units: 1 Repeatability: No
This course is the first of a three-course sequence which establishes a solid foundation in theories and models of leadership, exploring various leadership styles, ethical considerations, and the impact of leadership on organizational success and social change.

LEAD 671B | FOUNDATIONS OF ORGANIZATIONAL LEADERSHIP
Units: 1 Repeatability: No
This course is the second of a three-course sequence which establishes a solid foundation in theories and models of leadership, exploring various leadership styles, ethical considerations, and the impact of leadership on organizational success and social change.

LEAD 671C | FOUNDATIONS OF ORGANIZATIONAL LEADERSHIP
Units: 1 Repeatability: No
This course is the third of a three-course sequence which establishes a solid foundation in theories and models of leadership, exploring various leadership styles, ethical considerations, and the impact of leadership on organizational success and social change.

LEAD 672A | CRITICAL THINKING AND RESEARCH METHODS I
Units: 1 Repeatability: No
In the courses "Critical Thinking and Research Methods I & II" students will be equipped with essential skills to foster effective problem identification and research formulation. Emphasizing the significance of critical thinking, the course will guide students through the initial stages of the research process, encouraging them to discern and articulate the specific research issue or objective they aim to investigate and comprehend the underlying reasons driving their inquiry. By cultivating critical thinking abilities, participants will gain the capacity to identify and understand their organizational needs better. This coursework unfolds over six sequential modules (LEAD 672a, 672b, 672c, 678a, 678b, 678c).

LEAD 672B | CRITICAL THINKING AND RESEARCH METHODS I
Units: 1 Repeatability: No
In the courses "Critical Thinking and Research Methods I & II" students will be equipped with essential skills to foster effective problem identification and research formulation. Emphasizing the significance of critical thinking, the course will guide students through the initial stages of the research process, encouraging them to discern and articulate the specific research issue or objective they aim to investigate and comprehend the underlying reasons driving their inquiry. By cultivating critical thinking abilities, participants will gain the capacity to identify and understand their organizational needs better. This coursework unfolds over six sequential modules (LEAD 672A, 672B, 672C, 678A, 678B, 678C).

LEAD 672C | CRITICAL THINKING AND RESEARCH METHODS I
Units: 1 Repeatability: No
In the courses "Critical Thinking and Research Methods I & II" students will be equipped with essential skills to foster effective problem identification and research formulation. Emphasizing the significance of critical thinking, the course will guide students through the initial stages of the research process, encouraging them to discern and articulate the specific research issue or objective they aim to investigate and comprehend the underlying reasons driving their inquiry. By cultivating critical thinking abilities, participants will gain the capacity to identify and understand their organizational needs better. This coursework unfolds over six sequential modules (LEAD 672A, 672B, 672C, 678A, 678B, 678C).

LEAD 673 | HUMAN RELATIONS FOR LEADERS
Units: 3 Repeatability: No
This course utilizes an active learning model that encourages participants to: to study and analyze the dynamic forces that influence the life of groups and organizations; to consider aspects of our personal and organizational lives that are not normally within our awareness; and to examine how these beneath-the-surface assumptions, frameworks, defense mechanisms, and habits (especially those related to authority) have an active influence on how we lead.

LEAD 674A | ORGANIZATIONAL ASSESSMENT AND PERFORMANCE IMPROVEMENT
Units: 1 Repeatability: No
This course is the first of a three-course sequence which provides students with the knowledge and tools to assess organizational performance and implement improvement strategies. Students learn to analyze organizational systems, identify performance gaps, develop performance metrics, and implement evidence-based interventions to enhance organizational effectiveness.

LEAD 674B | ORGANIZATIONAL ASSESSMENT AND PERFORMANCE IMPROVEMENT
Units: 1 Repeatability: No
This course is the second of a three-course sequence which provides students with the knowledge and tools to assess organizational performance and implement improvement strategies. Students learn to analyze organizational systems, identify performance gaps, develop performance metrics, and implement evidence-based interventions to enhance organizational effectiveness.

LEAD 674C | ORGANIZATIONAL ASSESSMENT AND PERFORMANCE IMPROVEMENT
Units: 1 Repeatability: No
This course is the third of a three-course sequence which provides students with the knowledge and tools to assess organizational performance and implement improvement strategies. Students learn to analyze organizational systems, identify performance gaps, develop performance metrics, and implement evidence-based interventions to enhance organizational effectiveness.

LEAD 675A | LEADING CHANGE IN COMPLEX ORGANIZATIONS
Units: 1 Repeatability: No
This course is the first of a three-course sequence which is designed to equip students with the knowledge and skills necessary to effectively lead and manage change in today's increasingly complex and dynamic organizational environments. As organizations face rapid technological advancements, globalization, and evolving societal expectations, the ability to navigate and drive successful change has become a critical leadership competency.

LEAD 675B | LEADING CHANGE IN COMPLEX ORGANIZATIONS
Units: 1 Repeatability: No
This course is the second of a three-course sequence which is designed to equip students with the knowledge and skills necessary to effectively lead and manage change in today's increasingly complex and dynamic organizational environments. As organizations face rapid technological advancements, globalization, and evolving societal expectations, the ability to navigate and drive successful change has become a critical leadership competency.

LEAD 675C | LEADING CHANGE IN COMPLEX ORGANIZATIONS
Units: 1 Repeatability: No
This course is the third of a three-course sequence which is designed to equip students with the knowledge and skills necessary to effectively lead and manage change in today's increasingly complex and dynamic organizational environments. As organizations face rapid technological advancements, globalization, and evolving societal expectations, the ability to navigate and drive successful change has become a critical leadership competency.

LEAD 676A | SUSTAINABLE ORGANIZATIONAL LEADERSHIP
Units: 1 Repeatability: No
This course is the first of a three-course sequence which explores the principles and practices of sustainable organizations, including environmental stewardship, social responsibility, and economic viability. Students will learn to integrate sustainability into organizational strategies, operations, and decision-making processes.

LEAD 676B | SUSTAINABLE ORGANIZATIONAL LEADERSHIP
Units: 1 Repeatability: No
This course is the second of a three-course sequence which explores the principles and practices of sustainable organizations, including environmental stewardship, social responsibility, and economic viability. Students will learn to integrate sustainability into organizational strategies, operations, and decision-making processes.

LEAD 676C | SUSTAINABLE ORGANIZATIONAL LEADERSHIP
Units: 1 Repeatability: No
This course is the third of a three-course sequence which explores the principles and practices of sustainable organizations, including environmental stewardship, social responsibility, and economic viability. Students will learn to integrate sustainability into organizational strategies, operations, and decision-making processes.

LEAD 677A | ORGANIZATIONAL CONSULTING
Units: 1 Repeatability: No
This course is the first of a three-course sequence which provides students with the knowledge, skills, and practical tools required to become effective organizational consultants. The course explores the theory and practice of consulting, focusing on the application of consulting principles and methodologies to address organizational challenges and drive positive change.

LEAD 677B | ORGANIZATIONAL CONSULTING
Units: 1 Repeatability: No
This course is the second of a three-course sequence which provides students with the knowledge, skills, and practical tools required to become effective organizational consultants. The course explores the theory and practice of consulting, focusing on the application of consulting principles and methodologies to address organizational challenges and drive positive change.

LEAD 677C | ORGANIZATIONAL CONSULTING
Units: 1 Repeatability: No
This course is the third of a three-course sequence which provides students with the knowledge, skills, and practical tools required to become effective organizational consultants. The course explores the theory and practice of consulting, focusing on the application of consulting principles and methodologies to address organizational challenges and drive positive change.

LEAD 678A | CRITICAL THINKING AND RESEARCH METHODS II
Units: 1 Repeatability: No
In the courses "Critical Thinking and Research Methods I & II" students will be equipped with essential skills to foster effective problem identification and research formulation. Emphasizing the significance of critical thinking, the course will guide students through the initial stages of the research process, encouraging them to discern and articulate the specific research issue or objective they aim to investigate and comprehend the underlying reasons driving their inquiry. By cultivating critical thinking abilities, participants will gain the capacity to identify and understand their organizational needs better. This coursework unfolds over six sequential modules (LEAD 672A, 672B, 672C, 678A, 678B, 678C).

LEAD 678B | CRITICAL THINKING AND RESEARCH METHODS II
Units: 1 Repeatability: No
In the courses "Critical Thinking and Research Methods I & II" students will be equipped with essential skills to foster effective problem identification and research formulation. Emphasizing the significance of critical thinking, the course will guide students through the initial stages of the research process, encouraging them to discern and articulate the specific research issue or objective they aim to investigate and comprehend the underlying reasons driving their inquiry. By cultivating critical thinking abilities, participants will gain the capacity to identify and understand their organizational needs better. This coursework unfolds over six sequential modules (LEAD 672A, 672B, 672C, 678A, 678B, 678C).

LEAD 678C | CRITICAL THINKING AND RESEARCH METHODS II
Units: 1 Repeatability: No
In the courses "Critical Thinking and Research Methods I & II" students will be equipped with essential skills to foster effective problem identification and research formulation. Emphasizing the significance of critical thinking, the course will guide students through the initial stages of the research process, encouraging them to discern and articulate the specific research issue or objective they aim to investigate and comprehend the underlying reasons driving their inquiry. By cultivating critical thinking abilities, participants will gain the capacity to identify and understand their organizational needs better. This coursework unfolds over six sequential modules (LEAD 672A, 672B, 672C, 678A, 678B, 678C).

LEAD 679 | EXPERIMENTAL TOPICS
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This course number is used by SOLES for experimental topics courses. The title and content of each 679 course will vary by topic and program/department. If more than one 679 course is offered during a single semester, section numbers will allow for identification of the course.

LEAD 680 | DIVERSITY, EQUITY, AND INCLUSION LEADERSHIP
Units: 3 Repeatability: No
This course examines the importance of diversity, equity, inclusion and belonging in organizations. Students will explore strategies for fostering inclusive cultures, addressing unconscious biases, implementing equitable policies and practices, and leveraging diversity as a competitive advantage.

LEAD 681A | POLICY AS SYSTEM LEVEL CHANGE
Units: 1 Repeatability: No
This course is the first of a three-course sequence which is designed to equip students with the knowledge and skills necessary to understand, develop, and implement policies that drive transformative system-level change. The course examines how policy decisions and frameworks can shape organizational structures, processes, and behaviors, with a focus on promoting inclusivity, sustainability, and social justice. This course delves into the intricacies of policy formulation, analysis, and evaluation, emphasizing the critical role of strategic thinking in shaping policies that address complex challenges faced by organizations and society as a whole. Students will explore the relationship between policy and strategy, understand how policies align with and support organizational goals and broader societal objectives and analyze the strategic decision making process that informs policy design.

LEAD 681B | POLICY AS SYSTEM LEVEL CHANGE
Units: 1 Repeatability: No
This course is the second of a three-course sequence which is designed to equip students with the knowledge and skills necessary to understand, develop, and implement policies that drive transformative system-level change. The course examines how policy decisions and frameworks can shape organizational structures, processes, and behaviors, with a focus on promoting inclusivity, sustainability, and social justice. This course delves into the intricacies of policy formulation, analysis, and evaluation, emphasizing the critical role of strategic thinking in shaping policies that address complex challenges faced by organizations and society as a whole. Students will explore the relationship between policy and strategy, understand how policies align with and support organizational goals and broader societal objectives and analyze the strategic decision making process that informs policy design.

LEAD 681C | POLICY AS SYSTEM LEVEL CHANGE
Units: 1 Repeatability: No
This course is the third of a three-course sequence which is designed to equip students with the knowledge and skills necessary to understand, develop, and implement policies that drive transformative system-level change. The course examines how policy decisions and frameworks can shape organizational structures, processes, and behaviors, with a focus on promoting inclusivity, sustainability, and social justice. This course delves into the intricacies of policy formulation, analysis, and evaluation, emphasizing the critical role of strategic thinking in shaping policies that address complex challenges faced by organizations and society as a whole. Students will explore the relationship between policy and strategy, understand how policies align with and support organizational goals and broader societal objectives and analyze the strategic decision making process that informs policy design.

LEAD 682A | PEOPLE AND STRUCTURE
Units: 1 Repeatability: No
This course is the first of a three-course sequence which is a comprehensive exploration of the fundamental principles and best practices that underpin effective human resources management, risk management, agile organizational structures, and leadership strategies for leading high-performing teams. Students will develop a deep understanding of the critical role people and organizational structure play in achieving strategic objectives and driving sustainable success.

LEAD 682B | PEOPLE AND STRUCTURE
Units: 1 Repeatability: No
This course is the second of a three-course sequence which is a comprehensive exploration of the fundamental principles and best practices that underpin effective human resources management, risk management, agile organizational structures, and leadership strategies for leading high-performing teams. Students will develop a deep understanding of the critical role people and organizational structure play in achieving strategic objectives and driving sustainable success.

LEAD 682C | PEOPLE AND STRUCTURE
Units: 1 Repeatability: No
This course is the third of a three-course sequence which is a comprehensive exploration of the fundamental principles and best practices that underpin effective human resources management, risk management, agile organizational structures, and leadership strategies for leading high-performing teams. Students will develop a deep understanding of the critical role people and organizational structure play in achieving strategic objectives and driving sustainable success.

LEAD 691A | COLLABORATIVE LEARNING MODULE
Units: 1 Repeatability: No
These modules are an integral component of the doctoral program in Organizational Leadership. They are designed to provide a dynamic and immersive experience, incorporating various elements essential for your academic and professional development. After a program orientation and formation of learning circles, the focus is on knowledge sharing related to organizational leadership and preparation for pro-seminars.

LEAD 691B | COLLABORATIVE LEARNING MODULE
Units: 1 Repeatability: No
These modules are an integral component of the doctoral program in Organizational Leadership. They are designed to provide a dynamic and immersive experience, incorporating various elements essential for your academic and professional development. After a program orientation and formation of learning circles, the focus is on knowledge sharing related to organizational leadership and preparation for pro-seminars.

LEAD 691C | COLLABORATIVE LEARNING MODULE
Units: 1 Repeatability: No
These modules are an integral component of the doctoral program in Organizational Leadership. They are designed to provide a dynamic and immersive experience, incorporating various elements essential for your academic and professional development. After a program orientation and formation of learning circles, the focus is on knowledge sharing related to organizational leadership and preparation for pro-seminars.

LEAD 692A | COLLABORATIVE LEARNING MODULE
Units: 1 Repeatability: No
These modules are an integral component of the doctoral program in Organizational Leadership. They are designed to provide a dynamic and immersive experience, incorporating various elements essential for your academic and professional development. After a program orientation and formation of learning circles, the focus is on knowledge sharing related to organizational leadership and preparation for pro-seminars.

LEAD 692B | COLLABORATIVE LEARNING MODULE
Units: 1 Repeatability: No
These modules are an integral component of the doctoral program in Organizational Leadership. They are designed to provide a dynamic and immersive experience, incorporating various elements essential for your academic and professional development. After a program orientation and formation of learning circles, the focus is on knowledge sharing related to organizational leadership and preparation for pro-seminars.

LEAD 692C | COLLABORATIVE LEARNING MODULE
Units: 1 Repeatability: No
These modules are an integral component of the doctoral program in Organizational Leadership. They are designed to provide a dynamic and immersive experience, incorporating various elements essential for your academic and professional development. After a program orientation and formation of learning circles, the focus is on knowledge sharing related to organizational leadership and preparation for pro-seminars.

LEAD 693A | PROSEMINAR I
Units: 1 Repeatability: No
This course is designed to guide doctoral students through the process of developing and writing their Organizational Practice Dissertations. This course centers around the concept of learning circles, fostering a dynamic and supportive environment where students actively engage with each other's research endeavors.

LEAD 693B | PROSEMINAR I
Units: 1 Repeatability: No
This course is designed to guide doctoral students through the process of developing and writing their Organizational Practice Dissertations. This course centers around the concept of learning circles, fostering a dynamic and supportive environment where students actively engage with each other's research endeavors.

LEAD 694 | PROSEMINAR II
Units: 4 Repeatability: No
This course is designed to guide doctoral students through the process of developing and writing their Organizational Practice Dissertations. This course centers around the concept of learning circles, fostering a dynamic and supportive environment where students actively engage with each other's research endeavors.

LEAD 695 | DISSERTATION
Units: 1-9 Repeatability: Yes (Can be repeated for Credit)
Doctoral candidates must maintain continuous enrollment until the dissertation is completed. Only the grade of pass is awarded for this course, which is individually guided by the dissertation chair and committee members.

LEAD 696 | PROSEMINAR CONTINUATION
Units: 1 Repeatability: Yes (Can be repeated for Credit)
Prerequisites: LEAD 693A with a minimum grade of B- and LEAD 693B with a minimum grade of B- and LEAD 694 with a minimum grade of B-
Students must enroll in this one-credit dissertation continuation course each semester (Spring, Summer and Fall) to receive uninterrupted advising from their dissertation chair and members beyond LEAD693/694, until the semester when their dissertation is approved. LEAD 693/694 are prerequisites to this course.

LEAD 698 | LEADERSHIP INQUIRY AND ACTION
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
Research or applied learning experience by advanced masters and doctoral students in fields of special interest. Includes project research studies and intensive reading programs, as well as creative undertakings for public scholarship. All students will work under the guidance of an effective leader/work supervisor/subject matter expert, as well as be supervised by a USD faculty member.

Department of Learning and Teaching

Chair

Maya Kalyanpur, PhD

Associate Chair

Suzanne Stolz, EdD

Faculty

Viviana Alexandrowicz, PhD

Reka Barton, PhD

James Fabionar, PhD

C Bobbi Hansen, EdD

Rebekka Jez, EdD

Joseph Lathan, PhD

Cheryl Matias, PhD

Sarina Molina, EdD

Reyes Quezada, EdD

Amanda Roth, PhD

Cecilia Valenzuela, PhD

The Department of Learning and Teaching prepares candidates to work with PK, elementary, secondary, and adult learners. We offer teaching credentials, master's degrees in residence (MEd in Curriculum and Instruction) and online (MEd in Education), a Master of Education in TESOL, Literacy and Culture, a combined BA/MEd Teacher Education Program (CTEP) offered in conjunction with the College of Arts and Sciences, and a PhD in Education for Social Justice. The Preliminary Multiple, Single, Education Specialist, and Bilingual Authorization Credentials have been approved by the California Commission on Teacher Credentialing (CTC).

Doctor of Philosophy Degree Program

The doctoral program in Education for Social Justice develops highly skilled, critical scholars capable of impacting the complex world of education through their research and practice. The program embraces the idea that education is an important tool of human liberation, opportunity, and transformation. Its unique program of study makes use of local, national, and international contexts to allow students to develop the skills of research, teaching, and advocacy. Scholars graduate with rich understandings and experiences of how they can use education (theory, policy and practice) to build more equitable, tolerant, and socially just societies and institutions. Scholars graduating with the PhD conduct a study of original research. Graduates of the program are prepared to enter academia, take on educational research appointments in public and private institutions, and design and support educational programming in local, national, and international contexts.

Additional Admission Requirements

See the Admission page for basic admission requirements.

Entrance Semesters	Fall
Application Deadlines	Visit http://www.sandiego.edu/soles/admissions/deadlines.php
Minimum Grade Point Average	3.50 (4.0 scale) in all undergraduate coursework
Standardized Admission Test	Applicants are strongly encouraged to take the Graduate Record Examinations (GRE), but it is not required. Official GRE test scores must be within 5 years of the test date. There is no minimum GRE score required.
Additional Requirements	Statement of Purpose
	Resume
	3 Letters of Recommendations
	Admissions Interview
	Recommenders' Contact Information and Letters of Recommendation and International Transcript Evaluations must be received by the program deadline to complete your application.

English Proficiency Exam (International Applicants Only):

Official score reports for the Test of English as a Foreign Language (TOEFL) (http://www.ets.org/toefl/)or the International English Language Testing System (IELTS) (http://www.ielts.org/) is required of all international applicants. be waived if English is the applicant's primary language or if he or she obtained a bachelor's degree in the U.S., Great Britain, Canada or Australia.

- TOEFL minimum scores:
  - Internet-based test: 91
  - Computer-based test: 233
  - Paper-based test: 577
- IELTS minimum score:
  - Band score: 7.5

I. Core Requirements [1]

Code	Title	Units
EDUC 601	Critical Social Theory and Education	3
EDUC 602	Educational Research & Methods	3
EDUC 603	History of Education for Social Justice	3
EDUC 604	Education and Globalization	3
EDUC 605	Language, Race, and Culture in Education	3
EDUC 606	Educational Politics & Policy	3
EDUC 607	Quantitative Research Methods and Design in Education I	3
EDUC 609	Qualitative Research Methods and Design in Education I	3
EDUC 610	Qualitative Research Methods and Design in Education II	3
EDUC 611	Social Justice Praxis in Educational Organizations	3
EDUC 612	Disability, Access, Assets, and Intersectionality in Education	3
EDUC 650	Doctoral Seminar I	3

EDUC 651	Doctoral Seminar II	3
EDUC 652	Doctoral Seminar III	3
EDUC 653	Doctoral Seminar IV	3
		or
		6
5XX SOLES Global Course		3
Total Units [3]		**48**

II. International Experience [2]

At SOLES, all masters and doctoral students participate in an international experience designed to support the growth of cultural competency. Our goal is to inform best practices in working with culturally diverse populations locally, nationally and globally. International experiences are approved by each student's faculty advisor.

III. Advancement to Candidacy - Part A

Complete Part A: Qualifying Exam (Paper).

IV. Advancement to Candidacy - Part B

Student Advance to Candidacy in EDUC 651 Doctoral Seminar II where they prepare to present at their dissertation proposal colloquium. After successful completion of the colloquium, the candidate will receive the advancement to candidacy letter.

V. Dissertation [3]

Successful written and oral defense of the dissertation is required for graduation.

VI. Footnotes

[1] Successful completion of the EDSJ Orientation Courses is also required:
   • EDUC 661 Intro to Doctoral Study Year I
   • EDUC 662 Doctoral Study Year II
   • EDUC 663 Doctoral Study Year III

[2] Consult your advisor for International Course course/program selection.

[3] Doctoral candidates must maintain continuous enrollment until the dissertation is completed.
   • Average completion for the degree is estimated at 4 to 5 years. Students will elect a program completion pathway before enrolling in the Doctoral Seminar sequence.
   • Doctoral Seminar Sequence: A candidate who has completed EDUC 651 Doctoral Seminar II, EDUC 652 Doctoral Seminar III, and EDUC 653 Doctoral Seminar IV, but has not completed their Dissertation must enroll in EDUC 695 Dissertation until the Dissertation is completed and successfully defended. Additional units above the required 48 units may be required if additional support is needed for dissertation completion.

Education Specialist Degree Program

The doctoral program in Education for Social Justice develops highly skilled, critical scholars capable of impacting the complex world of education through their research and practice. The program embraces the idea that education is an important tool of human liberation, opportunity, and transformation. Its unique program of study makes use of local, national, and international contexts to allow students to develop the skills of research, teaching, and advocacy. Under the advisement of a faculty advisor, candidates for the 36-unit Education Specialist degree (EdS) must complete a portfolio. Graduates of the program are prepared to enter academia, take on educational research appointments in public and private institutions, and design and support educational programming in local, national, and international contexts.

Additional Admission Requirements

Entrance Semesters	Fall
Application Deadlines	Visit http://www.sandiego.edu/soles/admissions/deadlines.php
Minimum Grade Point Average	3.50 (4.0 scale) in all undergraduate coursework
Standardized Admission Test	Applicants are strongly encouraged to take the Graduate Record Examinations (GRE), but it is not required. Official GRE test scores must be within 5 years of the test date. There is no minimum GRE score required.
Additional Requirements	Statement of Purpose
	Resume
	3 Letters of Recommendations
	Admissions Interview
	Recommenders' Contact Information and Letters of Recommendation and International Transcript Evaluations must be received by the program deadline to complete your application.

English Proficiency Exam (International Applicants Only):

Official score reports for the Test of English as a Foreign Language (TOEFL) (http://www.ets.org/toefl/)or the International English Language Testing System (IELTS) (http://www.ielts.org/) is required of all international applicants. be waived if English is the applicant's primary language or if he or she obtained a bachelor's degree in the U.S., Great Britain, Canada or Australia.

• TOEFL minimum scores:
   • Internet-based test: 91
   • Computer-based test: 233
   • Paper-based test: 577
• IELTS minimum score:
   • Band score: 7.5

I. Core Requirements

Code	Title	Units
First Year		
Fall I		
EDUC 601	Critical Social Theory and Education	3
EDUC 602	Educational Research & Methods	3
Spring I		
EDUC 603	History of Education for Social Justice	3
EDUC 605	Language, Race, and Culture in Education	3
Second Year		
Fall II		
EDUC 606	Educational Politics & Policy	3
EDUC 607	Quantitative Research Methods and Design in Education I	3
or EDUC 609	Qualitative Research Methods and Design in Education I	

Spring II		
EDUC 604	Education and Globalization	3
EDUC 608	Quantitative Research Methods and Design in Education II	3
or EDUC 610	Qualitative Research Methods and Design in Education II	
Third Year		
Fall III		
EDUC 611	Social Justice Praxis in Educational Organizations	3
EDUC 650	Doctoral Seminar I	3
Spring III		
EDUC 651	Doctoral Seminar II	3
SOLES Global Course	Consult your advisor for course selection	3
Total Units		**36**

II. International Experience

At SOLES, all masters and doctoral students participate in an international experience designed to support the growth of cultural competency. Our goal is to inform best practices in working with culturally diverse populations locally, nationally and globally. International experiences are approved by each student's faculty advisor.

III. Capstone Project/Culminating Project

Students complete the Portfolio of Work in Dissertation Seminar II.

Master's Degree Programs

The Department of Learning and Teaching offers initial master's programs with a concurrent teaching credential program. Candidates in our Master's Credential Cohort (MCC) program, earn a Master of Education in Curriculum and Instruction with options for Elementary, Secondary, and/or Education Specialist credentials. The department offers traditional programs in a one or two-year timeframe. The In-Residence option in partnership with the San Diego Unified School District is completed in one year. Additionally, the department offers a Combined BA/MEd Teacher Education Program (CTEP) in conjunction with the College of Arts and Sciences, and all undergraduate and graduate standalone credential programs. Advanced degree programs include the Master of Education in TESOL, Literacy, and Culture. The department also offers a fully online Master of Education degree with specializations in Technology and Innovation, Curriculum Instruction, Science, Technology, Engineering, Arts and Math (STEAM), Inclusive Learning: Special Education and Universal Design, and School Leadership.

Grades of B- or better are required in all credential courses, including student teaching. With approval, candidates may transfer in up to 6 units from other graduate programs and/or institutions. Continuing education units are not accepted for graduate credit.

Admission Requirements

See the Admission page for basic admission requirements.

Academy for Catholic Teaching

Academy of Catholic Teaching (ACT) is an innovative three-year collaborative program that creates pathways for inspired education students to teach by example in San Diego's K-12 Catholic schools.

ACT is designed to provide K-12 school teacher in Catholic schools with rigorous coursework, field experiences that build towards earning a Dual Teaching Credential (MEd in Curriculum and Instruction with a Multiple Subject or Single

Subject Credential and Education Specialist Credential), involvement within the Catholic community, and spiritual development.

Requirements for the Academy of Catholic Teaching

Code	Title	Units
EDTE 500P	Diversity, Inclusion & Schooling	3
EDTE 501P	Methods for Language & Literacy	3
EDTE 502P	Elementary Methods I: Math & Science	3
or EDTE 504P	Secondary Methods I	
EDTE 503P	Elementary Methods II: Humanities	3
or EDTE 505P	Secondary Methods II: Social Science	
or EDTE 506P	Secondary Methods II: Science	
or EDTE 507P	Secondary Methods II: Mathematics	
or EDTE 508P	Secondary Methods II: English	
or EDTE 509P	Secondary Methods II: World Language	
EDTE 510P	Educational Psychology	3
EDTE 511P	Equity & Advocacy in Educational Systems	3
EDTE 512P	Methods for Multilingual Learners	3
EDTE 513P	Positive Behavior Supports for Family, School, and Community Engagement	3
EDTE 514	Educational Research Methods	3
EDTE 515S	Capstone Seminar	3
EDTE 516	Technology & Learning	3
EDTE 517P	Assessment: Pre-Referral to Collaborative Support	3
EDTE 529	Theology and Catholic Education	3
EDTE 554F	Education Specialist Student Teaching and Seminar - Mild Moderate	3
EDUC OR EDTE ELECTIVE (500-599) (or Study Abroad Course)		3
EDTE 558P	Field Support [1]	.5
EDTE 558P	Field Support [1]	.5
EDTE 558P	Field Support [1]	.5
EDTE 558P	Field Support [1]	.5
EDTE 559F	CalTPA Seminar	1-1.5
Total Units		**48-48.5**

Field Support

[1] Course is repeated over four (4) semesters for a total of 2 units. Variable units are available to account for basic field support and more intensive field support based on need, consult with your ACT advisor for more details.

Grades of B- or better are required in all credential courses, including student teaching.

International Requirement

At SOLES, all masters and doctoral students participate in an international experience designed to support the growth of cultural competency. Our goal is to inform best practices in working with culturally diverse populations locally, nationally and globally. International experiences are approved by each student's faculty advisor and can be credit based or non-credit based activities.

Exit Requirement - Masters

Capstone Research Project

Exit Requirement - Credential

California Teacher Performance Assessment (CalTPA) or Education Specialist CalTPA

Master of Education

USD's Master of Education degree program delivered in an online modality is designed for experienced educators interested in advancing their knowledge and practice through the integration of innovative pedagogies and inclusive and equitable instructional design. The program offers specializations in Science, Technology, Engineering, Arts and Mathematics (STEAM), Inclusive Learning: Special Education and Universal Design, Literacy and Digital Learning, School Leadership, Technology and Innovation, and Curriculum and Instruction. In addition to their specialization coursework, all students in the program will take a series of rigorous core courses in educational research methods, social justice and educational equity and cognition and learning. The program culminates in a capstone seminar in which all candidates complete a classroom–focused action research project.

Additional Requirements for Admission
Master of Education

See here (p. 50) for basic admission requirements.

Entrance semesters	Fall, Spring or Summer
Application Deadlines	Visit https://www.sandiego.edu/soles/admissions/deadlines.php
Minimum Grade Point Average	2.75 (4.0 scale) in all undergraduate coursework
Additional Requirements	Personal Phone Interview
	Two years of prior teaching experience: send a resume of your experience
	Two letters of recommendation from academic or professional supervisors
	Two 500-word essays
	International applicants: a minimum score of 90 on the TOEFL exam and a score of 20 on the written exam; and IELTS minimum score of 7.5
	GRE score is optional
	No teaching credential required; however, participants in the Master of Education degree program will need access to a classroom of students throughout the program to apply their learning and complete the course assignments as well as their action research project

Major Requirements

Code	Title	Units
EDUC 520	Social Justice and Educational Equity	3
EDUC 521	Learning and Cognition	3
EDUC 522	Educational Research Methodology	3
EDUC 523	Qualitative Methods in Educational Research	3
EDUC 550	Capstone Seminar	3
Total Units		**15**

Specialization Courses

Candidates in the MEd program may choose between six specialization areas – Science, Technology, Engineering, Arts and Mathematics (STEAM), Inclusive Learning: Special Education and Universal Design, School Leadership, Technology and Innovation, and Curriculum and Instruction. Most specializations require five specialization courses with the exception of the Technology and Innovation specialization, which requires four specialization courses and one elective from across the specialization areas. Alternatively, candidates who want to pursue a more individualized program may self-select five courses from across the specialization areas and earn a MEd degree with a specialization in Curriculum and Instruction.

Code	Title	Units
Science, Technology, Engineering, Arts and Mathematics (STEAM)		
EDUC 507	Creativity and Innovation in Science, Technology, Engineering, Arts and Math	3
EDUC 508	Artistic Modeling and Representation in Science and Math Education	3
EDUC 509	Engineering Design Process in Math and Science Education	3
EDUC 518	Changemaking with Technology	3
EDUC 528	STEAM and Special Student Populations	3
Inclusive Learning: Special Education and Universal Design		
EDUC 533	Designing Learning Environments for All	3
EDUC 538	Identifying and Responding to the Needs of Diverse Learners	3
EDUC 586	Teaching Students on the Autism Spectrum	3
EDUC 587	Co-Teaching: Collaborating in an Inclusive Environment	3
EDUC 588	Disability in Education Policy and Law	3
School Leadership		
EDUC 501	Family, School and Community Partnerships	3
EDUC 503	Instructional Leadership	3
EDUC 555	Leading Professional Learning Communities	3
EDUC 506	Data Driven Decision Making	3
EDUC 515	Ethical Leadership in an Era of School Reform	3
Technology and Innovation		
EDUC 517	Digitized Learning with Technology	3
EDUC 518	Changemaking with Technology	3
EDUC 519	Instructional Design for Teacher Leaders	3
EDUC 524	Universal Design Through Technology	3
EDUC 501	Family, School and Community Partnerships	3
or EDUC 503	Instructional Leadership	
or EDUC 506	Data Driven Decision Making	
or EDUC 507	Creativity and Innovation in Science, Technology, Engineering, Arts and Math	
or EDUC 508	Artistic Modeling and Representation in Science and Math Education	
or EDUC 509	Engineering Design Process in Math and Science Education	
or EDUC 515	Ethical Leadership in an Era of School Reform	
or EDUC 527	Communication, Technology and Curriculum Design	
or EDUC 528	STEAM and Special Student Populations	
or EDUC 533	Designing Learning Environments for All	
or EDUC 538	Identifying and Responding to the Needs of Diverse Learners	
or EDUC 555	Leading Professional Learning Communities	

or EDUC 586	Teaching Students on the Autism Spectrum	
or EDUC 587	Co-Teaching: Collaborating in an Inclusive Environment	
or EDUC 588	Disability in Education Policy and Law	

Curriculum and Instruction

EDUC 501	Family, School and Community Partnerships	3
or EDUC 503	Instructional Leadership	
or EDUC 506	Data Driven Decision Making	
or EDUC 507	Creativity and Innovation in Science, Technology, Engineering, Arts and Math	
or EDUC 508	Artistic Modeling and Representation in Science and Math Education	
or EDUC 509	Engineering Design Process in Math and Science Education	
or EDUC 515	Ethical Leadership in an Era of School Reform	
or EDUC 517	Digitized Learning with Technology	
or EDUC 518	Changemaking with Technology	
or EDUC 519	Instructional Design for Teacher Leaders	
or EDUC 524	Universal Design Through Technology	
or EDUC 527	Communication, Technology and Curriculum Design	
or EDUC 528	STEAM and Special Student Populations	
or EDUC 533	Designing Learning Environments for All	
or EDUC 538	Identifying and Responding to the Needs of Diverse Learners	
or EDUC 555	Leading Professional Learning Communities	
or EDUC 586	Teaching Students on the Autism Spectrum	
or EDUC 587	Co-Teaching: Collaborating in an Inclusive Environment	
or EDUC 588	Disability in Education Policy and Law	

NOTE: Courses required for the MEd Online program may only be completed by students enrolled in the online program.

International Requirement

At SOLES, all masters and doctoral students participate in an international experience designed to support the growth of cultural competency. Our goal is to inform best practices in working with culturally diverse populations locally, nationally and globally. International experiences are approved by each student's faculty advisor and can be credit based or non-credit based activities.

MEd in Curriculum and Instruction with Teaching Credentials

Masters Credential Candidates (MCC) have the option of pursuing a multiple (elementary) subject credential or single (secondary) subject credential, and/or may also complete requirements towards an education specialist (mild/moderate) credential. Candidates undertake field experiences each semester which are aligned with the courses for the semester and culminate in a full-time student teaching experience and student teaching seminar. The Masters Credential Cohort (MCC) program uses a cohort model in alignment with its vision of providing candidates with opportunities to enhance the quality of their experiences by learning from each other.

Additional Admission Requirements

See the Admission page for basic admission requirements.

Entrance Semesters	Fall, Spring, Summer
Application Deadlines	Visit http://www.sandiego.edu/soles/admissions/deadlines.php
Minimum Grade Point Average	2.75 (4.0 scale) in all undergraduate coursework
Standardized Admission Test	CBEST (California Best Educational Skills Test)
	CSET (California Subject Examination for Teachers)
	Passing scores on both the CBEST and CSET exams required prior to student teaching
Additional Requirements	Resume
	Statement of Purpose
	Two letters of recommendation
	Interview for applicants who meet the preliminary selection criteria may be required

Common Courses for Masters Credential Program (39 units)

Code	Title	Units
EDTE 500P	Diversity, Inclusion & Schooling	3
EDTE 501P	Methods for Language & Literacy	3
EDTE 502P	Elementary Methods I: Math & Science	3
or EDTE 504P	Secondary Methods I	
EDTE 503P	Elementary Methods II: Humanities	3
or EDTE 505P	Secondary Methods II: Social Science	
or EDTE 506P	Secondary Methods II: Science	
or EDTE 507P	Secondary Methods II: Mathematics	
or EDTE 508P	Secondary Methods II: English	
or EDTE 509P	Secondary Methods II: World Language	
EDTE 510P	Educational Psychology	3
EDTE 511P	Equity & Advocacy in Educational Systems	3
EDTE 512P	Methods for Multilingual Learners	3
EDTE 513P	Positive Behavior Supports for Family, School, and Community Engagement	3
EDTE 514	Educational Research Methods	3
EDTE 515S	Capstone Seminar	3
EDTE 516	Technology & Learning	3
EDTE 517P	Assessment: Pre-Referral to Collaborative Support	3
EDTE ELECTIVE	(500:599 or Study Abroad Course)	3
Total Units		**39**

For Multiple or Single Subject Credential Eligibility (42 units)

Code	Title	Units
Common Courses - see above		39
EDTE 553F	General Education Student Teaching and Seminar	3
Total Units		**42**

For Preliminary Education Specialist Credential Eligibility (42 units)

Code	Title	Units
Common Courses - see above		39
EDTE 554F	Education Specialist Student Teaching and Seminar - Mild Moderate	3
Total Units		**42**

For Preliminary Education Specialist Intern Credential Eligibility (44 units)

Code	Title	Units
Common Courses - see above		39
EDTE 554F	Education Specialist Student Teaching and Seminar - Mild Moderate	3
EDTE 555F	Field Placement Support [1]	1
EDTE 555F	Field Placement Support [1]	1
Total Units		**44**

For Multiple or Single Subject Credential and Preliminary Education Specialist Credential Eligibility (45 units)

Code	Title	Units
Common Courses - see above		39
EDTE 553F	General Education Student Teaching and Seminar	3
EDTE 554F	Education Specialist Student Teaching and Seminar - Mild Moderate	3
Total Units		**45**

For Preliminary Education Specialist Intern Credential and Multiple or Single Subject Credential Eligibility (47 units)

Code	Title	Units
Common Courses - see above		39
EDTE 553F	General Education Student Teaching and Seminar	3
EDTE 554F	Education Specialist Student Teaching and Seminar - Mild Moderate	3
EDTE 555F	Field Placement Support [1]	1
EDTE 555F	Field Placement Support [1]	1
Total Units		**47**

[1] Candidates must enroll in EDTE 555F for each semester employed as an Education Specialist Intern, most common employment is one academic year or two semesters.

Program Unit Options

- MEd in Curriculum and Instruction with Preliminary Multiple Subject, Single Subject or Education Specialist Credential: 42 units
- MEd in Curriculum and Instruction with one credential and Intern Eligibility 44 units
- MEd in Curriculum and Instruction with two credentials: 45 units
- MEd in Curriculum and Instruction with two credential and Intern Eligibility: 47 units

Grades of B- or better are required in all credential courses, including student teaching.

International Requirement

At SOLES, all masters and doctoral students participate in an international experience designed to support the growth of cultural competency. Our goal is to inform best practices in working with culturally diverse populations locally, nationally and globally. International experiences are approved by each student's faculty advisor and can be credit based or non-credit based activities.

Exit Requirement - Masters

Capstone Research Project

Exit Requirement - Credential

California Teacher Performance Assessment (CalTPA)

Residency Teaching Program Pathway

The residency program is a pathway to earning dual credentials (multiple-subject and education specialist OR single-subject and education specialist) and an MEd, designed to increase the diversity of educators in the San Diego Unified School District. The residency provides a year-long co-teaching experience that builds professional practice through a preservice clinical model guided by a high-quality mentor teacher and rooted in culturally sustaining pedagogy and equity consciousness. Those selected for a residency in the district receive a stipend.

Code	Title	Units
Summer I		
EDTE 500P	Diversity, Inclusion & Schooling	3
EDTE 511P	Equity & Advocacy in Educational Systems	3
EDTE 523P	Residency: Elementary Methods IA: Math & Science	1.5
or EDTE 525P	Residency: Secondary Methods IA	
EDTE 557F	Residency Seminar	1
Fall I		
EDTE 501P	Methods for Language & Literacy	3
EDTE 513P	Positive Behavior Supports for Family, School, and Community Engagement	3
EDTE 514	Educational Research Methods	3
EDTE 524P	Residency: Elementary Methods IB: Math & Science	1.5
or EDTE 526P	Residency: Secondary Methods IB	
EDTE 557F	Residency Seminar	1
Intersession I		
EDTE 516	Technology & Learning	3
Spring I		
EDTE 503P	Elementary Methods II: Humanities	3
or EDTE 505P	Secondary Methods II: Social Science	
or EDTE 506P	Secondary Methods II: Science	
or EDTE 507P	Secondary Methods II: Mathematics	
or EDTE 508P	Secondary Methods II: English	
or EDTE 509P	Secondary Methods II: World Language	
EDTE 512P	Methods for Multilingual Learners	3
EDTE 517P	Assessment: Pre-Referral to Collaborative Support	3
EDTE 527S	Residency: Capstone Seminar A	1.5
EDTE 557F	Residency Seminar	1
Summer II		
EDTE 528S	Residency: Capstone Seminar B	1.5
EDUC OR EDTE El (500:599 or Study Abroad Course) Consult with Advisor		3
Total Units		**39**

MEd in TESOL, Literacy and Culture

The Department of Learning and Teaching offers a Teaching English to Speakers of Other Languages (TESOL), Literacy and Culture Program to assist professionals in the field of education to develop a scholarly and practical approach to literacy and second language instruction. We strive to prepare reflective practitioners who can successfully engage and ensure the academic success of students from diverse cultural, linguistic and socioeconomic backgrounds.

The TESOL, Literacy and Culture Program goals are for candidates to:

a. develop a critical understanding of theory and practice.
b. understand the development and implementation of research-based and culturally responsive teaching practices, including those designed to close the achievement gap and systems that perpetuate educational inequity.
c. serve as change agents and teacher-scholars at local, national and/or international levels.

Additional Admission Requirements

See the Admission page for basic admission requirements.

Entrance Semesters	Summer, Fall, Spring
Application Deadlines	Visit www.sandiego.edu/soles/admissions/deadlines.php (http://www.sandiego.edu/soles/admissions/deadlines.php)
Minimum Grade Point Average	2.75 (4.0 scale) in all undergraduate coursework
Additional Requirements	Resume
	Statement of Purpose
	Two letters of recommendation
	Interview for applicants who meet the preliminary selection criteria may be required

English Proficiency Exam for International Applicants

Official score reports for the Test of English as a Foreign Language (TOEFL) (http://www.ets.org/toefl/)or the International English Language Testing System (IELTS) (http://www.ielts.org/) is required of all international applicants and may only be waived if English is the applicant's primary language or if he or she obtained a bachelor's degree in the U.S., Great Britain, Canada or Australia.

- TOEFL minimum scores:
  - Internet-based test: 83
  - Computer-based test: 237
  - Paper-based test: 580
- IELTS minimum score:
  - Band score 7

Requirements for TESOL, Literacy and Culture

Code	Title	Units
EDUC 500	Research Design Methodology [2]	3
EDUC 510	Cognition and Learning	3
or EDUC 513	Human Development	
EDUC 529	Language, Literacy and Culture [1]	3
EDUC 540	Introduction to the Nature of Language and Linguistic [1]	3
EDUC 541	Second Language Acquisition and Development [1]	3
EDUC 543C	Methods of Teaching English to Speakers of Other Languages [1]	6
EDUC 548	Special Topics in ESL	3
EDUC 549P	Practicum in TESOL	3
EDUC 580	Master's Capstone Seminar	3
Visa Requirements for International Students requires full time enrollment [*]		
Total Units		**30**

[1] Courses required to earn a TESOL certificate.
[2] Prerequisite for EDUC 580
[*] International Students must enroll in 9 semester units each term; please see advisor for more information.

Candidates may transfer up to 6 units of Graduate coursework with advisor approval.

International Requirement

At SOLES, all masters and doctoral students participate in an international experience designed to support the growth of cultural competency. Our goal is to inform best practices in working with culturally diverse populations locally, nationally and globally. International experiences are approved by each student's faculty advisor and can be credit based or non-credit based activities.

Exit Requirement

Action Research or Capstone Project

Combined BA/MEd Teacher Education Program (CTEP)

USD offers a five-year Combined BA/MEd Teacher Education Program (CTEP) Program offered jointly by the College of Arts and Sciences and the School of Leadership and Education Sciences, resulting in the conferral of a BA in Liberal Studies, a preliminary Multiple Subject teaching credential, and an MEd in Curriculum and Instruction. The CTEP program allows students to complete the BA in Liberal Studies at the end of the fourth year of the program, will obtain the preliminary Multiple Subject teaching credential after the ninth semester (4.5 years), once the full-time student teaching has been completed, and receive the MEd in Curriculum and Instruction after completion of the fifth year. Please contact Margaret Daley (mdaley@sandiego.edu), PhD, Liberal Studies Program Director, for additional details as program sequencing will vary. This program is only open to current USD students pursing a Liberal Studies major.

First Year

Semester I		Units
EDTE 513P	Positive Behavior Supports for Family, School, and Community Engagement	3
EDTE 514	Educational Research Methods	3
EDTE 553F	General Education Student Teaching and Seminar	3
EDUC 5XX		3
or		
EDTE 5XX ELECTIVE[2]		
Semester II		
EDTE 515S	Capstone Seminar	3
EDTE 516	Technology & Learning	3

EDTE 554F	Education Specialist Student Teaching and Seminar - Mild Moderate	3
EDUC 5XX or EDTE 5XX ELECTIVE[2]		3

Senior Year		**Units**
EDTE 317P[1]	Assessment: Pre-Referral to Collaborative Support	3
EDTE 452P[1]	Clinical Experience: Extended Practicum	3

[1] Students may apply these 6 units of coursework toward the requirements for both the BA and MEd degrees.

[2] Choose 3 units of elective with Advisor Approval.

Grades of B- or better are required in all credential courses, including student teaching.

International Requirement

At SOLES, all masters and doctoral students participate in an international experience designed to support the growth of cultural competency. Our goal is to inform best practices in working with culturally diverse populations locally, nationally and globally. International experiences are approved by each student's faculty advisor and can be credit based or non-credit based activities. For CTEP students, this may be met at the undergraduate or graduate level, as long as specific criteria are satisfied.

Exit Requirement - Masters

Capstone Research Project

Exit Requirement - Credential

California Teacher Performance Assessment (CalTPA)

Credential Programs

The Department of Learning and Teaching offers several credential programs to prepare teacher candidates for TK-12 grade levels: the Multiple Subject credential, the Single Subject credential, a Bilingual Authorization credential, and the Education Specialist credential. The Multiple Subject credential is intended for self-contained classrooms typically found in elementary schools. The Single Subject credential is for subject-matter teachers typically assigned to middle school and high school positions. The Bilingual Authorization credential allows teacher candidates to teach in a dual language instruction setting (Spanish). The Education Specialist credentials in Mild/Moderate is appropriate for special education settings in grades TK-12 and ages TK-22.

Additional Admission Requirements

See the Admission page for basic admission requirements.

Entrance Semesters	Fall, Spring, Summer
Application Deadlines	Visit http://www.sandiego.edu/soles/admissions/deadlines.php
Minimum Grade Point Average	2.75 (4.0 scale) in all undergraduate coursework
Standardized Admission Test	CBEST (California Best Educational Skills Test)
	CSET (California Subject Examination for Teachers)
	Passing scores on both the CBEST and CSET exams required prior to student teaching
Additional Requirements	Resume
	Statement of Purpose
	Two letters of recommendation
	Interview for applicants who meet the preliminary selection criteria may be required

Bilingual Authorization

Credential Candidates have the option of pursuing a Preliminary Multiple Subject credential with bilingual authorization and may also complete requirements towards a masters degree. In addition, candidates may also pursue a Preliminary Education Specialist credential (mild/moderate) if interested in inclusive/special education. The 39-51-unit credential and master program gives candidates the opportunity to complete the Teacher Performance Assessment and a capstone research project. Candidates undertake field experiences in bilingual/dual language programs each semester that are aligned with the courses for the semester and culminate in a full-time student teaching experience.

The Masters Credential Cohort program uses a cohort model in alignment with its vision of providing candidates with opportunities to enhance the quality of their experiences by learning from each other.

Courses Required for the Multiple Subject with Bilingual Authorization (39 Units)

Code	Title	Units
EDTE 500P	Diversity, Inclusion & Schooling	3
EDTE 501P	Methods for Language & Literacy	3
EDTE 510P	Educational Psychology	3
EDTE 511P	Equity & Advocacy in Educational Systems	3
EDTE 512P	Methods for Multilingual Learners	3
EDTE 513P	Positive Behavior Supports for Family, School, and Community Engagement	3
EDTE 516	Technology & Learning	3
EDTE 517P	Assessment: Pre-Referral to Collaborative Support	3
EDTE 518C	Educating the LatinX Student: History & Culture	3
EDTE 519P	Methods for Language and Literacy in Spanish	3
EDTE 520P	Bilingual Elementary Curriculum Methods I: Math and Science	3
EDTE 521P	Bilingual Elementary Curriculum Methods II: Humanities	3
EDTE 556F	Bilingual/Dual Language Clinical Experience: Student Teaching	3
Total Units		**39**

To add an Education Specialist Credential (Special Education) add the following course (3 units):

Code	Title	Units
EDTE 554F	Education Specialist Student Teaching and Seminar - Mild Moderate	3
Total Units		**3**

For a Masters degree add the following courses (9 units):

Code	Title	Units
EDTE 514	Educational Research Methods	3
EDTE 515S	Capstone Seminar	3
EDTE ELECTIVE	(EDTE 500:599)	3
Total Units		**9**

Program Unit Options

- Multiple Subject Credential with Bilingual Authorization: 39 units
- Multiple Subject Credential with Bilingual Authorization and an Education Specialist (Special Education) Credential: 42 units
- Multiple Subject Credential with Bilingual Authorization and Masters Degree: 48
- Multiple Subject Credential with Bilingual Authorization and an Education Specialist (Special Education) Credential and Master Degree: 51 units

Preliminary Education Specialist

Requirements for the Preliminary Education Specialist Credential

Code	Title	Units
EDTE 500P	Diversity, Inclusion & Schooling	3
EDTE 501P	Methods for Language & Literacy	3
EDTE 502P	Elementary Methods I: Math & Science	3
or EDTE 504P	Secondary Methods I	
EDTE 503P	Elementary Methods II: Humanities	3
or EDTE 505P	Secondary Methods II: Social Science	
or EDTE 506P	Secondary Methods II: Science	
or EDTE 507P	Secondary Methods II: Mathematics	
or EDTE 508P	Secondary Methods II: English	
or EDTE 509P	Secondary Methods II: World Language	
EDTE 510P	Educational Psychology	3
EDTE 511P	Equity & Advocacy in Educational Systems	3
EDTE 512P	Methods for Multilingual Learners	3
EDTE 513P	Positive Behavior Supports for Family, School, and Community Engagement	3
EDTE 516	Technology & Learning	3
EDTE 517P	Assessment: Pre-Referral to Collaborative Support	3
EDTE 554F	Education Specialist Student Teaching and Seminar - Mild Moderate	3
Total Units		**33**

Additional Requirements

Students committed to earning a preliminary Multiple Subject Credential must complete the following steps:

- Review the Steps to Earning Your Credential (https://www.sandiego.edu/soles/credential-steps/) website
- Obtain a Certificate of Clearance from the Commission on Teacher Credentialing
- Satisfy the Basic Skills Requirement (https://www.sandiego.edu/soles/credential-steps/#content-accordion2)

- Satisfy the Subject Matter Proficiency Requirement (https://www.sandiego.edu/soles/credential-steps/#content-accordion3) prior to student teaching
- Pass the RICA (Reading Instruction Competencies Assessment)—to be taken upon completion of EDTE 501P Methods for Language & Literacy
- U.S. Constitution requirement;
- Fitness to Teach: Admission to the credential program does not guarantee the opportunity to student teach. Placement is based upon assessment of candidates' knowledge, skills and dispositions in coursework and fieldwork.
- Grades of B- or better are required in all credential courses, including student teaching; and,
- CPR certification infant, child and adult.
- Complete all California Credential application papers and pay proper fees

Exit Requirement

California Teacher Performance Assessment (EdSp CalTPA/CalTPA)

Contacts

Students are urged to meet regularly with the Academic Programs Manager, Sergio Rodriguez srodriguez@sandiego.edu or (619) 260-7452 and the Credential Office, credential@sandiego.edu at the School of Leadership and Education Sciences to ensure appropriate course selection and progress toward their credential.

Preliminary Single Subject

Requirements for the Single Subject Credential

Code	Title	Units
Required Courses		
EDTE 500P	Diversity, Inclusion & Schooling	3
EDTE 501P	Methods for Language & Literacy	3
EDTE 510P	Educational Psychology	3
EDTE 504P	Secondary Methods I	3
EDTE 505P	Secondary Methods II: Social Science	3
or EDTE 506P	Secondary Methods II: Science	
or EDTE 507P	Secondary Methods II: Mathematics	
or EDTE 508P	Secondary Methods II: English	
or EDTE 509P	Secondary Methods II: World Language	
EDTE 511P	Equity & Advocacy in Educational Systems	3
EDTE 512P	Methods for Multilingual Learners	3
EDTE 513P	Positive Behavior Supports for Family, School, and Community Engagement	3
EDTE 516	Technology & Learning	3
EDTE 517P	Assessment: Pre-Referral to Collaborative Support	3
EDTE 553F	General Education Student Teaching and Seminar	3
Total Units		**33**

Additional Requirements

Students committed to earning a preliminary Multiple Subject Credential must complete the following steps:

- Review the Steps to Earning Your Credential (https://www.sandiego.edu/soles/credential-steps/) website
- Obtain a Certificate of Clearance from the Commission on Teacher Credentialing

- Satisfy the the Basic Skills Requirement (https://www.sandiego.edu/soles/credential-steps/#content-accordion2)
- Satisfy the Subject Matter Proficiency Requirement (https://www.sandiego.edu/soles/credential-steps/#content-accordion3) prior to student teaching
- Pass the RICA (Reading Instruction Competencies Assessment)—to be taken upon completion of
- U.S. Constitution requirement;
- Fitness to Teach: Admission to the credential program does not guarantee the opportunity to student teach. Placement is based upon assessment of candidates' knowledge, skills and dispositions in coursework and fieldwork.
- Grades of B- or better are required in all credential courses, including student teaching; and,
- CPR certification infant, child and adult.
- Complete all California Credential application papers and pay proper fees

Exit Requirement

California Teacher Performance Assessment (CalTPA)

Students are urged to meet regularly with the Academic Programs Manager, Sergio Rodriguez   srodriguez@sandiego.edu or (619) 260-7452 and the Credential Office, credential@sandiego.edu at the School of Leadership and Education Sciences to ensure appropriate course selection and progress toward their credential.

Preliminary Multiple Subject

Requirements for the Multiple Subject Credential

Code	Title	Units
Required Courses		
EDTE 500P	Diversity, Inclusion & Schooling	3
EDTE 501P	Methods for Language & Literacy	3
EDTE 502P	Elementary Methods I: Math & Science	3
EDTE 503P	Elementary Methods II: Humanities	3
EDTE 510P	Educational Psychology	3
EDTE 511P	Equity & Advocacy in Educational Systems	3
EDTE 512P	Methods for Multilingual Learners	3
EDTE 513P	Positive Behavior Supports for Family, School, and Community Engagement	3
EDTE 516	Technology & Learning	3
EDTE 517P	Assessment: Pre-Referral to Collaborative Support	3
EDTE 553F	General Education Student Teaching and Seminar	3
Total Units		**33**

Additional Requirements

Students committed to earning a preliminary Multiple Subject Credential must complete the following steps:

- Review the Steps to Earning Your Credential (https://www.sandiego.edu/soles/credential-steps/) website
- Obtain a Certificate of Clearance from the Commission on Teacher Credentialing
- Satisfy the Basic Skills Requirement (https://www.sandiego.edu/soles/credential-steps/#content-accordion2)
- Satisfy the Subject Matter Proficiency Requirement (https://www.sandiego.edu/soles/credential-steps/#content-accordion3) prior to student teaching

- Pass the RICA (Reading Instruction Competencies Assessment)—to be taken upon completion of
- U.S. Constitution requirement;
- Fitness to Teach: Admission to the credential program does not guarantee the opportunity to student teach. Placement is based upon assessment of candidates' knowledge, skills and dispositions in coursework and fieldwork.
- Grades of B- or better are required in all credential courses, including student teaching; and,
- CPR certification infant, child and adult.
- Complete all California Credential application papers and pay proper fees

Exit Requirement

California Teacher Performance Assessment (CalTPA)

Students are urged to meet regularly with the Academic Programs Manager, Sergio Rodriguez   srodriguez@sandiego.edu or (619) 260-7452 and the Credential Office, credential@sandiego.edu at the School of Leadership and Education Sciences to ensure appropriate course selection and progress toward their credential.

Certificate Programs

In addition to degrees and credential programs, the School of Leadership and Education Sciences also offers certificate options for ongoing professional development in K-12 to adult environments for educators at all levels in their careers.

Teaching English to Speakers of Other Languages (TESOL) Certificate

The Certificate in Teaching English to Speakers of Other Languages (TESOL) is comprised of 15 units of graduate level coursework designed to provide candidates with the knowledge, skills and dispositions needed to effectively teach English to English Language Learners.

Certificate candidates will acquire a working knowledge of linguistics, first and second language acquisition and the cultural and social contexts of learning listening, speaking and writing skills in English with speakers of other languages. TESOL certificate candidates will examine the latest theories, research and applications in TESOL and acquire the knowledge and cultural competencies to assume leadership roles in their areas of expertise.

As a result of earning a TESOL certificate, graduates will have the expertise to be employed in various education settings as English as a Second Language (ESL) instructors in language institutes, in private and public international schools, businesses, nonprofit agencies and community agencies. A TOEFL score of 83 (Internet based) is required for admission of international students. National and international candidates seeking the TESOL certificate will need to meet the regular graduate admissions criteria for the corresponding master's degree in TESOL, Literacy and Culture with the TESOL certificate option.

Course Requirements

Code	Title	Units
EDUC 529	Language, Literacy and Culture	3
EDUC 540	Introduction to the Nature of Language and Linguistic	3
EDUC 541	Second Language Acquisition and Development	3
EDUC 543C	Methods of Teaching English to Speakers of Other Languages	6
Total Units		**15**

EDUC/EDSP/EDTE Courses

EDSP 570P | ASSESSMENT IDENTIFICATION TO TRANSITION SPECIAL EDUCATION
Units: 3

Candidates develop skills in using a wide variety of assessment instruments and techniques to inform identification, placement, planning, monitoring and transitioning of students academically, socially and/or behaviorally at-risk. Students will administer formal assessment tests, construct, administer and evaluate informal assessments appropriate from preschool to adulthood in home, school and community settings. Focus is on criteria for becoming competent assessors of at¿risk individuals with mild to moderate disabilities. Legal procedures, nondiscriminatory practices (including analysis of CELDT proficiency levels of ELL) and engagement in a district multidisciplinary team provide the framework for making valid assessment decisions. Case studies provide a problem-based opportunity to collaboratively explore the case management role of an education specialist. Candidates will use emerging understanding of assessment as an instructional informant to design, use and analyze formal and informal assessments that help monitor and plan instruction based on response to intervention (RtI). Overarching outcome is to become reliable competent consumers of assessment information to analyze assessment results to inform the IFSP, IEP & ITP decision¿making process and ongoing instruction.

EDSP 571P | POSITIVE BEHAVIOR AND INSTRUCTION MANAGEMENT IN SPED
Units: 3

Self- regulatory knowledge and strategies to provide teachers and students with skills to identify manage and monitor their own behavior and the behavior of others across learning settings and social situations is emphasized. A cross section of theories, models, legal and ethical variables relevant to orchestrating learning across K-22 settings where individuals with mild to moderate disabilities are receiving instructional, social, behavioral and transition life-skill services. This includes English Language Learners with concomitant special education needs, student exhibiting traits associated with autism spectrum disorder, other health impaired, traumatic brain injury, learning disabilities and mild to moderate retardation. The use of positive behavioral interventions and functional behavior analysis will be discussed and students will demonstrate appropriate skills using these strategies.

EDSP 573P | COLLABORATION WITH FAMILIES AND PROFESSIONALS
Units: 3

This course is designed to provide students with the skills required to work effectively with the families of children and youth with disabilities and with the network of service providers and community agencies with which these families interact. Focus will be on understanding family coping processes, development of communication and problem solving skills, active listening, utilization of parent interview techniques in family assessment and methods for accessing educational and developmental service delivery systems. There will be a strong emphasis on the development of cultural competence as candidates learn to understand family systems and family life stages, transition challenges, the importance of collaborative parent-professional relationships, parent advocacy, and development of cooperative intervention programs.

EDSP 574 | GLOBAL PERSPECTIVES AND FOUNDATIONS IN SPED
Units: 3

Focus is on identification and distinction of characteristics and needs that qualify an individual for special education services according to federal and state law. The principles of action research and global perspectives of special needs frame an investigation of the academic, social and behavioral needs of individuals. Candidates use a global historical lens to understand the philosophy, education foundations and evidenced-based research that underpin the legal and ethical definition and service delivery options for individuals with exceptional needs. Emphasis is placed on individuals with a primary disability of specific learning disabilities, mild/moderate mental retardation, other health impairment, emotional disturbance, and autism spectrum disorders within the disability area, in kindergarten, grades 1 through 12, and classes organized primarily for adults in services across the continuum of program options available. Candidates explore how cultural, community and individual diversity and the needs of English learners influence classification and placement.

EDSP 575P | EVIDENCE BASED INCLUSIVE PRACTICES MILD/MODERATE 5-22
Units: 1-3

Focus is on curriculum and instruction planning and delivery that addresses the individual needs of students with mild to moderate exceptionality that maintains the integrity of age appropriate state mandated content area standards. The course also focuses on the dual instructional planning and delivery needs for individuals with a primary disability of specific learning disabilities, mild/moderate mental retardation, other health impairment, emotional disturbance and autism spectrum disorders within the disability area, in kindergarten, grades 1 through 12 and classes organized primarily for adults in services across the continuum of program options available. Planning and delivery of instruction concurrently attends to the needs of English Language Learners and the diversity of student, parent and community norms. Theory, practice and research are integrated into activities designed to provide education specialists with a multiplicity of strategies and techniques for working with students, paraeducators, general educators and ancillary professionals across the spectrum of inclusive education options. This course stresses the development and implementation of individual educational plans (IEPs) and individual transition plans (ITPs). Fieldwork: A 25-hour fieldwork commitment in order to complete the assignments and meet the performance–based competencies for this course is required. The regular consistent field-experience must provide sufficient time to complete the PACT project. Intern candidates must meet with the instructor to determine if their district contract special education placement meets all or some of the fieldwork requirements for this course.

EDSP 579 | LEGAL ETHICAL & PROFESSIONAL PRACTICES IN DIVERSE SOCIETY
Units: 2-3

This course will explore policy and procedures pertinent to the special education system within the cultural diversity of California. It will examine such system elements as assessment, case management, finance, individualized program planning, regulations, and professional ethics. Under consideration will be other relevant compliance requirements as contained in federal and state regulations.

EDSP 589I | HEALTHY ENVIRONMENTS AND INCLUSIVE EDUCATION IN A GLOBAL SOCIETY
Units: 3
Non-Core Attributes: International

This course provides candidates an overview of two critical areas relative to teaching school-age populations in contemporary schools: (I) creating supportive, healthy environments for student learning, and (2) teaching special populations in general education. Personal, family, school, community and environmental factors related to students' academic, physical, emotional and social well being are addressed as well as the effects of student health and safety on leaning. Candidates learn and apply skills for communicating and working constructively with students, their families and community members and how to access site-based and community resources and agencies in order to provide integrated support to meet the individual needs of each student. Characteristics and service delivery needs of individuals with disabilities from birth through adulthood are also investigated. Legally mandated categorical disabilities are discussed in terms of the individual, family, education, and ancillary service issues. There is a primary focus on how educational, behavioral, social, ecological, transitional, and vocational needs of exceptional students can be addressed in general education settings. Discussion covers a multiplicity of strategies and techniques recommended for integrated service delivery for individuals with special needs in general education and in local communities.

EDSP 589P | HEALTHY ENVIRONMENTS AND INCLUSIVE EDUCATION IN A GLOBAL SOCIETY
Units: 3

This course provides candidates an overview of two critical areas relative to teaching school-age populations in contemporary schools: (1) creating supportive, healthy environments for student learning, and (2) teaching special populations in general education. A comparative international perspective of the foundations, pedagogy practices and service delivery options for individuals with disabilities and their families builds an understanding of cultural and personal considerations for service delivery within a classroom. Personal, family, school, community and environmental factors related to students¿ academic, physical, emotional and social well being are addressed as well as the effects of student health and safety on learning. Candidates learn and apply skills for communicating and working constructively with students, their families and community members and how to access site-based and community resources and agencies in order to provide integrated support to meet the individual needs of each student. Characteristics and service delivery needs of individuals with disabilities from birth through adulthood are also investigated. Legally mandated categorical disabilities will be discussed in terms of the individual, family, education, and ancillary service issues. There is a primary focus on how educational, behavioral, social, ecological, transitional, and vocational needs of exceptional students can be addressed in general education settings. Discussion covers a multiplicity of strategies and techniques recommended for integrated service delivery for individuals with special needs in general education and in local communities.

EDSP 590P | STUDENT TEACHING MILD TO MODERATE DISABILITIES
Units: 1-7 Repeatability: Yes (Can be repeated for Credit)

Supervised full day semester long student teaching in settings serving individuals with mild to moderate disabilities. This includes individuals with a primary disability of specific learning disabilities, mild/moderate mental retardation, other health impairment, emotional disturbance, and autism spectrum disorders within the disability area, in kindergarten, grades 1 through 12, and classes organized primarily for adults in services across the continuum of program options available. Focus is on curriculum and instruction planning and delivery that addresses the individual needs of students while maintaining the integrity of age appropriate state mandated subject matter standards. Competency is demonstrated in relation to referral, assessment, IEP/ITP/BIP process, instruction, intervention, intervention, program, instructional and materials modification, consultation, coteaching, teacher inservice, behavior planning, and intervention. Theory, practice and research are integrated into activities designed to provide education specialists with a multiplicity of strategies and techniques for working with students, paraeducators, and general educators and ancillary professionals across the spectrum of inclusive education options. This course stresses the development and implementation of individual educational plans (IEPs) and individual transition plans (ITPs). Planning and delivery of instruction concurrently attends to the need of English Language Learning and the diversity of student, parent and community norms.

EDSP 590S | STUDENT TEACHING MILD TO MODERATE DISABILITIES SEMINAR
Units: 1

Concurrent Enrollment in EDSP 590P and this seminar are required. The seminar will provide students enrolled in student teaching with additional support with their placements. Class meeting will also include reviews of instructional strategies and pedagogical competencies designed to support students with their student teaching experience.

EDSP 591P | MCC SPED EXTENDED PRACTICUM
Units: 1 Repeatability: No

Supervised extended practicum in secondary settings serving individuals with mild to moderate disabilities. This includes individuals with a primary disability of specific learning disabilities, mild/moderate mental retardation, other health impairment, emotional disturbance and autism spectrum disorders within the disability area, in ages 5-22 and classes organized primarily for adults in services across the continuum of program options available. Focus is on curriculum and instruction planning and delivery that addresses the individual needs of students while maintaining the integrity of age appropriate state mandated subject matter standards.

EDSP 593S | PRACTICUM SEMINAR FOR INDIVIDUAL INDUCTION PLAN IIP
Units: 2

The purpose of the Practicum Seminar for Individual Induction Plan is support participants in sharing, discussing, analyzing and evaluating their current practice in creating positive classroom environments. Through sharing of personal student teaching experiences, participants will address current educational issues affecting children in our schools. Topics that may be discussed are effective classroom management, instructional methods for all children, parent involvement, professional development, education law, resume writing, interview strategies, and professional collaboration.

EDSP 599 | INDEPENDENT STUDY
Units: 1-3

Independent study designed for individual student needs. Students must complete the Application for Independent Study or Research form and obtain the signatures of the faculty supervisor, Department Chair and the Associate Dean prior to registering for the course.

EDTE 500P | DIVERSITY, INCLUSION & SCHOOLING
Units: 3 Repeatability: No

This course explores how social inequities related to disability, social class, race and ethnicity, language, class, gender, national origin, and sexual orientation are often perpetuated in schools. The course is organized around three dimensions of schooling and social inequality: (1) Public schools in the U.S. are a project of nation-building, expansion, and imperialism that developed a sociocultural hierarchy via curriculum, instruction, and organization. (2) Historically, to maintain privileges among the dominant cultural group, schools and school systems are organized to track, segregate, and exclude based on socially constructed norms regarding language, ability, and race. (3) Addressing contemporary inequalities requires ongoing advocacy and cultural understanding among educators and community members at all levels. Within this context, candidates critically explore how their own social and political location vis-a-vis schooling impacts their assumptions about the purposes and processes of formal education.

EDTE 501P | METHODS FOR LANGUAGE & LITERACY
Units: 3 Repeatability: No

This course is designed to support candidates in developing as literacy instructors within PK-12. Teacher candidates will develop a critical literacy lens through examination of theories and current practices from local, national, and global perspectives. Teacher candidates will develop foundational literacy knowledge to support assessing, diagnosing, and supporting readers at all levels and within content specific contexts. Candidates will practice and implement (1) evidence based literacy instruction via Culturally Responsive and Universally Designed Lesson plans, (2) literacy goal writing, (3) embedding literacy into content, and (4) aligning literacy practices to content standards. The course includes current research, lectures, analysis of student work and literacy profiles, discussions, and field experience requirements.

EDTE 502P | ELEMENTARY METHODS I: MATH & SCIENCE
Units: 3 Repeatability: No

This course provides elementary PK-6 teacher candidates an overview of key dimensions of curriculum and instruction theory and practice in mathematics and science in accordance with State and National STEM Standards. Using pertinent contributions from research in learning theory, motivation, social#emotional learning, individual differences, candidates will be provided with opportunities to observe, teach and self-reflect on student learning in culturally diverse and inclusive settings. Emphasis will be placed on demonstrating understanding of content-specific pedagogical practices including reasoning, questioning, modeling, developing arguments, and communicating conclusions. Candidates will learn to build equitable learning environments through Universal Design for Learning (UDL), to plan inclusive lessons and units using backward design process, to construct formative and summative assessments, to use appropriate digital tools, and to provide for accommodations and/or modifications to promote student access to the curriculum.

EDTE 503P | ELEMENTARY METHODS II: HUMANITIES
Units: 3 Repeatability: No

Prerequisites: EDTE 502P with a minimum grade of C- or EDTE 523P with a minimum grade of C- and EDTE 524P with a minimum grade of C-
This course provides PK-3, ECE and Multiple Subject teacher candidates an overview of key dimensions of curriculum and instruction theory and practice in social studies and The Arts in accordance with State and National Standards. Using pertinent contributions from research in learning theory, motivation, readiness, and individual differences, candidates will be provided with opportunities to observe, teach and self-reflect on student learning in culturally diverse and inclusive settings. Emphasis will be placed on demonstrating understanding of content-specific pedagogical practices of asking questions; analyzing texts, photographs, films, internet resources, books, historical artifacts and documents; developing arguments, and communicating conclusions, and examines the central role of the arts in learning. The course focuses on the creation of interdisciplinary lessons and units that promote student access to the curriculum and promotes historical understanding, social justice, civic participation in a democratic society, and the development of students' creativity and imagination in and through the arts.

EDTE 504P | SECONDARY METHODS I
Units: 3 Repeatability: No

This course provides an overview of curriculum theory and instructional practice at the secondary level. Candidates will trace the evolution of curriculum theory in the United States beginning with early emphases on science and progress at the turn of the 20th century to present-day foci on inclusion, culturally relevant pedagogy, and learning technology. Within this theoretical framing, students are introduced to contemporary research-based practices in teacher education. Specific topics covered include unit and lesson planning, Universal Design Learning (UDL), assessment theory, state curriculum frameworks, teacher inquiry and reflection, and accommodations for diverse learners. This course provides a theory-to-practice foundation for content specific teaching methods in the following semester.

EDTE 505P | SECONDARY METHODS II: SOCIAL SCIENCE
Units: 3 Repeatability: No

Prerequisites: EDTE 504P with a minimum grade of C- or EDTE 525P with a minimum grade of C- and EDTE 526P with a minimum grade of C-
This methods course explores the purposes, challenges, complexities, and practical approaches to teaching about the social world at the secondary level. Students will have extensive opportunities to develop, implement, reflect upon, and refine units of study in history and social science. Candidates will collaborate on sourcing and evaluating potential lesson materials and developing original units of study on movements, moments, places, populations, structures, and issues relevant to today's global society. A variety of content delivery models will be presented and practiced, including student- and teacher-centered instruction; inquiry-, project-, and problem-based approaches; and cooperative learning strategies. Special emphasis is placed on strategies for accommodating diverse learners and learning needs.

EDTE 506P | SECONDARY METHODS II: SCIENCE
Units: 3 Repeatability: No
Prerequisites: EDTE 504P with a minimum grade of C- or EDTE 525P with a minimum grade of C- and EDTE 526P with a minimum grade of C-
This course is a continuation of EDTE 504P: Secondary Methods I, building on candidate's fundamental knowledge of science teaching and learning. This course has a focus on using educational technologies to support science lessons, integrating other subject matter areas with science content (math, literacy, special education), designing lessons that include all students in learning science, and assessing student understanding of science and the nature of science. Candidates use lesson study to plan and teach lessons for students to learn science, observe K-12 students learning science, and conduct research on students' scientific learning. In addition, candidates consider the role and equity of gender, ethnicity, learning needs, and socio-economic status of scientists and science learners as well as controversial science topics in the news.

EDTE 507P | SECONDARY METHODS II: MATHEMATICS
Units: 3 Repeatability: No
Prerequisites: EDTE 504P with a minimum grade of C- or EDTE 525P with a minimum grade of C- and EDTE 526P with a minimum grade of C-
Secondary Methods II- Mathematics prepares students for providing high quality instruction in single subject mathematics classrooms. In the course students will explore why they plan to teach as well as how they plan to teach mathematics. The course exposes students to cultural, social and psychological theories of learning; the development of children's mathematical thinking; and research-based instructional practices that promote mathematics success across a range of students including those who have been identified as having a learning difference or disability. Students will develop their philosophy of mathematics teaching, design a humanizing mathematics syllabus, solve mathematical problems using a variety of methods, practice giving mathematics lessons, engage in continual instructional improvement activities, grapple with issues of equity as they pertain to mathematics teaching and learning, and explore digital resources and technologies related to teaching mathematics for understanding.

EDTE 508P | SECONDARY METHODS II: ENGLISH
Units: 3 Repeatability: No
Prerequisites: EDTE 504P with a minimum grade of C- or EDTE 525P with a minimum grade of C- and EDTE 526P with a minimum grade of C-
This methods course explores the purposes, challenges, complexities, and practical approaches to teaching English Language Arts at the secondary level. Teacher candidates will have extensive opportunities to develop, implement, reflect upon, and refine units of study aligned with the Common Core Standards for the teaching of English. Candidates will design and implement assessments and rubrics to practice analyzing student work and learning. A variety of content delivery models will be presented and practiced, including student- and teacher-centered instruction; inquiry-, project-, and problem-based approaches; and cooperative learning strategies. Special emphasis is placed on strategies for accommodating diverse learners and learning needs, and using instructional technology.

EDTE 509P | SECONDARY METHODS II: WORLD LANGUAGE
Units: 3 Repeatability: No
Prerequisites: EDTE 504P with a minimum grade of C- or EDTE 525P with a minimum grade of C- or EDTE 526P with a minimum grade of C-
This methods course explores the purposes, challenges, complexities, and practical approaches to teaching world languages at the secondary level. Teacher candidates will have extensive opportunities to develop, implement, reflect upon, and refine units of study aligned with the ATCFL Standards for the teaching of foreign languages. Candidates will design and implement assessments and rubrics to practice analyzing student work and learning. This course has been designed to provide you with the theoretical background of most recent trends in foreign language teaching methodologies. The theoretical foundation will be applied to the teaching of the four communicative skills such as speaking, listening, reading and writing and the teaching of culture to help you develop a repertoire of teaching techniques and strategies in any of these areas. This will further allow you to develop your own philosophy of foreign language teaching, matching your own teaching style with the needs of a diverse student body. This course takes a combination of pragmatic and theoretical approaches to training you as a foreign language teacher.

EDTE 510P | EDUCATIONAL PSYCHOLOGY
Units: 3 Repeatability: No
This course synthesizes aspects of developmental and educational psychology to prepare candidates to work with the wide range of individual student differences in skills, motivation, experience and development that are encountered in public and private schools. Students become familiar with cognitive, physical, social/emotional, and moral development of children and adolescents. Students examine research that informs teachers to make connections between theory, empirical research, and educational practice with regard to learning.

EDTE 511P | EQUITY & ADVOCACY IN EDUCATIONAL SYSTEMS
Units: 3 Repeatability: No
Prerequisites: EDTE 500P with a minimum grade of C-
This course explores how teachers can promote equity through advocacy in educational systems. Candidates engage with current and historical perspectives about federal, state, and local bodies of educational resource allocation and decision-making; legal and policy implications of laws and important court decisions (i.e. ESEA, IDEA, Section 504, and ELL/ELD laws, Williams Case, Serrano v. Priest, Lau v. Nichols, Brown v. Board, Plessy v. Ferguson, and California's Prop. 187, 209, 227, 58) and reflect on how these play out in the classrooms they observe at practicum sites. With a firm grounding in understanding the institutionalized inequities within the systems (schools, class, community), candidates learn about models of reform and create plans for connecting stakeholders and advocating for students. Candidates critically analyze policies that impact LGBTQ families, immigrants (documented and undocumented), English-language learners, those with disabilities, those in poverty, etc. and propose improvements to practice.

EDTE 512P | METHODS FOR MULTILINGUAL LEARNERS
Units: 3 Repeatability: No
Non-Core Attributes: Community Engagement
This course intends to provide teacher candidates with knowledge and skills so they can provide a supportive learning environment for students' second language acquisition by using research based instructional approaches such as G.L.A.D, English Language Development (ELD), and Specially Designed Academic Instruction in English (SDAIE) in the four domains; Listening, speaking, reading, and writing development. Candidates learn how to informally assess English learners (Multilingual learners or MLs) in the domains and design instruction that is linguistically, culturally and academically appropriate and addresses the needs of individual students. Candidates practice scaffolding for ELD in language arts, and for structured English immersion. They learn how to plan ELD/ELA standards-aligned lessons and to employ a variety of instructional strategies, including comprehensible input, scaffolding, and critical inquiry for the different language proficiency levels. Candidates also demonstrate an understanding about the differences between students whose only instructional need is to acquire Standard English proficiency and students who may have an identified disability affecting their ability to acquire standard English proficiency. They learn about the interrelatedness among the four domains of language (listening, speaking, reading, and writing) and to know language forms and functions. The course helps candidates develop socio-cultural knowledge, pedagogical skills and dispositions to support multilingual learners (MLs), and skills to create effective and supportive welcoming environments. This course reviews policy that has had an impact on MLs and reviews the theoretical perspectives of second language (L2) acquisition and programs for this student population.

EDTE 513P | POSITIVE BEHAVIOR SUPPORTS FOR FAMILY, SCHOOL, AND COMMUNITY ENGAGEMENT
Units: 3 Repeatability: No
PK-12 schools serve students and families from culturally and linguistically diverse backgrounds, various ranges of ability, and differing levels of resources. This course is designed to provide educators with the skills required to work effectively with the families, school, and community in creating a safe, positive, and engaging environment to meet the needs of all learners. A cross section of theories, models, legal and ethical variables relevant to orchestrating learning across PK-12 settings where individuals with and without individualized education plans (IEPs) are receiving instructional, social, behavioral and transition life-skill services. Candidates will learn and apply positive behavioral interventions and supports (PBIS) and functional behavior analysis (FBA) to understand that all behavior has communicative intent and is open to cultural interpretation, and to develop ways to respond to behavior that are reflective, proactive and supportive towards students' growth. Additional focuses will include collaboration, understanding family coping processes, development of communication and problem-solving skills, active listening, utilization of parent interview techniques in family assessment, and methods for accessing educational and developmental service delivery systems. There will be a strong emphasis on the development of cultural competence as candidates learn to understand family systems and family life stages, transition challenges, the importance of collaborative parent-professional relationships, parent advocacy, and development of cooperative intervention programs. The course uses a disability studies lens, focusing on a strengths-based understanding of families and the influence of social and cultural factors on the lived experience of disability. Through this course, candidates will demonstrate effective and professional collaborative strategies in working with stakeholders (families, other educators, paraprofessionals, administration, district personnel, community-based organizations, and outside agencies).

EDTE 514 | EDUCATIONAL RESEARCH METHODS
Units: 3 Repeatability: No
This course is an introduction to research methods with an emphasis on reflective, practitioner-directed inquiry. The course surveys quantitative, qualitative and mixed-methods educational research studies, focusing on the nature of action research and action research methodology. A primary goal of the course is to prepare educational professionals to access and critically consume educational research findings to support and extend their own inquiries. Candidates will complete a certification through the Institutional Review Board (IRB) in understanding the principles and policies of ethical research on human subjects. Candidates will use the "plan-teach-assess-reflect-apply" framework of educational action research in their credential performance assessment requirement to assess their classroom and students' needs, conduct a literature review, identify classroom-focused research questions, design appropriate instructional projects using a variety of data sources, and initiate those projects in their field placement. They will analyze the findings and reflect on their own instructional style towards becoming teacher-researchers.

EDTE 515S | CAPSTONE SEMINAR
Units: 3 Repeatability: No
Prerequisites: EDTE 514 with a minimum grade of C-
In keeping with the re-iterative structure of action research, in this course, candidates will complete a second cycle of the "plan-teach-assess-reflect-apply" framework of educational action research in their credential performance assessment requirement. Candidates will reflect on their implementation of the first cycle, make appropriate modifications and conduct a second cycle of implementation. This course will support candidates as they work to analyze data collected in their field placements, and as they continue on their journey as teacher-researchers. This capstone course culminates in the dissemination of candidates' research through a written paper that maintains appropriate academic tone and style and a presentation to a professional audience.

EDTE 516 | TECHNOLOGY & LEARNING
Units: 3 Repeatability: No
Instructional technology integration (sometimes called EdTech) is a crucial part of preparing our PK-12 students for their futures. New and emerging technologies are what your students will be using to learn and complete projects. It can also be a means to enhance learning, improve motivation, increase accessibility, individualize instruction, and improve communication with parents and stakeholders. This course will support you in developing your skills as you implement technology to support the full range of needs of your own students now and in the future. This course guides candidates in learning and applying the most current uses of technology in the classroom to support instruction, progress monitoring, and communication between students, teachers, and families. Candidates will effectively incorporate technology and assistive technology using the principles of Universal Design for Learning (UDL), Multi-Tiered System of Support (MTSS), and the standards from the International Society for Technology in Education (ITSE) to support access to and engagement of the curriculum for learners within multiple settings. Candidates will learn about community resources and agencies supporting assistive technology for learners and families.

EDTE 517P | ASSESSMENT: PRE-REFERRAL TO COLLABORATIVE SUPPORT
Units: 3 Repeatability: No

This course applies developmental, psychological, academic, social, and behavioral characteristics of learners in PK-12 to recommend academic, social, and behavioral supports for learning. Candidates are instructed on comprehensive (formal/informal), unbiased, non-discriminatory assessment of learners; collaborative multidisciplinary decision-making approach; and the application of learning theories in development of an academic support program (IFSP, IEP, and/or ITP). Candidates will review school records (such as ELPAC/CELDT, High Stakes Tests, etc.); assess a student's present levels of performance using norm-referenced, criterion referenced, curriculum-based measures, observations, and interviews; and gather information from multiple sources to inform identification, placement, planning, monitoring, and transitioning of students academically, socially and/or behaviorally. Candidates are trained on administration of assessments, data-driven decision making, and working with stakeholders in designing an academic, behavioral, and social/emotional support system at home, school, and within the community settings. This course provides hands-on experience with case studies / management, informed instruction, progress monitoring, and collaboration in support of diverse learning needs. The holistic assessment of diverse learners supports candidates in learning the skills necessary in teacher performance expectations and the standards of the CalTPA in a legal and ethical manner.

EDTE 518C | EDUCATING THE LATINX STUDENT: HISTORY & CULTURE
Units: 3 Repeatability: No

This course will address the needs of students interested in teaching heritage Spanish language learners in bilingual/dual language programs in both elementary and secondary school settings. It provides Bilingual Authorization teacher candidates with the knowledge of the history, policies, programs, and research on the effectiveness of bilingual education and bilingualism in the United States. This course provides knowledge on the cultural aspects of bilingualism and biliteracy from a local and international perspective. A focus is on the traditions, roles, status, and communication patterns of the culture of emphasis (LatinX) as experienced in the country or countries of origin and in the United States. Themes include Crosscultural, intercultural and intracultural relationships and interactions, family-school, community engagement, and partnerships and resources, and assist in identifying and using community resources as assets, as well as contributions of the Chicano/LatinX culture in California and the United States.

EDTE 519P | METHODS FOR LANGUAGE AND LITERACY IN SPANISH
Units: 3 Repeatability: No

Bilingual candidates explore research, develop and apply knowledge of metacognitive, metalinguistic and developmental processes of bilingualism and biliteracy. Candidates gain knowledge about appropriate language use and usage when interacting with students at different developmental stages of bilingualism and biliteracy. They use contrastive analysis to facilitate development of listening, speaking, reading, and writings skills in Spanish. They learn strategies to provide differentiated instruction in primary language instruction based on student proficiency levels and acquire effective strategies for teaching listening, speaking, reading and writing in Spanish. Candidates demonstrate knowledge of strategies for aligning instruction with California K-12 content standards and frameworks appropriate to grade-level expectations and students' language proficiency in Spanish. They also practice using standardized and non-standardized primary language assessments. The course provides opportunities for skill development in planning, selecting and using a variety of strategies for developing students' literacy in Spanish and how to write language and grade-level content objectives in lessons, providing linguistic scaffolding and activating background knowledge and experiences.

EDTE 520P | BILINGUAL ELEMENTARY CURRICULUM METHODS I: MATH AND SCIENCE
Units: 3 Repeatability: No

This course provides elementary (TK-6) teacher candidates an overview of key dimensions of curriculum and instruction theory and practice in mathematics and science in accordance with State and National STEM Standards. Using pertinent contributions from research in learning theory, motivation, social#emotional learning, individual differences, candidates will be provided with opportunities to observe, teach and self-reflect on student learning in culturally diverse and inclusive dual language settings. Emphasis will be placed on demonstrating understanding of content-specific pedagogical practices including reasoning, questioning, modeling, developing arguments, and communicating conclusions. Candidates will learn to build equitable learning environments through Universal Design for Learning (UDL), to plan inclusive lessons and units using backward design process, to construct formative and summative assessments, to use appropriate digital tools, and to provide for accommodations and/or modifications to promote student access to the curriculum. They learn how to plan, develop, implement and assess standards-aligned content instruction in the primary and target language. Candidates are prepared to employ a variety of instructional and assessment strategies, appropriate to student language proficiency levels, that foster higher-order thinking skills. Candidates acquire knowledge of bilingual instructional models, instructional strategies and materials to appropriately apply them to their instructional and assessment practices. They select and use a variety of strategies for developing students' content-area knowledge and skills in bilingual education settings including language and grade-level content objectives in lesson, providing linguistic scaffolding and activating background knowledge and experiences. They learn how to evaluate, select, use and adapt state-board adopted and state-board approved materials, as well as other supplemental instructional materials in the primary and target language. This course will model practices of blended learning (also known as hybrid learning) that allows students to integrate face-to-face learning with technology-based, digital instruction. Learning takes place in settings (or in a combination of settings) that include the classroom, home, or mobile environments and gives students an element of control over the time and the pace of their learning. A portion of our classroom activities will include blended/digital learning and will adhere to the ISTE Standards. This course will be taught 50% in English and 50% in Spanish, with class sessions and presentations conducted in Spanish.

EDTE 521P | BILINGUAL ELEMENTARY CURRICULUM METHODS II: HUMANITIES
Units: 3 Repeatability: No
Prerequisites: EDTE 520P with a minimum grade of C-
This course provides elementary (TK-6) teacher candidates an overview of key dimensions of curriculum and instruction theory and practice in social studies the Visual and Performing Arts and Physical Education in accordance with State and National Standards. Using pertinent contributions from research in learning theory, motivation, readiness, and individual differences, candidates will be provided with opportunities to observe, teach and self-reflect on student learning in culturally diverse and inclusive settings. Emphasis will be placed on demonstrating understanding of content-specific pedagogical practices of asking questions; analyzing texts, photographs, films, internet resources, books, historical artifacts and documents; developing arguments, and communicating conclusions, and examines the central role of the arts in learning. The course focuses on the creation of interdisciplinary lessons and units that promote student access to the curriculum and promotes historical understanding, social justice, civic participation in a democratic society, and the development students' creativity and imagination in and through the arts and through physical education and movement. They learn how to plan, develop, implement and assess standards-aligned content instruction in the primary and target language. Candidates are prepared to employ a variety of instructional and assessment strategies, appropriate to student language proficiency levels, that foster higher-order thinking skills. Candidates acquire knowledge of bilingual instructional models, instructional strategies and materials to appropriately apply them to their instructional and assessment practices. They select and use a variety of strategies for developing students' content-area knowledge and skills in bilingual education settings including language and grade-level content objectives in lesson, providing linguistic scaffolding and activating background knowledge and experiences. They learn how to evaluate, select, use and adapt state-board adopted and state-board approved materials, as well as other supplemental instructional materials in the primary and target language. This course will be taught 50% in English and 50% in Spanish, with class sessions and presentations conducted in Spanish.

EDTE 522 | FOUNDATIONS IN TRAUMA AWARENESS, RESILIENCE, AND RESTORATIVE APPROACHES ACROSS THE PROFESSIONS
Units: 3 Repeatability: No
This interdisciplinary Foundations Course, central to the "Certificate of Trauma Awareness, Resilience and Restorative Approaches Across the Professions," is designed to provide an integrative lens on stress and trauma, restorative practice and approaches, and individual and community resilience. The course combines an academic understanding of the science of trauma with an experiential learning of skill-building practices which emphasize self-reflection, social and emotional awareness, resilience-centered trauma literacy for application in non-clinical settings, and a practical knowledge of restorative approaches across various disciplines. This Foundations Course is designed for professionals as well as USD graduate students interested in developing their understanding of stress, trauma, development, and adaptive capacity; expanding trauma awareness and cultural sensitivity in context; learning core principles of restorative practice working with communities; and exploring how the integration of trauma awareness, resilience, and restorative approaches can be implemented across professions.

EDTE 523P | RESIDENCY: ELEMENTARY METHODS IA: MATH & SCIENCE
Units: 1.5 Repeatability: No
This course provides elementary (TK-6) teacher candidates an overview of key dimensions of curriculum and instruction theory and practice in mathematics and science through the lenses of social justice, access, and equity and in accordance with State and National STEM Standards. Using pertinent contributions from research in learning theory, motivation, social#emotional learning, and individual differences, candidates will be provided with opportunities to observe, teach, and self-reflect on student learning in culturally diverse and inclusive settings. Emphasis will be placed on demonstrating understanding of content-specific pedagogical practices including reasoning, questioning, modeling, developing arguments, and communicating conclusions. Candidates will learn to build equitable learning environments through Universal Design for Learning (UDL), to plan inclusive lessons and units using backward design process, to construct formative and summative assessments, to use appropriate digital tools, and to provide for accommodations and/or modifications to promote student access to the curriculum.

EDTE 524P | RESIDENCY: ELEMENTARY METHODS IB: MATH & SCIENCE
Units: 1.5 Repeatability: No
Prerequisites: EDTE 523P with a minimum grade of C-
This course provides elementary (TK-6) teacher candidates an overview of key dimensions of curriculum and instruction theory and practice in mathematics and science through the lenses of social justice, access, and equity and in accordance with State and National STEM Standards. Using pertinent contributions from research in learning theory, motivation, social#emotional learning, and individual differences, candidates will be provided with opportunities to observe, teach, and self-reflect on student learning in culturally diverse and inclusive settings. Emphasis will be placed on demonstrating understanding of content-specific pedagogical practices including reasoning, questioning, modeling, developing arguments, and communicating conclusions. Candidates will learn to build equitable learning environments through Universal Design for Learning (UDL), to plan inclusive lessons and units using backward design process, to construct formative and summative assessments, to use appropriate digital tools, and to provide for accommodations and/or modifications to promote student access to the curriculum.

EDTE 525P | RESIDENCY: SECONDARY METHODS IA
Units: 1.5 Repeatability: No
This course provides a brief overview of curriculum theory and instructional practice at the secondary level. Candidates will understand various learning theories and curriculum theory including the present-day focus on inclusion, culturally relevant pedagogy, and learning technology. Within this theoretical framing, students are introduced to contemporary research-based practices in teacher education. Specific topics covered include building community, the science of learning, reading and understanding IEPs, accommodations for diverse learners, social emotional learning, understanding by design, backwards mapping, state curriculum frameworks, writing learning objectives, formative and summative assessment, lesson and unit planning, rubrics, and pedagogical approaches focused on equity. This course provides a theory-to-practice foundation for content-specific teaching methods in the following semester.

EDTE 526P | RESIDENCY: SECONDARY METHODS IB
Units: 1.5 Repeatability: No
Prerequisites: EDTE 525P with a minimum grade of C-
This course provides a brief overview of curriculum theory and instructional practice at the secondary level. Candidates will understand various learning theories and curriculum theory including the present-day focus on inclusion, culturally relevant pedagogy, and learning technology. Within this theoretical framing, students are introduced to contemporary research-based practices in teacher education. Specific topics covered include Learning & Teaching models (PBL, Inquiry, Portfolios, Flipped Classroom, etc.), Literacy strategies across the content areas (reading, writing, speaking & listening), Refining Unit Plan and UDL lesson plans, teacher inquiry and reflection. This course provides a theory-to-practice foundation for content-specific teaching methods in the following semester.

EDTE 527S | RESIDENCY: CAPSTONE SEMINAR A
Units: 1.5 Repeatability: No
Prerequisites: EDTE 514 with a minimum grade of C-
Candidates enrolled in the Action Research Capstone Seminar will design and implement an original piece of classroom action research. This course is designed to foster critical self-reflection, promote a deep understanding of data, and develop classroom practices that support student learning. Each candidate is expected to start from the research proposal submitted in EDTE 514, though some may need to modify their research based on their placements this term or evolving research ideas. Each candidate will put theory into practice via an action research study and a presentation of the research in a public forum. Guidelines for the capstone papers are provided in the DLT Research Handbook. Close collaboration with your course instructor is required throughout EDTE 515S. The readings from the list of resources provided, lectures and online videos will assist candidates in developing research questions, creating appropriate research designs, addressing issues of validity, and strengthening their academic writing. Class time will operate as a seminar.

EDTE 528S | RESIDENCY: CAPSTONE SEMINAR B
Units: 1.5 Repeatability: No
Prerequisites: EDTE 514 with a minimum grade of C- and EDTE 527S with a minimum grade of C-
Candidates enrolled in the Action Research Capstone Seminar will design and implement an original piece of classroom action research. This course is designed to foster critical self-reflection, promote a deep understanding of data, and develop classroom practices that support student learning. Each candidate is expected to start from the research proposal submitted in EDTE 514, though some may need to modify their research based on their placements this term or evolving research ideas. Each candidate will put theory into practice via an action research study and a presentation of the research in a public forum. Guidelines for the capstone papers are provided in the DLT Research Handbook. Close collaboration with your course instructor is required throughout EDTE 515S. The readings from the list of resources provided, lectures and online videos will assist candidates in developing research questions, creating appropriate research designs, addressing issues of validity, and strengthening their academic writing. Class time will operate as a seminar.

EDTE 529 | THEOLOGY AND CATHOLIC EDUCATION
Units: 3 Repeatability: No
This course explores the many dimensions of American Catholic education about which teachers should be informed. The topics may include the history of Catholic education, current developments, issues and practices in Catholic education, the content of Catholic faith, spiritual and liturgical practices, and the participation of teachers in Catholic schools and their missions. This course will introduce members of the Academy of Catholic Teaching to the basic concepts of Catholic theology and explore their application to Catholic school teaching. Theology, biblical studies, spirituality, sociology, and Catholic Social Teaching will all be addressed. The subject matter will be addressed by experts in the field from the Franciscan School of Theology.

EDTE 551P | CLINICAL EXPERIENCE 1: PRACTICUM
Units: 1 Repeatability: No
This course is an introductory field-based practicum designed to provide classroom experiences that will enhance understanding of instructional methods and curriculum design. Students will have the opportunity to observe teaching and learning in progress and connect theories discussed in class with classroom practices. Field Requirement: 2-3 hours/week across 8-10 weeks (total: 20-30 hours) at an assigned school site under the supervision of a mentor teacher.

EDTE 552P | CLINICAL EXPERIENCE 2: EXTENDED PRACTICUM
Units: 2 Repeatability: No
Prerequisites: EDTE 551P with a minimum grade of P
This course is a field-based practicum designed to provide classroom experiences that will enhance understanding of instructional methods and curriculum design in both general and special education. Students will have the opportunity to observe teaching and learning in progress and connect theories discussed in class with classroom practices. The mentor teachers will serve as a resource for students, providing a professional model, discussing practices with the teacher candidate, and supporting the student as they "try-out" lesson planning and classroom teaching at least 4 times throughout the semester. Field Requirement: 20 hours/week for the full semester (total: 260 hours) at an assigned school site under the supervision of a mentor teacher and university supervisor. NOTE: this course follows the USD semester schedule.

EDTE 553F | GENERAL EDUCATION STUDENT TEACHING AND SEMINAR
Units: 3 Repeatability: No
EDTE 553F is a field-based course with an in-person seminar meeting to support the requirements of student teaching. Some semester meetings will be based on modules to support the completion of the California Teacher Performance (CalTPA). While teacher candidates are completing multiple or single subject (e.g., general education) student teaching, a multitude of necessary skills and steps are required for successful completion. In addition to daily field work in a student teaching setting, student teachers must utilize EdThena for formal observations from their university supervisor, complete CalTPA cycles 1 and 2, and build their Individual Development Plan (IDP) to bring with them into their future induction program. Candidates will use the "plan-teach-assess-reflect-apply" framework of CalTPA in their student teaching classrooms. The purpose of the student teaching seminar is also to allow participants to share, discuss, and evaluate their current practice in creating positive classroom environments. Through readings, observations, reflections, and sharing of personal student teaching experiences, participants will address current educational issues affecting children in our schools with an emphasis on diverse populations. Topics that may be discussed are classroom observation, classroom management, classroom environment, home-school connections, legal requirements and restrictions, continuing professional development, and professional collaboration.

EDTE 554F | EDUCATION SPECIALIST STUDENT TEACHING AND SEMINAR - MILD MODERATE
Units: 3 Repeatability: No
EDTE 554F is a field-based course with an in person seminar meeting to support the requirements of the Education Specialist student teaching. Other semester meetings will be based on modules to support the Education Specialist teacher candidates' roles as future teachers. While Education Specialist teacher candidates are completing multiple or single subject (e.g., general education) student teaching, a multitude of necessary skills and steps are required for successful completion. In addition to daily field work in a student teaching setting, student teachers must utilize EdThena for formal observations from their university supervisor. They will write their Individual Development Plan (IDP) to bring with them into their future induction program as well as complete an Education Specialist Transition Plan from Pre-school, primary to middle, from middle to high school, and from highs school to postsecondary. They will also be introduced to the California Teacher Performance Assessment (CalTPA) as they transition to adding a General Multiple or Single Subject credential authorization while student teaching the following semester Candidates will use the "plan-teach-assess-reflect-apply" framework of CalTPA in their student teaching classrooms as a framework as CalTPA for Education Specialist is currently being designed. The purpose of the student teaching seminar is also to allow Education Specialist student teachers to share, discuss, and evaluate their current practice in creating positive classroom environments. Through readings, observations, reflections, and sharing of personal student teaching experiences, participants will address current inclusive education educational issues affecting children in our schools with an emphasis on diverse populations. Topics that may be discussed are classroom observation, classroom management, classroom environment, home-school connections, legal requirements and restrictions, continuing professional development, and professional collaboration within inclusive classrooms.

EDTE 555F | FIELD PLACEMENT SUPPORT
Units: 1 Repeatability: Yes (Can be repeated for Credit)
This seminar runs concurrent with the field experience of a teacher of record either through internship at a public TK-12 setting or full-time teacher place at a private TK-12 institution. The seminar provides candidates an opportunity to share and discuss their experiences of being a teacher of record, make connections with what they learned in their university classrooms and what they are learning in the schools and their placement, and address special topics as they work towards meeting the teacher performance expectations set out by the state of California, University of San Diego, and their school placement.

EDTE 556F | BILINGUAL/DUAL LANGUAGE CLINICAL EXPERIENCE: STUDENT TEACHING
Units: 3 Repeatability: No
Prerequisites: EDTE 518C with a minimum grade of B- and EDTE 519P with a minimum grade of B- and EDTE 520P with a minimum grade of B- and EDTE 521P with a minimum grade of B-
EDTE 556F is a field-based course with an in-person seminar meeting to support the requirements of student teaching. This course is specific to candidates seeking a Multiple Subject credential with a bilingual authorization. Some semester meetings will be based on modules to support the completion of CalTPA and to help propel teacher candidates into the teaching profession. While teacher candidates are completing student teaching, a multitude of necessary skills and steps are required for successful completion. In addition to daily fieldwork in a student teaching setting, student teachers must complete formal observations with their university supervisor, submit CalTPA Cycles 1 and 2, and write their Individual Development Plan (IDP) to bring with them into their future new teacher induction program. Candidates will use the "plan-teach-assess-reflect-apply" framework of CalTPA in their student teaching classrooms. The purpose of the student teaching seminar is also to allow participants to share, discuss, and evaluate their current practice in creating curriculum and positive classroom environments. Through readings, observations, reflections, and sharing of experiences, students will address current educational issues affecting children in our schools with an emphasis on diverse populations. Topics that may be discussed are classroom observation, classroom management, classroom environment, home-school connections, legal requirements and restrictions, continuing professional development, and professional collaboration.

EDTE 557F | RESIDENCY SEMINAR
Units: 1 Repeatability: Yes (Can be repeated for Credit)
Completing any teacher credential and master's program, especially a residency, requires a fast-paced schedule of theoretical and field-based learning. Residency Seminar will weave together learnings and the day-to-day experiences in the field to provide a community of support, a safe place to address problems of practice, and a sounding board of fellow residents. Seminar will also educate residents in the practical requirements of becoming a credentialed teacher, including testing requirements (e.g., CalTPA) and Residency expectations throughout their program.

EDTE 558P | FIELD SUPPORT
Units: 1.5 Repeatability: Yes (Can be repeated for Credit)
This course provides field-based university supervision designed to enhance understanding of instructional methods and curriculum design for teacher candidates and teachers-of-record, such as Academy of Catholic Teachers (ACT) Fellows. Students enrolled in this course will have the opportunity to be observed and receive feedback on their teaching and learning progress and connect theories discussed in-class with classroom practices. The university supervisors will serve as a resource for students, providing a professional model, discussing practices with the supervised candidate, and supporting the student throughout the semester.

EDTE 559F | CALTPA SEMINAR
Units: 1.5 Repeatability: Yes (Can be repeated for Credit)
This seminar runs concurrent with an approved Internship at a partner school setting. The seminar provides candidates an opportunity to share and discuss their experiences of being a teacher-of-record, to make connections with what they learned in their university classrooms and what they are learning in the schools and their placement, and will also address special topics in teaching and learning as Interns work toward meeting the teacher performance expectations set out by the State of California.

EDTE 579 | EXPERIMENTAL TOPICS
Units: 3 Repeatability: Yes (Repeatable if topic differs)

This course number is used by SOLES for experimental topics courses. The title and content of each 579 course will vary by topic and program/department. If more than one 579 course is offered during a single semester, section numbers will allow for identification of the course.

EDTE 599 | INDEPENDENT STUDY
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)

Independent study designed for individual student needs. Students must complete the Application for Independent Study or Research form and obtain the signatures of the faculty supervisor, Department Chair and the Associate Dean prior to registering for the course.

EDUC 500 | RESEARCH DESIGN METHODOLOGY
Units: 3

This course is an introduction to research methods with an emphasis on methods of reflective, practitioner-directed inquiry. The course includes a focus on action research aimed at improvement of professional practice in leadership, teaching and counseling. The course also surveys quantitative methods and logic in the social sciences to prepare professionals to access and critically consume traditional research findings to support and extend their own inquiries. The political implications of traditional and practitioner driven research models are discussed.

EDUC 501 | FAMILY, SCHOOL AND COMMUNITY PARTNERSHIPS
Units: 3 Repeatability: No

This course focuses on the structure, common elements, and impact of successful and effective family, school, and community partnerships. It is designed to encourage the development of teachers' and other educators' awareness of students' family and community histories, funds of knowledge and sociocultural capital, and it requires close examination of attitudes, misconceptions, and expectations that impact relationship building with families and communities. This course exposes candidates to different types of home-school-community partnerships, current knowledge on community-based frameworks, and programs serving families who traditionally do not participate in schools. Additionally, this course facilitates and guides the analysis and development of instructional approaches and programs that foster relationship building, communication, student achievement, and families' knowledge of the school/classroom curricula and educational system.

EDUC 503 | INSTRUCTIONAL LEADERSHIP
Units: 3 Repeatability: No

This course addresses the development, implementation, and assessment of rigorous and coherent systems of curriculum, instruction, and assessment designed to promote each student's academic success. Targeted focus on effective strategies to develop the professional capacity of teachers and other school personnel through effective hiring, coaching, mentoring, and accountability structures.

EDUC 504 | INTERNATIONAL AND COMPARATIVE EDUCATION
Units: 3

Non-Core Attributes: International

This course provides an overview of major concepts, methods and current debates in international and comparative education. Among the issues discussed will be gender, race, class, language, socio-political and economic structures, and their relationship to the schooling process. Particular attention will be placed on the development of the field and to the styles of social analysis, which may be applied to comparative and cross-national studies in education, such as the exploration of the relationship between education, culture and society in a global context. The course emphasizes comparative policy studies in education, including studies on globalization and policy borrowing/lending. Each time the course is offered it will address specific issues (e/g/, comparative and international education in the Spanish speaking world) in international educational development as well as comparative studies that analyze teaching and learning in different national contexts.

EDUC 505 | DISCOURSE, SCHOOLING AND LEARNING COMMUNITIES
Units: 3

This course is designed for both master's and doctoral students in literacy who already have some understanding of sociocultural theories of language and learning and who wish to construct a deeper understanding of the role that discursive interaction plays in teaching and learning (e.g. who wish to explore the dialogic and socially situated aspects of semiotic mediation). Course readings include studies informed by anthropology, linguistics, psychology and sociology and are conducted from a social constructivist perspective that views learning as participation in social contexts. Three shared course texts have been selected to provide an introduction and overview of the theories and methods of discourse analysis. Additionally, students will have the opportunity to choose to participate in one of two inquiry groups.

EDUC 506 | DATA DRIVEN DECISION MAKING
Units: 3 Repeatability: No

This course is a rigorous exploration of how school leaders use data, including standardized and school-based assessments, to drive continuous improvement through site-based decision-making for the express purpose of promoting equitable and culturally responsive opportunities for all students.

EDUC 507 | CREATIVITY AND INNOVATION IN SCIENCE, TECHNOLOGY, ENGINEERING, ARTS AND MATH
Units: 3

Examination of points of convergence and divergence in the creative processes of artists, scientists, mathematicians and engineers. Candidates will develop a strong foundation of theoretical and applied STEAM knowledge, practical guidance in the development their own unique STEAM toolkits and opportunities to experience and experiment with STEAM learning in their classrooms.

EDUC 508 | ARTISTIC MODELING AND REPRESENTATION IN SCIENCE AND MATH EDUCATION
Units: 3

An exploration of educational strategies and classroom approaches that leverage the multi-dimensional connections between artistic and scientific observation, inquiry and investigation to strengthen students' content knowledge, critical thinking skills and capacity for innovation.

EDUC 509 | ENGINEERING DESIGN PROCESS IN MATH AND SCIENCE EDUCATION
Units: 3 Repeatability: No

Investigation of the intersection between conceptual understanding and real-world application. Candidates will explore strategies for using creative representation, exhibition and project-based learning to enhance student understanding and ensure knowledge transfer.

EDUC 510 | COGNITION AND LEARNING
Units: 3

This advanced course in educational psychology focuses on recent advances in theories of learning and motivation and their practical implications for teaching. This course encompasses key cognitive and developmental studies on human cognition and learning. Students will critically discuss research and contemporary debates on cognitive processes, learning, memory, reasoning, problem-solving, developmental mechanism, cognitive styles, motivation and the socio-cultural foundations of learning, as well as other essential topics in human cognition and learning with an emphasis on the implications for educators and educational researchers.

EDUC 511 | EDUCATIONAL REFORM
Units: 1-30

This course explores school reform and restructuring from the perspective of the federal, state, district, school and classroom level. Students examine topics related to leadership, pedagogy and social justice. The course includes a deep investigation into the historical and contemporary purpose(s) of education and the reasons behind the push for increased accountability and school change.

EDUC 512 | THE STRUGGLE FOR EDUCATIONAL EQUITY
Units: 3

Students will analyze the history of the development of the American educational system and acquire theoretical knowledge regarding the social construction of education with a particular focus on issues of diversity, inequity, conflict and social justice within a school context. We will use the U.S. educational system to analyze the struggle to achieve equity and peaceful relations among all groups. As well, we will explore the conflicts and tensions that plague other countries facing similar struggles. The history of the U.S. is a history of conflict and struggle for peace. Racial turmoil and inequity have characterized our political, social, and educational systems. Educators and political leaders from all races have attempted to attain peace among its citizenry and achieve educational access and opportunity for all students, yet racial violence, discrimination, and educational inequity persists. This situation is not unique to the U.S., but rather, is replicated throughout the globe. It begs the question: How do you educate all children equally in multiracial multicultural societies? How do you educate the immigrant, the native, the formerly enslaved and the former slaveholder? We will conduct comparative investigations of educational systems in such places as Mexico, New Zealand and South Africa and expose the theoretical foundations of their educational systems. Focusing on the similarities and/or differences globally, students will critically analyze conventional assumptions about educational access and opportunity and consider ways to reframe problems and improvements that hold the potential for educational change. This course will provide graduate students an opportunity to investigate and reconsider the foundations of education on a global scale. Ball and Cohen (2000) point out that ¿how professionals and researchers understand the enterprise [of education] matters for how they frame problems, for the improvements that seem plausible, and for what they expect from schooling¿. This course will help students to rethink education in a way that challenges individual deficit perspectives of educational outcomes and instead, examines the historical, legal, political, structural, and cultural factors that have shaped the way schools are organized and the disparate academic achievement that results.

EDUC 513 | HUMAN DEVELOPMENT
Units: 3-30

This course aims to establish a deep understanding of the cognitive, physical, social, moral and personality development and their relationship to learning in an educational context. The emphasis is placed on a holistic understanding of human development, the roles of community and the socio-cultural foundation of learning. Students will establish an in-depth understanding of human development from early childhood to adolescence and consider its implications for educational practices.

EDUC 514 | INSTRUCTIONAL TECHNOLOGY: DESIGN AND EVALUATION
Units: 3

This course is an advanced graduate-level computer technology course requiring a working knowledge of computers in education. The emphasis is on design, delivery and evaluation of software as an instructional enhancement for teaching and learning in a variety of instructional settings. Software, multimedia resources and the Internet are explored to equip instructional leaders with the resources and evaluation techniques to enhance learning and teaching.

EDUC 515 | ETHICAL LEADERSHIP IN AN ERA OF SCHOOL REFORM
Units: 3 Repeatability: No

Contextualized within the evolving high stakes accountability context of public K-12 education, this course will consider the challenges and opportunities facing educational leaders. The course will examine the history and impact of national, state, and local reform movements, and explore how educational leaders develop, advocate for, and enact a shared mission and vision for excellence and equity within schools and districts. The course will include a focus on ethical and professional norms for school leaders and address legal rights and responsibilities.

EDUC 516 | CHANGEMAKERS IN K-12 EDUCATION: NATIONAL AND INTERNATIONAL PERSPECTIVES
Units: 3 Repeatability: No
Non-Core Attributes: International

This course builds on knowledge and skills on Changemaking that candidates have acquired through a variety of courses in the learning and teaching department. This course explores Changemaking in K-12 in the context of host country's educational system. Candidates examine Ashoka's Changemaker framework in light of the development of empathy, problem-solving, leadership and collaboration to achieve inclusion and social change in the classroom. The course uses empathy as the basis for actions that teachers can take to facilitate their students' development as agents of change. Candidates visit a Changemaker school in San Diego and compare later to Changemaker schools in the host country. The schools abroad are public and Charter Changemaker schools, including at least one with a special education focus. Candidates learn how administrators, teachers, and parents serve and integrate immigrant linguistically diverse students and students with disabilities through inclusive practices. Candidates get familiar with student-centered, cooperative approaches and design thinking-based methodological approaches that are used in Changemaker schools. They analyze the systems, culture, mindset and curriculum in this type of schools. They explore theory and methodology -including assessment practices- used to provide children equal access to the curriculum and skills for the 21st century. Candidates are guided by and co-create lessons with foreign teachers that support children in their development as Changemakers.

EDUC 517 | DIGITIZED LEARNING WITH TECHNOLOGY
Units: 3 Repeatability: No

This course will address virtual learning by using technology and digitized learning education material that is accessible for all types of learners. Students will learn the foundations and frameworks of educational technology. Students will learn how to use digital content via the Internet and technology tools to transform traditional instruction. Students will also investigate professional development opportunities to keep them current with their profession and the ever changing technology field.

EDUC 518 | CHANGEMAKING WITH TECHNOLOGY
Units: 3 Repeatability: No
Changemaking involves taking creative action to solve a social problem. Schools and companies are incorporating emerging technologies (e.g., coding, robotics, 3D printing, Virtual Reality, Design Thinking, and interest/strengths exams such as the RIASEC) to enhance learning opportunities and transform instruction. This course provides students with meaningful learning experiences using technology to promote social change. Students will be challenged to think about how technology impacts our daily lives, the way we learn, and how we utilize it in our day to day lives. Students will also gain understanding of how technology can be leveraged to personalize learning for all types of learners including adults. This course is for students to gain innovative and engaging teaching methods for developing 21st century skills and digitized learning.

EDUC 519 | INSTRUCTIONAL DESIGN FOR TEACHER LEADERS
Units: 3 Repeatability: No
Prerequisites: EDUC 517 with a minimum grade of C- and EDUC 518 with a minimum grade of C-
This course addresses the systematic design of learning experiences and environments. Students analyze, apply, and evaluate principles of instructional design to develop education and training materials spanning a wide range of knowledge domains and instructional technologies. Students learn about the use of instructional design (ID) models and predominant learning theories (behaviorist, cognitive, and constructivist) to create effective learning experiences. Learners explore various elements of the instructional design process, including needs assessment, instructional problems, learner characteristics, instructional objectives, content sequencing, instructional strategies, instructional delivery, evaluation instruments, instructional resources, media selection, and formative evaluation.

EDUC 520 | SOCIAL JUSTICE AND EDUCATIONAL EQUITY
Units: 3
Non-Core Attributes: International
Analysis of the American educational system with a particular focus on issues of diversity, inequity, conflict and social justice within a school context. Historical case studies, contemporary policies and practices, and international comparisons compel consideration of the social construction of education.

EDUC 521 | LEARNING AND COGNITION
Units: 3 Repeatability: No
Prerequisites: EDUC 520 with a minimum grade of C-
Explore key cognitive studies on human cognition and learning. You will critically discuss research and contemporary debates on cognitive processes, learning, memory, reasoning, problem-solving, developmental mechanism, cognitive styles, motivation, and the socio-cultural foundations of learning with an emphasis on the implications for educators and educational researchers.

EDUC 522 | EDUCATIONAL RESEARCH METHODOLOGY
Units: 3 Repeatability: No
Prerequisites: EDUC 520 with a minimum grade of C- and EDUC 521 with a minimum grade of C-
Introduction to the major educational research methods and paradigms with an emphasis on reflective, practitioner-directed inquiry. The course encompasses quantitative methods, qualitative methods, mixed methods, and action research frameworks. Particular emphasis is placed on action research as a reflective and collaborate inquiry for improving educational practices.

EDUC 523 | QUALITATIVE METHODS IN EDUCATIONAL RESEARCH
Units: 3 Repeatability: No
Prerequisites: EDUC 520 with a minimum grade of C- and EDUC 521 with a minimum grade of C- and EDUC 522 with a minimum grade of C-
Applied exploration of qualitative research methodologies such as ethnography, grounded theory, case-study and cross-case comparisons, surveys, observations, document analyses, focus groups and interviews. Opportunity to learn and apply a variety of techniques to analyze data and interpret findings.

EDUC 524 | UNIVERSAL DESIGN THROUGH TECHNOLOGY
Units: 3 Repeatability: No
Prerequisites: EDUC 517 with a minimum grade of C- and EDUC 518 with a minimum grade of C- and EDUC 519 with a minimum grade of C-
Universal Design for Learning (UDL) is a teaching approach that helps provide an equal opportunity for all different types of learners. UDL through technology offers flexibility for instruction, accessibility of educational material, and mastery of content using multimedia. Students will learn the "what" of learning, relating to the need to present material in multiple formats. Students will also examine the "how" of learning, by expressing the understanding of content and concepts through assessment options. And finally, students delve into the "why" of learning by studying learning styles and using multi-modalities. Students in this course will use the UDL framework to plan, develop, and evaluate technology based on various learning styles. This is accomplished by using technology and UDL framework to promote inclusion and equity in the classroom.

EDUC 526 | ADVANCED METHODS OF TEACHING ENGLISH LANGUAGE & ACADEMIC DEV
Units: 3
This course examines the theoretical perspectives of second language acquisition with a focus on effective practices for literacy and academic language proficiency of English language learners. Participants explore different theories of second language acquisition and strategies for the development of language and academic development in English.

EDUC 527 | COMMUNICATION, TECHNOLOGY AND CURRICULUM DESIGN
Units: 3
Theoretical and practical exploration of instructional design principles and their application to STEAM teaching and learning. Candidates will design STEAM-based units for their classrooms and develop evaluation tools to assess students' content learning, skill development and creative processes.

EDUC 528 | STEAM AND SPECIAL STUDENT POPULATIONS
Units: 3
Investigation of classroom practices that contribute to historical and contemporary inequities in learning outcomes in STEM subjects for students based on gender, race, language and need. Exploration of how STEAM methodologies provide opportunities to increase equity and improve outcomes for all students.

EDUC 529 | LANGUAGE, LITERACY AND CULTURE
Units: 3
This course highlights the perspective of teachers as border crossers and "cultural workers" (Freire, 1998). It provides a foundation in the intersection between language, literacy and culture and its impact on educational practices by exposing candidates to relevant theory and research and an in-depth experiential learning component in an international context (e.g. Mexico, Brazil, Spain, etc.). It encourages teachers to reflect upon and develop their own insights about the interactions between culture, language, literacy and schooling and how they promote or interrupt processes that lead to educational equity and teaching for social justice. Candidates are expected to reflect on their own cultural understandings, expectations and social positioning. This course also focuses on culturally sensitive curriculum and instruction and ways in which teachers can bridge students' and families' cultural practices and funds of knowledge into the curriculum, as well as develop positive, two-way relationships with families.

EDUC 530 | CRITICAL LITERACY, POPULAR CULTURE AND MEDIA STUDIES
Units: 3
This course examines literacy through several critical lenses, including school-based perspectives. The course explores, for example, how issues of power, access and success/failure relate to social and culturally based literacy practices. It will also consider pedagogical implications, such as the ways in which teachers can support students in learning how to be critical consumers of popular culture and the media.

EDUC 531 | ISSUES IN ADULT DEV IN ESL
Units: 3

This course examines the theories of adult development as they relate to learn new languages and cultures. Candidates understand the psychology of adults learning in communities different from their own. Candidates will identify the educational challenges this population faces and their implications for personnel working with these learners.

EDUC 532P | CURRICULUM AND METHODS OF TEACHING IN TODAY'S GLOBAL SECONDARY CLASSROOMS
Units: 3 Repeatability: Yes (Can be repeated for Credit)

A general curriculum and methods course emphasizing best practices in curriculum design, assessment, and instructional methodologies. Candidates practice various teaching techniques, writing objectives, lesson and unit planning, close examination of student work, classroom management, and subject matter applications. A 50-hour practicum is required in a secondary school.

EDUC 533 | DESIGNING LEARNING ENVIRONMENTS FOR ALL
Units: 3

Theoretical and practical exploration of the principles of Universal Design for Learning (UDL). Investigation of brain research into recognition networks, strategic networks and affective networks and consideration of how these networks can inform instructional design decisions.

EDUC 534P | METHODS OF TEACHING LITERACY IN SECONDARY SCHOOLS IN A GLOBAL SOCIETY
Units: 3

The focus will be on teaching literacy in the content areas. Students will develop a cultural lens. During the course of this semester, we will examine current issues, theories, and practices in secondary literacy from local, national, and global perspectives. Students will also design and deliver learning activities for diverse student populations, participating in a community of practice by supportively critiquing each other¿s efforts. A 50-hour practicum is required in a secondary school. Grade level and site are appropriate to the student¿s credential and must involve the teaching of reading and/or other language arts and communication skills.

EDUC 535 | CURRICULUM DESIGN AND EVALUATION
Units: 3

In order to be effective, instruction must be designed to foster enduring understanding of the core concepts of a discipline. This course will take students through the process of designing and implementing an effective unit of study appropriate to their area of interest. Students will identify goals worthy of enduring understanding, craft essential questions to frame the unit, design formal, informal and project-based assessments and develop lessons and instructional activities to engage students in the process of constructing deep understanding of the unit concepts.

EDUC 536 | CURRICULUM INNOVATIONS
Units: 3 Repeatability: No

This course focuses on contemporary curriculum innovations in the context of reform. Particular attention will be placed on deep understanding of contemporary reforms/innovative curriculum, and developing teacher-leadership potential. Because extra funding is sometimes needed to implement innovations in the classroom, grant proposal writing will be one of the course components.

EDUC 538 | IDENTIFYING AND RESPONDING TO THE NEEDS OF DIVERSE LEARNERS
Units: 3

Examination of variability of ability and experience among students. Investigation and application of assessment tools and instructional design strategies that provide differentiated support for the success of all students.

EDUC 540 | INTRODUCTION TO THE NATURE OF LANGUAGE AND LINGUISTIC
Units: 3

Candidates will gain an awareness of the structure and nature of language and the process of linguistic analysis. Candidates will also become acquainted with phonological, morphological, syntactic and sociolinguistic concepts affecting pedagogical methods and language learning as it applies in and out of the classroom settings in college/university, adult education and language learning programs abroad.

EDUC 541 | SECOND LANGUAGE ACQUISITION AND DEVELOPMENT
Units: 3

Candidates will learn theories, research and apply concepts on language learning and practice to facilitate the development of a second language in a variety of educational settings. Individual, socio-cultural, political and pedagogical factors affecting the acquisition of language will be examined. Fifteen hours of field experience required.

EDUC 543C | METHODS OF TEACHING ENGLISH TO SPEAKERS OF OTHER LANGUAGES
Units: 6

Prerequisites: EDUC 540 with a minimum grade of C- and EDUC 541 with a minimum grade of C-

This course is designed to provide candidates with the theory and practice of pedagogy in ESL, including assessment, curricular approaches, strategies and activities in different educational contexts. Candidates will have opportunities to develop effective lesson plans to address the need of students at different language proficiency levels for listening, speaking, reading and writing (including grammar) of adult ESL learners. Field Experience: 40 hours (of community service learning) tutoring one-on-one, teaching small groups and teaching whole groups in English as a second language literacy program.

EDUC 545 | LANGUAGE POLITICS AND EDUCATION
Units: 3

This course is designed to help students analyze the complexity of language politics and policies from global, national and local perspectives as they relate to K-16 education. Educators must understand the links between language, power and social justice. In this course, students will examine and begin to consider the roles of schools and responsibilities of educators to create language education approaches and policies that are democratic in nature, specifically with respect to English learners in the United States.

EDUC 546 | TEACHING ENGLISH AS A FOREIGN LANGUAGE
Units: 3

This course examines pedagogical, organizational and socio-cultural issues that teachers may encounter when teaching in countries other than the United States. Candidates will identify alternative pedagogical and attitudinal strategies to effectively function in educational settings that vary in terms of organizational structures, type of programs, curriculum content, materials and resources available, space limitations, size of classes, type of students and educational needs of their pupils.

EDUC 548 | SPECIAL TOPICS IN ESL
Units: 3

This course addresses a variety of topics that are relevant to teaching English as a second or foreign language. The goal is to increase the candidates' knowledge, skills and dispositions in an area that is currently regarded as important to prepare effective educators/leaders in the field.

EDUC 549P | PRACTICUM IN TESOL
Units: 3
Prerequisites: EDUC 529 with a minimum grade of C- and EDUC 540 with a minimum grade of C- and EDUC 541 with a minimum grade of C- and EDUC 543C with a minimum grade of C-
In this field experience students have the opportunity to bring theory into practice and demonstrate they have acquired the knowledge, skills and dispositions to develop and implement effective instruction for ESL literacy development in real contexts that fit their interest. The seminar is designed to support the candidates' field experience where methodology, cultural, linguistic, behavioral and organizational issues among other topics are addressed. Culminating Field Experience: 50 hours.

EDUC 550 | CAPSTONE SEMINAR
Units: 3
Prerequisites: EDUC 520 with a minimum grade of C- and EDUC 521 with a minimum grade of C- and EDUC 522 with a minimum grade of C- and EDUC 523 with a minimum grade of C-
The capstone seminar is the final course in the on-line MEd program sequence. This course supports candidates as they engage in an action research project appropriate to their area of specialization and responsive to the needs of their classroom. The AR project is a requirment to earn a degree in this program. Prerequisites: EDUC 520, 521, 522, 523.

EDUC 551P | MCC EXTENDED PRACTICUM
Units: 1-2 Repeatability: Yes (Can be repeated for Credit)
During extended practicum, members of the Masters Credential Cohort will spend a minimum of two periods/20 hours week observing in a classroom. In one of those periods the candidate will take increasing responsibility and will teach at least one unit independently.

EDUC 552P | MCC STUDENT TEACHING
Units: 1-6 Repeatability: Yes (Can be repeated for Credit)
During the student teaching, members of the Masters Credential Cohort will spend a minimum of three periods working in a secondary classroom with the guidance of a cooperating teacher. During two of those periods, the candidate will be expected to begin the semester teaching the class and to gradually take responsibility for planning instruction.

EDUC 553 | CURRICULUM AND PROGRAMS IN CHARACTER EDUCATION
Units: 3
The purpose of this course is to enable candidates to examine the historical development of character education programs in the U.S., to investigate research findings about selected programs, to examine character education programs in state and local school districts, to assess commercial curricula and programs and to examine best practices using a specific set of standards. Another purpose is to assist candidates in planning, organizing, implementing and evaluating character education curricula and programs in a school and community.

EDUC 554 | CHARACTER BASED CLASSROOM MANAGEMENT
Units: 3
This course will enhance candidates' knowledge and skills in fostering the social-emotional growth of students. It will examine effective school and classroom disciplinary policies and practices based on the school's core values and investigate ways to promote civility and citizenship (community service learning) in schools and in homes. It will also introduce candidates to several effective characterbased discipline plans such as the "Raising Responsibility Plan," "Win-Win Discipline," "Second Chance," and "Discipline With Dignity.".

EDUC 555 | LEADING PROFESSIONAL LEARNING COMMUNITIES
Units: 3 Repeatability: No
Candidates will better understand the critical role they play in creating a climate of continuous, systemic improvement in schools through the establishment of professional learning communities and the concurrent development of teacher leadership. Candidates will develop the capacity to communicate and lead others in continuous improvement and monitoring of school improvement efforts based on student and school data including developing strategies for designing data collection, organizing data analysis, and developing instructional improvements strategies based on data trends.

EDUC 560 | ORIENTATION
Units: 0
This course develops candidates' technology skills and knowledge relevant to school leadership. Candidates will learn to communicate effectively using technology and to use technology to support their professional practice as leaders of teaching and learning.

EDUC 561 | CRITICAL MEDIA LITERACY IN THE CLASSROOM
Units: 3
An examination of important new media literacy skills and their application in the K-12 classroom. Candidates will actively consider, analyze, construct and synthesize digital content while considering issues of identity, ethics and privacy.

EDUC 562 | TEACHING DIGITAL READERS
Units: 3
Exploration of digital texts, online comprehension skills, multimodal annotation and other new literacy practices required in digital reading environments. Candidates will investigate their own pedagogy, integrating new literacies pedagogies into their practices and closely studying the impact on student learning.

EDUC 563 | YOUTH AND DIGITAL MEDIA
Units: 3
Consideration of the ways in which young people leverage digital media for composing, accessing information, finding new audiences and creating communities or practice and purpose. Examination of implications of youth practices with digital media on content instruction, schooling and learning in and out of school.

EDUC 564 | CROSS-CULTURAL COMMUNICATION
Units: 3
In an increasingly interconnected global society, learning to think differently about ourselves in a border context, making crossings and connections, reflecting on our own position and power and articulating a vision of social justice have become necessary civic skills. This course is intended to provide students with the skills to become educational border crossers who move beyond stereotyping and the tourist's gaze to deeply engage with culturally diverse populations.

EDUC 565 | TEACHING DIGITAL WRITERS
Units: 3
Investigation of theories about how and why we write and how we teach writing in 21st century classrooms. Exploration of how these theories inform pedagogy, professional learning and research.

EDUC 566 | PARTICIPATORY LEARNING IN 21ST CENTURY CLASSROOMS
Units: 3
Theoretical and practical foundation to consider what it means to teach and learn within participatory networks and affinity groups. Topics explored include motivation, assessment, collaboration and creativity.

EDUC 567S | MCC EXTENDED PRACTICUM SEMINAR
Units: 3

Students in the Masters Credential Cohort share, discuss and evaluate their current practice in creating positive classroom environments. Through readings, observations, reflections and sharing personal experiences, students will address current educational issues affecting school children with an emphasis on diverse populations.

EDUC 568 | CHARACTER AND ATHLETICS
Units: 1-3

This course examines the interplay between character and athletics. Students will investigate and critique programs that are designed to enhance the character of athletes. Students will examine specific programs in the sports industry that claim that their programs contribute to one's character development. Students will interact with USD athletic department leaders, and discuss/debate current issues that promote or negate character development.

EDUC 570 | CATECHETICAL CERTIFICATION FOR TEACHERS OF RELIGION IN CATHOLIC SCHOOLS
Units: 0 Repeatability: Yes (Can be repeated for Credit)

Recognizing the catechetical leadership of those teaching religion in Catholic schools, this program is designed to provide professional development for religious educators to grow in their personal, intellectual, and technical capacities. The certification offers a comprehensive and systematic presentation of the core elements of Catholic faith and practice in a way that relates to their life experiences and offers an opportunity to develop an understanding of their own faith. Through the study of Scripture, and the teaching of the Church's tradition, students learn how they can provide quality, effective catechesis among the diverse people of God.

EDUC 575P | INCLUSIVE CURRICULA FOR LEARNERS 5-22
Units: 3

This course is designed to provide candidates with subjectspecific pedagogical knowledge and skills in the following areas: mathematics, science, history-social science, the visual and performing arts and physical education. In each major subject area candidates learn to use appropriate research-based instructional strategies and materials to plan and implement instruction that fosters student achievement of state-adopted academic content standards and to interrelate ideas and information within and across the major subject areas. Emphasis is placed on insuring that all students meet the California state content area standards and federal No Child Left Behind mandates. Field Experience: 30 hours structured practicum required in an elementary setting. Single-subject candidates may substitute the appropriate course substitution for EDUC 375P/575P if it meets required competencies covered in this course. A course substitution form must be on file for a substitution.

EDUC 578 | LEARNING AND TECHNOLOGY
Units: 3

This course will explore the relationship between learning and technology at both a theoretical and empirical level. Specifically, the course will examine the process and environments in which technology can promote learning. The following questions will be explored throughout the course. 1. How does learning occur? 2. In what environment can technology promote learning? 3. What is the process by which technology enhances learning? The theoretical framework for the course includes sociocultural theory. Above all, this class is about making connections between theory, empirical research, and educational practice with regard to the use (benefits and drawbacks) of different technologies.

EDUC 579 | EXPERIMENTAL TOPICS
Units: 3 Repeatability: Yes (Can be repeated for Credit)

This course number is used by SOLES for experimental topics courses. The title and content of each 579 course will vary by topic and program/department. If more than one 579 course is offered during a single semester, section numbers will allow for identification of the course.

EDUC 579I | EXPERIMENTAL TOPICS: INTERNATIONAL EXPERIENCE
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
Non-Core Attributes: International

This course number is used by SOLES for international experience experimental topics courses. The title and content of each 579I course will vary by topic and program/department. If more than one 579I course is offered during a single semester, section numbers will allow for identification of the course.

EDUC 580 | MASTER'S CAPSTONE SEMINAR
Units: 3

Prerequisites: EDUC 500 with a minimum grade of C-
Candidates will design and implement an original research project and present findings in both a written format and an oral presentation.

EDUC 581C | MULTICULTURAL AND PHILOSOPHICAL FOUNDATIONS OF EDUCATION IN A GLOBAL SOCIETY
Units: 3
Non-Core Attributes: Community Engagement, Diversity-Pre F17 CORE

This course examines philosophical, sociological, and historical foundations of multicultural education. Issues related to the education of diverse learners in a global society will be explored. The research on multicultural and multiethnic education will be evaluated in light of current school reform movements. Community service-learning is required.

EDUC 582 | PSYCHOLOGICAL FOUNDATIONS OF EDUCATION IN A DIVERSE SOCIETY
Units: 3

The psycho-physical development of children through adolescence is studied, with emphasis on the developmental aspects of the psychology of learning. Includes observations of children and adolescents in school settings.

EDUC 583P | METHODS OF TEACHING READING & LANGUAGE ARTS IN ELEMENTARY
Units: 3

This course assists in the development of a personal theory of the reading process and a repertoire of strategies consistent with that theory. Students explore relationships among reading, writing and the language arts. The course stresses the use of children's literature including an international children's literature and global perspective to promote reading and ways to create environments that support literacy development throughout the world. This course prepares students for the RICA exam.

EDUC 584C | METHODS OF TEACHING ENGLISH LANGUAGE AND ACADEMIC DEVELOPMENT IN CROSSCULTURAL CONTEXTS
Units: 3

This course aims to provide candidates with socio-cultural knowledge, pedagogical skills and dispositions to support English Language Learners (ELL's) from diverse cultures and languages. This course examines the theoretical perspectives of second language (L2) acquisition and effective/ineffective practices and programs for the development of oral, reading, writing and academic language proficiency of learners in the cross-cultural classroom. Candidates implement literacy assessments, use strategies and develop lesson plans for English language development as a second language and for Specially Designed Academic Instruction in English. Course content includes acquiring awareness about the education of minority students globally. The course includes 20 hours of community service learning.

EDUC 585P | ELEMENTARY CURRICULUM METHODS FOR GLOBAL CLASSROOMS
Units: 6

This course is designed to provide candidates with subject-specific pedagogical knowledge and skills in the following areas: mathematics, science, history-social science, the visual and performing arts, and physical education. In each major subject area candidates learn to use appropriate instructional strategies and materials, plan and implement instruction that fosters student achievement of state-adopted academic content standards, and interrelate ideas and information within and across the major subject areas. Candidates learn to assist students to develop as globally competent citizens who possess knowledge of other world regions, cultures, and global issues. 50-hour practicum.

EDUC 586 | TEACHING STUDENTS ON THE AUTISM SPECTRUM
Units: 3

Exploration of our evolving understanding of autism in the research literature, educational practice and popular imagination. Examination and application of instructional strategies for supporting autistic students in communication, organization and social interaction.

EDUC 587 | CO-TEACHING: COLLABORATING IN AN INCLUSIVE ENVIRONMENT
Units: 3

Examination of research, policy and practice of co-teaching and collaboration models that support general education and special education students in inclusive classrooms.

EDUC 588 | DISABILITY IN EDUCATION POLICY AND LAW
Units: 3

Investigation of the historical, philosophical, legal, political and sociological constructions of disability in education. Analysis of application of current law to classroom and school policies and practices.

EDUC 590P | GENERAL EDUCATION STUDENT TEACHING
Units: 1-9 Repeatability: Yes (Can be repeated for Credit)

Prerequisites: EDUC 590 with a minimum grade of C- (Can be taken Concurrently)

Student teaching occurs in assigned classrooms in partnering school districts in and around San Diego. Teacher candidates are expected to student teach full-time for the full semester (approximately 14 weeks) according to the calendar of the assigned school. As per CTC guidelines, all student teachers must have clearance and approval from the credential office prior to starting in a placement.

EDUC 590S | GENERAL EDUCATION STUDENT TEACHING SEMINAR
Units: 1-3 Repeatability: No

Prerequisites: EDUC 590P with a minimum grade of C- (Can be taken Concurrently)

Student teachers are required to take this 3 unit seminar concurrent with EDUC 490P – Student Teaching. Seminar meetings are mandatory and include reviews of instructional strategies and pedagogical competencies designed to support students with their student teaching experience. Specific time and date of the seminar is announced each semester by the Director of Field Experience. Support for the successful completion of CalTPA and other credential requirements is also provided during this time.

EDUC 591P | STUDENT TEACHING FOR SINGLE SUBJECT CREDENTIAL PRACTICUM
Units: 9

Supervised student teaching assignments are in selected classrooms of participating school districts throughout San Diego County. Students work full time for 20 weeks, with their level of responsibility increasing as the semester progresses. Candidates for student teaching must file a Student Teaching Application, with evidence of fingerprint clearance, passing CBEST score and passing CSET scores (if applicable) by October for a spring semester student teaching placement and by March for a fall semester student teaching placement (contact the Director of Field Experiences for the exact date each semester). In order to be admitted into student teaching, all other credential program requirements must be completed by the end of the prior semester. Go to www.sandiego.edu/academics/soles/currstudents/policies.php for the complete list of requirements. Students must register for EDUC 591S–Student Teaching Seminar for Single Subject Credential concurrent with this course.

EDUC 591S | STUDENT TEACHING FOR SINGLE SUBJECT CREDENTIAL SEMINAR
Units: 3

Students are required to take this 3-unit seminar concurrent with EDUC 591P–Student Teaching for the Single Subject Teaching Credential. Seminar meetings are mandatory and include reviews of instructional strategies and pedagogical competencies designed to support students with their student teaching experience. Specific time and date are announced each semester by the director of field experience.

EDUC 595 | THESIS
Units: 1-3

Students completing a master's thesis must enroll in a minimum of 3 total thesis units under the course number EDUC 595. Similar to an independent study course, the purpose of EDUC 595 is to allow students the opportunity to work closely with their thesis chair towards the completion of their thesis. Students can take a minimum of 1 and a maximum of 3 thesis units per semester. Grading for thesis units, as well as assignments and deadlines are to be set by the thesis chair and student.

EDUC 599 | INDEPENDENT STUDY
Units: 1-3

Independent study designed for individual student needs. Students must complete the Application for Independent Study or Research form and obtain the signatures of the faculty supervisor, Department Chair and the Associate Dean prior to registering for the course.

EDUC 601 | CRITICAL SOCIAL THEORY AND EDUCATION
Units: 3 Repeatability: No

This seminar introduces first-year doctoral students to critical theoretical frameworks in educational research and praxis. Critical theories are often distinguished from "traditional" theories by their goal of unmasking ideologies that falsely justify forms of domination. Contemporary criticalists ground their work in scholarship from the Frankfurt School, an intellectual hub in the 1920s and 30s widely credited with extending Marxian thinking from its classical emphasis on materialism and structural inequality to processes of cultural production and the maintenance of oppressive social relations. This tradition has been adopted by and adapted for a range of social movements around the globe, including resistance efforts to domination related to socioeconomic status, race, ethnicity, nationality (nationalisms, displacement, colonization, borders, etc.), gender, sexual orientation, disability, language, and other social identities. This course explores how education scholars take up frameworks from these adaptations to uncover, critique, and dismantle dimensions of oppression in educational contexts.

EDUC 602 | EDUCATIONAL RESEARCH & METHODS
Units: 3 Repeatability: No

The goal of this course is to introduce doctoral students to educational research, its philosophical underpinnings, paradigms and major instantiations. Students will engage with the major questions of education research, and the methods that researchers have used to tackle these questions. The course includes an introduction to qualitative and quantitative research methods and to the policies and regulations associated with conducting research with human subjects.

EDUC 603 | HISTORY OF EDUCATION FOR SOCIAL JUSTICE
Units: 3 Repeatability: No

This course uses the history of education as a lens to examine our commitments to social justice (i.e. opportunity, access, inclusion, etc.) for marginalized (colonized, minoritized, etc.) communities and individuals. Set against the backdrop of the major historical movements of the 19th, 20th and 21st centuries, the course urges doctoral students to consider the role of education in enacting and withholding the ideals of civil and democratic societies. Students will consider education in its numerous dichotomies- A lever or change/a preserver of the status quo; a tool of liberation/ a tool of oppression; a guarantor of fairness /an underwriter of privilege. Students will exit the course with a deeper understanding of the major movements of organized education both in the US and select international contexts, and tools for analyzing and interrupting the "constancy and change" of educational systems.

EDUC 604 | EDUCATION AND GLOBALIZATION
Units: 3 Repeatability: No

This course introduces students to an analysis of the post-colonial impact of globalization on education, with particular reference to international development and the international aid agenda. Key themes such as world culture theory, knowledge economy, and the role of English will be considered from the framework of globalization. In addition, students will examine the geopolitical hegemony of the global North on the global South through policies and practices in education, such as Education For All, inclusive education, and school assessment standards. Globalization as it pertains to education will be considered from a variety of perspectives including enhancement through social and transnational mobility and potential threats to tradition, particularly for marginalized communities, and with specific reference to class, ethnicity/race, and gender.

EDUC 605 | LANGUAGE, RACE, AND CULTURE IN EDUCATION
Units: 3 Repeatability: No

Sapir noted that language is "a peculiarly potent symbol of social solidarity" while at the same time being "the most potent single known factor for the growth of individuality". Its symbolic value in defining personal, cultural and national identity helps to explain the consistent use of the abrogation of language rights throughout history in a variety of personal and public domains across a range of social and political contexts. This course will be structured in three phases within the seven course modules-Phase 1: will focus on Language and culture in the US; Phase 2: Language and culture from a global perspective (policy, practice- historical and present) and Phase 3: Application of language and culture in education (as it relates to profession and practice). We will review how these theories (both critical and non critical) have shaped important educational practices and ideas specifically as they relate to the language, heritage, and culture of students. The course will further introduce students to current and emerging concepts, theories, and methods in the field of language, culture and education policy and planning from a social justice, equity and access perspective. Recent developments in the field pivotal in language learning, cultural proficiency and teaching will be researched and studied. This course reflects the breath of disciplinary knowledge from multiple angles across diverse sociocultural and sociopolitical contexts. It seeks to enable students in language, culture, and education to get a sense of the issues being pursued in language, culture, and education and biliteracy planning. The course is composed of several thematic units such as: Definitions and frameworks of language policy and planning, descriptive frameworks and status planning, social change and politics of language and culture, theoretical and methodological perspectives in language policy and planning, topical areas in language policy, and language and literacy policy and planning in education from local and global perspectives. Topics will include: The Politics of Intolerance; U.S. Language Policy and its Implications Globally; The Colonialism of English-Only; Education Discourse; and Reclaiming the Language of Possibility.

EDUC 606 | EDUCATIONAL POLITICS & POLICY
Units: 3 Repeatability: No

This course surveys moments, issues, frameworks, and methods in two interrelated areas of scholarship: politics of education and educational policy. Increasingly, educational leadership programs have moved away from administration models that focus solely on management to those centered on educational politics and policy. This shift reflects changes in how decisions are made about schooling in the contemporary moment. For generations, local schools and educational agencies determined how resources were allocated and what schooling practices were standard. Today, federal and state school funding is often tied to policies that mandate or incentivize particular educational interventions and practices. Many scholars argue that protecting national interest and global marketplace competition drives this trend in many nations around the world. This course is organized into three parts to understand this larger context and the many roles scholars play in developing, critiquing, implementing, and evaluating educational policy. Part I focuses on the evolution of education politics and governance. Part II focuses on the emergence of educational policy as a distinct field and highlights prevalent methods of knowledge production among its early scholars. Part III focuses on how educational policy scholars work for equity and social justice.

EDUC 607 | QUANTITATIVE RESEARCH METHODS AND DESIGN IN EDUCATION I
Units: 3 Repeatability: No
This is the first in a two-course series that prepares students to conduct, analyze and write-up research employing quantitative methods and designs. The course uses cases and seminal educational research studies as tools to build and strengthen student capacity and facility with conducting quantitative research studies. Emphasis is placed on developing rich, conceptual understanding of the statistics used in educational and social-science research and thereby enabling students to ask more precise questions and conduct more sophisticated analyses. In this first course, students examine descriptive statistics including measures of central tendency and variability; concepts of validity and reliability; the normal distribution; and statistical inference including estimation, hypothesis testing, and correlation coefficients. This context-driven approach is designed to help students answer the question: How might quantitative research methods and designs be employed to understand and analyze pressing issues of educational access, equity, and inclusion?.

EDUC 608 | QUANTITATIVE RESEARCH METHODS AND DESIGN IN EDUCATION II
Units: 3 Repeatability: No
Prerequisites: EDUC 607 with a minimum grade of B-
This is the second in a two-course series that prepares students to conduct, analyze and write-up research employing quantitative methods and designs. The course uses cases and seminal educational research studies as tools to build and strengthen student capacity and facility with conducting quantitative research studies. In this second course, students examine the meaning of and learn to test for statistical significance. They construct confidence intervals; and run t-tests, one-way, factorial, and repeated measures ANOVAs; and regressions. The course includes with two modules devoted to survey design and concludes with instruction on writing-up the findings section of a quantitative research study. This context-driven approach is designed to help students answer the question: How might quantitative research methods and designs be employed to understand and analyze pressing issues of educational access, equity, and inclusion?.

EDUC 609 | QUALITATIVE RESEARCH METHODS AND DESIGN IN EDUCATION I
Units: 3 Repeatability: No
This course is the first of a two-course sequence of Qualitative Research I and II, which introduce students to the various traditions of qualitative research, including ethnography, grounded theory, phenomenology, case study, narrative inquiry, content analysis, auto-ethnography, and program evaluation research, with a particular emphasis on education. Students will learn and apply key qualitative research methods such as participant observations, interviews, and document analysis, as well as basic and advanced, traditional and digital processes for analyzing data generated from these methods, including coding and categorization, analytic memos, and constant comparison, by conducting an education-focused mini-study or a "research apprenticeship" over the course of the two semesters. Students will learn about the ethics of conducting research, and develop and submit an exempt IRB application.

EDUC 610 | QUALITATIVE RESEARCH METHODS AND DESIGN IN EDUCATION II
Units: 3 Repeatability: No
Prerequisites: EDUC 609 with a minimum grade of B-
This course is the second of a two-course sequence of Qualitative Research I and II, which introduce students to the various traditions of qualitative research, including ethnography, grounded theory, phenomenology, case study, narrative inquiry, content analysis, auto-ethnography, and program evaluation research. Students will continue to apply key qualitative research methods such as participant observations, interviews, and document analysis, as well as basic and advanced processes for analyzing data generated from these methods, including coding and categorization, analytic memos, using constant comparison methods, in their education-focused mini-study or a "research apprenticeship" that they will have begun in the first course. Students will write an academic level paper presenting the results of their study.

EDUC 611 | SOCIAL JUSTICE PRAXIS IN EDUCATIONAL ORGANIZATIONS
Units: 3 Repeatability: No
In praxis courses, students bring their new theoretical and methodological lenses to existing sites of educational practice. Students choose an educational site of importance and interest to them and design an Investigation of Practice. This close examination seeks to make visible the underlying theories, practices, and challenges of the given educational organization with a specific emphasis on issues of educational access, opportunity, and justice. For students working in the field of education, their current professional organization will serve as their praxis site. Support for locating an appropriate praxis site will be provided for students not currently working or those not working in an educational field. Praxis are taken in conjunction with doctoral seminars and support the development of students' culminating projects.

EDUC 612 | DISABILITY, ACCESS, ASSETS, AND INTERSECTIONALITY IN EDUCATION
Units: 3 Repeatability: No
This seminar invites doctoral students to explore disability studies in education (DSE), a multidisciplinary field that expands common notions of disability and difference, and raise questions about the ways in which disability is constructed in schools. In conceptualizing disability within social and political realms, this exploration will privilege the interest, experience, and agendas of those labeled with disability and encourage connections that can promote full access to educational opportunities. Students will consider intersectional historical, social, cultural, political, contemporary, and political debates about disability and education and examine the impact of DSE in policy, in the use of technology, and in family/school/community relationships.

EDUC 650 | DOCTORAL SEMINAR I
Units: 3 Repeatability: No
This is the first course for doctoral candidates who have completed their doctoral course work. The goal of seminar I is to introduce doctoral candidates to the theoretical and practical aspects of designing dissertation research in order to successfully defend the design in a proposal hearing. Doctoral candidates will be introduced to the overview and introduction of the dissertation process, to include the components of dissertation seminars I, II, III, and IV. Doctoral candidates review APA format as well as peer and non-peer review forms of writing. They explore and write their draft and final research question as well as Chapters 1 and 2 of their dissertation. This includes the Introduction and all components of Chapter 1, and learn how to effectively write a Literature Review for Chapter II. Doctoral candidates will also be introduced to various types of research and popular writing pieces. They will write an Opinion Education paper based on their literature review.

EDUC 651 | DOCTORAL SEMINAR II
Units: 3 Repeatability: No
Prerequisites: EDUC 650 with a minimum grade of B-
Doctoral Seminars are designed to guide students through the process of conducting doctoral level research. This course builds from Doctoral Seminar I where you developed your Review of Literature. In this Seminar you will solidify your research question, determine a study design and appropriate methods and collect preliminary (pilot) data. Combined with the review of literature from Seminar I, the assignments from this seminar will form your dissertation proposal. This course includes a bi-monthly face-to-face advising session with your course instructor. During these meetings, you will receive feedback on your dissertation project to date as well as advisement as you move toward the culmination of your doctoral program.

EDUC 652 | DOCTORAL SEMINAR III
Units: 3 Repeatability: No
Prerequisites: EDUC 650 with a minimum grade of B- and EDUC 651 with a minimum grade of B-
This 14 week course is intended for doctoral students who have completed dissertation Seminar II. The purpose of seminar III is to take students from a point at which they have completed their literature review and IRB proposal and defended a basic research proposal to implementing the research plan. Dissertation seminar III helps students through the development of a solid research strategy and research schedule, collecting and analyzing data and drafting chapter 4: Findings/ Results / Discussion of the dissertation.

EDUC 653 | DOCTORAL SEMINAR IV
Units: 3-6 Repeatability: No
Prerequisites: EDUC 650 with a minimum grade of B- and EDUC 651 with a minimum grade of B- and EDUC 652 with a minimum grade of B-
This is the last course for doctoral candidates who have completed doctoral dissertation seminar III. The goal of seminar IV is to review all of the components of their theoretical and practical aspects of having designed and carried out their dissertation research in order to successfully defend the dissertation at a public hearing or their research journal articles. Doctoral candidates will review and discuss their final analysis of the data and will write their Chapter 5 conclusions and recommendations for future research. All of the components of Chapter 5 will be peer reviewed. Doctoral candidates will participate in a practice dissertation or research article defense simulation and will defend their dissertation once having received approval by the course faculty and dissertation committee Chair.

EDUC 661 | INTRO TO DOCTORAL STUDY YEAR I
Units: 0 Repeatability: No
Welcome to the PhD in Education for Social Justice student orientation course! Congratulations on taking this exciting step towards earning your doctoral degree. This orientation will introduce you to the EDSJ program and let you know what to expect and how to succeed in the online program. You will learn to successfully navigate the Blackboard learning environment, locate helpful resources, and complete assignments and activities in each module. This orientation course will be available to you as a reference tool throughout your program.

EDUC 662 | DOCTORAL STUDY YEAR II
Units: 0 Repeatability: No
Welcome to Year 2 of your doctoral study program. Social justice can encompass many issues and although access and equality are critical elements, the component of healing is as equally important. This course will introduce you to basic key concepts and terms to help prepare you socio-emotionally for your work as a social justice warrior and change agent. This orientation course will be available to you as a reference tool throughout your program.

EDUC 663 | DOCTORAL STUDY YEAR III
Units: 0 Repeatability: No
Prerequisites: EDUC 661 with a minimum grade of P and EDUC 662 with a minimum grade of P
Welcome to Year 3 of your doctoral study program. Now in the 3rd year of the program, this course will focus on the policies, programs and special dates that you will need to be mindful of to stay on track while on your final semesters of the PhD journey. Additionally, this course will share important information, workshops and sessions that promote professional and career opportunities for life after graduation. Prerequisites: EDUC 661 EDUC 662.

EDUC 679 | EXPERIMENTAL TOPICS
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course number is used by SOLES for experimental topics courses. The title and content of each 679 course will vary by topic and program/department. If more than one 679 course is offered during a single semester, section numbers will allow for identification of the course.

EDUC 694 | SPECIAL TOPICS
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This seminar invites doctoral students to explore special topics in education and raise questions about the ways in which the issue operates in schools. In conceptualizing various aspects of the topic, this exploration will privilege the interest, experience, and agendas of marginalized communities and encourage connections that can promote full access to educational opportunities. Students will consider historical, contemporary, and intersectional political debates about the topic and examine its impact in policy, in the use of technology, in family/school/community relationships, and in other relevant areas.

EDUC 695 | DISSERTATION
Units: 1 Repeatability: Yes (Can be repeated for Credit)
Prerequisites: EDUC 650 with a minimum grade of C- and EDUC 651 with a minimum grade of C- and EDUC 652 with a minimum grade of C- and EDUC 653 with a minimum grade of C-
Doctoral candidates must maintain continuous enrollment until the dissertation is completed. Only the grade of pass is awarded for this course, which is individually guided by the dissertation chair.

EDUC 699 | INDEPENDENT STUDY
Units: 1-6 Repeatability: Yes (Can be repeated for Credit)
Independent study designed for individual student needs. Students must complete the Application for Independent Study or Research form and obtain the signatures of the faculty supervisor, Department Chair and the Associate Dean prior to registering for the course.

Counseling & Marital and Family Therapy

Chair

Kristopher Hall, PhD

Faculty

Nicholas Boyd, PhD

Wendell Callahan, PhD

Nancy Chae

Todd Edwards, PhD

Ana Estrada, PhD

Nedeljko Golubovic, PhD

Catherine Griffith, PhD

Ian Martin, EdD

Jo Ellen Patterson, PhD

Saundra Tabet, PhD

Lee Williams, PhD

Lily Vistica, MA

Min Xu, PhD

Melissa Yzaguirre, PhD

The Department of Counseling & Marital and Family Therapy offers graduate programs in Counseling (Clinical Mental Health and School Counseling) and Marital and Family Therapy. Our programs meet credential and license eligibility requirements through nationally accredited curricula and fieldwork training.

Counseling Program

Specializations in Clinical Mental Health Counseling and School Counseling

The Master of Arts in Counseling program is a non-thesis program that prepares individuals to provide a variety of professional counseling services to diverse client populations in a wide range of work settings. The mission of the program is to prepare exemplary counselors who are committed to ethical practice in diverse global contexts. The program has a strong focus on leadership and advocacy in relationship to human development issues and the provision of quality services and programs for all people. The Clinical Mental Health Counseling (CMHC) specialization emphasizes evidence-based practice as the foundation for delivering culturally responsive interventions for clients in a variety of clinical mental health settings. The School Counseling (SC) specialization emphasizes leadership, program planning and evaluation, applied research and evidence-based interventions.

The School Counseling and Clinical Mental Health Counseling specializations are accredited by the Council for Accreditation of Counseling and Related Educational Programs (CACREP).

The Counseling Program utilizes benchmark assessments to determine whether candidates meet the standards required to enter the program, continue in

the program and complete the program. A Clinical Instruction Benchmark Assessment (CIBA) is utilized to provide students (also referred to as candidates) with personal and professional development feedback, to assess progress in the program and to determine the student's readiness for the transition to the practicum and fieldwork/internship portions of clinical instruction. The CIBA is completed prior to approval to register for the Counseling Practicum.

The Counseling Program has a chapter of Chi Sigma Iota — the International Academic and Professional Honor Society for counseling — which students are eligible to join after completing at least nine units of graduate courses with a minimum of a 3.5 GPA.

School districts, community colleges and universities, career centers, community agencies, government and business organizations and private and public clinical settings in San Diego, all over the country and around the world, employ graduates of the Counseling Program. In addition, many of our graduates have gone on to doctoral programs in counseling psychology, counselor education, educational leadership, educational psychology and related fields.

The Clinical Mental Health specialization requires 60 units. Upon graduation students are eligible to become Associate Professional Clinical Counselor (APCC as defined by the California Board of Behavioral Sciences). In California, Associate Professional Clinical Counselors are required to complete 3000 post-graduate supervised practice hours and pass the licensing exam to become Licensed Professional Clinical Counselors (LPCC). The program meets licensure eligibility requirements in most other states as well but students are encouraged to check specific requirements for licensure in the state in which they intend to become licensed.

The School Counseling specialization offers two concentrations: (1) a 48 unit program where students earn a PPS credential upon graduation; and (2) a 60 unit program where students earn the PPS credential and take additional coursework to be eligible for licensure as a Licensed Professional Clinical Counselor. Students who opt to pursue the 60-unit PPS credential with LPCC eligibility should have an interest in working with children and adolescents, providing School Based Mental Health Services.

Additional Admission Requirements

See the Admission page for basic admission requirements.
See the Credential page for credential requirements.

Entance Semesters	Fall
Application Deadlines	Visit http://www.sandiego.edu/soles/admissions/deadlines.php
Minimum Grade Point Average	3.0 (4.0 scale) in all undergraduate coursework
Standardized Admission Test	Not required.
Additional Requirements	Resume
	Statement of Purpose
	Two letters of recommendation
Interview	The most qualified applicants to the counseling program will be invited to USD for a group interview. Applicants who are unavailable for this interview will be contacted by a faculty member for a phone interview.

Clinical Mental Health Counseling

The Clinical Mental Health specialization requires 60 units. Upon graduation students are eligible to become Associate Professional Clinical Counselors (APCC as defined by the California Board of Behavioral Sciences). In California, Associate Professional Clinical Counselors are required to complete 3000 post-graduate supervised clinical hours and pass the licensing exam to become Licensed Professional Clinical Counselors (LPCC). The program meets licensure eligibility requirements in most other states as well but students are encouraged to check specific requirements for licensure in the state in which they intend to become licensed. The Clinical Mental Health specialization is nationally accredited by the Council for Accreditation of Counseling and Related Educational Programs (CACREP).

Degree Requirements

Program Specialization Courses

Students in all counseling program areas complete courses designed to meet program requirements recommended by the Council for Accreditation of Counseling and Related Educational Programs (CACREP) and the National Board of Certified Counselors (NBCC). All students complete core and specialization courses specific to their areas of professional practice. The program requires the student to complete three terms of practicum or fieldwork in an approved setting related to the student's career goal.

CMHC Program Plan - Year 1

Code	Title	Units
Fall I		
COUN 502	Professional Orientation, Law and Ethics in Counseling	3
COUN 520	Counseling Theories and Practice	3
COUN 530	Assessment Techniques in Counseling	3
COUN 564	Counseling Skills	3
Intersession I		
COUN 505	Human Development	3
Spring I		
COUN 526	Group Counseling	3
COUN 541	Advanced Counseling: Diagnosis And Treatment Planning	3
COUN 547	Risk Assessment and Trauma Intervention in Clinical Mental Health Counseling	3
COUN 555	Evidence Based Counseling Theory and Techniques	3
Summer I		
COUN 510	Career Development Across the Lifespan	3
COUN 515	Multicultural Counseling	3
COUN 587P	Clinical Mental Health Counseling Practicum	3
Total Units		**36**

CMHC Program Plan - Year 2

Code	Title	Units
Fall II		
COUN 533	Seminar in Field Based Research: Proposal Development	1.5
COUN 542	Addictions Counseling	3
COUN 544	Intro Family Counseling	3
COUN 598P	Clinical Mental Health Counseling Internship	3
Intersession II		
COUN 562 or COUN 575	Positive Psychology: Theory and Applications / Advanced Counseling Skills: Motivational Interviewing	3
Spring II		
COUN 534	Seminar in Field Based Research: Analysis and Reporting of Research	1.5
COUN 549	Psychopharmacology	3
COUN 550	Couples and Sexuality	3
COUN 598P	Clinical Mental Health Counseling Internship	3
Total Units		**24**

Clinical Contact Hours

Students must successfully complete a minimum of 700 clock hours of supervised practicum over three semesters. At least 240 clock hours of direct service during the three semesters of practicum, during the first semester a minimum of 100 hours/40 direct service hours with a minimum of 120 direct hours per practicum II/III, including experience in leading groups.

Clinical Instruction Benchmark Assessment (CIBA)

A Clinical Instruction Benchmark Assessment (CIBA) is utilized to assess readiness for practicum training and to provide candidates with personal and professional development feedback.

Capstone Research Project Defense

The Counseling Program utilizes a capstone research project defense as part of the assessment of student readiness to complete the program. The Research project defense requires that students complete a research project in consultation with their advisor. The defense is a public presentation of the student's research project and its findings. In addition to the presentation, each student is required to turn in a formal written 'Research Brief' project report. The Research defense is generally taken during the final semester of courses.

International Requirement

At SOLES, all masters and doctoral students participate in an international experience designed to support the growth of cultural competency. Our goal is to inform best practices in working with culturally diverse populations locally, nationally, and globally. International experiences are approved by each student's faculty advisor and can be credit based or non-credit based activities.

MA in Counseling with specialization in School Counseling and PPS (48 units)

The School Counseling PPS 48-unit specialization prepares students to work as professional counselors in elementary, middle, and high school settings. Candidates develop knowledge and skills in student advocacy as well as in the design, implementation, and evaluation of comprehensive, results-based guidance and counseling programs for diverse student populations.

Through this program, students fulfill the requirements to earn a pupil personnel services credential (PPS) from the California Commission on Teacher Credentialing. Our school counseling program is nationally accredited by the Council for Accreditation of Counseling and Related Educational Programs (CACREP) and the National Council for Accreditation of Teacher Education (NCATE), a subsidiary of CAEP.

Degree Requirements

Program Specialization Courses

Students in all counseling program areas complete courses designed to meet program requirements recommended by the Council for Accreditation of Counseling and Related Educational Programs (CACREP) and the National Board of Certified Counselors (NBCC). All students complete core and specialization courses specific to their areas of professional practice. The program requires the student to complete three terms of practicum or fieldwork in an approved setting related to the student's career goal.

School Counseling Program Plan - Year 1

Code	Title	Units
Fall I		
COUN 507	Professional Identity, Law and Ethics in School Counseling	3
COUN 520	Counseling Theories and Practice	3
COUN 564	Counseling Skills	3
COUN 552	Working with Diverse Couples and Families in School Settings	3
Intersession I		
COUN 505	Human Development	3
Spring I		
COUN 530	Assessment Techniques in Counseling	3
COUN 536	Applied Theories and Techniques for Counseling in School Settings	3
COUN 588P	Practicum: School	3
LEAD 540	Introduction to Restorative Justice: A Global Social Movement	3
Summer I		
COUN 510	Career Development Across the Lifespan	3
COUN 515	Multicultural Counseling	3
COUN 526	Group Counseling	3
LEAD 541	Restorative Justice Facilitation Skill-Building Intensive	3
Total Units		**39**

School Counseling Program Plan - Year 2

Code	Title	Units
Fall II		
COUN 523	Seminar in SC Field Based Research: Proposal Development	2
COUN 590F	Fieldwork in School Settings	4
LEAD 542P	Restorative Justice Leadership in Practice	3
Intersession II		
COUN 531	Advanced Topics in School Counseling	3
Spring II		
COUN 524	Seminar in SC Field Based Research: Analysis and Reporting of Research	2
COUN 537	School Counseling Consultation, Crisis, and Trauma	3
COUN 590F	Fieldwork in School Settings	4
Total Units		**21**

Clinical Contact Hours

Students must successfully complete a minimum of 100 clock hours (minimum of 40 direct service hours) of supervised practicum over one semester and 800 (minimum of 240 direct service hours). Additionally, students will have the opportunity to work with students of diverse backgrounds (150 hours) including socioeconomic disadvantages, English learners, homeless youth, foster youth; students with disabilities (including Section 504 plans), students experiencing suspension and expulsion from school, sexual minority youth (LGBTQ+), racial and ethnic minorities; and understand information on school, district, State, and Federal policies and the impact of resulting practices.) clock hours of supervised fieldwork over two semesters.

Clinical Instruction Benchmark Assessment (CIBA)

A Clinical Instruction Benchmark Assessment (CIBA) is utilized to assess readiness for practicum training and to provide candidates with personal and professional development feedback.

Fieldwork Readiness Meeting

A fieldwork readiness meeting is held following the practicum to provide candidates with personal and professional development feedback, to assess progress in the program, and to determine the student's readiness for advancement to fieldwork. For School Counseling students, the fieldwork readiness meeting is completed prior to approval to register for the Fieldwork in School Settings course (COUN 590).

Capstone Research Project Defense

The Counseling Program utilizes a capstone research project defense as part of the assessment of student readiness to complete the program. The Research project defense requires that students complete a research project in consultation with their advisor. The defense is a public presentation of the student's research project and its findings. In addition to the presentation, each student is required to turn in a formal written 'Research Brief' project report. The Research defense is generally taken during the final semester of courses.

Restorative Justice Facilitation and Leadership Graduate Certificate

Having access to the Center for Restorative Justice within SOLES is a huge resource. School districts across the country have recently shifted their discipline policies to restorative justice models and school counselors are taking on a leadership role in this process. Graduating students with specific training in restorative practices offers the potential to better support this work and position our graduates as leaders within this movement. Students within the School Counseling program will graduate with the SOLES Graduate Certificate in Restorative Justice Facilitation and Leadership.

International Requirement

At SOLES, all masters and doctoral students participate in an international experience designed to support the growth of cultural competency. Our goal is to inform best practices in working with culturally diverse populations locally, nationally, and globally. International experiences are approved by each student's faculty advisor and can be credit based or non-credit based activities.

MA in Counseling with specialization in School Based Clinical Counseling (PPS & LPCC, 60 units)

Through the School Counseling 60-unit specialization students earn the PPS credential and take additional coursework to become eligible for licensure as a Licensed Professional Clinical Counselor. Students who opt to pursue the 60-

unit PPS credential with LPCC eligibility should have an interest in working with children and adolescents, providing School Based Mental Health Services.

Through this program, students fulfill the requirements to earn a pupil personnel services credential (http://www.ctc.ca.gov/credentials/CREDS/pupil-personnel-svcs.html) (PPS) from the California Commission on Teacher Credentialing. Our school counseling program is nationally accredited by the Council for Accreditation of Counseling and Related Educational Programs (http://www.cacrep.org/) (CACREP) and the National Council for Accreditation of Teacher Education (https://www.chea.org/national-council-accreditation-teacher-education/) (NCATE), a subsidiary of CAEP (http://caepnet.org/). Additionally, students in the 60-unit concentration become eligible for licensure with the California Board of Behavioral Sciences as licensed professional clinical counselors (LPCCs). (http://www.bbs.ca.gov/applicants/lpcc.html)

Degree Requirements

Program Specialization Courses

Students in all counseling program areas complete courses designed to meet program requirements recommended by the Council for Accreditation of Counseling and Related Educational Programs (CACREP) and the National Board of Certified Counselors (NBCC). All students complete core and specialization courses specific to their areas of professional practice. The program requires the student to complete three terms of practicum or fieldwork in an approved setting related to the student's career goal.

Code	Title	Units
Fall I		
COUN 507	Professional Identity, Law and Ethics in School Counseling	3
COUN 520	Counseling Theories and Practice	3
COUN 530	Assessment Techniques in Counseling	3
COUN 564	Counseling Skills	3
Intersession I		
COUN 505	Human Development	3
Spring I		
COUN 536	Applied Theories and Techniques for Counseling in School Settings	3
COUN 541	Advanced Counseling: Diagnosis And Treatment Planning	3
COUN 549	Psychopharmacology	3
COUN 588P	Practicum: School	3
Summer I		
COUN 510	Career Development Across the Lifespan	3
COUN 515	Multicultural Counseling	3
COUN 526	Group Counseling	3
Fall II		
COUN 523	Seminar in SC Field Based Research: Proposal Development	2
COUN 542	Addictions Counseling	3
COUN 552	Working with Diverse Couples and Families in School Settings	3
COUN 590F	Fieldwork in School Settings	4
Intersession II		
COUN 531	Advanced Topics in School Counseling	3
Spring II		
COUN 524	Seminar in SC Field Based Research: Analysis and Reporting of Research	2
COUN 537	School Counseling Consultation, Crisis, and Trauma	3
COUN 590F	Fieldwork in School Settings	4
Total Units		**60**

Clinical Contact Hours

Students must successfully complete a minimum of 100 clock hours (minimum of 40 direct service hours) of supervised practicum over one semester and 800 (minimum of 240 direct service hours). Additionally, students will have the opportunity to work with students of diverse backgrounds (150 hours) including socioeconomic disadvantages, English learners, homeless youth, foster youth; students with disabilities (including Section 504 plans), students experiencing suspension and expulsion from school, sexual minority youth (LGBTQ+), racial and ethnic minorities; and understand information on school, district, State, and Federal policies and the impact of resulting practices.) clock hours of supervised fieldwork over two semesters.

Clinical Instruction Benchmark Assessment (CIBA)

A Clinical Instruction Benchmark Assessment (CIBA) is utilized to assess readiness for practicum training and to provide candidates with personal and professional development feedback.

Fieldwork Readiness Meeting

A fieldwork readiness meeting is held following the practicum to provide candidates with personal and professional development feedback, to assess progress in the program, and to determine the student's readiness for advancement to fieldwork. For School Counseling students, the fieldwork readiness meeting is completed prior to approval to register for the Fieldwork in School Settings course (COUN 590).

Capstone Research Project Defense

The Counseling Program utilizes a capstone research project defense as part of the assessment of student readiness to complete the program. The Research project defense requires that students complete a research project in consultation with their advisor. The defense is a public presentation of the student's research project and its findings. In addition to the presentation, each student is required to turn in a formal written 'Research Brief' project report. The Research defense is generally taken during the final semester of courses.

International Requirement

At SOLES, all masters and doctoral students participate in an international experience designed to support the growth of cultural competency. Our goal is to inform best practices in working with culturally diverse populations locally, nationally, and globally. International experiences are approved by each student's faculty advisor and can be credit based or non-credit based activities.

Marital and Family Therapy Program

The Marital and Family Therapy (MFT) program prepares students to become marriage and family therapists. Marriage and family therapists are trained to conceptualize mental health and behavior problems as existing within interpersonal relationships. Consequently, students are trained to treat problems within a person's current interpersonal context. In addition to training in the most prominent marriage and family therapy theories, students are exposed to the biological and intrapsychic approaches to problem development and resolution. Students receive training in the assessment and treatment of the major mental disorders.

The MFT program is accredited by the Commission on Accreditation for Marital and Family Therapy Education (COAMFTE). The COAMFTE is the

national organization recognized by the U.S. Department of Education for setting standards for marriage and family therapy education. USD's MFT program is one of only seven master's degree-granting programs in California accredited by the COAMFTE.

Graduates of the MFT program usually work in mental health agencies. However, some set up their own private practices or go on to doctoral work. The degree fulfills the educational requirements for licensure in California as a Marriage and Family Therapist and usually meets the licensing requirements in the other 49 states with Marriage and Family Therapist licensure.

General Degree Requirements

The MA in MFT is a non-thesis degree program requiring the successful completion of 60 units of graduate coursework, a written comprehensive exam, completion of an approved international experience and the accumulation of a minimum of 500 client contact hours and 100 supervision hours. The majority of the students are full-time. Full-time students can complete the program within two full calendar years. Part-time students must take at least six units per semester.

Additional Admission Requirements

See the Admission page for basic admission requirements.
See the Credential page for credential requirements.

Entrance Semesters	Fall, Spring
Application Deadline	Visit http://www.sandiego.edu/soles/admissions/deadlines.php
Minimum Grade Point Average	3.0 (4.0 scale) in bachelor's or in master's coursework
Additional Requirements	Resume
	Statement of Purpose
	Two letters of recommendation
Interview	After an initial review of applications to the Marital and Family Therapy program, the most qualified candidates will be invited to USD for a group interview with the MFT faculty. Applicants who live outside California and surrounding states (Arizona, Oregon, Washington, Utah, or Nevada) will have the option of participating in a phone interview. However, out-of-state applicants are strongly encouraged to attend the on-campus group interview, if possible.

Code	Title	Units
MFTS 500	Research in Family Therapy	3
MFTS 523	Family Therapy Theories I	3
MFTS 524	Family Therapy Theories II	3
MFTS 528	Psychopathology in the Family	3
MFTS 529	Ethical, Legal, & Professional Issues in Family Therapy	3
MFTS 532	Human Diversity in Family Therapy	3
MFTS 533	Family Development	3
MFTS 541	Systemic Treatment of Children	3
MFTS 543	Developmental Psychopathology	3
MFTS 544	Psychopharmacology and Systems	2
MFTS 546	Couples and Sex Therapy	3
MFTS 562	Recovery-oriented Case Management	1
MFTS 563	Collaborative Care	1
MFTS 570	Systemic Treatment of Substance Abuse	2
MFTS 567	Individual, Family and Community Trauma	2
MFTS 571	Family Violence	1
MFTS 574	Aging Issues in Family Therapy	1
MFTS 577	Treatment of Severe Mental Illness	3
MFTS 595P	Practicum in MFT 1	5
MFTS 596P	Practicum in MFT 2	5
MFTS 597P	Practicum in MFT 3	5
Electives		
Take two of the following:		
MFTS 542	Families of Children with Special Needs	1
MFTS 572	Gender Issues in Family Therapy	1
MFTS 573	Group Therapy	1
MFTS 575	Social Neuroscience for Family Therapists	1
MFTS 576	Self of the Therapist	1
MFTS 578	Spiritual Issues in Family Therapy	1

Degree Requirements

Comprehensive Examination

Successful completion of a comprehensive examination is required for graduation. The exam is taken in the second year and covers three areas: Theory & Application, Assessment, and Law & Ethics. Students are given two hours to complete each section.

Clinical Contact Hours

Students must successfully complete a total of 500 clinical contact hours (minimum of 200 relational hours) and 100 supervision hours (minimum of 50 with raw data) while enrolled in Practicum.

Completion of Prerequisite Requirements

Students must complete the three prerequisite requirements (Human Development, Research Methods and either Counseling Theories or Theories of Personality) either prior to enrollment in the program or before the beginning of their second semester in the program.

Practicum In MFT

An important part of the training program is the practical experience and training students receive during the clinical practicum. The MFT faculty maintains a variety of sites that meet the rigorous clinical hour and supervision requirements. Practicum placements are typically non-paying positions.

Practicum (MFTS 595P, MFTS 596P, MFTS 597P) is a 12-month, three-semester sequence that is completed during the student's final year in the program. During this clinically rich experience, students will be expected to complete 500 direct client-contact hours, 200 of which need to be with couples or families. Students receive a minimum of 100 hours of supervision from MFT faculty during this time, in addition to the supervision received from on-site supervisors. Faculty supervision is in both individual and group format, with live and videotaped data being used as the primary source of session information.

International Requirement

At SOLES, all masters and doctoral students participate in an international experience designed to support the growth of cultural competency. Our goal is to inform best practices in working with culturally diverse populations locally, nationally and globally. International experiences are approved by each student's faculty advisor and can be credit based or non-credit based activities.

MFTS 365 | CURRENT APPROACHES TO PEER ASSISTANCE
Units: 3
Students taking this course will learn about the practical application of theoretical concepts and empirical data related to student wellness, academic success, adaptation to college and peer counseling. Examples of college student areas to explore include substance abuse, academic and learning skill development, relationship management, and theories related to college student development, persistence and success. Students will learn basic counseling skills, (e.g., encouraging, paraphrasing, reflecting, summarizing, confronting), campus and community resources, crisis intervention, ethics, diversity dimensions, and skills to apply this knowledge as peer counselors. Students currently enrolled in, or who have successfully completed this course will be eligible to apply for peer program positions offered by the university.

MFTS 366 | APPLIED EXPERIENCE IN PEER ASSISTANCE
Units: 2 Repeatability: Yes (Can be repeated for Credit)
Prerequisites: MFTS 365
This course is an innovative and collaborative partnership between Academic Affairs and Student Affairs. It will provide peer support and peer counseling for USD students. Track one students will serve as peer coaches for students identified "at-risk" (e.g. students on academic probation, those who have received mid-term deficiency grades, or have been identified though early intervention alert systems; collaboration through the Center for Student Success and Student Wellness). Track two students will provide peer education and support regarding sexual violence (collaboration through the Women's Center and Student Wellness). Undergraduate students selected for this course through an application procedure (MFTS 365 – Current Approaches to Peer Assistance is a prerequisite).

MFTS 400 | INTRODUCTION TO MARITAL AND FAMILY THERAPY
Units: 3
Introduction to the theories and methods of marital and family therapy through lecture, discussion, and experiential activities. This course is designed for students interesting in pursuing careers in mental health services and medicine.

MFTS 500 | EVIDENCE BASED PRACTICE IN FAMILY THERAPY
Units: 3 Repeatability: No
By the end of the class, the student will have the motivation, knowledge and skills necessary to use research successfully in a variety of ways in their clinical work.

MFTS 523 | FAMILY THERAPY THEORIES I
Units: 3 Repeatability: No
Students are exposed to the fundamental assumptions and ideas of general systems theory and the basic premises of the various theoretical orientations within the family therapy field. Family theories I covers Structural Family Therapy, Strategic Family Therapy, Bowen Family Therapy, and Behavioral Family Therapy.

MFTS 524 | FAMILY THERAPY THEORIES II
Units: 3 Repeatability: No
Students are exposed to the fundamental assumptions and ideas of general systems theory, and the basic premises of the various theoretical orientations within the family therapy field. Family Theories II covers Experiential family therapies, Narrative Therapy, Solution-focused Therapy, Internal Family Systems Therapy, and the process of theory integration.

MFTS 528 | PSYCHOPATHOLOGY IN THE FAMILY
Units: 3 Repeatability: No
An examination of the developmental factors that lead to the emergence and maintenance of various psychological and interpersonal disorders. Emphasis is on developing skills in recognizing inappropriate and maladaptive behaviors and in selecting appropriate techniques for counseling and referral. The course focuses on integrating psychopathology and family diagnosis.

MFTS 529 | ETHICAL, LEGAL, & PROFESSIONAL ISSUES IN FAMILY THERAPY
Units: 3 Repeatability: No
An examination of the most important areas of legal, ethical, and professional concern to marriage and family therapists and other mental health practitioners in California. Among the topics covered are: confidentiality; psychotherapist-patient privilege; child, elder and dependent adult abuse; reporting laws; treating dangerous patients; treating minors with and without parental consent; dual relationship issues; selected areas of family law, licensing law and regulations, scope of practice issues; ethical standards of the MFT profession; and professional identity.

MFTS 532 | HUMAN DIVERSITY IN FAMILY THERAPY
Units: 3 Repeatability: No
Issues related to various ethnic and cultural backgrounds are examined, including the influence of minority characteristics, racism and discrimination in the therapeutic process. Emphasis is placed on the interplay between social issues and the therapeutic process.

MFTS 533 | FAMILY DEVELOPMENT
Units: 3 Repeatability: No
This course uses a biopsychosocial, systemic framework to examine various topics central to families and their development across the life span. The course examines a wide range of developmental issues important to understanding family functioning (mate selection, marriage, parenting, divorce), with special attention on diversity in family types (stepfamilies, single-parent families, immigrant families). An emphasis will be placed on the clinical application of concepts.

MFTS 541 | SYSTEMIC TREATMENT OF CHILDREN
Units: 3 Repeatability: No
The study of the major methods used to assess and treat child and adolescent problems from an integrated systemicdevelopmental perspective. The treatment of both normative and non-normative developmental problems in children and adolescents is emphasized.

MFTS 542 | FAMILIES OF CHILDREN WITH SPECIAL NEEDS
Units: 1 Repeatability: No
When parents are confronted with the news that their child has a disability, life changes immediately, dramatically and permanently. Families with a child who has a disability or who is chronically ill confront challenges and bear burdens unknown to other families and, at times, unknown to the professionals who are entrusted with the responsibility of providing services and support. In addition to having to learn how to adjust to and cope with a new reality after receiving a diagnosis, families need also to learn how to access and navigate a number of systems of care including the medical, mental health and educational systems, as well as a host of government agencies such as the Regional Center and Social Security.

MFTS 543 | DEVELOPMENTAL PSYCHOPATHOLOGY
Units: 3 Repeatability: No
This course presents key concepts and theories in child and adolescent development. The course addresses both normative development and developmental psychopathology. Developmental concepts are discussed in relationship to the family context and how these concepts can inform clinical work with children and families. Prerequisite: An undergraduate course in human development.

MFTS 544 | PSYCHOPHARMACOLOGY AND SYSTEMS
Units: 2 Repeatability: No
Prerequisites: MFTS 528 with a minimum grade of C- (Can be taken Concurrently)
An introduction to medication and its use in treating mental disorders. Students learn how medications function in managing mental disorders and the positive and negative effects of these medications on human functioning. A psychoeducational perspective is used to integrate the family systems perspective with biological considerations.

MFTS 546 | COUPLES AND SEX THERAPY
Units: 3 Repeatability: No
The study of the major methods used to assess and treat couple problems, with an emphasis on sexual issues and the treatment of sexual disorders. Both behavioral and nonbehavioral methods and strategies are presented.

MFTS 562 | RECOVERY-ORIENTED CASE MANAGEMENT
Units: 1 Repeatability: No
This course will focus on the components and principles of Recovery Oriented Case Management. The course will examine the strength based, client centered advocacy and resiliency models in Recovery Oriented Case Management. The course will look at various systems of care including community, public, and private mental health and social services including how they can support Recovery Oriented Case Management. The course will address how diversity, socio-economic status, and poverty may affect, and be affected by, the implementation of Recovery Oriented Case Management. The course will examine how marriage & family therapists in their clinical practice can use Recovery-oriented Case Management to more fully serve and benefit Individuals, Couples, and Families.

MFTS 563 | COLLABORATIVE CARE
Units: 1 Repeatability: No
This course examines various models of collaborative care and the clinical competencies and skills MFT's need to work successfully on collaborative care teams. This course will also examine the biopsychosocialspiritual aspects of illness and how MFT's can assess and manage common mental health, psychosocial, and health behavior issues in primary care settings and recovery oriented practice environments. Contextual issues such as race/ethnicity, age, sexual orientation, religion, and socioeconomic status (SES) and how they inform collaborative care practices will also be discussed.

MFTS 566 | INDIVIDUAL, FAMILY, AND COMMUNITY TRAUMA
Units: 1 Repeatability: No
This course is designed to introduce students to how trauma affects individuals, families, and communities, including the nature of trauma (e.g., abuse, combat, natural disasters), grief reactions, and traumatic stress. Also included in this class is an exploration of the therapist's response to trauma, crisis intervention, comorbid disorders and general treatment issues. Students will review evidence-based practices in the trauma field. The instructor uses a culturally-informed perspective to teach the class.

MFTS 567 | INDIVIDUAL, FAMILY AND COMMUNITY TRAUMA
Units: 2 Repeatability: No
This course is designed to introduce students to how trauma affects individuals, families, and communities, including the nature of trauma (e.g., abuse, combat, natural disasters), grief reactions, and traumatic stress. Also included in this class is an exploration of the therapist's response to trauma, crisis intervention, comorbid disorders and general treatment issues. Students will review evidence-based practices in the trauma field. The instructor uses a culturally-informed perspective to teach the class.

MFTS 570 | SYSTEMIC TREATMENT OF SUBSTANCE ABUSE
Units: 2 Repeatability: No
A critical evaluation of the complex and sometimes contradictory information available in drug and alcohol abuse treatment. A biopsychosocial model of organization is presented along with both individual and family assessment, diagnosis and treatment techniques.

MFTS 571 | FAMILY VIOLENCE
Units: 1 Repeatability: No
This course will focus on the dynamics, assessments and interventions regarding family violence and child abuse. The course will examine theories, multiple assessments, treatments & interventions, as well as social & scientific controversies regarding family violence and child abuse. The course will encourage self reflection regarding the definition, function, & various experiences of abuse and violence in society and the family. The course will address gender and cultural issues regarding both victims and perpetrators of family violence and child abuse. The course will examine how marriage & family therapists in their clinical practice can assess for and treat families experiencing violence and abuse.

MFTS 572 | GENDER ISSUES IN FAMILY THERAPY
Units: 1 Repeatability: No
Gender issues and their impact on societal norms and values, the development of problems and the process of therapeutic intervention are examined.

MFTS 573 | GROUP THERAPY
Units: 1 Repeatability: No
The ability to work with groups is increasingly becoming an essential skill for family therapists. This course will provide a survey of types of groups in clinical practice. Students will be exposed to a variety of group experiences to enrich their understanding of group structures and dynamics.

MFTS 574 | AGING ISSUES IN FAMILY THERAPY
Units: 1 Repeatability: No
Issues relevant to family therapists working with adults in later life and their families are addressed. Special attention is given to assessment skills, including intergenerational history and patterns, ethnicity, SES, gender and cultural factors. Common life-cycle issues, such as retirement, are addressed, as are problems experienced by a significant number of elderly people, including illness, long-term care and loss.

MFTS 575 | SOCIAL NEUROSCIENCE FOR FAMILY THERAPISTS
Units: 1 Repeatability: No
Social Neuroscience seeks to understand the psychological and biological bases of social behavior. How does the brain support our social relationships and how do our social experiences affect the brain, body and physical health? Family life is a primary incubator for brain development, especially for children. In this course, topics such as attachment, stress and coping, empathy, emotional regulation, family emotional environment and aging will be explored with a focus on application of research findings into clinical interventions.

MFTS 576 | SELF OF THE THERAPIST
Units: 1 Repeatability: No
This experiential learning course focuses on the student's own family experiences and the impact of these experiences on the student's work as a family therapist.

MFTS 577 | TREATMENT OF SEVERE MENTAL ILLNESS
Units: 3 Repeatability: No
The purpose of this course is to teach MFT students effective strategies for the treatment of severe mental illness through a balanced exploration of current trends in treatment planning and delivery, research and outcomes, various theoretical perspectives and the specific needs of this unique population of clients. An emphasis will be placed on principles of mental health recovery-oriented care and methods of service delivery in recovery-oriented practice environments.

MFTS 578 | SPIRITUAL ISSUES IN FAMILY THERAPY
Units: 1 Repeatability: No
Spiritual issues and their impact on the treatment of marital and family therapy problems are examined. The importance of individual and family spiritual development in its various forms is emphasized.

MFTS 579 | SOLES EXPERIMENTAL TOPICS
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This course number is used by SOLES for experimental topics courses. The title and content of each 579 course will vary by topic and program/department. If more than one 579 course is offered during a single semester, section numbers will allow for identification of the course.

MFTS 592 | PRACTICUM IN MFT
Units: 0 Repeatability: No
Students receive group supervision on issues relevant to the treatment process including client-therapist match, resistance and change, assessment, treatment planning and the self of the therapist.

MFTS 595P | PRACTICUM IN MFT 1
Units: 5 Repeatability: No
Non-Core Attributes: Public Service
In the didactic portion of the course, issues relevant to the beginning clinician are addressed including refinement of interviewing skills and the application of treatments to specific problems. Students also receive group supervision and individual supervision based on either videotaping or live observation of their work.

MFTS 596P | PRACTICUM IN MFT 2
Units: 5 Repeatability: No
Non-Core Attributes: Public Service
Issues relevant to the treatment process are covered including client-therapist match, resistance and change, assessment, treatment planning and the self of the therapist. Students also receive group supervision and individual supervision based on either videotaping or live observation of their work.

MFTS 597P | PRACTICUM IN MFT 3
Units: 5 Repeatability: No
Non-Core Attributes: Public Service
Issues relevant to the involvement of schools, protective services and other groups and agencies during the treatment process are covered. Students also receive group supervision and individual supervision based on either videotaping or live observation of their work.

MFTS 598P | PRACTICUM EXTENSION
Units: 1-5 Repeatability: No
This course provides continuing group supervision for students who need to complete a substantial number of clinical hours after completing three semesters of Practicum.

MFTS 599 | INDEPENDENT STUDY
Units: 6
Independent study designed for individual student needs. Students must complete the Application for Independent Study or Research form and obtain the signatures of the faculty supervisor, Program Director/Department Chair and the Associate Dean prior to registering for the course.

CERT-COUN: Certificate in International School Counseling

The Certificate in International School Counseling is comprised of 10 units of graduate level coursework designed to provide candidates with the knowledge, skills, and dispositions needed to effectively provide counseling and develop school counseling programs in International Schools. Certificate candidates will acquire a working knowledge of career, academic, and social-emotional counseling specifically focused for educators and counselors wanting to and working in international schools.

COUN 563 Multicultural Counseling Skills for International School Counselors (3 Units)

To be a counselor in an international school requires culturally focused skills and sensitivities. This course explores the skills and resources necessary to be a culturally competent counselor and provides a practical approach to running effective School Counseling programming for international school communities. Through case presentations, simulations, and other active participation strategies, participants will explore and practices skill related to:

• The ideal and real role of the International School Counselor

• Third Culture Kids and Adults

• Understanding and supporting students, parents and teachers cope with transient populations

• Ethical cultural dilemmas faced by International School Counselors

COUN 565 Crisis & Trauma Prevention and Intervention in International School Counseling (3 Units)

It is inevitable that school crisis occur. In international schools, school counselors are the first responders or members of the school's crisis team. The purpose of this course is to prepare students for dealing with crisis situations they will encounter as an International School Counselor. Students will spend time reflecting on how people deal with crises, exploring their own crisis experiences, and begin to develop skills for crisis intervention. Students will also examine some of the relevant research on crises, resolution, and resilience for International Populations. However, the major focus throughout the course will be on applying principles of crisis response to cases encountered in practice. Prior cases have included:

• Grief and Bereavement

• Bullying

• Violence Prevention

• Cultural Adjustment and Transition

• Suicide and Suicidal Ideation

• Family Conflict and Violence (a particularly challenging area of international practice)

COUN 566 International Career and College Readiness (3 Units)

The links between education, career development, and college attendance are extraordinarily complex. A huge selling point for attending an international school is its competitiveness and ability to prepare a student for success in college and career. While this preparedness is important, this course presents foundational resources that help school counselors to remain focused on the healthy development of a "why" that will allow students to best navigate educational and career decision making. Through a series of case studies, collaborative learning strategies, and interactive simulations, participants will:

• Examine the career development process and interventions for children, and adolescents within a culture-centered perspective.

• Study of theorists, vocational assessment processes, and occupational and psychological information systems.

• Gain valuable insight into the inner-workings of university admission offices, with a focus on the multiple factors impacting each decision to admit or deny a student.

• Understand the offerings and requirements of university systems in the US, Canada, Australia and the UK

• Develop the tools needed to help families and students form an effective university application list

• Increase knowledge of the financial aid and scholarship process in the United States

COUN 567 Applied Theories and Techniques in International School Counseling (1 Unit)

Departing from the case-study format, this course offers students an opportunity to learn and practice new skills in a safe environment. Solution Focused Brief Counseling allows students real strategies that they can experiment in their own practice during this condensed course. The main mode of instruction for this course is roleplay, practice and reflection.

Shiley-Marcos School of Engineering

Chair

Imane Khalil, PhD, MS

Faculty

Caroline Baillie, PhD

Chuck Bane, MS, CISSP, CCSK, CWNA, PMP

Mark Heckman, PhD, CISSP

Haydar Majeed, MS

Anna Marbut, MSBA

G.B. Singh, PhD

Ebrahim Tarshizi, PhD, MBA

Vision

Our vision is to deliver a high-quality student-centered engineering education that provides distinctive, authentic, and supportive experiences that inspire students to make a positive difference.

Mission

Our mission is to provide engineering students with a holistic education so they are prepared to take on society's challenges and opportunities in socially, ethically, and professionally responsible ways.

Values

Our core values that are critical to the success of our mission and vision are academic excellence, caring, collaboration, curiosity, empathy, innovation, diversity, and global awareness.

Program Descriptions

The Shiley-Marcos School of Engineering offers Master of Science programs in applied data science; applied artificial intelligence; engineering, sustainability,

and health; engineering management and leadership; and cyber security engineering. All programs are part-time programs designed to meet the needs of working professionals seeking to gain the skills needed to advance their careers, or transition into new career paths. Programs can be started in fall, spring, or summer terms and are designed to be completed in 20-24 months depending on the prior preparation of the student.

Master of Science in Applied Artificial Intelligence (MS-AAI)
The online MS-AAI is an intensive applied program directed at technical professionals looking to advance their careers in AI or transition into a career in AI. The program prepares candidates for a variety of roles in the industry related to ethical development and deployment of AI-based systems in corporations. It applies to candidates (STEM and non-STEM backgrounds) who plan to work in positions within a business organization that require the application of machine learning and AI-enabled algorithms, systems, and techniques for automated data-driven decision-making. Graduates of the program will be successful in technical positions in a variety of industries spanning diverse sectors such as finance, healthcare, automation, computer science, and engineering. The program is designed to develop both technical and soft skills, so graduates would also be well-positioned for entrepreneurial projects and leadership roles in AI.

Master of Science in Applied Data Science (MS-ADS)
The Master of Science in Applied Data Science (MS-ADS) degree program has been designed to specifically address the cross-functional needs of industries for data scientists who come with a strong foundation of technical knowledge and expertise in algorithms, tools, and techniques for analyzing any type of data and are able to apply such tools to domain-specific problems. The MS-ADS program is an intensive project-based program directed at technical professionals looking to assume responsibilities related to the analysis of corporate and personal data. It applies to candidates (engineering and non-engineering) who plan to work in positions within a business organization that require the application of data science, with titles such as data analysts, data scientists, and machine learning staff/engineers. It is well suited for full-time professionals who are interested in transitioning into or advancing their careers in applied data science. The MS-ADS curriculum will instruct students on technical topics that are seen as critical to equip and prepare graduates from the program to be able to apply powerful analytical tools to work with real-life (small and large) datasets. Graduates of the program will be successful in technical positions in a variety of industries and research and development (R&D) positions including the pursuit of doctoral work. The program is designed to develop both technical and soft skills. As a result, graduates would also be well-positioned to pursue management positions or entrepreneurial projects in data science.

Master of Science in Cyber Security Engineering (MS-CSE)
The MS-CSE program provides knowledge and skill in architecting, developing, and fielding secure network solutions against advanced persistent threats. It explores the role assurance plays in security, particularly in the development and deployment of software products, and how one must account for this in security planning. Students in the MS-CSE program learn the design, evaluation and certification, and accreditation of trusted systems. Students will subsequently understand how to take the design of trusted systems and develop/engineer these into secure systems, with a focus on hands-on experiences in laboratory settings.

The Master of Science in Cyber Security Engineering program is offered in two modalities: online asynchronously or on-campus meetings two nights each week. Both programs have the same degree requirements but require separate program applications prior to admission. Online students are not permitted to take the on-ground modality courses.

Students interested in pursuing these degrees should contact USD's Division of Professional and Continuing Education for more information about the enrollment process.

Master of Science in Engineering Management and Leadership (MS-EML)

The master's program in Engineering Management and Leadership (MS-EML) program that successfully develops "leaders of tomorrow" will cultivate skill sets that enhance their ability to manage technology teams and projects. It will engage them in a process that explores changes in their mindset necessary for influencing technology organizations. The MS-EML program is an intensive project-based program for technical professionals looking to assume leadership positions in global technology organizations. It is valuable for experienced managers who intend to serve as CEOs, Directors, Vice Presidents, or C-level executives in technology companies.

Master of Science in Engineering, Sustainability and Health (MS-ESH)

The online Master of Science in Engineering for Sustainability and Health (MS-ESH) is a 30-unit program that provides a graduate learning experience at the intersections of engineering, international development, sustainability, and human, animal, environmental, and planetary health. The program consists of eight three-unit courses and a six-unit capstone. The first two courses are foundational and intended to develop students' capacities to work at the intersections of the program. Following this, four courses are dedicated to the pillars of sustainability and health, namely, energy, water, food, and waste. The fifth and sixth courses provide integrative experiences that investigate cross-cutting issues of health and sustainability. While specific projects will be developed within each course and across the entire program, the six-unit capstone course will serve as a culminating experience, involving the development and completion of a major project related to the application of engineering for sustainability and health. Graduates from the MS-ESH program will be well-equipped to transform their own area of practice to one that is ultimately sustainable, in addition to gaining the experience and insight needed to explore new transdisciplinary career options.

Center for Cyber Security Engineering and Technology

The University of San Diego's Center for Cyber Security Engineering and Technology (CCSET) is designed to develop and coordinate opportunities for world-class education, research, and service to address threats to information systems. CCSET assists business, government, law enforcement, and private citizens to better prepare and respond to highly motivated, highly trained adversaries who are responsible for billions in lost revenue each year; catastrophic disruptions in service; terrorism and activism; a dark web of criminal activity; and constant peril to critical infrastructure.

CCSET is committed to mitigating cyber security risks developing and coordinating opportunities for education, research, outreach, and service to secure the future prosperity and freedom of the digital realm. This effort combines the best technology, world-class curriculum and programs, and the mindset to approach the challenge holistically. Stakeholders from engineering, technology, law, policy, business, and major industry sectors will all play a role in improving cyber security. USD is committed to uniting these communities to find real solutions, and changing the mentality in cyber security from reactive to proactive.

Master of Science in Applied Data Science

The Master of Science in Applied Data Science (MS-ADS) degree program has been designed to specifically address the cross-functional needs of industries for data scientists who come with a strong foundation of technical knowledge and expertise in algorithms, tools, and techniques for analyzing any type of data and are able to apply such tools to domain-specific problems. The MS-ADS program is an intensive project-based program directed at technical professionals looking to assume responsibilities related to the analysis of corporate and personal data. It applies to candidates (engineering and non-engineering) who plan to work

in positions within a business organization that require the application of data science, with titles such as data analysts, data scientists, and machine learning staff/engineers. It is well suited for full-time professionals who are interested in transitioning into or advancing their careers in applied data science. The MS-ADS curriculum will instruct students on technical topics that are seen as critical to equip and prepare graduates from the program to be able to apply powerful analytical tools to work with real-life (small and large) datasets. Graduates of the program will be successful in technical positions in a variety of industries and research and development (R&D) positions including the pursuit of doctoral work. The program is designed to develop both technical and soft skills. As a result, graduates would also be well-positioned to pursue management positions or entrepreneurial projects in data science.

The MS-ADS curriculum will involve the integration of a 3-unit Capstone experience with the delivery of module-based technical courses, updated regularly so that they are aligned with progress and advancement in a field that is still undergoing rapid development. Completion of the MS-ADS program requires a total of 36 units, comprising 30 academic units and 6 units dedicated to prerequisite courses. Students may be eligible for the waiver of the prerequisite courses and related 6 units based on their background and prior education. Within the 30 academic units, 21 will delve into the technical facets of data science, complemented by 6 units covering introductory and fundamental topics, and completing with the 3-unit Capstone experience. Upon completion of the program, MS-ADS graduates will be able to:

- Develop structures within organizations for the collection and aggregation of relevant small and big data for analysis.
- Successfully apply principles of data aggregation and analytics, and conduct data science methods to tackle problems in the industry related to technology, operations, finance, marketing, and corporate development.
- Apply data science techniques and tools for the generation of data-driven business reports and to assist in the development of strategies.
- Be effective leaders and managers of data science functions and organizations in corporations.

Admission to the MS-ADS program will require a Bachelor's Degree with strong academic credentials in majors, such as Statistics, Mathematics, Computer Science, Engineering or any other non-STEM fields where candidates may be interested in advancing their technical skills in data analysis. Preference will be given to prospective students with industry experience or other relevant real-life experiences. Students interested in pursuing this degree should contact USD's Division of Professional and Continuing Education for more information about the enrollment process.

Degree Requirements

Code	Title	Units
ADS 500A	Probability and Statistics for Data Science [1]	3
ADS 500B	Data Science Programming [1]	3
ADS 501	Foundations of Data Science and Data Ethics	3
ADS 502	Applied Data Mining	3
ADS 503	Applied Predictive Modeling	3
ADS 504	Machine Learning and Deep Learning for Data Science	3
ADS 505	Applied Data Science for Business	3
ADS 506	Applied Time Series Analysis	3
ADS 507	Practical Data Engineering	3
ADS 508	Data Science with Cloud Computing	3
ADS 509	Applied Text Mining	3
ADS 599	Capstone Project	3

[1] ADS 500A and ADS 500B may be waived in a combined or individual manner by the director of the ADS program upon demonstration of prior coursework or equivalent experience.

ADS 500A | PROBABILITY AND STATISTICS FOR DATA SCIENCE
Units: 3 Repeatability: No

This course is an introduction to probability and statistical concepts and their applications in solving real-world problems. This prerequisite course provides a solid background in the application of probability and statistics that will form the basis for advanced data science methods. Statistical concepts, probability theory, random and multivariate variables, data and sampling distributions, descriptive statistics, and hypothesis testing will be covered. The use of computer-based applications for the performance of basic statistics will be utilized. Covered topics include the numerical and graphical description of data, elements of probability, sampling distributions, probability distribution functions, estimation of population parameters, and hypothesis tests. This course will combine the learnings from texts, case studies, and standard organizational processes with practical problem-solving skills to present, structure, and plan the problem as it would be presented in large enterprises and execute the steps in a structured analytics process.

ADS 500B | DATA SCIENCE PROGRAMMING
Units: 3 Repeatability: No

This course is an introduction to fundamental concepts of programming and problem-solving techniques for data science. Python and R are the languages used to analyze and deliver insights from real-world datasets. Topics include the basics of Python and R, data acquisition, integration and transformation, problem understanding, data preparation, standardization, and exploratory data analysis. In addition, command line tools and editors are explored in UNIX, and methods to access and analyze RDBMS databases are examined. The course ends with introducing students to the basics of machine learning models.

ADS 501 | FOUNDATIONS OF DATA SCIENCE AND DATA ETHICS
Units: 3 Repeatability: No

Prerequisites: ADS 500A with a minimum grade of C- and ADS 500B with a minimum grade of C-

This course covers an introduction to the methods, concepts, and ethical considerations found and practiced in the field of professional data science. Topics include defining and structuring the problem, managing the business, the CRISP-DM and Agile processes, ensuring the science in data science using the scientific method, project management, managing ethical concerns and model bias, and the importance of performing exploratory data analysis. This course will combine the learnings from case studies, texts, and standard organizational processes with practical problem-solving skills to present, structure, plan, and present the problem as it would be done in large enterprises, including executing steps in the data science work-stream.

ADS 502 | APPLIED DATA MINING
Units: 3 Repeatability: No

Prerequisites: ADS 500A with a minimum grade of C- and ADS 500B with a minimum grade of C-

Data Mining is one of the most important topics in the data science field. This course discusses theoretical concepts and practical algorithms for both supervised and unsupervised learning techniques. The course provides data mining principles, methods, and applications with a variety of integrated theoretical and practical examples in classification, association analysis, cluster analysis, and anomaly detection. This course also includes applied examples associated with each topic in data mining using R and Python programming languages.

ADS 503 | APPLIED PREDICTIVE MODELING
Units: 3 Repeatability: No

Prerequisites: ADS 500A with a minimum grade of C- and ADS 500B with a minimum grade of C-

This course provides a working knowledge of applied predictive modeling. Students will obtain a broad understanding of model training, evaluations, and development procedures with a wide variety of applications to real-world problems. This course introduces best practices for managing data science projects and presenting analytical results to technical and non-technical audiences. Course topics include linear and non-linear regression modeling methods, linear and non-linear classification modeling methods, model selection, variable importance, variable selection and model applications, code, and R package management using RStudio.

ADS 504 | MACHINE LEARNING AND DEEP LEARNING FOR DATA SCIENCE
Units: 3 Repeatability: No

Prerequisites: ADS 500A with a minimum grade of C- and ADS 500B with a minimum grade of C-

This course covers the study of supervised and unsupervised algorithms in the Machine Learning context. Emphasis on formulating, choosing, applying, implementing, and evaluating machine learning models to capture key patterns exhibited in cross-sectional data and longitudinal data. This course also discusses the considerations of model complexity interpretations and implementation in real-world applications using Python and associated packages. An introduction to Deep Learning is provided in this course.

ADS 505 | APPLIED DATA SCIENCE FOR BUSINESS
Units: 3 Repeatability: No

Prerequisites: ADS 501 with a minimum grade of C- and ADS 502 with a minimum grade of C-

Data science skills are in high demand across a wide variety of industries. This course focuses on real-world use cases of data mining applications, including predicting consumer purchase behavior, brand loyalty, product prices, sales up-lift, basis of purchase, direct marketing campaign cost-effectiveness, rideshare cancellations, competitive online auctions, recommendation engines, and segmenting and identifying important customers. This course covers practical, business-oriented examples and use cases associated with each topic in data mining using Python. Data visualization, effective data storytelling, and analytical communication are being taught. Tableau, one of the most popular business analytics and dashboard tools, is practiced in this course.

ADS 506 | APPLIED TIME SERIES ANALYSIS
Units: 3 Repeatability: No

Prerequisites: ADS 501 with a minimum grade of C- and ADS 502 with a minimum grade of C-

Many datasets naturally have a time series component: records collected over time, financial data, biological data signals such as brain waves or blood glucose levels, weather, and seasonal information. Practicing data scientists need to identify when they encounter time series data and when to apply suitable techniques. This course will cover the major topics in time series analysis and forecasting (prediction), including stationary and non-stationary models, autoregressive and integrated autoregressive models, models for estimation, and spectral analysis using R. Different methods of estimation will be leveraged, including maximum likelihood, Bayesian, and spectral estimation. These approaches will be applied to real-world datasets, culminating in a complete analysis from end to end.

ADS 507 | PRACTICAL DATA ENGINEERING
Units: 3 Repeatability: No

Prerequisites: ADS 501 with a minimum grade of C- and ADS 502 with a minimum grade of C-

In this course, students will learn about the discipline of data engineering. They will learn what data engineers are, what they do and how it relates to the field of data science. Topics will include data architecture, relational databases, SQL, data pipelines (ETL and ELT), ethical data engineering (data security and privacy), and data engineering best practices.

ADS 508 | DATA SCIENCE WITH CLOUD COMPUTING
Units: 3 Repeatability: No

Prerequisites: ADS 501 with a minimum grade of C- and ADS 502 with a minimum grade of C-

This course covers the fundamental concepts of cloud computing as it impacts the field of data science. Course topics include cloud economics, distributed storage, SageMaker ecosystem, distributed processing, model tuning, natural language processing, and model deployment considerations in the cloud. This course will combine the learnings from texts and relevant technical articles with practical hands-on skills to design, implement, and recommend solutions for the business problem as it would be presented in the business world, and execute the steps in a structured model development process.

ADS 509 | APPLIED TEXT MINING
Units: 3 Repeatability: No

Prerequisites: ADS 501 with a minimum grade of C- and ADS 502 with a minimum grade of C-

This course focuses on natural language processing and data mining of text using Python. Topics include collecting and preparing text data, linguistic feature engineering, comparisons of groups of text, building classification models, sentiment analysis, topic modeling, and an introduction to vector-based representations of text.

ADS 550 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No

This orientation course introduces students to the University of San Diego and provides important information about the MS-ADS program and the technologies that will be used throughout the program. In the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of the program.

ADS 599 | CAPSTONE PROJECT
Units: 3 Repeatability: No

Prerequisites: ADS 501 with a minimum grade of C- and ADS 502 with a minimum grade of C- and ADS 503 with a minimum grade of C- and ADS 504 with a minimum grade of C- and ADS 505 with a minimum grade of C- and ADS 506 with a minimum grade of C- and ADS 507 with a minimum grade of C- and ADS 508 with a minimum grade of C-

The purpose of this Capstone Project is for students to apply their acquired theoretical knowledge obtained during the Applied Data Science Program to a research-based, code-oriented data science project. During the project, students lead the entirety of the end-to-end process that involves the collection and processing of the data while utilizing the appropriate analytical methods. The project will be documented in an academic journal style article and orally presented, including technical content, in a recorded presentation. Students will work in teams and are encouraged to find project topics that originate from real-world domains in order to tackle unique problem statements that have real-world impact.

Master of Science in Applied Artificial Intelligence

The Master of Science in Applied Artificial Intelligence is an intensive project-based program directed at technical professionals looking to assume responsibilities related to the development and deployment of AI-based systems in corporations. It applies to candidates (engineering and non-engineering) who plan to work in positions within a business organization that require the application of AI-based tools and techniques for automated data-driven decision making. Graduates of the program will be successful in technical positions in a variety of industries. The program is designed to develop both technical and soft skills, so graduates would also be well-positioned for management and entrepreneurial projects in AI.

The MS-AAI curriculum will involve the integration of a Capstone experience with the delivery of module-based technical courses, updated regularly so that they are aligned with progress and advancement in a field that is still undergoing rapid development. MS-AAI program will require the completion of 30 academic units. 21 out of 30 will cover technical aspects of AI with 6 units of introductory and fundamental topics. The remaining units are allocated to provide a comprehensive Capstone Experience for students assembled into different teams and charged with a variety of projects spanning diverse areas in AI such as machine learning, deep learning, Internet of things, and data mining. These projects may also be sponsored by companies. As a result, the Capstone projects will be in-depth with a focus on real-life problems.

Upon completion of the program, MS-AAI graduates will be able to:

- Develop structures within organizations for the deployment of AI-based systems and software for automated decision-making.
- Successfully apply principles of AI tools such as machine learning and neural networks to tackle problems in the industry related to technology, operations, finance, marketing, and corporate development.
- Apply ethical standards to the collection, dissemination, and analysis of data for data-driven business decision-making.
- Be effective leaders and managers in articulating the value of AI-based systems and software for organizations in corporations.

Admission to the MS-AAI program will require a Bachelor's Degree with strong academic credentials in majors, such as Statistics, Mathematics, Data Science, Computer Science, Engineering or any other non-STEM fields where candidates may be interested in advancing their technical skills in data analysis. Preference will be given to prospective students with industry experience or other relevant real-life experiences. Students interested in pursuing this degree should contact USD's Division of Professional and Continuing Education for more information about the enrollment process.

Degree Requirements

Code	Title	Units
AAI 500	Probability and Statistics for Artificial Intelligence	3
AAI 501	Introduction to Artificial Intelligence	3
AAI 510	Machine learning: Fundamentals and Applications	3
AAI 511	Neural Networks and Deep Learning	3
AAI 520	Natural Language Processing and GenAI	3
AAI 521	Applied Computer Vision for AI	3
AAI 530	Data Analytics and Internet of Things	3
AAI 531	Ethics in Artificial Intelligence	3

AAI 540	Machine Learning Operations	3
AAI 541		3

AAI 500 | PROBABILITY AND STATISTICS FOR ARTIFICIAL INTELLIGENCE
Units: 3 Repeatability: No

This course is an introduction to probability and statistical concepts and their applications in solving real-world problems, as well as an introduction to coding in Python. This introductory course provides a solid background in the application of probability and statistics that will form the basis for advanced AI methods. Statistical concepts, probability theory, random and multivariate variables, data and sampling distributions, descriptive statistics, and hypothesis testing will be covered. In addition, the use of Python for the performance of basic statistics will be covered in this course. Covered topics include the numerical and graphical description of data, elements of probability, sampling distributions, probability distribution functions, estimation of population parameters, and hypothesis tests. This course will combine the learnings from texts, case studies, and standard organizational processes with practical problem-solving skills to present, structure, and plan the problem as it would be presented in large enterprises and execute the steps in a structured analytics process. Team collaboration, professional presenting, and academic writing will be covered as well through a final team project.

AAI 501 | INTRODUCTION TO ARTIFICIAL INTELLIGENCE
Units: 3 Repeatability: No

Prerequisites: AAI 500 with a minimum grade of C-
Recent advances in big data, computational power, smart homes, and autonomous vehicles have rendered artificial intelligence (AI) as a major technological revolution in engineering and computer science. The goal of this course is to introduce students to the fundamental principles, techniques, challenges, and applications of AI, machine learning, and natural language processing. Topics covered include heuristic search and optimization techniques, genetic algorithms, machine learning, neural networks, and natural language understanding. Several applications of AI will be explored, including computer vision, pattern recognition, image processing, biomedical systems, Internet of Things, and robotics.

AAI 510 | MACHINE LEARNING: FUNDAMENTALS AND APPLICATIONS
Units: 3 Repeatability: No

Prerequisites: AAI 500 with a minimum grade of C- and AAI 501 with a minimum grade of C-
Machine learning (ML) is an interdisciplinary field that is focused on building models by algorithmic processing of data with minimal assumptions about the nature of the data. The models may be used to understand a process, make informed projections, or automate decisions. The field combines principles from statistics, computer science, and application domains. The application domains range across engineering, manufacturing, medicine, commerce, research, etc. This class will introduce students to the fundamental concepts and algorithms for machine learning. Students will learn fundamental concepts such as data cleaning and transformation, feature engineering, modeling training, validation and testing, overfitting, underfitting, and model evaluation. They will learn supervised learning algorithms such as regression, support vector machines, etc; and unsupervised learning algorithms such as k-means, Principal Component Analysis (PCA), and hierarchical clustering. Time series analysis will be briefly covered as well. Students will learn to appreciate and be sensitive to ethical issues affecting the use of machine learning in society.

AAI 511 | NEURAL NETWORKS AND DEEP LEARNING
Units: 3 Repeatability: No

Prerequisites: AAI 500 with a minimum grade of C- and AAI 501 with a minimum grade of C-
Neural networks have enjoyed several waves of popularity over the past half-century. The many applications of neural networks include apps that identify people in photos, automated vision systems for large-scale object recognition, smart home appliances that recognize continuous, natural speech, self-driving cars, and software that translates from any language to any other language. In this course, students will learn the fundamental principles and concepts of neural networks and state-of-the-art approaches to deep learning using in-demand Python packages, such as TensorFlow and PyTorch. Students will learn to design neural network architectures and training methods using hands-on assignments and will perform comprehensive final projects in this course.

AAI 520 | NATURAL LANGUAGE PROCESSING AND GENAI
Units: 3 Repeatability: No

Prerequisites: AAI 500 with a minimum grade of C- and AAI 501 with a minimum grade of C-
This course is focused on understanding a variety of ways to represent human language as computational systems and how to exploit those representations to develop programs for translation, summarization, extracting information, question answering, natural interfaces to databases, and conversational agents. This course will include concepts central to Machine Learning (discrete classification, probability models) and to Linguistics (morphology, syntax, semantics). Students will learn computational treatments of words, sounds, sentences, meanings, and conversations. Students will understand how probabilities and real-world text data can help. The course covers some high-level formalisms (e.g., regular expressions) and tools (e.g., Python) that can greatly simplify prototype implementation. Students will learn techniques to address the social impact of natural language processing, such as demographic bias, exclusion, and overgeneralization.

AAI 521 | APPLIED COMPUTER VISION FOR AI
Units: 3 Repeatability: No

Prerequisites: AAI 500 with a minimum grade of C- and AAI 501 with a minimum grade of C-
This course provides an introduction to computer vision. Computer vision uses a combination of traditional AI, machine learning, image processing, and mathematical theories to provide ways of programming a computer to understand visual imagery, whether a static picture, stereo vision for a robot, or motion from video. Topics covered include fundamentals of feature detection and extraction, motion estimation and tracking, image processing, and object and scene recognition. Students will learn fundamental concepts of computer vision as well as gain hands-on experience in solving real-world vision problems. A variety of tools will be introduced in this course, but the main focus will be on Python and OpenCV, as well as TensorFlow and Keras.

AAI 530 | DATA ANALYTICS AND INTERNET OF THINGS
Units: 3 Repeatability: No

Prerequisites: AAI 500 with a minimum grade of C- and AAI 501 with a minimum grade of C-

Recent advances in smart devices and technologies have enabled cars, smartphones, TVs, refrigerators, and several other devices to be connected to each other to build, operate, and manage the physical world. The Internet of Things (IoT) has significant potential to impact how individuals live and work by providing the tools necessary for innovative decision-making. The application of AI in IoT requires an understanding of machine learning algorithms, sensors, networking, and data analytics. To prepare our students as forerunners in AI, this course will introduce and practice a wide range of topics in the broad areas of IoT and data analytics and provide hands-on learning experiences and real-world applications. In addition, students will acquire knowledge of the ethics and law in IoT-enabled systems. Concepts in IoT ethics, such as data security, privacy, trustworthiness, and transparency of data, will be discussed in detail.

AAI 531 | ETHICS IN ARTIFICIAL INTELLIGENCE
Units: 3 Repeatability: No

Prerequisites: AAI 500 with a minimum grade of C- and AAI 501 with a minimum grade of C-

This course will examine some of the issues and consequences for humanity and our environment of increasing use of Artificial Intelligence (AI) and related technologies. With an understanding of the range of possible issues arising from AI, this course covers and explores how researchers, product teams, and policymakers might address the issues. Students will investigate how processes for AI development and deployment could be adapted to operate more effectively within legal frameworks and satisfy safety goals. This course discusses the social, political, and economic effects that AI may have on society – today and in the future. It also covers developing an understanding of public concerns with AI, including economic, equity, and human rights. Students will review proposed regulations, such as ones that provide individuals with a right to explanation when decisions made by an AI agent affect them. Students will evaluate existing and proposed techniques for addressing known challenges such as fairness, privacy, and liability. In addition, students will apply what they learn by adapting how practitioners work and lead in organizations that create and deploy AI-enabled systems, products, and services. Taken together, students will study and practice ways to ensure that they are equipped to ethically and safely build systems with an artificial intelligence component.

AAI 540 | MACHINE LEARNING OPERATIONS
Units: 3 Repeatability: No

Prerequisites: AAI 500 with a minimum grade of C- and AAI 501 with a minimum grade of C-

Interest in and usage of Machine Learning systems has increased dramatically in recent years. More and more innovative products and research rely on Machine Learning systems that leverage data to make predictions and identify trends. However - as with many cutting-edge fields - Machine Learning systems are often implemented improperly. As a result, many Machine Learning systems are unreliable, inefficient, or even useless. Machine Learning Operations (MLOps) is a methodology whose goal is to design, build, deploy, and maintain machine learning models properly. MLOps combines practices from Machine Learning, Data Engineering, and DevOps to assist ensure that Machine Learning models and algorithms are reliable, efficient, and - most importantly - useful. This course will introduce students to the key concepts of MLOps and a holistic method of designing suitable ML systems. Students will learn and perform the best practices for building Machine Learning systems with hands-on learning experiences and real-world applications. While students will learn about and implement some Machine Learning algorithms in this course, this course is not intended to teach them about the field of Machine Learning. Rather, students will learn how to properly design Machine Learning systems throughout the entire lifecycle.

AAI 550 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No

This orientation course introduces students to the University of San Diego and provides important information about the MS-AAI program and the technologies that will be used throughout the program. In the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of the program.

AAI 590 | CAPSTONE PROJECT
Units: 3 Repeatability: No

Prerequisites: AAI 500 with a minimum grade of C- and AAI 501 with a minimum grade of C-

In this course, students learn how the knowledge and skills acquired in the Master's program can be directly applied to develop AI-enabled systems. Students will apply skills acquired in the program to effectively address ethical, moral, and social issues in their design process. Students work in teams and participate in the identification of a problem, develop a project proposal outlining an approach to the problem's solution, implement the proposed solution, and test or evaluate the result in this Capstone using tools and technologies that were taught through the entire program.

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Master of Science in Cyber Security Engineering

The MS-CSE program provides knowledge and skill in architecting, developing, and fielding secure network solutions against advanced persistent threats. It explores the role assurance plays in security, particularly in the development and deployment of software products, and how one must account for this in security planning.

Core program goals for the University of San Diego's Master of Science in Cyber Security Engineering include:

- Developing an engineering knowledge and skill base focused on mitigation of advanced persistent threats toward the goal of increased cybersecurity. The engineering of secure, trusted systems is essential to guarding against the types of headline-grabbing electronic security breaches and that have caused extensive disruption and financial damage to industry and government, immeasurable loss of intellectual property and tremendous harm to personal privacy.

- Preparing individuals capable of developing cutting-edge innovation, creating the next generation of cyber tools and solutions and becoming thought leaders in the cybersecurity engineering domain. Graduates will be equipped to become change agents, providing overall subject matter expertise as well as specific engineering and technology solutions to an organization's unique set of risks and potential vulnerabilities.

- Connecting students with a network of local, regional and national cybersecurity stakeholders, as part of the University of San Diego's commitment to educational and professional development. MS-CSE program leaders are focused not only on keeping the innovative curriculum immediately relevant, but also on assisting with the placement of graduates.

- Advancing the science and practice of cybersecurity engineering and education for the benefit of public and private-sector organizations, communities and the nation. Ongoing cyber threats and successful attacks have placed the United States at a critical juncture; our cybersecurity

engineering graduates are groomed to be effective in this fight by contributing toward real-world, applied solutions.

Students in the Master of Science in Cyber Security Engineering program learn the design, evaluation and certification and accreditation of trusted systems. Students will subsequently understand how to take the design of trusted systems and develop/engineer these into secure systems, with a focus on hands-on experiences in laboratory settings.

The curriculum covers digital and network forensics and the technical considerations for incident response and continuity planning. It places students in simulated contested cyber environments where they will perform system assessments, potentially on solutions they have engineered, and understand the various types of penetrations an adversary might attempt on an information system. The goal being a real-world experience in which the application of cyber security engineering can be applied in dynamic settings where innovation and problem-solving are required.

The 30-unit program will consist of nine courses, including an integrative capstone course. Courses will be offered year-round with three semesters every year; Spring, Summer, and Fall. Each semester will last 14 weeks. In the first semester, students take a single six-unit course: CYBR 500. In subsequent semesters, students will take two courses per semester. Each course will run for seven weeks meeting two times per week. This intensive format will allow students to focus on one course at a time and still complete the degree program in approximately 20 months.

The curriculum is designed to achieve the following learning outcomes, in addition to the graduate learning outcomes shared across all of USD's Master's level programs.

- Employ the foundational concepts of cybersecurity and systems engineering principles to architect, build, and field secure systems throughout the entire secure systems development life cycle.
- Analyze a system to determine the cybersecurity objectives, policies, and threats, and select appropriate and cost-effective security controls to mitigate risk.
- Perform system security assessments by applying skills in security testing, forensics, incident response, and continuity planning in order to identify potential vulnerabilities and solutions.
- Demonstrate the ability to write programs to automate cyber system tasks.
- Recognize professional responsibilities and make informed judgments in cybersecurity practice based on legal and ethical principles.

Degree Requirements

Code	Title	Units
CYBR 505	Computational Roots of Cybersecurity	6
CYBR 501	Introduction to Cybersecurity Concepts and Tools	3
CYBR 502	Cybersecurity Network Defense	3
CYBR 503	Cybersecurity Domain	3
CYBR 504	Applied Cryptography	3
CYBR 506	Secure System Life Cycle	3
CYBR 508	Secure Network Engineering	3
CYBR 510	Security Test Engineering	3
CYBR 512	Incident Detection and Handling	3
CYBR 514	Cyber Engineering Research I	3
CYBR 516	Cyber Engineering Research II	3
Total Units		**36**

Combined BS or BA Computer Science and Master of Science in Cyber Security Engineering (MSCSE) Program

A student who has applied, been accepted, and indicated that they will enter the MS-CSE program, can apply up to twelve 500-level CYBR units to both their undergraduate degree requirements in computer science, and to the requirements of the MS-CSE program. Those units shall include CYBR 501, 502 and any of the following CYBR courses: 503, 504, 506, 508, 510, 512. A student who completes 12 units as an undergraduate can complete the remaining 18 units in three terms (e.g. summer, fall, and spring). Thus, a student can earn a BS or BA in computer science plus an MS in Cyber Security Engineering with one year of graduate coursework after completion of the undergraduate degree.

Combined BS/BA in Engineering and Master of Science in Cyber Security Engineering (MSCSE) Program

A student who has applied, been accepted, and indicated that they will enter the MS-CSE program, can apply up to twelve 500-level CYBR units to both their undergraduate degree requirements in the Integrated Engineering program with an embedded systems concentration and to the requirements of the MS-CSE program. Those units shall include CYBR 501, 502, and any of the following CYBR courses: 503, 504, 506, 508, 510, 512. A student who completes 12 units as an undergraduate can complete the remaining 18 units in three terms (e.g., summer, fall, and spring). Thus, a student can earn a BS/BA in Engineering plus an MS in Cyber Security Engineering with one year of graduate coursework after completion of the undergraduate degree.

CYBR 501 | INTRODUCTION TO CYBERSECURITY CONCEPTS AND TOOLS
Units: 3 Repeatability: No

Prerequisites: CYBR 505 with a minimum grade of C-

An introduction to the fundamentals of cybersecurity, including the notion of policy as the definition of "security" for a system and the concepts of threats, vulnerabilities, and risk. We will survey common attacks and mitigations, and the shortcomings of common, contemporary cybersecurity models. Students will practice aspects of networking, operating systems, and security test tools through computer virtualization and hands-on labs and will assemble a penetration testing Cybersecurity Sandbox with multiple virtual machines that they will use in subsequent courses and will demonstrate the use of a set of security test tools.

CYBR 502 | CYBERSECURITY NETWORK DEFENSE
Units: 3 Repeatability: No

Prerequisites: CYBR 501 with a minimum grade of C-

This course is an introduction to fundamental concepts of computer network security and defense, including planning, architecture, system design and deployment, risk assessments, and identifying network security threats from a cybersecurity perspective. Cybersecurity network testing will be conducted in the virtualized Cybersecurity Sandbox that students implemented in CYBR 501.

CYBR 503 | CYBERSECURITY DOMAIN
Units: 3 Repeatability: No

Prerequisites: CYBR 502 with a minimum grade of C-

This course continues to build on the fundamental concepts introduced in CYBR 501 by advancing the investigation of threats, vulnerabilities, and risk. Introducing and applying security risk frameworks to implement security controls and mediate risk. Testing will be conducted in the student's Cybersecurity Sandbox.

CYBR 504 | APPLIED CRYPTOGRAPHY
Units: 3 Repeatability: No
Prerequisites: CYBR 502 with a minimum grade of C-
This course is an introduction to core principles of modern cryptography and applied cryptographic methods and systems. It includes description of common cryptographic algorithms, pseudorandom generators and encryption. Students will explore the application and assessment of cryptographic techniques for enforcing security policies. Class labs and project will be conducted in the Cybersecurity SandBox.

CYBR 505 | COMPUTATIONAL ROOTS OF CYBERSECURITY
Units: 6 Repeatability: No
Accelerated introduction to software systems with an emphasis on computer programming, computer architecture, and operating systems. Six hours of lecture-lab weekly.

CYBR 506 | SECURE SYSTEM LIFE CYCLE
Units: 3 Repeatability: No
Prerequisites: CYBR 502 with a minimum grade of C-
In this course the student will be introduced to the secure system life cycle and to the different types of threats and vulnerabilities that pertain to each stage. Students will learn methods for building confidence in the ability of a computer system to correctly enforce the security policy at every stage of the life cycle. Class labs and project will be conducted in the Cybersecurity SandBox.

CYBR 508 | SECURE NETWORK ENGINEERING
Units: 3 Repeatability: No
Prerequisites: CYBR 502 with a minimum grade of C-
This course builds on CYBR 502 and continues exploring the design and maintenance of secure and sustainable networks. Topics include network hardening methods, advanced configurations of security tools such as IPS, and secure Cloud Computing. Verification testing of network configurations will be conducted using the Cybersecurity Sandbox.

CYBR 510 | SECURITY TEST ENGINEERING
Units: 3 Repeatability: No
Prerequisites: CYBR 502 with a minimum grade of C-
This course presents various methodologies for performing security testing to ensure a system correctly enforces the security policy. Topics include creating and configuring test environments based on security requirements; differentiating between functional testing and security testing; and types of testing such as static, dynamic, vulnerability, and penetration testing; Labs and projects for the course will utilize the Cybersecurity Sandbox.

CYBR 512 | INCIDENT DETECTION AND HANDLING
Units: 3 Repeatability: No
Prerequisites: CYBR 502 with a minimum grade of C-
In this course techniques for assuring the continued operation of secure systems in contested environments will be explored. The course through lecture, labs and projects continue to students to use these techniques for the detection of, response to, and recovery from security incidents. Labs and projects for the course will utilize the Cybersecurity Sandbox.

CYBR 514 | CYBER ENGINEERING RESEARCH I
Units: 3 Repeatability: No
Prerequisites: CYBR 501 with a minimum grade of C- and CYBR 502 with a minimum grade of C- and CYBR 503 with a minimum grade of C- and CYBR 504 with a minimum grade of C- and CYBR 506 with a minimum grade of C- and CYBR 508 with a minimum grade of C- and CYBR 510 with a minimum grade of C- and CYBR 512 with a minimum grade of C-
In Research 1, students will be introduced to a multi domain international company that requires cybersecurity support to update and formalize the security of the enterprise. Student will be required to apply knowledge and skills learned throughout the Cybersecurity Engineering curriculum. The class will form a project team and break into work groups and in a virtual environment develop and implement an Information Systems Security Plan to secure a three-city international structure design private company (Design World Case Study). The groups will be provided a virtual environment with the enterprise systems design in place as per the Case study.

CYBR 516 | CYBER ENGINEERING RESEARCH II
Units: 3 Repeatability: No
Prerequisites: CYBR 514 with a minimum grade of C-
In Research II, students will continue the implementation of the capstone case study introduced in Research I a multi domain international company that requires cybersecurity support to update and formalize the security of the enterprise. Student will be required to apply knowledge and skills learned throughout the Cybersecurity Engineering curriculum. The class will be provided a virtual environment with the enterprise systems design in place as per the Case study.

CYBR 592 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No
This orientation course introduces students to the University of San Diego and provides important information about the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the online learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program.

Master of Science in Engineering Management and Leadership

Master of Science in Engineering Management and Leadership

The master's program in Engineering Management and Leadership (MS-EML) program that successfully develops "leaders of tomorrow" will cultivate skill sets that enhance their ability to manage technology teams and projects. It will engage them in a process that explores changes in their mindset necessary for influencing technology organizations. The MS-EML program is an intensive project-based program for technical professionals looking to assume leadership positions in global technology organizations. It is valuable for experienced managers who intend to serve as CEOs, Directors, Vice Presidents, or C-level executives in technology companies.

MS-EML Program Learning Outcomes

With the completion of the program, MS-EML graduates will be able to:

a. Successfully manage complex technology businesses.
b. Develop organizations that promote the kind of innovation and intrapreneurship needed for "organizational nimbleness".

c. Be effective leaders in technology companies who manage by influence and building organizations that exemplify ethics, diversity, and equity.

d. Build high-performing, high-EQ executive teams.

MS-EML Degree Program Structure

The program of study includes a prescribed curriculum including eight 3-unit core courses, one 3-unit final core course, and one 3-unit capstone course. Courses will be offered year-round with three semesters every year: spring, summer, and fall. Each semester is 14 weeks in length. You will take two courses per semester, and courses will run for seven weeks each with a one or two-week break in between semesters. You can expect to graduate in five semesters after successfully completing all ten courses.

Each 3-unit course will include 37.5 hours of core instructional time. Additional homework, research, and study time are required. You can expect to spend 15-20 hours per week in each course in order to be successful.

Master of Science in Engineering Management and Leadership

Code	Title	Units
EML 501	Introduction to Technology and Engineering Management	3
EML 502	Introduction to Technology and Engineering Leadership	3
EML 520	Emerging Technology Trends and Startups	3
EML 525	Tomorrow's Platforms, Products and Services	3
EML 530	Competing Strategically	3
EML 535	Building Resilient Technology Businesses	3
EML 540	Value Chain of Engineering Organizations	3
EML 545	Sustainability, Ethics and Compliance	3
EML 590	Decision Analysis	3
EML 595	Capstone Project Experience	3

EML 501 | INTRODUCTION TO TECHNOLOGY AND ENGINEERING MANAGEMENT
Units: 3 Repeatability: No
Engineering managers often start by managing groups that are staffed with people whose education and experiences are closely related to their own disciplines. Eventually, they are asked to lead diverse functions including, product marketing, product development , program and project management, manufacturing and operations, quality and reliability, and technical sales. This course prepares those who are at the cusp of a vast expansion of their management responsibilities and prepares them for the challenges involved in bringing together opportunities and challenges involved in the development of organizations with diverse functions and skills.

EML 502 | INTRODUCTION TO TECHNOLOGY AND ENGINEERING LEADERSHIP
Units: 3 Repeatability: No
Leading others in a company, or even in a team, calls for knowledge, awareness, and a set of "soft" skills that can bring huge returns. This course is an introduction to leading-- understanding, supporting, motivating, and guiding—technical employees. Class members will have an understanding of culture and leadership models as key differentiators for successful entrepreneurs and intrapreneurs.

EML 520 | EMERGING TECHNOLOGY TRENDS AND STARTUPS
Units: 3 Repeatability: No
Prerequisites: EML 501 with a minimum grade of C- and EML 502 with a minimum grade of C-
This course provides a current view of emerging trends in the eco-system and how business models are pivoting to maximize the desired outcomes. The course highlights and compares early adoption, fast following, and exit strategies. Students will gain a deeper understanding of the technology life cycle and start-up ecosystem. Technology trending through the readiness level and associated capital management through incubation, acceleration, and venture capital routes are evaluated.

EML 525 | TOMORROW'S PLATFORMS, PRODUCTS AND SERVICES
Units: 3 Repeatability: No
Prerequisites: EML 501 with a minimum grade of C- and EML 502 with a minimum grade of C-
This course presents a view of technologies that will emerge in the market over the next decade and cause significant changes in process, efficiency, and automation. Five of the seven modules will be devoted to describing technologies and exploring their impact on customers and markets. At the end of the course, students will select one technology (that may relate to their jobs or interests) and conduct more detailed research on its specific impacts on the market.

EML 530 | COMPETING STRATEGICALLY
Units: 3 Repeatability: No
Prerequisites: EML 501 with a minimum grade of C- and EML 502 with a minimum grade of C-
An Engineer's career path in business leads to general management— guiding a business internally and externally. It starts with understanding the market structure and evolves into managing competitive performance, or profit-and-loss (P&L). This course covers the fundamentals of competitive strategy, market access, business development, and market positioning. Accounting, finance, performance measures, and decision-making are examined and applied in the context of how to remain competitive.

EML 535 | BUILDING RESILIENT TECHNOLOGY BUSINESSES
Units: 3 Repeatability: No
Prerequisites: EML 501 with a minimum grade of C- and EML 502 with a minimum grade of C-
The impact of the pandemic on businesses has been more widespread and stressed strategy, planning, and execution. This has forced companies to develop new paradigms for absorbing stress, recovering critical functionality, and building back a thriving business in altered circumstances. This course will address the development of strategies and plans that build business and technology resilience for global or regional events (e.g., pandemic, climate change, war) that could last for months, result in extended travel and transport shutdowns, and prompt lasting changes to how a company operates and where its employees work. The course offers a deeper insight on how to be "Future-Ready".

EML 540 | VALUE CHAIN OF ENGINEERING ORGANIZATIONS
Units: 3 Repeatability: No
Prerequisites: EML 501 with a minimum grade of C- and EML 502 with a minimum grade of C-
This course reviews the platform for a company's operations: the organization's structure and culture. It includes differentiation and integration of tasks, and expectations for the company's and members' behavior, values, underlying strategy, and- in some cases- leaders whose conduct is held as exemplary. This course delves into the importance of quality as culture and empowerment obtained through accountability.

EML 545 | SUSTAINABILITY, ETHICS AND COMPLIANCE
Units: 3 Repeatability: No
Prerequisites: EML 501 with a minimum grade of C- and EML 502 with a minimum grade of C-

Engineering managers initially manage functions within the business. Leaders must manage their companies in an effective, profitable way for their employees and shareholders. They are also expected to act ethically and consistently within the values of our society. Environmental social governance with sustainability at the forefront of decision-making is a required skill. This course allows students to survey the management decisions that have ethical and social responsibility implications. It emphasizes routine issues where the implications are important but may not be obvious.

EML 590 | DECISION ANALYSIS
Units: 3 Repeatability: No
Prerequisites: EML 501 with a minimum grade of C- and EML 502 with a minimum grade of C- and EML 520 with a minimum grade of C- and EML 525 with a minimum grade of C- and EML 530 with a minimum grade of C- and EML 535 with a minimum grade of C- and EML 540 with a minimum grade of C- and EML 545 with a minimum grade of C-

This is an introductory course in Decision Analysis and provides the tools required to make informed and rational business decisions. The course contents are designed to leverage historical company data (and other market data) to enable the application of formal analysis for decision-making and forecasting.

EML 592 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No
This orientation course introduces students to the University of San Diego and provides important information about the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the online learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program.

EML 595 | CAPSTONE PROJECT EXPERIENCE
Units: 3 Repeatability: No
Prerequisites: EML 501 with a minimum grade of C- and EML 502 with a minimum grade of C- and EML 520 with a minimum grade of C- and EML 525 with a minimum grade of C- and EML 530 with a minimum grade of C- and EML 535 with a minimum grade of C- and EML 540 with a minimum grade of C- and EML 545 with a minimum grade of C-

The Capstone course is the opportunity for students to apply knowledge and skills learned in their courses throughout the program. It is designed to be practical—involving an experience with an actual company, and integrative—drawing on lessons from across all courses in the MS-EML program.

Master of Science in Engineering, Sustainability, and Health

Master of Science in Engineering, Sustainability and Health

The online Master of Science in Engineering, Sustainability and Health (MS-ESH) is a 30-unit program that provides a graduate learning experience in the intersections of engineering, development, and planetary health. It consists of eight three-unit courses and a six-unit capstone. The first two courses are foundational and intended to develop a student mindset about planetary health. Following this, there are four courses dedicated to the pillars of sustainability and planetary health, namely, energy, water, food, and waste. The fifth and sixth courses provide integrative experiences that investigate cross-cutting issues.

While specific projects will be run within each course across the entire program, the six-unit capstone course will be a culminating experience, involving the development and completion of a major project related to the application of engineering for planetary health. Graduates from the MS-ESH program will be well equipped to transform their own area of practice and gain the experience and insight needed to explore new transdisciplinary career options.

From a program perspective, the MS-ESH program is organized into the following four themes:

a. **Engineering for Planetary Health**
   The first two foundational courses introduce students to fundamental and new ways of thinking about human and ecological health, and how they can be applied to a variety of different engineering disciplines and possible futures. This lays the foundations to enable engineers to contribute to urgently needed conversations, policies, and developments related to public health, equity, and environmental sustainability. It also provides an opportunity for a variety of health, development, and peace-building professionals to explore the connections to the engineering systems that interface with their work.

b. **Engineering for Sustainability**
   The four core courses will enable students to explore past and contemporary practice and explore new and emerging technologies in support of sustaining the planet, focusing on key areas of energy, water, food, and waste and their connection to community health. These core courses will develop the skill sets in each area required for students to design and develop holistic, economically viable solutions that effectively balance engineering, sustainability, and health requirements.

c. **Just Transitions**
   The remaining two core courses provide the support participants will need to consider approaches for transitioning to alternatives in a just and equitable, economically viable way. They explore the impact of socio-technical approaches to global challenges such as inequity, poverty, disaster, and pandemics resilience, and climate change.

d. **Capstone Project/Practicum for Masters Students**
   In the final semester, student teams will embark on a practicum in which they either develop a model and feasibility study or a significant change to their own or others' practice and explore the impact of this change. As far as possible we will seek collaborations across disciplines, where students may be able to work in teams with others across campus as they engage in their own capstone experience, or with co-supervisors or mentors from the community. There are also plans to develop an annual 'journal' in which students present their final work to a global audience.

MS-ESH Program Learning Outcomes

With the completion of the program, MS-ESH graduates will be able to:

a. Trace the history of industrial and international development and globalization and their impacts on the built environment and the health of ecosystems and humans.

b. Demonstrate mastery over fundamental concepts of health using one health, eco health and planetary health frameworks and their implications for engineering.

c. Explore and apply transdisciplinary capabilities related to new and emerging sustainable technologies in four key areas of impact: waste, water, energy and food.

d. Solve complex interdisciplinary engineering, health, development, peace, ecological and justice challenges individually and as part of a group.

e. Design Just Transitions to sustainable, healthy and proven alternatives.

MS-ESH Degree Program Structure

The program of study includes a prescribed curriculum including eight 3-unit core courses and one 6-unit capstone course. Courses will be offered year-round with three semesters every year: spring, summer, and fall. Each semester is 14 weeks in length. You will take two courses per semester, and courses will run for seven weeks each with a one or two-week break in between semesters. Your final semester is the only term in which you will register for one course lasting the entire fourteen week term. You can expect to graduate in five semesters after successfully completing all nine courses.

Each 3-unit course will include 37.5 hours of core instructional time. Additional homework, research, and study time are required. You can expect to spend 15-20 hours per week in each course in order to be successful.

Degree Requirements

Code	Title	Units
ESH 501	Engineering and the Health of the Planet	3
ESH 502	Health and the Built Environment	3
ESH 510	Sustainable Food	3
ESH 511	Sustainable Water	3
ESH 520	Sustainable Energy	3
ESH 521	Getting to Zero Waste	3
ESH 530	Transitioning to Alternatives	3
ESH 531	Environmental Justice	3
ESH 540	Capstone Project	6

Combined BS/BA in Engineering and Master of Science in Engineering, Sustainability, and Health (MS-ESH) Program

A student who has applied, been accepted, and indicated that they will enter the MS-ESH program, can apply up to twelve units to the degree requirements of both the Integrated Engineering program and the MS-ESH program. Those units shall include ESH 501, 502, and any of the following ESH courses: 510, 511, 520, 521, 530, 531. Up to six units of undergraduate courses, with a grade of B or higher, may be substituted to satisfy MS-ESH requirements. These units may include GENG 350 (to satisfy ESH 501) and other classes approved by the director of the MS-ESH program.

A student who completes 12 units as an undergraduate can complete the remaining 18 units in three terms (e.g., summer, fall, and spring). Thus, a student can earn a BS/BA in Engineering plus an MS in Engineering, Sustainability, and Health with one year of graduate coursework after completion of the undergraduate degree.

ESH 501 | ENGINEERING AND THE HEALTH OF THE PLANET
Units: 3 Repeatability: No
Students will be introduced to MESH and the complex adaptive systems that will be examined over the next few months in relation to engineering, health, and sustainability. They will begin to develop or enhance their critical thinking skills and ability to question assumptions relating to contemporary practices and processes. Students will explore how changes to earth systems, facilitated or exacerbated by technological developments, affect human health, ecosystems, environmental justice and ethics, within political, economic, and social systems. They will develop their sustainability design skills and apply critical lenses to a variety of engineering applications to consider potential negative human and ecosystem health impacts and possible ways to mitigate these. The course will be taught as a series of case studies within a wide range of engineering disciplines and draw where possible on areas specifically connected to the students' own areas of interest and backgrounds.

ESH 502 | HEALTH AND THE BUILT ENVIRONMENT
Units: 3 Repeatability: No
This course will critically examine the complex interplay between engineering, development, and other interventions that impact the environment, and human, animal, and planetary health. Students will employ transdisciplinary and complex systems approaches to better understand how changes to the environment can impact health outcomes, and thereby foster an awareness of the unintended outcomes of their work and the need for greater intentionality in the planning, design, and implementation of their interventions and projects. This course will also cultivate an understanding of the important, but often overlooked, development of social infrastructure in tandem with the development of physical infrastructure for fostering sustainability.

ESH 510 | SUSTAINABLE FOOD
Units: 3 Repeatability: No
Prerequisites: ESH 501 with a minimum grade of C- and ESH 502 with a minimum grade of C-
This course examines the complex and interconnected world of health, politics, economics, ecology, engineering, sustainability, and justice in relation to food systems and food production. We explore the methods and impacts of land use and food production and distribution through a social science and historical lens. An understanding of the complex social factors and unsustainable practices impacting malnutrition, obesity, and non-communicable and communicable diseases will be essential to be able to redress these challenges. Specifically, food insecurity, food deserts, commerciogenic malnutrition, and famine will be critically examined, as will the impact of transnational food monopolies, foreign direct investment, and the World Trade Organization on food cost, accessibility, and safety. Alternative, sustainable, and just practices of food production and distribution that draw on both traditional and contemporary movements will be mined for innovative solutions that promote human, environmental, and planetary health.

ESH 511 | SUSTAINABLE WATER
Units: 3 Repeatability: No
Prerequisites: ESH 501 with a minimum grade of C- and ESH 502 with a minimum grade of C-
This course explores water and its interconnections with environmental sustainability, social equity, health, and economic development. With the understanding of sustainable access to clean water as a fundamental human right, students will re-envision and create a world where water engineering and management support a healthy ecosystem for both people and the planet. We will explore water scarcity, water access, and engineering innovations in water supply, drinking and waste water, efficiency of distribution, as well as the impact of engineering on water quality and ecosystem health. Throughout the course, students will consider the interrelated aspects of engineering and water in relation to health, justice, and sustainability. The course will adopt a case study approach and students will 'virtually' visit multiple contexts and countries in order to explore the real-life implications of access to life-giving water.

ESH 520 | SUSTAINABLE ENERGY
Units: 3 Repeatability: No
Prerequisites: ESH 501 with a minimum grade of C- and ESH 502 with a minimum grade of C-
This survey course introduces students to energy systems, technologies, governance, and policies through the lens of sustainability. Students completing the course will develop a holistic understanding of how these components currently fit together, the justice and security implications that they create, and how they need to evolve as part to the ongoing energy transition. As part of this journey, students will develop skills for analyzing the state and trends of the U.S. and global energy systems, assessing energy production and consumption data, and evaluating options for delivering energy services in a sustainable and equitable manner. In addition, students will apply the material learned throughout the course to a real-life scenario of their choice and will be able to incorporate the results into their MESH project.

ESH 521 | GETTING TO ZERO WASTE
Units: 3 Repeatability: No
Prerequisites: ESH 501 with a minimum grade of C- and ESH 502 with a minimum grade of C-
This course will explore all elements of the global waste problem from recycling and reusing, to reducing consumption and production, and the practicalities of getting to zero waste. We will examine the idea of circular economies and circularity of materials, inspired by nature to reduce our waste to zero. Critique of contemporary and alternative processes will be facilitated by reviewing the interconnected social, political, economic, environmental and technical implications. Case studies will be explored in different parts of the world and framed in new approaches to the ecological paradigm of moving from waste as a problem to 'waste as a resource'.

ESH 530 | TRANSITIONING TO ALTERNATIVES
Units: 3 Repeatability: No
Prerequisites: ESH 501 with a minimum grade of C- and ESH 502 with a minimum grade of C-
The "Just Transition" framework, emerging from the intersection of climate justice and labor movements, supports both the environment and the worker through a set of principles, processes, and practices that are place-based and yet universal. These principles, processes, and practices address the root-causes of climate change by working to transform the imperialist, colonial, and hierarchical relationships among Peoples, with the Earth, and with knowledge production to just, equitable, and regenerative relations through cooperative economies, direct democracy, and public-interest knowledge production. In this course, we shall explore the potential and promise of such a transition. We shall explore how to reduce extraction by reducing consumption, how to reduce waste by producing for need instead of profit, and how to create non-hierarchical organizational structures in cooperative economies. We shall evaluate the roots and limits of existing 'corporate metrics' that measure "progress" towards sustainability by learning from the experiences of historically and currently marginalized communities that are first and most affected by climate change. We aim at co-creating 'metrics' with the grassroots movements that facilitate the path towards a just transition.

ESH 531 | ENVIRONMENTAL JUSTICE
Units: 3 Repeatability: No
Prerequisites: ESH 501 with a minimum grade of C- and ESH 502 with a minimum grade of C-
This course will examine the interconnection of industrial and infrastructure development and with environmental issues related to community health, social and environmental justice. Evidence is mounting that unprecedented economic growth experienced by human societies has induced a state of crisis for the Earth's ecological systems. Many of the public goods provided by them – fresh water, clean air, abundant fisheries, nutritious soils, low sea levels, and moderate weather -- are increasingly at risk. The engineering systems which are needed to support human activity require resource materials and energy at unprecedented rates. Extraction and manufacture of these have the greatest impacts on the most vulnerable societies, which have already suffered the historical impacts of colonization. In this course, we will explore specific issues in an applied, place-based framework, focusing on ways of understanding larger challenges as they manifest themselves. We will also ask fundamental questions about environmental justice, exploring how social power dynamics along racial, economic, and cultural lines are pertinent to understanding people's disproportionate access to clean, safe, and productive environments, on the one hand, and their unequal exposure to environmental harms, on the other. Through the examination of contemporary case studies, students in this course will be able to demonstrate an advanced level of understanding about the social causes and consequences of environmental racism and inequality, as well as the ways that innovation in engineering can alternately perpetuate environmental inequality and alleviate it.

ESH 540 | CAPSTONE PROJECT
Units: 6 Repeatability: No
Prerequisites: ESH 501 with a minimum grade of C- and ESH 502 with a minimum grade of C- and ESH 510 with a minimum grade of C- and ESH 511 with a minimum grade of C- and ESH 520 with a minimum grade of C- and ESH 521 with a minimum grade of C- and ESH 530 with a minimum grade of C- and ESH 531 with a minimum grade of C-
Participants will embark on a practicum or research project in which they critically review current knowledge and practice in one area of interest and either develop a model and feasibility study or a significant change to their own or others' practice and explore the impact of this change. This project will run throughout the entire program and relate to all courses. They will be supported throughout the process with critical thinking skills, as well as sustainable design tools and methodologies. For professionals, the project could be based on their own work context. For participants who are not engaged in practice, projects can be arranged as internships for other organizations (online or face to face at a location accessible to participants). It is also possible to conduct a research study for an intended audience. The project might include, but is not limited to: a feasibility study for the development of a new interdisciplinary sustainability/health/engineering process within an organization; conducting a feasibility study and design of a locally appropriate interdisciplinary intervention in a specific context; collaboration with a community organization or NGO/ INGO to design a project or training scheme for engineers and healthcare and development professionals in local culture, environmental, health issues, and human rights; design projects that identify and incorporate appropriate solutions for collaboration between environmental scientists, engineers and health and/or development professionals.

ESH 592 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No
This orientation course introduces students to the University of San Diego and provides important information about the program. It also allows students to get to know each other and their backgrounds before the start of the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the online learning environment as preparation for success in their graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program.

Paralegal Studies
Faculty
Tara Murphy, JD, DIRECTOR

In addition to the graduate degrees and credential programs in a variety of disciplines described in this course catalog, the University of San Diego also offers an ABA-approved paralegal certificate program. This program is an alternative to a graduate degree for those who wish to attain a marketable skill within a relatively short time.

A paralegal is a specially trained professional who aids attorneys in the delivery of quality legal services. Paralegals may not provide legal services directly to the public, except as permitted by law. Employed by law firms, corporations, financial institutions and government agencies, paralegals work under the supervision of attorneys and may be responsible for preparing pleadings, interviewing clients, researching legal problems, drafting documents and assisting attorneys at trial.

Admission Requirements
Applicants must hold a baccalaureate degree from an accredited postsecondary institution. No previous training in law is required. Applicants who do not have a degree may be considered for the evening program if they have some college

credits and/or business or legal experience. Contact the program office for more information. All applicants must submit two professional or academic references and official transcripts and arrange for a personal interview.

Curriculum
The university offers a day program that may be completed in one or two terms and an evening program that may be completed in three terms. Students take classes in Introduction to Law, Legal Research and Writing, Computers in the Legal Field, Civil Litigation and other substantive law topics. In addition, each student in the day program completes an internship in a corporation, law office, legal clinic or government agency.

Employment Assistance
To assist graduates in finding employment within the legal field, the program office maintains a very active employment assistance program, functioning as an intermediary between graduates and employers. USD makes every effort to assist graduates in securing positions as paralegals. Pre-employment workshops are offered to assist students in developing resumes and preparing for job interviews.

Contact Information
For more information, contact the Paralegal Program office at (619) 260-4579, via email: paralegal@sandiego.edu; www.sandiego.edu/paralegal (http:// www.sandiego.edu/paralegal/).

USD Paralegal Program Calendar
Day Programs

item	amount
Summer 2024	May 21 - Aug. 29, 2024
Fall 2024	Sep. 10 - Dec. 12, 2024
Spring 2025	Jan. 21 - April 17, 2025

Evening Programs

item	amount
Summer 2024	May 21 - Aug. 15, 2024
Fall 2024	Sep. 10 - Dec. 5, 2024
Spring 2025	Jan. 21 - April 10, 2025

All dates are subject to change.

Professional and Continuing Education
University of San Diego | Online
Our online degree programs are effective, flexible, and smart. Unlike a standard online lecture, USD's online courses are highly interactive, engaging each student and ensuring the subject matter is fully understood. This structure also facilitates interaction with the highly recognized faculty on campus and classmates to encourage learning through collaboration. It was specifically designed to provide access to the vast academic, research, and career resources that USD offers – to anyone, anywhere.

Online Programs

- Master of Science in Cyber Security Operations and Leadership
- Master of Science in Law Enforcement and Public Safety Leadership
- Master of Science in Learning Design and Technology
- Master of Science in Information Technology Leadership

Creating Learning Opportunities for More Than 50 Years!

At the University of San Diego's Division of Professional and Continuing Education (PCE) (https://pce.sandiego.edu/), we help our students become leaders, earn the promotion, get the raise and unlock possibilities they couldn't have foreseen. More specifically, we provide learning opportunities to build upon academic and job experience in business, education, and health care to primarily support career advancement or change. With more than 500 courses and over 20 certificates, our topics range from cybersecurity, real estate finance, and non-profit management to marketing and coding. As one of the Carnegie Foundation's Community Engagement institutions, we also partner with local businesses so PCE students can apply what they've learned in the classroom and expand their professional horizons.

Certificate programs (https://pce.sandiego.edu/contentManagement.do?method=load&code=CM000060) offered by PCE and information about them can be found in the PCE catalog or by choosing a program below.

- Business Programs (https://pce.sandiego.edu/public/category/programArea.do?method=load&selectedProgramAreaId=16305)
- Educator Programs (https://pce.sandiego.edu/public/category/programArea.do?method=load&selectedProgramAreaId=16306)
- English Language Academy (https://pce.sandiego.edu/public/category/programArea.do?method=load&selectedProgramAreaId=16307)
- Healthcare Programs (https://pce.sandiego.edu/public/category/programArea.do?method=load&selectedProgramAreaId=19248)

The Division of Professional and Continuing Education is an agile and innovative academic organization committed to university and community partners in ways that serve the working professionals and their employers. Thousands of returning students, current students, and employers have put their trust in PCE to provide excellent educational opportunities for their personal and professional growth.

Mission

The Division of Professional and Continuing Education serves the expanding generations of learners through relevant, quality courses and programs that advance careers, enrich personal growth, and serve USD and the global community.

Values

To be a student-centered educational leader of agile and innovative learning.

Master of Science in Law Enforcement and Public Safety Leadership

Online Format

The mission of MS-LEPSL is to provide high-potential law enforcement and public safety professionals an opportunity to expand their educational experience through a professional master's degree grounded in a liberal arts tradition. This liberal arts tradition results in educated professionals who can: challenge ideas, evaluate evidence and arguments, write and speak with professional fluency and effectiveness, apply a host of knowledge-based skill sets in real-world world settings, make ethical decisions in a dynamic environment and lead teams with integrity as well as efficacy in the forefront.

In this program, you will learn leadership and management skills, ethical practices, and gain a foundation in legal and policy matters that will inform your choices as members of public safety and law enforcement organizations. Completion of all the courses in the prescribed curriculum of ten 3-unit courses and the 1-unit Integrative Capstone course, for a total of 11 courses and 31 units, is required to successfully complete this program.

MS-LEPSL Program Learning Outcomes

a. **Promoting Ethical and Effective Leadership for Law Enforcement and Public Safety Organizations**

Effective and ethical leadership is essential to the future of American criminal justice and the safety of our communities. Our Law Enforcement and Public Safety Leadership degree program will nurture a series of leadership skills that represent the most current best practices for encouraging integrity and creating a culture of ethical awareness within law enforcement institutions. From process-based conflict resolution, to evidence-driven decision making, to effective leadership actions in a challenging and dynamic criminal-justice environment, our nationally recognized experts and criminal justice practitioners will cultivate both a theoretical and practical understanding of ethics in modern law enforcement.

b. **Developing Law Enforcement and Public Safety Knowledge and Skills for the 21st Century**

Leadership in contemporary law enforcement is challenging and complex; institutions that thrive often have leaders who possess strikingly diverse skill sets that include practical, professional, administrative, and leadership components. Our Law Enforcement and Public Safety Leadership degree program will cultivate the analytical skills, critical thinking strategies, communication abilities, legal awareness, and financial and budgetary competencies essential for effective management in law enforcement and criminal justice. In addition, students will assess cutting-edge law enforcement technologies for improved organizational effectiveness and policing impact. Other law enforcement technologies, such as database and crime analytics will be taught in order to identify trends, hot spots, and appropriate community-based public safety responses and strategies. This program will provide a well-rounded series of practical skills that are vital both within and beyond the modern law enforcement environment.

c. **Engaging in Law Enforcement and Public Safety Institutional Assessment and Change**

This program not only builds the skills to look outward on social and criminal justice issues but also to look inward at our own public safety institutions. Critical reflection and assessment of law enforcement institutions, in the context of their own dynamic environment, are essential for law enforcement leaders. Collectively, we will learn and practice the research methodologies and statistical tools for ethical, efficient and effective institutional assessment that will shape and refine our criminal justice system in the coming decades. Concepts of data-driven decision making will strengthen the organizational effectiveness and advancement potential of program participants who seek professional advancement and promotion within these public safety agencies.

d. **Critical Understanding of Modern Criminology and Criminal Justice Issues**

From unmanned aerial vehicles to crisis communication, social media to recruitment and retention, biometric technology to the changing landscape of use of force, this program will delve into some of America's most challenging crime problems and the issues facing criminal justice institutions. Drawing

from real-world case studies and evidence-based best practices, students will actively integrate and apply the skills developed throughout this program to some of the nation's most pressing law enforcement challenges.

MS-LEPSL Degree Program Structure

The program of study includes the eleven-course prescribed curriculum – ten 3-unit courses and a 1-unit integrative capstone course. Courses will be offered year-round with three semesters every year; spring, summer, and fall. Each semester is 14 weeks in length. You will take two courses per semester. Courses will run for seven weeks each with a one or two-week break in between semesters. You will enroll in the capstone course during your final semester, and it will run as a third course for the entire 14-weeks along with the other two courses. You can expect to graduate in five semesters after successfully completing all eleven courses.

Each 3-unit course will include 37.5 hours of core instructional time. Additional homework, research, and study time are required. You can expect to spend 15-18 hours per week in each course in order to be successful.

M.S. in Law Enforcement and Public Safety Leadership

Code	Title	Units
LEPS 500	Contemporary Issues in Law Enforcement and Public Safety	3
LEPS 510	Communication Skills for Law Enforcement Leaders	3
LEPS 520	Best Practices in Community Engagement	3
LEPS 530	Public Safety Law in a Dynamic World	3
LEPS 540	Organizational Leadership for Law Enforcement	3
LEPS 550	Data Fluency and Analysis for Law Enforcement Leaders	3
LEPS 560	Effective Leadership in Modern Public Safety: Theory, Concepts, & Application	3
LEPS 570	Public Policy Innovation	3
LEPS 580	Law Enforcement Management and Conflict Resolution	3
LEPS 590	Budget & Finance for Law Enforcement Leaders	3
LEPS 599	Integrative Capstone	1
Total Units		**31**

LEPS 500 | CONTEMPORARY ISSUES IN LAW ENFORCEMENT AND PUBLIC SAFETY
Units: 3 Repeatability: No
This course examines cutting-edge issues facing law enforcement and public safety including: evolving technology, legal standards regarding use of force, officer health and wellness, UAVs, facial recognition, correctional realignment, drug policy changes, bail reform, records disclosure, and more. These issues are changing the landscape of law enforcement faster than ever before; this course will help law enforcement leaders proactively prepare for their agencies to thrive in this dynamic landscape.

LEPS 501 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No
This orientation course introduces students to the University of San Diego and provides important information about the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the online learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program.

LEPS 510 | COMMUNICATION SKILLS FOR LAW ENFORCEMENT LEADERS
Units: 3 Repeatability: No
From interpersonal communication with colleagues and citizens to formal written reports to working with the media, this course studies all of the different ways law enforcement leaders need to communicate to be successful. The course introduces and develops a series of communication skills essential for someone leading a modern law enforcement department.

LEPS 520 | BEST PRACTICES IN COMMUNITY ENGAGEMENT
Units: 3 Repeatability: No
This course looks at best practices regarding how individuals in law enforcement engage both broadly with the community and with key stakeholders. This course specifically zeros in on these aspects of communication in the modern climate of increased transparency and collaboration. Building from real case studies, students will complete this course with an understanding of how to appropriately position their agencies in the national dialogue about policing in the contemporary climate, being leaders in a progressing industry, and what it means to be a changemaker in the field of policing.

LEPS 530 | PUBLIC SAFETY LAW IN A DYNAMIC WORLD
Units: 3 Repeatability: No
In an era where evolving technology is outpacing the law, this cutting-edge course helps provide direction and answer questions around the legal complexities of using law enforcement technologies, and other contemporary legal issues. The course looks at right-to-privacy and 4th amendment cases that are guiding legal precedents regarding smartphones, UAVs, BWCs, Brady issues, DNA evidence, cyber crime, terrorism, peace officer records release and transparency legislation. The course features hypothetical scenarios in which students make leadership and mission decisions broaching legal questions where there is no clear correct legal answer.

LEPS 540 | ORGANIZATIONAL LEADERSHIP FOR LAW ENFORCEMENT
Units: 3 Repeatability: No
How do law enforcement and public safety professionals lead under stress, in environments of change, and in the modern social and political climate? Strong leadership is crucial in law enforcement organizations; from officer safety, to thriving teams, to organizational success or failure, the stakes are high day in and day out. Leadership is a broad and diverse toolkit that can, and should, be understood and applied differently by individuals and organizations. Throughout this course, students will be exposed to practical and application-based examinations of organizational models and leadership theories. Designed to create immediate payoff with real-time and actionable lessons, the course uses a variety of case studies from law enforcement, corporate America and the military to present a holistic look at leadership, ethics, and best practices in modern law enforcement and public safety organizations.

LEPS 550 | DATA FLUENCY AND ANALYSIS FOR LAW ENFORCEMENT LEADERS
Units: 3 Repeatability: No
In today's law enforcement and public safety field, leaders need to be able to justify resource allocation decisions, present data-driven initiatives, and demonstrate success and failure with sound data and evidence. This course nurtures a contemporary and critical understanding of the importance of crime data and related evidence to maximizing both ethics and efficacy within agencies. Honing in on intelligence-led, evidence-based, data-driven policing, students will learn how to effectively present accurate, detailed crime data and related evidence for key stakeholders.

LEPS 560 | EFFECTIVE LEADERSHIP IN MODERN PUBLIC SAFETY: THEORY, CONCEPTS, & APPLICATION

Units: 3 Repeatability: No

This course examines best practices for effective and impactful leadership in the dynamic, contemporary world of public safety. Relevant leadership theories will be coupled with real-world case studies from law enforcement, the military, academia, and the private sector to present a well-rounded analysis of the dynamic concept of leadership. The course emphasizes self-reflection, tangible strategies, and practical skill building to nurture immediately applicable leadership proficiencies that will support today's law enforcement and public safety personnel to thrive in a dynamic and demanding environment.

LEPS 570 | PUBLIC POLICY INNOVATION

Units: 3 Repeatability: No

How do agencies carry out reliable public policy research? Which resources do they invest in and why? Are the programs in place working? How can any given law enforcement leader be an effective, critical consumer of research, evidence, and best practices? This course looks at how to make good policy decisions, how to involve key stakeholders, and how to create and communicate policy. Nurturing practical research skills for law enforcement leaders, students will complete a project in which they are placed in groups to collectively write an MOU for a gang or human trafficking multiagency task force. Working each week to contribute to the document, they produce a real MOU by the end of the course; something typically high ranking individuals and/or those in specialized assignments have the opportunity to do.

LEPS 580 | LAW ENFORCEMENT MANAGEMENT AND CONFLICT RESOLUTION

Units: 3 Repeatability: No

A deep and applicable understanding of emotional intelligence, human resources, and essential skills for managing workplace conflict is key to leading successfully. In this course, students will develop skills that are essential to effective dispute resolution. These skills will be introduced, developed, and applied to conflicts between individuals, within small groups, and throughout organizations. At its core, this is an ethics-centric leadership and management course that addresses the unique dynamics of criminal justice agencies. Navigating contentious issues and developing and executing effective, positive resolutions requires an approach that emphasizes human dignity and both personal and professional integrity throughout the process.

LEPS 590 | BUDGET & FINANCE FOR LAW ENFORCEMENT LEADERS

Units: 3 Repeatability: No

Would you know how to create and present a budget if asked to do so? Budget and finance is an area in which many new to a command staff position feel they need additional training. And with the increased emphasis on evidence-driven rationales for budgetary decisions, all law enforcement leaders need to have a robust understanding of budgeting, contract negotiation, finance, and staffing/resource allocation. This course will expose students to different types of budget models and how they function in a public safety environment. Key learning concepts include performance-based, line-item and zero-based budget models, along with best practices for finding, writing and securing grants that are often key to organizational goals.

LEPS 599 | INTEGRATIVE CAPSTONE

Units: 1 Repeatability: No

In the final course of the program sequence, students create an online portfolio to showcase what they've learned throughout the program. In what could be described as a 'resume on steroids', this portfolio contains a compilation of exemplary projects, term papers, presentations, and skill-based exercises that were completed throughout the program. The creation of the capstone project requires students to identify and critically reflect on the major program themes and what they've learned in the program. The reflection and the portfolio itself are both invaluable assets for career advancement.

Master of Science in Cyber Security Operations and Leadership

The Master of Science in Cyber Security Operations and Leadership program (and elements of cyber security as a whole) presents the learner with tremendous ability to mitigate threats, but also with knowledge that could be utilized to cause damage to a system. Therefore, in every course, there is continuous teaching and application of generally accepted ethical conduct in the field, the University, and society. There are nuances in the cyber security domain that could be reasoned, and for this purpose, it is essential that each course provides a constant thread of ethical logic that develops student judgment, conduct, and decision-making consistent with the best practices in the field and the highest moral standing. Every course developed has this learning outcome: Gain an understanding of professional and ethical responsibility.

MS-CSOL Program Learning Outcomes

- Develops specialized field knowledge and integrates knowledge across content areas of cybersecurity.
- Demonstrate critical inquiry through field-based approaches and methods and through effective and ethical information search strategies.
- Applies learning across multiple contexts within the field, integrating knowledge and practice specifically relating to the areas of cybersecurity and leadership.
- Reasons ethically in evaluating general perspectives, policies, and/or practices relevant to cybersecurity as well as evaluate diverse points of view to include temporal, cultural, linguistic, sociopolitical and/or technological contexts.

MS-CSOL Degree Program Structure

The program of study includes the ten-course prescribed curriculum – ten 3-unit courses including a 3-unit integrative capstone course. Courses will be offered year-round with three semesters every year; spring, summer, and fall. Each semester is 14 weeks in length. You will take two courses per semester. Courses will run for seven weeks each with a one or two-week break in between semesters. You will enroll in and complete the capstone course during the last 7 weeks of your final semester. You can expect to graduate in five semesters after successfully completing all ten courses.

The program course design includes 37.5 hours of core instructional time for each three-unit course. Additional homework, research, and study time will be required. Students are advised to spend 15-18 hours per week in each course in order to be successful.

Degree Requirements

There are a total of ten courses in the Master of Science in Cyber Security Operations and Leadership program, with nine 3-unit core courses and a 3-unit project-based Capstone course.

Code	Title	Units
CSOL 500	Foundations of Cyber Security	3
CSOL 510	Applied Cryptography	3
CSOL 520	Enterprise Security Architecture	3
CSOL 530	Governance & Risk in Cybersecurity	3
CSOL 540	Cybersecurity Law & Policy	3
CSOL 560	Secure Software Design and Development	3
CSOL 570	Fundamentals of Blue Team Operations	3

CSOL 580	Cyber Threat Intelligence	3
CSOL 590	Cyber Incident Response and Computer Network Forensics	3
CSOL 599	Capstone: Real-World Cybersecurity Case Study	3
Total Units		**30**

CSOL 500 | FOUNDATIONS OF CYBER SECURITY
Units: 3 Repeatability: No

This course will feature a comprehensive overview of concepts and tools essential to the cybersecurity professional and provide a review of the five types of cybersecurity techniques. The student will explore the history and evolution of cybersecurity as well as the future trends while identifying the roles leaders can play in enhancing, supporting, and promoting cybersecurity in organizations. The course will outline a taxonomy of modern cyber terminology. This course will also set the stage for the program by explaining and instilling the "Business of Cyber" as a cybersecurity professional. The student will learn to view information as an asset to the organization, learn types of cybersecurity attacks, what are threat actors and threat vectors, the various roles of a cyber-professional, and the beginnings of designing a cybersecurity program. The student will also identify different types of threats to information and to the infrastructure and the operations that support it.

CSOL 501 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No

This orientation course introduces students to the University of San Diego and provides important information about the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the online learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program.

CSOL 510 | APPLIED CRYPTOGRAPHY
Units: 3 Repeatability: No

This course will provide an introduction to modern applied cryptographic theory and practice, and how cryptography is used to support information security missions. It will be based upon open literature discussions that are most similar or applicable to advanced multi-level security systems and military grade defenses.

CSOL 520 | ENTERPRISE SECURITY ARCHITECTURE
Units: 3 Repeatability: No

This course will introduce the student to the importance of architectural and network security at the enterprise level. Security architecture frameworks will be used to explore enterprise security architectures. Students will identify threats to today's networks and learn to identify appropriate security tools to safeguard these networks. The course will discuss how to evaluate the complexities of securing new types of networks such as cloud configurations and the Internet of Things.

CSOL 530 | GOVERNANCE & RISK IN CYBERSECURITY
Units: 3 Repeatability: No

This course discusses and explains the fundamentals of risk governance, the processes to follow, compliance regulation, and the security controls to implement for specific cybersecurity environments and situations. Information and information systems are subject to serious threats that can have adverse impacts on organizational operations (including mission, functions, image, and reputation). Cyber-attacks are often aggressive, well-organized, well-funded, and in a growing number of documented cases, very sophisticated. There is also a geopolitical part to cybersecurity as well that is discussed throughout this course. Successful attacks on public and private sector information systems can affect organizational assets, individuals, other organizations, and the Nation by compromising the confidentiality, integrity, or availability of information being processed, stored, or transmitted by those systems. This can result in serious damage to the national and economic security interests of the United States.

CSOL 540 | CYBERSECURITY LAW & POLICY
Units: 3 Repeatability: No

This course provides students with a foundational background and understanding of the core concepts and principles of privacy and cybersecurity. The course will explore the history of cyber-crime, and will cover areas related to litigation and enforcement, law, policy, compliance, consumer data privacy and big data compliance, EU data protection, and HIPAA privacy and security.

CSOL 560 | SECURE SOFTWARE DESIGN AND DEVELOPMENT
Units: 3 Repeatability: No

This course will provide an in-depth study of the principals and tenets of the design and development process of secure software used to provide enhanced cyber security. It will review the traditional models of software development, with the idea that a developer or project manager must strategize for security before starting development. Students will understand how to gather and plan for security requirements in development. The course will explore how vulnerabilities can be mapped and planned for. Students will understand how to run an effective development process, culminating with implementation, and how to review and test software. Finally, the course will introduce the concept of software assurance and its role in the cyber security paradigm.

CSOL 570 | FUNDAMENTALS OF BLUE TEAM OPERATIONS
Units: 3 Repeatability: No

Active defense of an enterprise is not only the responsibility of the equipment, applications, and security processes of an organization but is ultimately driven by Blue Team actions. Whether as a team, designated position, or assigned set of additional responsibilities, understanding and performing Blue Team actions are essential aspects of an effective cybersecurity program. Some of the fundamental concepts for Blue Team operations include "Defending the Castle" by environment and threat landscape awareness, establishing "normal" vs "abnormal" for your environment, understanding Threat Hunting tools and techniques (including intel and open-source research), as well as the components of some of the more significant threats to your organization such as lateral movement, malware, ransomware, and Command & Control. This course will also briefly introduce the concepts and relationships between the Blue Team with the related White, Red, and Purple Teams.

CSOL 580 | CYBER THREAT INTELLIGENCE
Units: 3 Repeatability: No

This course will present and discuss how information superiority and information dominance is key to influencing operations associated with establishing and maintaining cyber security. Topics include an overview of current and historical intelligence efforts and how those processes in various domains (human, electronic, digital) apply to cyber operations and security. The course specifically includes the exploitation of "big data" and multi-format information collections (text, video, structured/unstructured) to support cyber situation awareness. It will feature discussions of modern versus classic data collection methods and Intelligence examples from current events.

CSOL 590 | CYBER INCIDENT RESPONSE AND COMPUTER NETWORK FORENSICS
Units: 3 Repeatability: No

This course will introduce the principles and general practice of incident response, including an overview to digital and network forensics. It will define what constitutes an incident, what is meant by incident response, the attack lifecycle, and goals of incident response. The course will discuss building an incident response team, the steps in the process, and preparing for incident response. Students will understand the process of detecting and characterizing an incident, collecting and analyzing data, and the process of remediation. The course will then provide a deeper dive into the practice digital forensics, specifically focusing on computer, mobile, network, and database forensics. It will outline the investigative and analysis process, survey tools, digital evidence, and briefly touch on the law.

CSOL 599 | CAPSTONE: REAL-WORLD CYBERSECURITY CASE STUDY
Units: 3 Repeatability: No

Prerequisites: CSOL 500 with a minimum grade of C-

In the final course of the program, students demonstrate the specialized knowledge, principles, and strategies learned throughout the program by critically assessing a real-world cybersecurity problem. The Capstone is the culmination of all coursework from the program to prepare students to develop into skilled cybersecurity professionals. The final project is centered on a case study relating to a current cybersecurity issue, trend, and/or event.

Master of Science in Learning Design and Technology

Master of Science in Learning Design and Technology

The Master of Science in Learning Design and Technology (MS-LDT) degree program has been designed for professionals working in education, training, or for those looking for a career change to the field of learning design. The program prepares candidates for learning design roles where learning science and dynamic learning technologies converge. The MS-LDT program emphasizes educational learning theory and research, the needs of learners in both in-person and virtual learning environments, and the practical, learner-centered application of instructional technology to learning design. The curriculum focuses on learning experience design, digital literacy skills, emerging technologies, professional leadership, facilitating high-impact teaching practices in digital environments, implementing best practices in learning design, meeting the needs of diverse learners, and evaluating learner and program outcomes. MS-LDT is practitioner-oriented, so most courses include practical application of theoretical concepts; students produce a learning artifact such as an eLearning module, program plan, or online curriculum that they can add to their ID Portfolio. Additionally, students will critically examine theories, pedagogies, and technologies to advance the field, challenge preconceived notions, and shape the future of teaching and learning.

MS-LDT Program Learning Outcomes

Upon completion of the MS-LDT program, graduates will be able to:

a. Integrate foundational models and professional practices in learning design and instructional technology. Graduates will be able to apply knowledge of adult learning theory, online pedagogy and andragogy, and social justice principles to design, develop, and deliver sound and equitable learning experiences and construct appropriate technology solutions in education and training contexts.

b. Employ sound practices in program planning, data collection and data analysis. Graduates will be able to accurately and reliably assess the needs of diverse learner populations by applying ethical and objective data collection methods and employing appropriate data analysis techniques to use in learning design evaluation.

c. Critically evaluate trends, issues, practices, and methodologies that impact the field of instructional design. Graduates will recognize historical social disparities in education and training contexts and engage in discourse that challenges the current perspectives in learning design to drive the discipline forward.

d. Critically examine educational technology trends and apply empirical rationale in the development of instructional multimedia that supports the needs of a diverse audience, enhances cultural understanding, and increases global awareness. Graduates will employ principles of media design in the creation of end-to-end learning objects to deepen learning and reduce elements that impede cognitive processing. Students will be well-versed in Universal Design for Learning strategies and utilize digital tools that integrate with adaptive and assistive technologies.

e. Engage learning project stakeholders in achieving the optimal student experience and meet organizational goals. Graduates will be able to effectively oversee the development of a learning project by applying project management techniques and frameworks. Graduates will recognize and exhibit high ethical standards in project leadership, consultation, negotiation, collaboration, and milestone, data and budget management.

f. Ensure quality of instructional design and technology implementation. Graduates will be able to define and apply information literacy and ethical use of content, and discuss the implications of quality management in educational product design and evaluation of learning technologies.

MS-LDT Degree Program Structure

The program of study includes ten 3-unit courses, including two foundational courses, seven Core courses, and a Capstone. Courses are offered year-round, with program starts beginning in spring, summer, and fall each year. Each semester is 14 weeks in length. You will take two courses per semester; each runs for seven weeks with a one or two-week break in between semesters. After successfully completing all ten courses, you can expect to graduate in five semesters (20 months).

Each 3-unit course will include 37.5 hours of core instructional time. Additional homework, research, and study time are required. You can expect to spend 15-20 hours per week in each course to be successful.

Degree Requirements

Code	Title	Units
LDT 500A	Introduction to Instructional and Learning Design	3
LDT 500B	Introduction to Learning Technologies	3
LDT 520	Advanced Learning Theory and Design	3
LDT 530	Learning Media Design	3
LDT 535	Assets and Artifacts	3
LDT 540	Leadership in Virtual Learning	3
LDT 545	Program Assessment & Evaluation	3
LDT 550	Educational Research Methods	3
LDT 555	Emerging Technologies and Design Approaches	3
LDT 560	Capstone Project	3

LDT 500A | INTRODUCTION TO INSTRUCTIONAL AND LEARNING DESIGN
Units: 3 Repeatability: No

This course focuses on the field of instructional and learning design. Topics include the history of instructional design and the evolving landscape of the profession, including the integration of design thinking into the field. Students will examine foundational learning theories, instructional design models, and design thinking tools to think critically about taking a learner-centered approach to solving instructional design problems grounded in research-based design approaches and best practices.

LDT 500B | INTRODUCTION TO LEARNING TECHNOLOGIES
Units: 3 Repeatability: No

Prerequisites: LDT 500A with a minimum grade of C-

This course introduces students to research-based principles of effective multimedia design and creating original media that conforms to those principles. It examines common learning technologies and tools used to develop multimedia for instruction. Tools include contemporary course authoring software, and concepts include an introduction to principles of multimedia learning, eLearning design and development, and basic visual and graphic design principles. Students will explore various learning technologies to create digital artifacts and interactive learning experiences.

LDT 520 | ADVANCED LEARNING THEORY AND DESIGN
Units: 3 Repeatability: No

Prerequisites: LDT 500A with a minimum grade of C- and LDT 500B with a minimum grade of C-

This course examines advanced topics in instructional design, including needs assessment, learner characteristics, alignment of learning objectives, instructional strategies, and formative and summative assessments. Students will explore critical theories used to frame how we understand learning and motivation and the ethical responsibility of instructional designers to analyze and dispute common myths related to these concepts. Students will also learn to employ sound design principles and best practices in planning, designing, and evaluating effective learning experiences.

LDT 530 | LEARNING MEDIA DESIGN
Units: 3 Repeatability: No

Prerequisites: LDT 500A with a minimum grade of C- and LDT 500B with a minimum grade of C-

This course explores the artistic and technical aspects of creating engaging and accessible digital media to relay information and addresses research-based and ethical approaches to multimedia design. Students will apply basic user experience (UX) principles and follow WCAG 2.1 guidelines in designing an ADA-compliant learning artifact prototype. Learners will explore the Universal Design for Learning framework and evaluate design decisions using a learner experience (LX) design rubric.

LDT 535 | ASSETS AND ARTIFACTS
Units: 3 Repeatability: No

Prerequisites: LDT 500A with a minimum grade of C- and LDT 500B with a minimum grade of C-

This course focuses on digital asset and artifact curation within instructional systems design. Students explore laws applicable to education and training, including provisions of the U.S. Technology, Education and Copyright Harmonization Act, Open Educational Resources, and Creative Commons Licensing. Students will examine legal and ethical case studies regarding easily accessible online artifacts and assets and review content curation methods.

LDT 540 | LEADERSHIP IN VIRTUAL LEARNING
Units: 3 Repeatability: No

Prerequisites: LDT 500A with a minimum grade of C- and LDT 500B with a minimum grade of C-

This course establishes a strong foundation for ethical leadership in virtual learning. It focuses on developing knowledge of regulatory bodies (i.e., Accreditation, Accessibility, GDPR, etc.) and developing communication skills for effective online program administrations in various settings. Students will examine the needs of end users, map their learning journey, and create a business plan for an online program.

LDT 545 | PROGRAM ASSESSMENT & EVALUATION
Units: 3 Repeatability: No

Prerequisites: LDT 500A with a minimum grade of C- and LDT 500B with a minimum grade of C-

This course examines theories and techniques for evaluating educational and training programs. Students apply methodologies to identify needs, establish objectives, assess learners, and evaluate program outcomes in education and adult training environments. Students will examine practical applications of Kirkpatrik's Four Levels of Training Evaluation, build an assessment strategy, and practice communicating outcomes to stakeholders.

LDT 550 | EDUCATIONAL RESEARCH METHODS
Units: 3 Repeatability: No

Prerequisites: LDT 500A with a minimum grade of C- and LDT 500B with a minimum grade of C-

This course focuses on using evidence-based research and data to inform program and instructional design decisions. Students will conduct a review of scholarly literature to investigate a topic and identify gaps in the research. Students will also select between quantitative, qualitative, or mixed methods research methodologies to pose research questions and write a research proposal for further study.

LDT 555 | EMERGING TECHNOLOGIES AND DESIGN APPROACHES
Units: 3 Repeatability: No

Prerequisites: LDT 500A with a minimum grade of C- and LDT 500B with a minimum grade of C-

This course explores the current landscape of learning technologies and evaluates the value and use of these tools in creating learning activities for learning and development contexts. Additionally, students will assess current learning design trends and make responsible recommendations for deployment.

LDT 560 | CAPSTONE PROJECT
Units: 3 Repeatability: No

Prerequisites: LDT 500A with a minimum grade of C- and LDT 500B with a minimum grade of C-

This culminating course synthesizes topics discussed in all program courses. Students demonstrate achievement of all program learning outcomes through completing three performance-based deliverables: Instructional Design Portfolio, Two-Module Online Course in an LMS, and final presentation. Students engage in peer evaluation and reflect on quality standards and ethics in learning design.

LDT 592 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No

This orientation course introduces students to the University of San Diego and provides important information about the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the online learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program.

Master of Science in Information Technology Leadership

Career success as a senior IT professional depends on being able to develop and articulate the business value of comprehensive solutions to large-scale problems, solutions that (a) reflect a deep understanding of the mission, resources, and constraints of the organization to which the proposed solution is offered, and that (b) integrate a wider range of technologies than encompassed in any one individual's subject matter expertise. IT professionals frequently find it difficult to navigate this career transition, and the curriculum of the MS-ITL program is designed to address these challenges. Students will learn through coursework how to gain insight into the requirements, both technical and non-technical, of the employer or client organization they are working with, and how to incorporate those insights into their work product. Students will also learn through coursework how to develop, implement and articulate the value of comprehensive solutions to business problems that include components they are not technical subject matter experts in.

MS-ITL Program Learning Outcomes

a. Demonstrate mastery over the fundamental building blocks of information technology solutions: data and voice networking, security, data management and reporting, enterprise applications (e.g., Workday, Salesforce), and server operations (e.g., AWS, Azure).

b. Evaluate proposed and implemented information technology solutions from diverse points of view within a variety of frameworks including cultural, social, political, linguistic and generational as well as technological contexts.

c. Critically analyze existing information technology systems as well as IT solutions proposed by clients, internal customers, or vendors, assessing requirements and resources (human, financial, and technical).

d. Lead and implement information technology solutions responsive to organizational requirements, aligned with resource constraints and strategic goals.

e. Communicate effectively with stakeholders in order to accurately characterize problems to be solved within the context of strategic goals and available resources.

f. Evaluate the ethical implications of proposed and implemented information technology solutions in their own organization or in that of a customer.

MS-ITL Degree Program Structure

The program of study includes the ten-course prescribed curriculum – nine 3-unit courses and one 3-unit integrative capstone course. Courses will be offered year-round with three semesters every year; spring, summer, and fall. Each semester is 14 weeks in length. You will take two courses per semester. Courses will run for seven weeks each with a one or two-week break in between semesters. You can expect to graduate in five semesters after successfully completing all ten courses.

Each 3-unit course will include 37.5 hours of core instructional time. Additional homework, research, and study time are required. You can expect to spend 15-20 hours per week on each course in order to be successful.

M.S. in Information Technology Leadership

Code	Title	Units
ITL 501	Fundamentals for IT Leadership	3
ITL 502	Project, Vendor, and Construction Management	3
ITL 520	Data and Voice Networking	3
ITL 525	Server Operations	3
ITL 530	DevOps	3
ITL 535	Cybersecurity	3
ITL 540	IT Service Management	3
ITL 545	Enterprise Applications, Data Management, and Reporting	3
ITL 590	The IT Profession	3
ITL 595	Capstone	3

ITL 501 | FUNDAMENTALS FOR IT LEADERSHIP
Units: 3 Repeatability: No
Introduction to the IT leadership program. Spotlights on fundamental financial management concepts: expense, capital, depreciation, budgets, etc. Understanding an organization's (your own or a customer's) mission, resources, and constraints. Introduction to communicating effectively with non-technical executive leadership: verbally, through email and other written forms of communication, and through presentations. IT governance models.

ITL 502 | PROJECT, VENDOR, AND CONSTRUCTION MANAGEMENT
Units: 3 Repeatability: No
Project Management is the application of knowledge, skills, tools and techniques to project-oriented activities to meet project requirements. In today's fast paced business environment, now more than ever, organizations are faced with competing aggressively with one another, and so the demand for operational effectiveness and efficiency becomes essential to organizational success.

ITL 520 | DATA AND VOICE NETWORKING
Units: 3 Repeatability: No
Prerequisites: ITL 501 with a minimum grade of C- and ITL 502 with a minimum grade of C-
This course covers the role of wired and wireless networking in the architecture, deployment, and management of large-scale information technology environments. Includes advanced topics such as networking in cloud environments (e.g. AWS), edge data, and private wireless networks.

ITL 525 | SERVER OPERATIONS
Units: 3 Repeatability: No
Prerequisites: ITL 501 with a minimum grade of C- and ITL 502 with a minimum grade of C-
Server operations with emphasis on design and deployment of large-scale computing environments using cloud services (e.g., Amazon Web Services, Google Cloud Platform, Microsoft Azure, Oracle Cloud), Topics include hyperconverged infrastructure and AWS networking. The course includes hands-on experience in a sandbox environment in which students configure a computing environment and deploy services using the infrastructure as code (IaC) paradigm.

ITL 530 | DEVOPS
Units: 3 Repeatability: No
Prerequisites: ITL 501 with a minimum grade of C- and ITL 502 with a minimum grade of C-
The role of IT in the continuous process of software development (engineering), staging (QA), and production deployment (IT operations). Incorporates web development, app development and integration, and how to avoid a failed development project. Case study spotlight: USD MySDMobile app.

ITL 535 | CYBERSECURITY
Units: 3 Repeatability: No
Prerequisites: ITL 501 with a minimum grade of C- and ITL 502 with a minimum grade of C-
This course will feature a comprehensive overview of concepts and tools essential to cybersecurity for IT professionals. Students will learn to view information as an asset to the organization, discover types of cybersecurity attacks, what threat actors are, the various roles of a cyber professional, and the beginnings of designing a cybersecurity program. Students will also identify different threats to information and the infrastructure and operators that support it. This course will also cover the risk management practices and principles that pertain to the cyber domain, as well as risk mitigation strategies, risk calculation, and communication and training for a cybersecurity program.

ITL 540 | IT SERVICE MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: ITL 501 with a minimum grade of C- and ITL 502 with a minimum grade of C-
IT Service Management (ITSM) is the set of activities by which IT organizations manage the end-to-end delivery of IT services to customers. ITL 540 covers the principles and practices of ITSM using industry standards and best practices, such as ITIL. Course topics include comprehensive coverage of Incident Management, Problem Management, Service Request Management, Change Control, Service Catalog Management, Portfolio Management, Service Level Management, Service Continuity Management (Disaster Recovery and Business Continuity), Knowledge Management, and IT Asset Management and Service Configuration Management. This course emphasizes developing practical skills and preparing graduates to effectively lead IT service teams.

ITL 545 | ENTERPRISE APPLICATIONS, DATA MANAGEMENT, AND REPORTING
Units: 3 Repeatability: No
Prerequisites: ITL 501 with a minimum grade of C- and ITL 502 with a minimum grade of C-
This course covers topics including overviews of major enterprise applications such as SalesForce, WorkDay, Oracle Financials, and SAP, with a particular emphasis on implementation projects; reporting tools, data warehousing, and organizational dynamics (politics) of data access. Case studies will spotlight USD WorkDay implementation and Honeywell. This course includes hands-on experience in a sandbox environment where students implement business processes by configuring the application.

ITL 590 | THE IT PROFESSION
Units: 3 Repeatability: No
Prerequisites: ITL 501 with a minimum grade of C- and ITL 502 with a minimum grade of C- and ITL 520 with a minimum grade of C- and ITL 525 with a minimum grade of C- and ITL 530 with a minimum grade of C- and ITL 535 with a minimum grade of C- and ITL 540 with a minimum grade of C- and ITL 545 with a minimum grade of C-
This course focuses on a big-picture overview of the economic and social role of IT professionals. IT professionals are a strategic workforce in the US and in every other technologically developed economy but do not have a strong sense of collective professional identity. How have other technical professions (e.g. mechanical, chemical, and electrical engineers) historically developed a collective sense of professional identity and obligation, and in what ways are IT workers similar to and different from them? In what ways are IT professionals designers, and what does this imply about their broader social and professional obligations?.

ITL 592 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No
This orientation course introduces students to the University of San Diego and provides important information about the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the online learning environment as preparation for success in their graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program.

ITL 595 | CAPSTONE
Units: 3 Repeatability: No
Prerequisites: ITL 501 with a minimum grade of C- and ITL 502 with a minimum grade of C- and ITL 520 with a minimum grade of C- and ITL 525 with a minimum grade of C- and ITL 530 with a minimum grade of C- and ITL 535 with a minimum grade of C- and ITL 540 with a minimum grade of C- and ITL 545 with a minimum grade of C-
The program capstone focuses on developing a proposal for a significant IT infrastructure initiative, e.g., implementation of a new enterprise application, or migration of a service into the cloud. Students should demonstrate the ability to analyze the proposed course of action and communicate a clear recommendation to non-technical organizational leadership. Students should also demonstrate the ability to assess options and make sound recommendations in areas in which they are not themselves technical subject matter experts. The recommendation should reflect a deep understanding of the customer organization's mission, resources, and constraints.

Graduate Courses

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Adult Clinical Nurse Specialist (ACNS)

ACNS 521 | ADVANCED PHYSICAL ASSESSMENT
Units: 4 Repeatability: No
Prerequisites: APNC 520 with a minimum grade of C-
Explores theoretical and clinical practice principles of advanced physical assessment of all human systems. Uses advanced assessment techniques, concepts, and approaches for comprehensive data gathering, analysis, and documentation including history taking and physical examination. Differentiates abnormalities from common normal variations characteristic of various developmental, cultural, and ethnic groups. Laboratory-based practicum experiences provide the opportunity for the integration of theory with role responsibilities specific to physical assessment.

ACNS 524 | ADVANCED PHARMACOLOGY
Units: 3 Repeatability: No
Prerequisites: APNC 520 with a minimum grade of C-
Explores the theoretical and clinical practice principles needed to assess, manage, and recommend treatment plans, utilizing broad categories of pharmacologic agents, for common and complex health problems in a safe, high quality, and cost-effective manner. Emphasizes the application of pharmacotherapeutics, pharmacodynamics, pharmacokinetics, and pharmacogenomics skills into clinical practice.

ACNS 600 | TRANSITION TO CNS PRACTICE
Units: 1 Repeatability: No
Focuses on the transition of the Adult-Gerontology Clinical Nurse Specialist (AG-CNS) into clinical practice. Explores the pathway to CNS certification/licensure, job preparation, and succeeding in practice settings. Examines the concept of imposter syndrome and methods for overcoming it.

ACNS 601 | SPECIALTY POPULATION IMMERSION I
Units: 1 Repeatability: No
Prerequisites: ACNS 632P with a minimum grade of C- or ACNS 632P with a minimum grade of C-
This course expands on the application of the role of the Adult-Gerontology Clinical Nurse Specialist at the population foci level. Emphasis is placed on care of patients throughout the life span experiencing complex health problems. Clinical experience provides the student an opportunity to apply didactic course concepts in a variety of settings at the population foci level. Population foci offered: Intensive care, emergency care, oncology, progressive care, rehabilitation, post-anesthesia care, or other area of clinical interest.

ACNS 602 | SPECIALTY POPULATION IMMERSION II
Units: 1 Repeatability: No
Prerequisites: ACNS 632P with a minimum grade of C- or ACNS 632P with a minimum grade of C-
This course expands on the application of the role of the Adult-Gerontology Clinical Nurse Specialist at the population foci level. Emphasis is placed on the in-depth analysis and application of the theoretical basis for care of patients throughout the life span experiencing complex health problems within a given population foci. Population foci offered: Intensive care, emergency care, oncology, progressive care, rehabilitation, post-anesthesia care, or other area of clinical interest.

ACNS 603 | SPECIALTY POPULATION IMMERSION III
Units: 1 Repeatability: No
Prerequisites: ACNS 632P with a minimum grade of C- or ACNS 632P with a minimum grade of C-
This course expands on the application of the role of the Adult-Gerontology Clinical Nurse Specialist at the population foci level. Emphasis is placed on care of patients throughout the life span experiencing complex health problems and preparation for successful certification (AACN and ANCC) examination after graduation. Population foci offered: Intensive care, emergency care, oncology, progressive care, rehabilitation, post-anesthesia care, or other area of clinical interest.

ACNS 619 | CNS SPECIALTY ROLE AND PRACTICE FOUNDATIONS
Units: 3
Provides an overview of the role of the Clinical Nurse Specialist (CNS) with a practice focus on adults and gerontology (wellness to acute care). Explores the spheres of influence and core competencies for CNS practice. Examines theoretical foundations of reflective, evidence-based advanced nursing practice for individuals 20 years of age and older.

ACNS 632 | ADULT-GERONTOLOGY I: CNS PRACTICE IN INDIVIDUAL PATIENT SPHERE
Units: 3 Repeatability: No

Corequisites: ACNS 632P

Provides an in depth inquiry into the role of the clinical nurse specialist (CNS) within the patient sphere with a practice focus on adults 20 years of age and older. Explores the theoretical concepts utilized in advanced nursing practice in the management of patients along the continuum of care from wellness to illness, experiencing acute, chronic, or terminal illnesses.

ACNS 632P | ADULT-GERONTOLOGY I: CNS PRACTICE IN INDIVIDUAL PATIENT SPHERE PRACTICUM
Units: 3 Repeatability: No

Corequisites: ACNS 632

Provides an opportunity to carry out the clinical nurse specialist (CNS) role within the patient sphere with adults 20 years and older. Emphasizes the application of the theoretical concepts utilized in advanced nursing practice in the management of patients along the continuum of care from wellness to illness, experiencing acute, chronic, or terminal illnesses.

ACNS 634 | ADULT-GERONTOLOGY II: CNS PRACTICE IN THE NURSE SPHERE
Units: 3 Repeatability: No

Prerequisites: ACNS 632 with a minimum grade of B-

Corequisites: ACNS 634P

This course provides an in-depth inquiry into the role of clinical nurse specialist (CNS) within the patient sphere with a practice focus on adults 20 years and older. Emphasis is on the theoretical concepts utilized in advanced nursing practice in the management of patients along the continuum of care from wellness to illness. These patients may experience acute, chronic, or terminal illnesses.

ACNS 634P | ADULT-GERONTOLOGY II: CNS PRACTICE IN THE NURSE SPHERE PRACT
Units: 2 Repeatability: No

Prerequisites: ACNS 619 with a minimum grade of B- and ACNS 632 with a minimum grade of B- and ACNS 632P with a minimum grade of B-

Corequisites: ACNS 634

This course provides an in-depth inquiry into the role of clinical nurse specialist (CNS) within the patient sphere with a practice focus on adults 20 years and older. Emphasis is on the theoretical concepts utilized in advanced nursing practice in the management of patients along the continuum of care from wellness to illness. These patients may experience acute, chronic, or terminal illnesses. This is the practicum portion of the course.

ACNS 636 | ADULT GERONTOLOGY III: CNS PRACTICE IN THE ORGANIZATIONAL/SYSTEMS SPHERE
Units: 3

Prerequisites: ACNS 619 with a minimum grade of B- and ACNS 632 with a minimum grade of B- and ACNS 632P with a minimum grade of B- and ACNS 634 with a minimum grade of B- and ACNS 634P with a minimum grade of B-

Corequisites: ACNS 636P

Emphasizes theories and principles of change management at the systems level. Analyzes CNS leadership principles in organizations/systems in which nursing care is provided for individuals 20 years of age and older.

ACNS 636P | ADULT GERONTOLOGY III: CNS PRACTICE IN THE ORGANIZATIONAL/SYSTEMS SPHERE PRACTICUM
Units: 2

Prerequisites: ACNS 619 with a minimum grade of B- and ACNS 632 with a minimum grade of B- and ACNS 632P with a minimum grade of B- and ACNS 634 with a minimum grade of B- and ACNS 634P with a minimum grade of B-

Corequisites: ACNS 636

In the clinical setting emphasizes applying theories and principles of change management at the systems level. Operationalizes CNS leadership principles in organizations/systems in which nursing care is provided for individuals 20 years of age and older.

ACNS 638 | ADULT GERONTOLOGY IV: ADVANCED CNS PRACTICE
Units: 3

Prerequisites: ACNS 619 with a minimum grade of B- and ACNS 632 with a minimum grade of B- and ACNS 632P with a minimum grade of B- and ACNS 634 with a minimum grade of B- and ACNS 634P with a minimum grade of B- and ACNS 636 with a minimum grade of B- and ACNS 636P with a minimum grade of B-

Corequisites: ACNS 638P

Focuses on further development of evidence-based clinical knowledge in a selected area of CNS practice. Provides opportunities to explore CNS role development issues. Based on a gap analysis, an evidence-based practice change is designed, evaluated, and presented relative to an apriori evidence-based benchmark. A letter grade of B- or higher is necessary to pass this course.

ACNS 638P | ADULT GERONTOLOGY IV: ADVANCED CNS PRACTICUM
Units: 3

Prerequisites: ACNS 619 with a minimum grade of B- and ACNS 632 with a minimum grade of B- and ACNS 632P with a minimum grade of B- and ACNS 634 with a minimum grade of B- and ACNS 634P with a minimum grade of B- and ACNS 636 with a minimum grade of B- and ACNS 636P with a minimum grade of B-

Corequisites: ACNS 638

Focuses on further development of evidence-based clinical knowledge and expertise in a selected area of CNS practice. Students design an evidence-based clinical project to improve the care for individuals 20 years of age and older. The project is implemented using an evidence-based approach to a clinical problem or professional issue.

ACNS 639 | CNS PALLIATIVE CARE PRACTICUM
Units: 2 Repeatability: No

Prerequisites: PHDN 688 with a minimum grade of B-

Provides an in-depth experience into the role of the Palliative Care CNS with the practice focus on adults 20 years and older. Emphasizes advanced nursing skills in assessment, symptom management, and psychosocial care to patients and family with serious health conditions. Stresses advocacy for those patients at the end of life requiring palliative care and hospice. Focuses on the interdisciplinary health care team in providing a collaborative plan of care.

Advance Practice Nursing Core (APNC)

APNC 520 | ADVANCED PATHOPHYSIOLOGY
Units: 3 Repeatability: No
Focuses on pathophysiological processes across the lifespan and the development of clinical reasoning skills required in advanced practice nursing. Distinguishes between normal physiology and specific system alterations produced by injury and disease. Explores etiology, pathogenesis, developmental and environmental influences, and clinical manifestations of major health problems. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course. A minimum 80% examination average must be achieved in order to successfully complete the course.

APNC 521 | APRN PHYSICAL ASSESSMENT AND DIAGNOSIS
Units: 3-4 Repeatability: No
Prerequisites: APNC 520 with a minimum grade of C- (Can be taken Concurrently)
Explores theoretical and clinical practice principles of advanced physical assessment and diagnosis across the lifespan. Utilizes various methods of comprehensive evidence-based data gathering, analysis, and documentation including history taking, physical examination, screening for common diseases, diagnostic procedures, and differential diagnoses. Differentiates abnormalities from common normal variations characteristic of various developmental, cultural, and ethnic groups. Laboratory-based practicum experiences provide the opportunity for the integration of theory with APRN role responsibilities specific to physical assessment and diagnosis. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course. A minimum 80% examination average must be achieved in order to successfully complete the course.

APNC 521L | HEALTH ASSESSMENT AND DIAGNOSIS LAB
Units: 1 Repeatability: No
Non-Core Attributes: Lab
Explores theoretical and clinical practice principles of advanced physical assessment and diagnosis across the lifespan. Utilizes various methods of comprehensive evidence-based data gathering, analysis, and documentation including history taking, physical examination, screening for common diseases, diagnostic procedures, and differential diagnoses. Differentiates abnormalities from common normal variations characteristic of various developmental, cultural, and ethnic groups. Laboratory-based practicum experiences provide the opportunity for the integration of theory with APRN role responsibilities specific to physical assessment and diagnosis. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course.

APNC 523 | PHARMACOLOGY IN HEALTH MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: APNC 520 with a minimum grade of C-
Provides an evidence-based knowledge of pharmacotherapeutics for patients across the lifespan including special populations. Develops a foundation for decision-making necessary for initiating, monitoring, and modifying pharmacological treatment plans. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course. A minimum 80% examination average must be achieved in order to successfully complete the course.

APNC 524 | ADVANCED PHARMACOLOGY
Units: 3 Repeatability: No
Prerequisites: MEPN 535 with a minimum grade of C-
Provides the knowledge and skills needed to assess, manage, and recommend treatment plans, utilizing broad categories of pharmacologic agents, for common and complex health problems in a safe, high quality and cost effective manner. Pharmacotherapeutics, pharmacodynamics, pharmacokinetics and pharmacogenomic skills will be developed utilizing case scenarios with an emphasis on direct application to clinical nursing practice.

Applied Artificial Intelligence (AAI)

AAI 500 | PROBABILITY AND STATISTICS FOR ARTIFICIAL INTELLIGENCE
Units: 3 Repeatability: No
This course is an introduction to probability and statistical concepts and their applications in solving real-world problems, as well as an introduction to coding in Python. This introductory course provides a solid background in the application of probability and statistics that will form the basis for advanced AI methods. Statistical concepts, probability theory, random and multivariate variables, data and sampling distributions, descriptive statistics, and hypothesis testing will be covered. In addition, the use of Python for the performance of basic statistics will be covered in this course. Covered topics include the numerical and graphical description of data, elements of probability, sampling distributions, probability distribution functions, estimation of population parameters, and hypothesis tests. This course will combine the learnings from texts, case studies, and standard organizational processes with practical problem-solving skills to present, structure, and plan the problem as it would be presented in large enterprises and execute the steps in a structured analytics process. Team collaboration, professional presenting, and academic writing will be covered as well through a final team project.

AAI 501 | INTRODUCTION TO ARTIFICIAL INTELLIGENCE
Units: 3 Repeatability: No
Prerequisites: AAI 500 with a minimum grade of C-
Recent advances in big data, computational power, smart homes, and autonomous vehicles have rendered artificial intelligence (AI) as a major technological revolution in engineering and computer science. The goal of this course is to introduce students to the fundamental principles, techniques, challenges, and applications of AI, machine learning, and natural language processing. Topics covered include heuristic search and optimization techniques, genetic algorithms, machine learning, neural networks, and natural language understanding. Several applications of AI will be explored, including computer vision, pattern recognition, image processing, biomedical systems, Internet of Things, and robotics.

AAI 510 | MACHINE LEARNING: FUNDAMENTALS AND APPLICATIONS
Units: 3 Repeatability: No
Prerequisites: AAI 500 with a minimum grade of C- and AAI 501 with a minimum grade of C-
Machine learning (ML) is an interdisciplinary field that is focused on building models by algorithmic processing of data with minimal assumptions about the nature of the data. The models may be used to understand a process, make informed projections, or automate decisions. The field combines principles from statistics, computer science, and application domains. The application domains range across engineering, manufacturing, medicine, commerce, research, etc. This class will introduce students to the fundamental concepts and algorithms for machine learning. Students will learn fundamental concepts such as data cleaning and transformation, feature engineering, modeling training, validation and testing, overfitting, underfitting, and model evaluation. They will learn supervised learning algorithms such as regression, support vector machines, etc; and unsupervised learning algorithms such as k-means, Principal Component Analysis (PCA), and hierarchical clustering. Time series analysis will be briefly covered as well. Students will learn to appreciate and be sensitive to ethical issues affecting the use of machine learning in society.

AAI 511 | NEURAL NETWORKS AND DEEP LEARNING
Units: 3 Repeatability: No
Prerequisites: AAI 500 with a minimum grade of C- and AAI 501 with a minimum grade of C-
Neural networks have enjoyed several waves of popularity over the past half-century. The many applications of neural networks include apps that identify people in photos, automated vision systems for large-scale object recognition, smart home appliances that recognize continuous, natural speech, self-driving cars, and software that translates from any language to any other language. In this course, students will learn the fundamental principles and concepts of neural networks and state-of-the-art approaches to deep learning using in-demand Python packages, such as TensorFlow and PyTorch. Students will learn to design neural network architectures and training methods using hands-on assignments and will perform comprehensive final projects in this course.

AAI 520 | NATURAL LANGUAGE PROCESSING AND GENAI
Units: 3 Repeatability: No
Prerequisites: AAI 500 with a minimum grade of C- and AAI 501 with a minimum grade of C-
This course is focused on understanding a variety of ways to represent human language as computational systems and how to exploit those representations to develop programs for translation, summarization, extracting information, question answering, natural interfaces to databases, and conversational agents. This course will include concepts central to Machine Learning (discrete classification, probability models) and to Linguistics (morphology, syntax, semantics). Students will learn computational treatments of words, sounds, sentences, meanings, and conversations. Students will understand how probabilities and real-world text data can help. The course covers some high-level formalisms (e.g., regular expressions) and tools (e.g., Python) that can greatly simplify prototype implementation. Students will learn techniques to address the social impact of natural language processing, such as demographic bias, exclusion, and overgeneralization.

AAI 521 | APPLIED COMPUTER VISION FOR AI
Units: 3 Repeatability: No
Prerequisites: AAI 500 with a minimum grade of C- and AAI 501 with a minimum grade of C-
This course provides an introduction to computer vision. Computer vision uses a combination of traditional AI, machine learning, image processing, and mathematical theories to provide ways of programming a computer to understand visual imagery, whether a static picture, stereo vision for a robot, or motion from video. Topics covered include fundamentals of feature detection and extraction, motion estimation and tracking, image processing, and object and scene recognition. Students will learn fundamental concepts of computer vision as well as gain hands-on experience in solving real-world vision problems. A variety of tools will be introduced in this course, but the main focus will be on Python and OpenCV, as well as TensorFlow and Keras.

AAI 530 | DATA ANALYTICS AND INTERNET OF THINGS
Units: 3 Repeatability: No
Prerequisites: AAI 500 with a minimum grade of C- and AAI 501 with a minimum grade of C-
Recent advances in smart devices and technologies have enabled cars, smartphones, TVs, refrigerators, and several other devices to be connected to each other to build, operate, and manage the physical world. The Internet of Things (IoT) has significant potential to impact how individuals live and work by providing the tools necessary for innovative decision-making. The application of AI in IoT requires an understanding of machine learning algorithms, sensors, networking, and data analytics. To prepare our students as forerunners in AI, this course will introduce and practice a wide range of topics in the broad areas of IoT and data analytics and provide hands-on learning experiences and real-world applications. In addition, students will acquire knowledge of the ethics and law in IoT-enabled systems. Concepts in IoT ethics, such as data security, privacy, trustworthiness, and transparency of data, will be discussed in detail.

AAI 531 | ETHICS IN ARTIFICIAL INTELLIGENCE
Units: 3 Repeatability: No
Prerequisites: AAI 500 with a minimum grade of C- and AAI 501 with a minimum grade of C-
This course will examine some of the issues and consequences for humanity and our environment of increasing use of Artificial Intelligence (AI) and related technologies. With an understanding of the range of possible issues arising from AI, this course covers and explores how researchers, product teams, and policymakers might address the issues. Students will investigate how processes for AI development and deployment could be adapted to operate more effectively within legal frameworks and satisfy safety goals. This course discusses the social, political, and economic effects that AI may have on society – today and in the future. It also covers developing an understanding of public concerns with AI, including economic, equity, and human rights. Students will review proposed regulations, such as ones that provide individuals with a right to explanation when decisions made by an AI agent affect them. Students will evaluate existing and proposed techniques for addressing known challenges such as fairness, privacy, and liability. In addition, students will apply what they learn by adapting how practitioners work and lead in organizations that create and deploy AI-enabled systems, products, and services. Taken together, students will study and practice ways to ensure that they are equipped to ethically and safely build systems with an artificial intelligence component.

AAI 540 | MACHINE LEARNING OPERATIONS
Units: 3 Repeatability: No
Prerequisites: AAI 500 with a minimum grade of C- and AAI 501 with a minimum grade of C-
Interest in and usage of Machine Learning systems has increased dramatically in recent years. More and more innovative products and research rely on Machine Learning systems that leverage data to make predictions and identify trends. However - as with many cutting-edge fields - Machine Learning systems are often implemented improperly. As a result, many Machine Learning systems are unreliable, inefficient, or even useless. Machine Learning Operations (MLOps) is a methodology whose goal is to design, build, deploy, and maintain machine learning models properly. MLOps combines practices from Machine Learning, Data Engineering, and DevOps to assist ensure that Machine Learning models and algorithms are reliable, efficient, and - most importantly - useful. This course will introduce students to the key concepts of MLOps and a holistic method of designing suitable ML systems. Students will learn and perform the best practices for building Machine Learning systems with hands-on learning experiences and real-world applications. While students will learn about and implement some Machine Learning algorithms in this course, this course is not intended to teach them about the field of Machine Learning. Rather, students will learn how to properly design Machine Learning systems throughout the entire lifecycle.

AAI 550 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No
This orientation course introduces students to the University of San Diego and provides important information about the MS-AAI program and the technologies that will be used throughout the program. In the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of the program.

Applied Data Science (ADS)

ADS 500A | PROBABILITY AND STATISTICS FOR DATA SCIENCE
Units: 3 Repeatability: No
This course is an introduction to probability and statistical concepts and their applications in solving real-world problems. This prerequisite course provides a solid background in the application of probability and statistics that will form the basis for advanced data science methods. Statistical concepts, probability theory, random and multivariate variables, data and sampling distributions, descriptive statistics, and hypothesis testing will be covered. The use of computer-based applications for the performance of basic statistics will be utilized. Covered topics include the numerical and graphical description of data, elements of probability, sampling distributions, probability distribution functions, estimation of population parameters, and hypothesis tests. This course will combine the learnings from texts, case studies, and standard organizational processes with practical problem-solving skills to present, structure, and plan the problem as it would be presented in large enterprises and execute the steps in a structured analytics process.

ADS 500B | DATA SCIENCE PROGRAMMING
Units: 3 Repeatability: No
This course is an introduction to fundamental concepts of programming and problem-solving techniques for data science. Python and R are the languages used to analyze and deliver insights from real-world datasets. Topics include the basics of Python and R, data acquisition, integration and transformation, problem understanding, data preparation, standardization, and exploratory data analysis. In addition, command line tools and editors are explored in UNIX, and methods to access and analyze RDBMS databases are examined. The course ends with introducing students to the basics of machine learning models.

ADS 501 | FOUNDATIONS OF DATA SCIENCE AND DATA ETHICS
Units: 3 Repeatability: No
Prerequisites: ADS 500A with a minimum grade of C- and ADS 500B with a minimum grade of C-
This course covers an introduction to the methods, concepts, and ethical considerations found and practiced in the field of professional data science. Topics include defining and structuring the problem, managing the business, the CRISP-DM and Agile processes, ensuring the science in data science using the scientific method, project management, managing ethical concerns and model bias, and the importance of performing exploratory data analysis. This course will combine the learnings from case studies, texts, and standard organizational processes with practical problem-solving skills to present, structure, plan, and present the problem as it would be done in large enterprises, including executing steps in the data science work-stream.

ADS 502 | APPLIED DATA MINING
Units: 3 Repeatability: No
Prerequisites: ADS 500A with a minimum grade of C- and ADS 500B with a minimum grade of C-
Data Mining is one of the most important topics in the data science field. This course discusses theoretical concepts and practical algorithms for both supervised and unsupervised learning techniques. The course provides data mining principles, methods, and applications with a variety of integrated theoretical and practical examples in classification, association analysis, cluster analysis, and anomaly detection. This course also includes applied examples associated with each topic in data mining using R and Python programming languages.

ADS 503 | APPLIED PREDICTIVE MODELING
Units: 3 Repeatability: No
Prerequisites: ADS 500A with a minimum grade of C- and ADS 500B with a minimum grade of C-
This course provides a working knowledge of applied predictive modeling. Students will obtain a broad understanding of model training, evaluations, and development procedures with a wide variety of applications to real-world problems. This course introduces best practices for managing data science projects and presenting analytical results to technical and non-technical audiences. Course topics include linear and non-linear regression modeling methods, linear and non-linear classification modeling methods, model selection, variable importance, variable selection and model applications, code, and R package management using RStudio.

ADS 504 | MACHINE LEARNING AND DEEP LEARNING FOR DATA SCIENCE
Units: 3 Repeatability: No
Prerequisites: ADS 500A with a minimum grade of C- and ADS 500B with a minimum grade of C-
This course covers the study of supervised and unsupervised algorithms in the Machine Learning context. Emphasis on formulating, choosing, applying, implementing, and evaluating machine learning models to capture key patterns exhibited in cross-sectional data and longitudinal data. This course also discusses the considerations of model complexity interpretations and implementation in real-world applications using Python and associated packages. An introduction to Deep Learning is provided in this course.

ADS 505 | APPLIED DATA SCIENCE FOR BUSINESS
Units: 3 Repeatability: No
Prerequisites: ADS 501 with a minimum grade of C- and ADS 502 with a minimum grade of C-
Data science skills are in high demand across a wide variety of industries. This course focuses on real-world use cases of data mining applications, including predicting consumer purchase behavior, brand loyalty, product prices, sales up-lift, basis of purchase, direct marketing campaign cost-effectiveness, rideshare cancellations, competitive online auctions, recommendation engines, and segmenting and identifying important customers. This course covers practical, business-oriented examples and use cases associated with each topic in data mining using Python. Data visualization, effective data storytelling, and analytical communication are being taught. Tableau, one of the most popular business analytics and dashboard tools, is practiced in this course.

ADS 506 | APPLIED TIME SERIES ANALYSIS
Units: 3 Repeatability: No
Prerequisites: ADS 501 with a minimum grade of C- and ADS 502 with a minimum grade of C-
Many datasets naturally have a time series component: records collected over time, financial data, biological data signals such as brain waves or blood glucose levels, weather, and seasonal information. Practicing data scientists need to identify when they encounter time series data and when to apply suitable techniques. This course will cover the major topics in time series analysis and forecasting (prediction), including stationary and non-stationary models, autoregressive and integrated autoregressive models, models for estimation, and spectral analysis using R. Different methods of estimation will be leveraged, including maximum likelihood, Bayesian, and spectral estimation. These approaches will be applied to real-world datasets, culminating in a complete analysis from end to end.

ADS 507 | PRACTICAL DATA ENGINEERING
Units: 3 Repeatability: No
Prerequisites: ADS 501 with a minimum grade of C- and ADS 502 with a minimum grade of C-
In this course, students will learn about the discipline of data engineering. They will learn what data engineers are, what they do and how it relates to the field of data science. Topics will include data architecture, relational databases, SQL, data pipelines (ETL and ELT), ethical data engineering (data security and privacy), and data engineering best practices.

ADS 508 | DATA SCIENCE WITH CLOUD COMPUTING
Units: 3 Repeatability: No
Prerequisites: ADS 501 with a minimum grade of C- and ADS 502 with a minimum grade of C-
This course covers the fundamental concepts of cloud computing as it impacts the field of data science. Course topics include cloud economics, distributed storage, SageMaker ecosystem, distributed processing, model tuning, natural language processing, and model deployment considerations in the cloud. This course will combine the learnings from texts and relevant technical articles with practical hands-on skills to design, implement, and recommend solutions for the business problem as it would be presented in the business world, and execute the steps in a structured model development process.

ADS 509 | APPLIED TEXT MINING
Units: 3 Repeatability: No
Prerequisites: ADS 501 with a minimum grade of C- and ADS 502 with a minimum grade of C-
This course focuses on natural language processing and data mining of text using Python. Topics include collecting and preparing text data, linguistic feature engineering, comparisons of groups of text, building classification models, sentiment analysis, topic modeling, and an introduction to vector-based representations of text.

ADS 550 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No
This orientation course introduces students to the University of San Diego and provides important information about the MS-ADS program and the technologies that will be used throughout the program. In the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of the program.

ADS 599 | CAPSTONE PROJECT
Units: 3 Repeatability: No
Prerequisites: ADS 501 with a minimum grade of C- and ADS 502 with a minimum grade of C- and ADS 503 with a minimum grade of C- and ADS 504 with a minimum grade of C- and ADS 505 with a minimum grade of C- and ADS 506 with a minimum grade of C- and ADS 507 with a minimum grade of C- and ADS 508 with a minimum grade of C-
The purpose of this Capstone Project is for students to apply their acquired theoretical knowledge obtained during the Applied Data Science Program to a research-based, code-oriented data science project. During the project, students lead the entirety of the end-to-end process that involves the collection and processing of the data while utilizing the appropriate analytical methods. The project will be documented in an academic journal style article and orally presented, including technical content, in a recorded presentation. Students will work in teams and are encouraged to find project topics that originate from real-world domains in order to tackle unique problem statements that have real-world impact.

Continuing Education (EDU)

EDU 701I | RECOVERY-ORIENTED CASE MANAGEMENT
Units: 1
This course will focus on the components and principles of Recovery Oriented Case Management. The course will examine the strength based, client centered advocacy and resiliency models in Recovery Oriented Case Management. The course will look at various systems of care including community, public and private mental health and social services including how they can support Recovery Oriented Case Management. The course will address how diversity, socio-economic status and poverty may affect and be affected by, the implementation of Recovery Oriented Case Management. The course will examine how marriage and family therapists in their clinical practice can use Recovery Oriented Case Management to more fully serve and benefit individuals, couples and families.

EDU 702I | COLLABORATIVE CARE
Units: 1
This course examines various models of collaborative care and the clinical competencies and skills MFT's need to work successfully on collaborative care teams. This course will also examine the biopsychosocialspiritual aspects of illness and how MFT's can assess and manage common mental health, psychosocial and health behavior issues in primary care settings and recovery oriented practice environments. Contextual issues such as race/ethnicity, age, sexual orientation, religion and socioeconomic status (SES) and how they inform collaborative care practices will also be discussed.

EDU 703I | INDIVIDUAL, FAMILY, & COMMUNITY TRAUMA
Units: 1

This course is designed to introduce students to how trauma affects individuals, families and communities, including the nature of trauma (e.g., abuse, combat, natural disasters), grief reactions and traumatic stress. Also included in this class is an exploration of the therapist's response to trauma, crisis intervention, comorbid disorders and general treatment issues. Students will review evidence-based practices in the trauma field. The instructor uses a culturally-informed perspective to teach the class.

EDU 704I | TREATMENT OF SEVERE MENTAL ILLNESS
Units: 3

The purpose of this course is to teach MFT students effective strategies for the treatment of severe mental illness through a balanced exploration of current trends in treatment planning and delivery, research and outcomes, various theoretical perspectives and the specific needs of this unique population of clients. An emphasis will be placed on principles of mental health recovery-oriented care and methods of service delivery in recovery-oriented practice environments.

EDU X787H | FIRST & SECOND LANGUAGE DEVELOPMENT (PREV#: EDU 558XB)
Units: 3

Candidates will gain an awareness of the structure and nature of language and the process of linguistic analysis, considering both English and other languages. Candidates will also become acquainted with linguistic concepts affecting pedagogical methods and language learning in the areas of morphology, phonetics and phonology, syntax, semantics and sociolinguistics. This course is for teachers and prospective teachers in ESL/EFL, bilingual or structured immersion classes. It will be valuable for anyone working with non-native-English language learners in public or private K-12, adult education, community college, or university settings.

Counseling (COUN)

COUN 502 | PROFESSIONAL ORIENTATION, LAW AND ETHICS IN COUNSELING
Units: 3 Repeatability: No

This course is designed to address the development in students of a professional identity as a counselor. Students reflect on the knowledge, dispositions and skills needed to provide effective counseling interventions to diverse client populations. They are introduced to the counseling profession–its purpose, history, ethical codes, professional organizations and certification and licensing practices. Students learn about the diversity of client interventions offered by professional counselors through class presentations and interaction with practicing counselors. Students map out a plan for their professional development throughout their counseling program. This course also provides extensive practice in applying the codes of the ethical practice to different areas of counseling and explores the legal issues potentially encountered in the various areas of counseling practice. Students are exposed to concepts, experiences and cases that are designed to enhance their ability to recognize and respond to various ethical dilemmas. Students are taught how to use an ethical decision-making format. The ACA and APA ethical codes are the principal reference guides used in this class.

COUN 505 | HUMAN DEVELOPMENT
Units: 3 Repeatability: No

Students examine growth and development throughout the lifespan including physical, cognitive, social and psychological functioning. Individual and group differences are studied. Students learn proactive program development and counseling strategies to enhance development and to address development and transitional issues in development at all ages.

COUN 507 | PROFESSIONAL IDENTITY, LAW AND ETHICS IN SCHOOL COUNSELING
Units: 3 Repeatability: No

This course is designed to address the development in students of a professional identity as a counselor. Students reflect on the knowledge, dispositions and skills needed to provide effective counseling interventions to diverse client populations. They are introduced to the counseling profession–its purpose, history, ethical codes, professional organizations and certification and licensing practices. This course will also prepare school counselors to think in an ethical and moral manner in all of their professional activities. The course also will examine the interplay between legal and ethical issues within mental health counseling and counseling psychology. Students will learn the major ethical guidelines of the American Counseling Association (ACA) and the American School Counselor Association (ASCA). In addition, students will have a wide array of opportunities to apply these principles to various situations.

COUN 510 | CAREER DEVELOPMENT ACROSS THE LIFESPAN
Units: 3 Repeatability: No

Students study career development theories and examine educational, personal, and occupational aspects of career development at all stages of the lifespan. Workplace demographics, employment trends, legal and ethical issues, worker satisfaction factors, and career development services delivery models are presented.

COUN 515 | MULTICULTURAL COUNSELING
Units: 3 Repeatability: No

Students examine the beliefs, behaviors, and values of a variety of ethnic groups. Students complete self-assessments of cultural competencies and examine their self-assessments in the context of cultural identity models. Effective techniques for providing culturally appropriate services to individuals and groups are presented.

COUN 520 | COUNSELING THEORIES AND PRACTICE
Units: 3 Repeatability: No

Philosophical and psychological theories of personality development and functioning are presented. For each theory presented students learn the nature of the person, personality constructs, and appropriate intervention strategies and counseling goals.

COUN 523 | SEMINAR IN SC FIELD BASED RESEARCH: PROPOSAL DEVELOPMENT
Units: 2 Repeatability: No

COUN 523 prepares Counselors to conduct field-based research in educational and community-based settings related to counseling practice. Students will learn how to design their own applied research project over the course of the semester in conjunction with their fieldwork experience. The course includes required areas addressed in the 2016 Standards for Counseling Programs presented by the Council for Accreditation of Counseling and Related Educational Programs (CACREP). This course also prepares students in the knowledge areas tested in the Research and Evaluation section of the National Counselors Examination (NCE) and the Counselor Preparation Comprehensive Examination (CPCE). In particular students will be accruing 100 hours to meet California Teacher Commission (CTC) for research training and planning requirements.

COUN 524 | SEMINAR IN SC FIELD BASED RESEARCH: ANALYSIS AND REPORTING OF RESEARCH
Units: 2 Repeatability: No
COUN 524 prepares Counselors to conduct field-based research in educational and community-based settings related to counseling practice. Students will learn how to analyze and report on their own applied research project over the course of the semester in conjunction with their fieldwork experience. The course includes required areas addressed in the 2016 Standards for Counseling Programs presented by the Council for Accreditation of Counseling and Related Educational Programs (CACREP). This course also prepares students in the knowledge areas tested in the Research and Evaluation section of the National Counselors Examination (NCE) and the Counselor Preparation Comprehensive Examination (CPCE). In particular students will be accruing 100 hours to meet California Teacher Commission (CTC) for research training, analysis and data collection requirements.

COUN 526 | GROUP COUNSELING
Units: 3 Repeatability: No
Prerequisites: COUN 520 with a minimum grade of C-
This course provides an introduction to group dynamics and group work. Group counseling approaches and models, issues of group leadership, styles of leadership, and group facilitation skills will be addressed. Consideration is also given to group counseling goals, phases of group development, and research on group dynamics and group counseling. The course is organized into a seminar for intensive examination of the theory and practice of group work and group counseling and a laboratory for experiential learning related to group process.

COUN 530 | ASSESSMENT TECHNIQUES IN COUNSELING
Units: 3 Repeatability: No
Students develop skills in the development, selection, administration, and interpretation of standardized tests and other tools used to assess various cognitive, behavioral, and affective modalities.

COUN 531 | ADVANCED TOPICS IN SCHOOL COUNSELING
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
An overview and analysis of advanced topics in school counseling. This course provides students with an opportunity for in-depth exploration of a current topic in school counseling. The course may be repeated if the topic changes.

COUN 533 | SEMINAR IN FIELD BASED RESEARCH: PROPOSAL DEVELOPMENT
Units: 1.5 Repeatability: No
COUN 533 prepares Counselors to conduct field-based research in educational and community-based settings related to counseling practice. Students will learn how to design their own applied research project over the course of the semester in conjunction with their fieldwork experience. The course includes required areas addressed in the 2016 Standards for Counseling Programs presented by the Council for Accreditation of Counseling and Related Educational Programs (CACREP). This course also prepares students in the knowledge areas tested in the Research and Evaluation section of the National Counselors Examination (NCE) and the Counselor Preparation Comprehensive Examination (CPCE).

COUN 534 | SEMINAR IN FIELD BASED RESEARCH: ANALYSIS AND REPORTING OF RESEARCH
Units: 1.5 Repeatability: No
Prerequisites: COUN 533 with a minimum grade of C-
COUN 534 prepares Counselors to conduct field-based research in educational and community-based settings related to counseling practice. Students will learn how to analyze and report on their own applied research project over the course of the semester in conjunction with their fieldwork experience. The course includes required areas addressed in the 2016 Standards for Counseling Programs presented by the Council for Accreditation of Counseling and Related Educational Programs (CACREP). This course also prepares students in the knowledge areas tested in the Research and Evaluation section of the National Counselors Examination (NCE) and the Counselor Preparation Comprehensive Examination (CPCE).

COUN 536 | APPLIED THEORIES AND TECHNIQUES FOR COUNSELING IN SCHOOL SETTINGS
Units: 3 Repeatability: No
Students will explore and understand a variety of issues germane to K-12 counseling settings. Students will also gain competence in counseling techniques and interventions appropriate to working in these settings. Additionally, students will become familiar with and practice presentation and consultation skills suitable for working with students, parents, teachers and other school staff.

COUN 537 | SCHOOL COUNSELING CONSULTATION, CRISIS, AND TRAUMA
Units: 3 Repeatability: No
Students will gain awareness of the history, stages and purposes of consultation and develop strategies to promote, develop and enhance effective teamwork and partnerships within the school and greater community. Students will also enlarge their knowledge and skill base to effectively work with issues that may affect the development and functioning of students and explore with several specifics models for intervention in depth. In addition, students will learn about the school counselor's role in prevention and intervention strategies in school crisis situations including child abuse and neglect, suicide, substance abuse, school safety and personal loss. This course will also focus on psychological first aide and disaster mental health responses to natural and man-made disasters.

COUN 541 | ADVANCED COUNSELING: DIAGNOSIS AND TREATMENT PLANNING
Units: 3 Repeatability: No
Students develop comprehensive case studies of clients using various assessment methods and deliver case presentations. Tests and other diagnostic tools (e.g., DSMIV) are used to formulate individual counseling intervention plans. Professional issues associated with counseling practice and collaboration with community agencies are examined.

COUN 542 | ADDICTIONS COUNSELING
Units: 3 Repeatability: No
Students are exposed to required CACREP standards for addictions and substance abuse counseling. Assessment and clinical practice models are covered. Cross-cultural and ethical-legal issues are examined as well as other professional practice issues.

COUN 544 | INTRO FAMILY COUNSELING
Units: 3 Repeatability: No
This course provides students with an in-depth foundation to develop the skills needed to conduct family counseling. Family counseling is an area of specialized practice within the larger counseling profession which views the origin, maintenance, and amelioration of various issues through a lens of interpersonal relationships. Students will review relevant theory and research that will help you understand (a) normal couple and family functioning, (b) the development of couple and family problems, and (c) basic interventions designed to enhance couple and family functioning. Specific strategies for assessment and counseling will be discussed, applied, and practiced throughout the semester.

COUN 547 | RISK ASSESSMENT AND TRAUMA INTERVENTION IN CLINICAL MENTAL HEALTH COUNSELING
Units: 3 Repeatability: No
Students are exposed to CACREP standards associated with crisis intervention. The course emphasizes forensic mental health issues (e.g. risk assessment) as well.

COUN 549 | PSYCHOPHARMACOLOGY
Units: 3 Repeatability: No
This course gives CMHC students a historical perspective on the use of medication in treating mental disorders within the context of social, cultural, gender, and religious issues. The central focus will be on the major classifications of psychotropic drugs, specifying their psychiatric uses, benefits, side effects, toxicities, combinations, and biochemical actions as they work with culturally diverse clients. This course will also explore how clinical mental health counselors can best work with medical practitioners in providing more comprehensive client care.

COUN 550 | COUPLES AND SEXUALITY
Units: 3 Repeatability: No
Issues of sexuality and intimacy are major concerns for individuals and couples in counseling. This course provides an overview of adult human sexuality, sexual development, assessment of spousal and partner abuse, same-gender abuse dynamics, and sex therapy from a biological, behavioral, environmental, cultural, and sociological perspectives. Students taking this course will explore these approaches in order to understand sexuality and intimacy in the context of sex and couples counseling.

COUN 552 | WORKING WITH DIVERSE COUPLES AND FAMILIES IN SCHOOL SETTINGS
Units: 3 Repeatability: No
In this course, students will review relevant theory and research on couples and family structures and functioning, the development of problems, and basic interventions designed to enhance couple and family functioning. More specifically, this course adopts biopsychosocial and sociocultural perspectives in exploring multiple intersecting identities in couples and families, some dominant and some marginalized, which powerfully shape our experiences. These identities include but are not limited to race and ethnicity, gender, sexual identity and orientation, religion and spirituality, socioeconomic statues and varying family structures and identities embedded within contexts and systems. Pressing issues in the lives of couples and families will be addressed such as stereotypes, intergenerational trauma, discrimination, health and wellness disparities, child abuse and sex trafficking, and intimate partner abuse and violence. Students will investigate how these problems manifest in school settings and develop strength based school counseling interventions and programming that empower and best support healthy families and relationships. Students will review relevant theory and research that will help you understand common couple and family functioning, the development of couple and family problems, and basic interventions designed to enhance couple and family functioning. This course also provides overviews of human sexuality, sexual development, dynamics of intimate partner abuse, and sexuality from biological, behavioral, environmental, cultural, and sociological perspectives. Students taking this course will explore how these topics manifest in school settings and what types of school counseling programming that may best support healthy families and relationships.

COUN 555 | EVIDENCE BASED COUNSELING THEORY AND TECHNIQUES
Units: 3 Repeatability: No
Prerequisites: COUN 541 with a minimum grade of C-
The course addresses many of the required areas for Helping Relationships addressed in the 2009 Standards for Counseling Programs presented by the Council for Accreditation of Counseling and Related Educational Programs (CACREP). The course helps candidates acquire knowledge, skills and dispositions associated with the evidence based practice and treatment planning. The course integrates empirically supported therapy relationship variables and implementing evidence based knowledge into practice settings. This course uses methods of instruction that include case discussions, lectures, didactic and experiential approaches to teach students the evidence based/empirically supported intervention strategies commonly used in clinical counseling practice. Overall, the course is organized to expose students to the entry-level competencies related to using evidence based counseling approaches.

COUN 562 | POSITIVE PSYCHOLOGY: THEORY AND APPLICATIONS
Units: 3 Repeatability: No
This course provides an overview of the biopsychosocial theories and evidence based research and practices associated with the emerging fields of positive psychology, happiness, positive health, and well-being. This course builds upon the COUN 555 course by focusing on the most recent evidence based and culturally competent practices in Positive Psychology with diverse and clinically underserved populations. Students will be exposed to the public mental health needs and culturally informed practices including native or indigenous healing practices in underserved and vulnerable populations both here in the United States and abroad. The continuum of evidence based interventions from health and wellness to chronic mental health issues and psychopathology will be addressed. This course will include a laboratory experience where positive psychology techniques and skills are practiced.

COUN 563 | MULTICULTURAL COUNSELING SKILLS FOR INTERNATIONAL SCHOOL COUNSELORS
Units: 3 Repeatability: No
To be a counselor in an international school requires culturally focused skills and sensitivities. This course explores the skills and resources necessary to be a culturally competent counselor and provides a practical approach to running effective School Counseling programming for international school communities. Through case presentations, simulations, and other active participation strategies, participants will explore and practices skill related to: • The ideal and real role of the International School Counselor • Third Culture Kids and Adults • Understanding and supporting students, parents and teachers cope with transient populations • Ethical cultural dilemmas faced by International School Counselors.

COUN 564 | COUNSELING SKILLS
Units: 3 Repeatability: No
The course helps students acquire knowledge, skills and dispositions associated with the practice of individual counseling in a variety of settings. Students will demonstrate counseling skills, techniques and professionally ethical and legal behavior in class through dyads, triads and small group interactions and will provide and receive feedback on this practice. Students will also receive direct feedback on their skill development from the instructor. The course integrates ethical-legal, cultural and gender issues throughout the semester. The instructor will use role-plays, small groups, session transcripts, videotape critiques, and case discussions throughout the course. The course also addresses many of the required areas for Helping Relationships which are outlined in the 2016 Standards for Counseling Programs presented by the Council for Accreditation of Counseling and Related Educational Programs (CACREP).

COUN 565 | CRISIS & TRAUMA PREVENTION AND INTERVENTION IN INTERNATIONAL SCHOOL COUNSELING
Units: 3 Repeatability: No
It is inevitable that school crisis occur. In international schools, school counselors are the first responders or members of the school's crisis team. The purpose of this course is to prepare students for dealing with crisis situations they will encounter as an International School Counselor. Students will spend time reflecting on how people deal with crises, exploring their own crisis experiences, and begin to develop skills for crisis intervention. Students will also examine some of the relevant research on crises, resolution, and resilience for International Populations. However, the major focus throughout the course will be on applying principles of crisis response to cases encountered in practice. Prior cases have included: • Grief and Bereavement • Bullying • Violence Prevention • Cultural Adjustment and Transition • Suicide and Suicidal Ideation • Family Conflict and Violence (a particularly challenging area of international practice).

COUN 566 | INTERNATIONAL CAREER AND COLLEGE READINESS
Units: 3 Repeatability: No
The links between education, career development, and college attendance are extraordinarily complex. A huge selling point for attending an international school is its competitiveness and ability to prepare a student for success in college and career. While this preparedness is important, this course presents foundational resources that help school counselors to remain focused on the healthy development of a "why" that will allow students to best navigate educational and career decision making. Through a series of case studies, collaborative learning strategies, and interactive simulations, participants will: • Examine the career development process and interventions for children, and adolescents within a culture-centered perspective. • Study of theorists, vocational assessment processes, and occupational and psychological information systems. • Gain valuable insight into the inner-workings of university admission offices, with a focus on the multiple factors impacting each decision to admit or deny a student. • Understand the offerings and requirements of university systems in the US, Canada, Australia and the UK • Develop the tools needed to help families and students form an effective university application list • Increase knowledge of the financial aid and scholarship process in the United States.

COUN 567 | APPLIED THEORIES AND TECHNIQUES IN INTERNATIONAL SCHOOL COUNSELING
Units: 1 Repeatability: No
Departing from the case-study format, this course offers students an opportunity to learn and practice new skills in a safe environment. Solution Focused Brief Counseling allows students real strategies that they can experiment in their own practice during this condensed course. The main mode of instruction for this course is roleplay, practice and reflection.

COUN 575 | ADVANCED COUNSELING SKILLS: MOTIVATIONAL INTERVIEWING
Units: 3 Repeatability: No
This course is designed to provide an introduction to Motivational Interviewing (MI), including foundational principles, research support, and clinical application. Students will be invited to learn about the spirit and method that are unique to MI. During the course, students will learn the four-process model of MI including step-by-step guidance for establishing a strong counseling relationship, developing a clear focus and direction, evoking and strengthening the clients' motivation for change, and creating a tangible plan of action. Additionally, students will have the opportunity to engage in experiential learning activities including case vignettes and real-plays to practice the newly acquired skills and advance their knowledge of MI application. This course will help students advance their counseling skills and prepare them to address addiction related issues as well as broader mental health concerns with clients in general practice settings.

COUN 579 | SOLES EXPERIMENTAL TOPICS COURSE
Units: 1-3 Repeatability: Yes (Repeatable once for Credit)

COUN 587P | CLINICAL MENTAL HEALTH COUNSELING PRACTICUM
Units: 3 Repeatability: No
Non-Core Attributes: Public Service
Prerequisites: COUN 564 with a minimum grade of C-
Practicum students demonstrate knowledge of and skills in personal/social, academic, and career development domain assessments and individual and group interventions appropriate to a variety of adult counseling settings. Course includes a minimum of 100 clock hours of practicum experience that includes a combination of peer counseling related to personal/social, academic, and career development issues; community service programs serving adult populations; job shadowing of professional counselors; observing and being a participant-observer of group dynamics in various counseling settings; and attending meetings directly relevant to the functioning of a counseling staff and/or counseling center. At least 40 hours of the practicum experience involved direct client contact. Prerequisites are required (see advisor).

COUN 588P | PRACTICUM: SCHOOL
Units: 3 Repeatability: No
Non-Core Attributes: Public Service
Prerequisites: COUN 564 with a minimum grade of C-
In the school-based counseling practicum students demonstrate knowledge of and skills in personal/social, academic, and career development domain assessments, and individual and group interventions appropriate to K?12 counseling settings. Course includes a minimum of 100 clock hours of practicum experience that includes a combination of individual and group counseling related to personal/social, academic, and career development issues; job shadowing with credentialed school counselors; observing and being a participant-observer of group dynamics in various school settings; participating in classroom guidance activities; attending meetings directly relevant to the functioning of a counseling staff and/or counseling center; and planning, implementing, and evaluating systemic interventions related to the organization and administration of comprehensive counseling and guidance programs. At least 40 hours of the practicum experience involves direct client contact.

COUN 590F | FIELDWORK IN SCHOOL SETTINGS
Units: 4 Repeatability: Yes (Can be repeated for Credit)
Non-Core Attributes: Public Service
Prerequisites: COUN 588P with a minimum grade of C- and COUN 515 with a minimum grade of C-
Students obtain an internship placement at a school site and function in the role of a school counselor, working under the supervision of a P.P.S. credentialed counselor on site. university supervision also is provided. School sites are selected to meet the requirements for the State of California Pupil Personnel Services Credential and School Counseling Specialization. Course must be taken a minimum of two times to meet program and/or credential requirements.

COUN 592 | PRACTICUM AND FIELDWORK IN COUNSELING
Units: 1 Repeatability: No
Students receive group supervision on issues relevant to providing counseling services, including assessment and treatment planning.

COUN 598P | CLINICAL MENTAL HEALTH COUNSELING INTERNSHIP
Units: 3 Repeatability: Yes (Can be repeated for Credit)
Non-Core Attributes: Public Service
Prerequisites: COUN 564 with a minimum grade of C-
Students obtain an internship placement in a clinical mental health setting under the on-site supervision of a qualified counseling professional. Course will be taken three times to meet requirements.

COUN 599 | INDEPENDENT STUDY OR RESEARCH
Units: 0.5-3 Repeatability: Yes (Can be repeated for Credit)
Independent study designed for individual student needs. Students must complete the Application for Independent Study or Research form and obtain the signatures of the faculty supervisor, Department Chair and the Associate Dean prior to registering for the course.

COUN X563 | MULTICULTURAL COUNSELING SKILLS FOR INTERNATIONAL SCHOOL COUNSELORS
Units: 3 Repeatability: No
To be a counselor in an international school requires culturally focused skills and sensitivities. This course explores the skills and resources necessary to be a culturally competent counselor and provides a practical approach to running effective School Counseling programming for international school communities. Through case presentations, simulations, and other active participation strategies, participants will explore and practices skill related to: • The ideal and real role of the International School Counselor • Third Culture Kids and Adults • Understanding and supporting students, parents and teachers cope with transient populations • Ethical cultural dilemmas faced by International School Counselors.

COUN X565 | CRISIS & TRAUMA PREVENTION AND INTERVENTION IN INTERNATIONAL SCHOOL COUNSELING
Units: 3 Repeatability: No
It is inevitable that school crisis occur. In international schools, school counselors are the first responders or members of the school's crisis team. The purpose of this course is to prepare students for dealing with crisis situations they will encounter as an International School Counselor. Students will spend time reflecting on how people deal with crises, exploring their own crisis experiences, and begin to develop skills for crisis intervention. Students will also examine some of the relevant research on crises, resolution, and resilience for International Populations. However, the major focus throughout the course will be on applying principles of crisis response to cases encountered in practice. Prior cases have included: • Grief and Bereavement • Bullying • Violence Prevention • Cultural Adjustment and Transition • Suicide and Suicidal Ideation • Family Conflict and Violence (a particularly challenging area of international practice).

COUN X566 | INTERNATIONAL CAREER AND COLLEGE READINESS
Units: 3 Repeatability: No
The links between education, career development, and college attendance are extraordinarily complex. A huge selling point for attending an international school is its competitiveness and ability to prepare a student for success in college and career. While this preparedness is important, this course presents foundational resources that help school counselors to remain focused on the healthy development of a "why" that will allow students to best navigate educational and career decision making. Through a series of case studies, collaborative learning strategies, and interactive simulations, participants will: • Examine the career development process and interventions for children, and adolescents within a culture-centered perspective. • Study of theorists, vocational assessment processes, and occupational and psychological information systems. • Gain valuable insight into the inner-workings of university admission offices, with a focus on the multiple factors impacting each decision to admit or deny a student. • Understand the offerings and requirements of university systems in the US, Canada, Australia and the UK • Develop the tools needed to help families and students form an effective university application list • Increase knowledge of the financial aid and scholarship process in the United States.

COUN X567 | APPLIED THEORIES AND TECHNIQUES IN INTERNATIONAL SCHOOL COUNSELING
Units: 1 Repeatability: No
Departing from the case-study format, this course offers students an opportunity to learn and practice new skills in a safe environment. Solution Focused Brief Counseling allows students real strategies that they can experiment in their own practice during this condensed course. The main mode of instruction for this course is roleplay, practice and reflection.

Cyber Security Engineering (CYBR)

CYBR 501 | INTRODUCTION TO CYBERSECURITY CONCEPTS AND TOOLS
Units: 3 Repeatability: No
Prerequisites: CYBR 505 with a minimum grade of C-
An introduction to the fundamentals of cybersecurity, including the notion of policy as the definition of "security" for a system and the concepts of threats, vulnerabilities, and risk. We will survey common attacks and mitigations, and the shortcomings of common, contemporary cybersecurity models. Students will practice aspects of networking, operating systems, and security test tools through computer virtualization and hands-on labs and will assemble a penetration testing Cybersecurity Sandbox with multiple virtual machines that they will use in subsequent courses and will demonstrate the use of a set of security test tools.

CYBR 502 | CYBERSECURITY NETWORK DEFENSE
Units: 3 Repeatability: No
Prerequisites: CYBR 501 with a minimum grade of C-
This course is an introduction to fundamental concepts of computer network security and defense, including planning, architecture, system design and deployment, risk assessments, and identifying network security threats from a cybersecurity perspective. Cybersecurity network testing will be conducted in the virtualized Cybersecurity Sandbox that students implemented in CYBR 501.

CYBR 503 | CYBERSECURITY DOMAIN
Units: 3 Repeatability: No
Prerequisites: CYBR 502 with a minimum grade of C-
This course continues to build on the fundamental concepts introduced in CYBR 501 by advancing the investigation of threats, vulnerabilities, and risk. Introducing and applying security risk frameworks to implement security controls and mediate risk. Testing will be conducted in the student's Cybersecurity Sandbox.

CYBR 504 | APPLIED CRYPTOGRAPHY
Units: 3 Repeatability: No
Prerequisites: CYBR 502 with a minimum grade of C-
This course is an introduction to core principles of modern cryptography and applied cryptographic methods and systems. It includes description of common cryptographic algorithms, pseudorandom generators and encryption. Students will explore the application and assessment of cryptographic techniques for enforcing security policies. Class labs and project will be conducted in the Cybersecurity SandBox.

CYBR 505 | COMPUTATIONAL ROOTS OF CYBERSECURITY
Units: 6 Repeatability: No
Accelerated introduction to software systems with an emphasis on computer programming, computer architecture, and operating systems. Six hours of lecture-lab weekly.

CYBR 506 | SECURE SYSTEM LIFE CYCLE
Units: 3 Repeatability: No
Prerequisites: CYBR 502 with a minimum grade of C-
In this course the student will be introduced to the secure system life cycle and to the different types of threats and vulnerabilities that pertain to each stage. Students will learn methods for building confidence in the ability of a computer system to correctly enforce the security policy at every stage of the life cycle. Class labs and project will be conducted in the Cybersecurity SandBox.

CYBR 508 | SECURE NETWORK ENGINEERING
Units: 3 Repeatability: No
Prerequisites: CYBR 502 with a minimum grade of C-
This course builds on CYBR 502 and continues exploring the design and maintenance of secure and sustainable networks. Topics include network hardening methods, advanced configurations of security tools such as IPS, and secure Cloud Computing. Verification testing of network configurations will be conducted using the Cybersecurity Sandbox.

CYBR 510 | SECURITY TEST ENGINEERING
Units: 3 Repeatability: No
Prerequisites: CYBR 502 with a minimum grade of C-
This course presents various methodologies for performing security testing to ensure a system correctly enforces the security policy. Topics include creating and configuring test environments based on security requirements; differentiating between functional testing and security testing; and types of testing such as static, dynamic, vulnerability, and penetration testing; Labs and projects for the course will utilize the Cybersecurity Sandbox.

CYBR 512 | INCIDENT DETECTION AND HANDLING
Units: 3 Repeatability: No
Prerequisites: CYBR 502 with a minimum grade of C-
In this course techniques for assuring the continued operation of secure systems in contested environments will be explored. The course through lecture, labs and projects continue to students to use these techniques for the detection of, response to, and recovery from security incidents. Labs and projects for the course will utilize the Cybersecurity Sandbox.

CYBR 514 | CYBER ENGINEERING RESEARCH I
Units: 3 Repeatability: No
Prerequisites: CYBR 501 with a minimum grade of C- and CYBR 502 with a minimum grade of C- and CYBR 503 with a minimum grade of C- and CYBR 504 with a minimum grade of C- and CYBR 506 with a minimum grade of C- and CYBR 508 with a minimum grade of C- and CYBR 510 with a minimum grade of C- and CYBR 512 with a minimum grade of C-
In Research 1, students will be introduced to a multi domain international company that requires cybersecurity support to update and formalize the security of the enterprise. Student will be required to apply knowledge and skills learned throughout the Cybersecurity Engineering curriculum. The class will form a project team and break into work groups and in a virtual environment develop and implement an Information Systems Security Plan to secure a three-city international structure design private company (Design World Case Study). The groups will be provided a virtual environment with the enterprise systems design in place as per the Case study.

CYBR 516 | CYBER ENGINEERING RESEARCH II
Units: 3 Repeatability: No
Prerequisites: CYBR 514 with a minimum grade of C-
In Research II, students will continue the implementation of the capstone case study introduced in Research I a multi domain international company that requires cybersecurity support to update and formalize the security of the enterprise. Student will be required to apply knowledge and skills learned throughout the Cybersecurity Engineering curriculum. The class will be provided a virtual environment with the enterprise systems design in place as per the Case study.

CYBR 592 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No
This orientation course introduces students to the University of San Diego and provides important information about the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the online learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program.

Cyber Security Operations and Leadership (CSOL)

CSOL 500 | FOUNDATIONS OF CYBER SECURITY
Units: 3 Repeatability: No
This course will feature a comprehensive overview of concepts and tools essential to the cybersecurity professional and provide a review of the five types of cybersecurity techniques. The student will explore the history and evolution of cybersecurity as well as the future trends while identifying the roles leaders can play in enhancing, supporting, and promoting cybersecurity in organizations. The course will outline a taxonomy of modern cyber terminology. This course will also set the stage for the program by explaining and instilling the "Business of Cyber" as a cybersecurity professional. The student will learn to view information as an asset to the organization, learn types of cybersecurity attacks, what are threat actors and threat vectors, the various roles of a cyber-professional, and the beginnings of designing a cybersecurity program. The student will also identify different types of threats to information and to the infrastructure and the operations that support it.

CSOL 501 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No
This orientation course introduces students to the University of San Diego and provides important information about the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the online learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program.

CSOL 510 | APPLIED CRYPTOGRAPHY
Units: 3 Repeatability: No
This course will provide an introduction to modern applied cryptographic theory and practice, and how cryptography is used to support information security missions. It will be based upon open literature discussions that are most similar or applicable to advanced multi-level security systems and military grade defenses.

CSOL 520 | ENTERPRISE SECURITY ARCHITECTURE
Units: 3 Repeatability: No
This course will introduce the student to the importance of architectural and network security at the enterprise level. Security architecture frameworks will be used to explore enterprise security architectures. Students will identify threats to today's networks and learn to identify appropriate security tools to safeguard these networks. The course will discuss how to evaluate the complexities of securing new types of networks such as cloud configurations and the Internet of Things.

CSOL 530 | GOVERNANCE & RISK IN CYBERSECURITY
Units: 3 Repeatability: No
This course discusses and explains the fundamentals of risk governance, the processes to follow, compliance regulation, and the security controls to implement for specific cybersecurity environments and situations. Information and information systems are subject to serious threats that can have adverse impacts on organizational operations (including mission, functions, image, and reputation). Cyber-attacks are often aggressive, well-organized, well-funded, and in a growing number of documented cases, very sophisticated. There is also a geopolitical part to cybersecurity as well that is discussed throughout this course. Successful attacks on public and private sector information systems can affect organizational assets, individuals, other organizations, and the Nation by compromising the confidentiality, integrity, or availability of information being processed, stored, or transmitted by those systems. This can result in serious damage to the national and economic security interests of the United States.

CSOL 540 | CYBERSECURITY LAW & POLICY
Units: 3 Repeatability: No

This course provides students with a foundational background and understanding of the core concepts and principles of privacy and cybersecurity. The course will explore the history of cyber-crime, and will cover areas related to litigation and enforcement, law, policy, compliance, consumer data privacy and big data compliance, EU data protection, and HIPAA privacy and security.

CSOL 560 | SECURE SOFTWARE DESIGN AND DEVELOPMENT
Units: 3 Repeatability: No

This course will provide an in-depth study of the principals and tenets of the design and development process of secure software used to provide enhanced cyber security. It will review the traditional models of software development, with the idea that a developer or project manager must strategize for security before starting development. Students will understand how to gather and plan for security requirements in development. The course will explore how vulnerabilities can be mapped and planned for. Students will understand how to run an effective development process, culminating with implementation, and how to review and test software. Finally, the course will introduce the concept of software assurance and its role in the cyber security paradigm.

CSOL 570 | FUNDAMENTALS OF BLUE TEAM OPERATIONS
Units: 3 Repeatability: No

Active defense of an enterprise is not only the responsibility of the equipment, applications, and security processes of an organization but is ultimately driven by Blue Team actions. Whether as a team, designated position, or assigned set of additional responsibilities, understanding and performing Blue Team actions are essential aspects of an effective cybersecurity program. Some of the fundamental concepts for Blue Team operations include "Defending the Castle" by environment and threat landscape awareness, establishing "normal" vs "abnormal" for your environment, understanding Threat Hunting tools and techniques (including intel and open-source research), as well as the components of some of the more significant threats to your organization such as lateral movement, malware, ransomware, and Command & Control. This course will also briefly introduce the concepts and relationships between the Blue Team with the related White, Red, and Purple Teams.

CSOL 580 | CYBER THREAT INTELLIGENCE
Units: 3 Repeatability: No

This course will present and discuss how information superiority and information dominance is key to influencing operations associated with establishing and maintaining cyber security. Topics include an overview of current and historical intelligence efforts and how those processes in various domains (human, electronic, digital) apply to cyber operations and security. The course specifically includes the exploitation of "big data" and multi-format information collections (text, video, structured/unstructured) to support cyber situation awareness. It will feature discussions of modern versus classic data collection methods and Intelligence examples from current events.

CSOL 590 | CYBER INCIDENT RESPONSE AND COMPUTER NETWORK FORENSICS
Units: 3 Repeatability: No

This course will introduce the principles and general practice of incident response, including an overview to digital and network forensics. It will define what constitutes an incident, what is meant by incident response, the attack lifecycle, and goals of incident response. The course will discuss building an incident response team, the steps in the process, and preparing for incident response. Students will understand the process of detecting and characterizing an incident, collecting and analyzing data, and the process of remediation. The course will then provide a deeper dive into the practice digital forensics, specifically focusing on computer, mobile, network, and database forensics. It will outline the investigative and analysis process, survey tools, digital evidence, and briefly touch on the law.

CSOL 599 | CAPSTONE: REAL-WORLD CYBERSECURITY CASE STUDY
Units: 3 Repeatability: No

Prerequisites: CSOL 500 with a minimum grade of C-
In the final course of the program, students demonstrate the specialized knowledge, principles, and strategies learned throughout the program by critically assessing a real-world cybersecurity problem. The Capstone is the culmination of all coursework from the program to prepare students to develop into skilled cybersecurity professionals. The final project is centered on a case study relating to a current cybersecurity issue, trend, and/or event.

Doctor of Nursing Practice (DNPC)

DNPC 610 | PHILOSOPHY OF REFLECTIVE PRACTICE
Units: 3 Repeatability: No

Provides the student with the opportunity to explore the philosophical underpinnings of advanced nursing practice and practice inquiry including ontology and epistemology of reflective practice and current practice inquiry perspectives. Explores selected methodologies and their philosophical assumptions as a basis for developing a reflective practice that informs and is informed by inquiry bridging science and practice. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course.

DNPC 611 | METHODS OF TRANSLATIONAL SCIENCE/ EVIDENCE BASED CLINICAL PRACTICE
Units: 3 Repeatability: No

This is the first of several courses in the APRN program that provides the foundation and methods for translational science and evidence-based clinical practice. Focuses on critical analysis, synthesis, and application of translational research models. Emphasizes areas including: (a) establishing a connection between scientific research and clinical practice, (b) evaluating research findings for application in evidence based practice, (c) exploring analytic approaches to translational science (including interdisciplinary models), and (d) examining the impact of translational science findings into practice at the individual, family, system, and population level. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course.

DNPC 622 | PATHOGENESIS OF COMPLEX DISEASE
Units: 3 Repeatability: No

Prerequisites: APNC 520 with a minimum grade of C- and APNC 521 with a minimum grade of C- and APNC 523 with a minimum grade of C-
Critical analysis and synthesis of advanced pathophysiology and clinical genetics to examine complex disease states in acutely or chronically ill individuals with an emphasis on multi-system conditions. Provides a foundation for use of evidence-based practice models in clinical management with an emphasis on pharmacogenetics. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course.

DNPC 625 | EPIDEMIOLOGY: FOUNDATIONS OF EVIDENCE-BASED PRACTICE
Units: 3 Repeatability: No

Focuses on the application of epidemiologic principles and biostatistical analysis to resolution of health problems. Emphasizes the use of epidemiologic models to identify factors contributing to health problems and to plan health care delivery programs to address contributing factors. Addresses use of biostatistical techniques to identify relationships among contributing factors and health problems encountered in practice. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course.

DNPC 626 | STRATEGIC PLANNING AND QUALITY INITIATIVES
Units: 3 Repeatability: No

Prerequisites: DNPC 625 with a minimum grade of C

Emphasizes strategic planning and management, systems and organizational theories, and quality improvement tools, processes and methodologies. Acquaints students with the processes, tools and techniques of strategic planning that will enable them to manage their patient population more strategically and to contribute effectively to strategic thinking and action in healthcare organizations. Focuses on leadership and the process of health care delivery from a systems perspective, emphasizing continuous process improvement as crucial to achieving high quality outcomes. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course.

DNPC 626P | STRATEGIC PLANNING AND QUALITY INITIATIVES PRACTICUM
Units: 2 Repeatability: No

This 108 hour practicum focuses on leadership and the healthcare delivery process from a systems perspective. The application of strategic planning, management processes, systems, and organizational theories are emphasized. The use of quality improvement tools, processes, and methodologies is explored.

DNPC 630 | DNP SCHOLARLY PRACTICE
Units: 1-19 Repeatability: Yes (Can be repeated for Credit)

Prepares the graduate to 1) design, deliver, and evaluate comprehensive evidenced-based care to individuals and/aggregates incorporating advanced practice nursing competencies; 2) provide leadership in promoting evidenced-based practice in an advanced practice specialty, and 3) function as a practice specialist/consultant in the resolution of clinical problems. Students will be registered by their advisor for 1-6 units each semester in order to complete the minimum number of total units for their specialty track (I.e., Post MSN DNP: 10 total units; BSN/DNP FNP & PMHNP: 11 total units; BSN/DNP FNP/AGNP & FNP/PNP: 8 total units). Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course.

DNPC 648 | HEALTH POLICY ANALYSIS
Units: 3 Repeatability: No

Prerequisites: ENLC 553 with a minimum grade of C- and DNPC 625 with a minimum grade of C-

Examines the process of policy formation within the health care industry from the perspectives of origin, implementation, and analysis. Focuses on the impact of health policy on the consumer and provider. Examines current legislative actions and issues and assumes a leadership role in the policy making process. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course.

DNPC 653 | FINANCIAL DECISION MAKING FOR HEALTH CARE SETTINGS
Units: 3 Repeatability: No

Explores the financial characteristics of health care as a business. Provides a forum to evaluate financial information through the analysis of budgets, financial statements, insurance/reimbursement, cost effectiveness, cost avoidance, and how those elements specifically affect the role of the Doctor of Nursing Practice. Provides a foundation of financial analytical skills to be applied in various health care settings. Note: A minimum 80% examination average must be achieved in order to successfully complete the course. Successful completion of the course with a letter grade of B- or higher is necessary to pass the course.

DNPC 660 | ADVANCED LEADERSHIP AND FINANCIAL DECISION MAKING FOR COMPLEX SYSTEMS MANAGEMENT
Units: 3 Repeatability: No

This course explores theoretical and applied principles of leadership and operational characteristics in complex healthcare delivery systems. Students will explore healthcare organizations to determine how leadership, finance, technology, and system complexity affects care delivery through the analysis of budgets, financial statements, insurance/reimbursement, cost-effectiveness, and cost avoidance. Students will learn the role of the Doctor of Nursing Practice in developing system-wide strategies to improve cost-effectiveness, health equity, and care outcomes. This course will examine the differences between traditional systems management and healthcare systems and financial management.

DNPC 660P | ADVANCED LEADERSHIP FOR COMPLEX SYSTEMS MANAGEMENT PRACTICUM
Units: 2 Repeatability: No

This 108 hour practicum focuses on applying leadership principles in complex healthcare delivery systems. The effects of leadership, technology, and system complexity on healthcare delivery are explored. The difference between learning healthcare systems management and traditional systems management is examined. Developing practical skills in conducting detailed workflow analyses within healthcare systems or specific service lines is emphasized.

DNPC 665 | CONSUMER HEALTH INFORMATICS
Units: 3 Repeatability: No

This course explores theoretical and applied principles of leadership in complex health care delivery systems. Students will explore health care organizations to determine how leadership, technology, and system complexity affects care delivery. Students will examine how learning health care systems management differs from traditional systems management and the benefits they offer to complex delivery systems.

DNPC 686 | PERSPECTIVES IN PROGRAM PLANNING AND EVALUATION
Units: 3 Repeatability: No

Prerequisites: (DNPC 610 with a minimum grade of C- and DNPC 611 with a minimum grade of C-) or (PHDN 673 with a minimum grade of C- and PHDN 670 with a minimum grade of C-) and DNPC 625 with a minimum grade of C-

Prepares students to design, implement, and evaluate health care delivery or educational programs or projects. Focuses on principles of program planning and evaluation and models applicable to comprehensive systematic evaluations of complex health care delivery or educational projects or programs. Students design and implement an evaluation of a specific evidence-based practice project, health care delivery program, or educational program. Note: Successful completion of the course with a letter grade of B- or higher is necessary to pass the course.

Education (EDUC)

EDUC 500 | RESEARCH DESIGN METHODOLOGY
Units: 3

This course is an introduction to research methods with an emphasis on methods of reflective, practitioner-directed inquiry. The course includes a focus on action research aimed at improvement of professional practice in leadership, teaching and counseling. The course also surveys quantitative methods and logic in the social sciences to prepare professionals to access and critically consume traditional research findings to support and extend their own inquiries. The political implications of traditional and practitioner driven research models are discussed.

EDUC 501 | FAMILY, SCHOOL AND COMMUNITY PARTNERSHIPS
Units: 3 Repeatability: No

This course focuses on the structure, common elements, and impact of successful and effective family, school, and community partnerships. It is designed to encourage the development of teachers' and other educators' awareness of students' family and community histories, funds of knowledge and sociocultural capital, and it requires close examination of attitudes, misconceptions, and expectations that impact relationship building with families and communities. This course exposes candidates to different types of home-school-community partnerships, current knowledge on community-based frameworks, and programs serving families who traditionally do not participate in schools. Additionally, this course facilitates and guides the analysis and development of instructional approaches and programs that foster relationship building, communication, student achievement, and families' knowledge of the school/classroom curricula and educational system.

EDUC 503 | INSTRUCTIONAL LEADERSHIP
Units: 3 Repeatability: No

This course addresses the development, implementation, and assessment of rigorous and coherent systems of curriculum, instruction, and assessment designed to promote each student's academic success. Targeted focus on effective strategies to develop the professional capacity of teachers and other school personnel through effective hiring, coaching, mentoring, and accountability structures.

EDUC 504 | INTERNATIONAL AND COMPARATIVE EDUCATION
Units: 3
Non-Core Attributes: International

This course provides an overview of major concepts, methods and current debates in international and comparative education. Among the issues discussed will be gender, race, class, language, socio-political and economic structures, and their relationship to the schooling process. Particular attention will be placed on the development of the field and to the styles of social analysis, which may be applied to comparative and cross-national studies in education, such as the exploration of the relationship between education, culture and society in a global context. The course emphasizes comparative policy studies in education, including studies on globalization and policy borrowing/lending. Each time the course is offered it will address specific issues (e/g/, comparative and international education in the Spanish speaking world) in international educational development as well as comparative studies that analyze teaching and learning in different national contexts.

EDUC 505 | DISCOURSE, SCHOOLING AND LEARNING COMMUNITIES
Units: 3

This course is designed for both master's and doctoral students in literacy who already have some understanding of sociocultural theories of language and learning and who wish to construct a deeper understanding of the role that discursive interaction plays in teaching and learning (e.g. who wish to explore the dialogic and socially situated aspects of semiotic mediation). Course readings include studies informed by anthropology, linguistics, psychology and sociology and are conducted from a social constructivist perspective that views learning as participation in social contexts. Three shared course texts have been selected to provide an introduction and overview of the theories and methods of discourse analysis. Additionally, students will have the opportunity to choose to participate in one of two inquiry groups.

EDUC 506 | DATA DRIVEN DECISION MAKING
Units: 3 Repeatability: No

This course is a rigorous exploration of how school leaders use data, including standardized and school-based assessments, to drive continuous improvement through site-based decision-making for the express purpose of promoting equitable and culturally responsive opportunities for all students.

EDUC 507 | CREATIVITY AND INNOVATION IN SCIENCE, TECHNOLOGY, ENGINEERING, ARTS AND MATH
Units: 3

Examination of points of convergence and divergence in the creative processes of artists, scientists, mathematicians and engineers. Candidates will develop a strong foundation of theoretical and applied STEAM knowledge, practical guidance in the development their own unique STEAM toolkits and opportunities to experience and experiment with STEAM learning in their classrooms.

EDUC 508 | ARTISTIC MODELING AND REPRESENTATION IN SCIENCE AND MATH EDUCATION
Units: 3

An exploration of educational strategies and classroom approaches that leverage the multi-dimensional connections between artistic and scientific observation, inquiry and investigation to strengthen students' content knowledge, critical thinking skills and capacity for innovation.

EDUC 509 | ENGINEERING DESIGN PROCESS IN MATH AND SCIENCE EDUCATION
Units: 3 Repeatability: No

Investigation of the intersection between conceptual understanding and real-world application. Candidates will explore strategies for using creative representation, exhibition and project-based learning to enhance student understanding and ensure knowledge transfer.

EDUC 510 | COGNITION AND LEARNING
Units: 3

This advanced course in educational psychology focuses on recent advances in theories of learning and motivation and their practical implications for teaching. This course encompasses key cognitive and developmental studies on human cognition and learning. Students will critically discuss research and contemporary debates on cognitive processes, learning, memory, reasoning, problem-solving, developmental mechanism, cognitive styles, motivation and the socio-cultural foundations of learning, as well as other essential topics in human cognition and learning with an emphasis on the implications for educators and educational researchers.

EDUC 511 | EDUCATIONAL REFORM
Units: 1-30

This course explores school reform and restructuring from the perspective of the federal, state, district, school and classroom level. Students examine topics related to leadership, pedagogy and social justice. The course includes a deep investigation into the historical and contemporary purpose(s) of education and the reasons behind the push for increased accountability and school change.

EDUC 512 | THE STRUGGLE FOR EDUCATIONAL EQUITY
Units: 3

Students will analyze the history of the development of the American educational system and acquire theoretical knowledge regarding the social construction of education with a particular focus on issues of diversity, inequity, conflict and social justice within a school context. We will use the U.S. educational system to analyze the struggle to achieve equity and peaceful relations among all groups. As well, we will explore the conflicts and tensions that plague other countries facing similar struggles. The history of the U.S. is a history of conflict and struggle for peace. Racial turmoil and inequity have characterized our political, social, and educational systems. Educators and political leaders from all races have attempted to attain peace among its citizenry and achieve educational access and opportunity for all students, yet racial violence, discrimination, and educational inequity persists. This situation is not unique to the U.S., but rather, is replicated throughout the globe. It begs the question: How do you educate all children equally in multiracial multicultural societies? How do you educate the immigrant, the native, the formerly enslaved and the former slaveholder? We will conduct comparative investigations of educational systems in such places as Mexico, New Zealand and South Africa and expose the theoretical foundations of their educational systems. Focusing on the similarities and/or differences globally, students will critically analyze conventional assumptions about educational access and opportunity and consider ways to reframe problems and improvements that hold the potential for educational change. This course will provide graduate students an opportunity to investigate and reconsider the foundations of education on a global scale. Ball and Cohen (2000) point out that ¿how professionals and researchers understand the enterprise [of education] matters for how they frame problems, for the improvements that seem plausible, and for what they expect from schooling¿. This course will help students to rethink education in a way that challenges individual deficit perspectives of educational outcomes and instead, examines the historical, legal, political, structural, and cultural factors that have shaped the way schools are organized and the disparate academic achievement that results.

EDUC 513 | HUMAN DEVELOPMENT
Units: 3-30

This course aims to establish a deep understanding of the cognitive, physical, social, moral and personality development and their relationship to learning in an educational context. The emphasis is placed on a holistic understanding of human development, the roles of community and the socio-cultural foundation of learning. Students will establish an in-depth understanding of human development from early childhood to adolescence and consider its implications for educational practices.

EDUC 514 | INSTRUCTIONAL TECHNOLOGY: DESIGN AND EVALUATION
Units: 3

This course is an advanced graduate-level computer technology course requiring a working knowledge of computers in education. The emphasis is on design, delivery and evaluation of software as an instructional enhancement for teaching and learning in a variety of instructional settings. Software, multimedia resources and the Internet are explored to equip instructional leaders with the resources and evaluation techniques to enhance learning and teaching.

EDUC 515 | ETHICAL LEADERSHIP IN AN ERA OF SCHOOL REFORM
Units: 3 Repeatability: No

Contextualized within the evolving high stakes accountability context of public K-12 education, this course will consider the challenges and opportunities facing educational leaders. The course will examine the history and impact of national, state, and local reform movements, and explore how educational leaders develop, advocate for, and enact a shared mission and vision for excellence and equity within schools and districts. The course will include a focus on ethical and professional norms for school leaders and address legal rights and responsibilities.

EDUC 516 | CHANGEMAKERS IN K-12 EDUCATION: NATIONAL AND INTERNATIONAL PERSPECTIVES
Units: 3 Repeatability: No
Non-Core Attributes: International

This course builds on knowledge and skills on Changemaking that candidates have acquired through a variety of courses in the learning and teaching department. This course explores Changemaking in K-12 in the context of host country's educational system. Candidates examine Ashoka's Changemaker framework in light of the development of empathy, problem-solving, leadership and collaboration to achieve inclusion and social change in the classroom. The course uses empathy as the basis for actions that teachers can take to facilitate their students' development as agents of change. Candidates visit a Changemaker school in San Diego and compare later to Changemaker schools in the host country. The schools abroad are public and Charter Changemaker schools, including at least one with a special education focus. Candidates learn how administrators, teachers, and parents serve and integrate immigrant linguistically diverse students and students with disabilities through inclusive practices. Candidates get familiar with student-centered, cooperative approaches and design thinking-based methodological approaches that are used in Changemaker schools. They analyze the systems, culture, mindset and curriculum in this type of schools. They explore theory and methodology -including assessment practices- used to provide children equal access to the curriculum and skills for the 21st century. Candidates are guided by and co-create lessons with foreign teachers that support children in their development as Changemakers.

EDUC 517 | DIGITIZED LEARNING WITH TECHNOLOGY
Units: 3 Repeatability: No

This course will address virtual learning by using technology and digitized learning education material that is accessible for all types of learners. Students will learn the foundations and frameworks of educational technology. Students will learn how to use digital content via the Internet and technology tools to transform traditional instruction. Students will also investigate professional development opportunities to keep them current with their profession and the ever changing technology field.

EDUC 518 | CHANGEMAKING WITH TECHNOLOGY
Units: 3 Repeatability: No

Changemaking involves taking creative action to solve a social problem. Schools and companies are incorporating emerging technologies (e.g., coding, robotics, 3D printing, Virtual Reality, Design Thinking, and interest/strengths exams such as the RIASEC) to enhance learning opportunities and transform instruction. This course provides students with meaningful learning experiences using technology to promote social change. Students will be challenged to think about how technology impacts our daily lives, the way we learn, and how we utilize it in our day to day lives. Students will also gain understanding of how technology can be leveraged to personalize learning for all types of learners including adults. This course is for students to gain innovative and engaging teaching methods for developing 21st century skills and digitized learning.

EDUC 519 | INSTRUCTIONAL DESIGN FOR TEACHER LEADERS
Units: 3 Repeatability: No
Prerequisites: EDUC 517 with a minimum grade of C- and EDUC 518 with a minimum grade of C-
This course addresses the systematic design of learning experiences and environments. Students analyze, apply, and evaluate principles of instructional design to develop education and training materials spanning a wide range of knowledge domains and instructional technologies. Students learn about the use of instructional design (ID) models and predominant learning theories (behaviorist, cognitive, and constructivist) to create effective learning experiences. Learners explore various elements of the instructional design process, including needs assessment, instructional problems, learner characteristics, instructional objectives, content sequencing, instructional strategies, instructional delivery, evaluation instruments, instructional resources, media selection, and formative evaluation.

EDUC 520 | SOCIAL JUSTICE AND EDUCATIONAL EQUITY
Units: 3
Non-Core Attributes: International
Analysis of the American educational system with a particular focus on issues of diversity, inequity, conflict and social justice within a school context. Historical case studies, contemporary policies and practices, and international comparisons compel consideration of the social construction of education.

EDUC 521 | LEARNING AND COGNITION
Units: 3 Repeatability: No
Prerequisites: EDUC 520 with a minimum grade of C-
Explore key cognitive studies on human cognition and learning. You will critically discuss research and contemporary debates on cognitive processes, learning, memory, reasoning, problem-solving, developmental mechanism, cognitive styles, motivation, and the socio-cultural foundations of learning with an emphasis on the implications for educators and educational researchers.

EDUC 522 | EDUCATIONAL RESEARCH METHODOLOGY
Units: 3 Repeatability: No
Prerequisites: EDUC 520 with a minimum grade of C- and EDUC 521 with a minimum grade of C-
Introduction to the major educational research methods and paradigms with an emphasis on reflective, practitioner-directed inquiry. The course encompasses quantitative methods, qualitative methods, mixed methods, and action research frameworks. Particular emphasis is placed on action research as a reflective and collaborate inquiry for improving educational practices.

EDUC 523 | QUALITATIVE METHODS IN EDUCATIONAL RESEARCH
Units: 3 Repeatability: No
Prerequisites: EDUC 520 with a minimum grade of C- and EDUC 521 with a minimum grade of C- and EDUC 522 with a minimum grade of C-
Applied exploration of qualitative research methodologies such as ethnography, grounded theory, case-study and cross-case comparisons, surveys, observations, document analyses, focus groups and interviews. Opportunity to learn and apply a variety of techniques to analyze data and interpret findings.

EDUC 524 | UNIVERSAL DESIGN THROUGH TECHNOLOGY
Units: 3 Repeatability: No
Prerequisites: EDUC 517 with a minimum grade of C- and EDUC 518 with a minimum grade of C- and EDUC 519 with a minimum grade of C-
Universal Design for Learning (UDL) is a teaching approach that helps provide an equal opportunity for all different types of learners. UDL through technology offers flexibility for instruction, accessibility of educational material, and mastery of content using multimedia. Students will learn the "what" of learning, relating to the need to present material in multiple formats. Students will also examine the "how" of learning, by expressing the understanding of content and concepts through assessment options. And finally, students delve into the "why" of learning by studying learning styles and using multi-modalities. Students in this course will use the UDL framework to plan, develop, and evaluate technology based on various learning styles. This is accomplished by using technology and UDL framework to promote inclusion and equity in the classroom.

EDUC 526 | ADVANCED METHODS OF TEACHING ENGLISH LANGUAGE & ACADEMIC DEV
Units: 3
This course examines the theoretical perspectives of second language acquisition with a focus on effective practices for literacy and academic language proficiency of English language learners. Participants explore different theories of second language acquisition and strategies for the development of language and academic development in English.

EDUC 527 | COMMUNICATION, TECHNOLOGY AND CURRICULUM DESIGN
Units: 3
Theoretical and practical exploration of instructional design principles and their application to STEAM teaching and learning. Candidates will design STEAM-based units for their classrooms and develop evaluation tools to assess students' content learning, skill development and creative processes.

EDUC 528 | STEAM AND SPECIAL STUDENT POPULATIONS
Units: 3
Investigation of classroom practices that contribute to historical and contemporary inequities in learning outcomes in STEM subjects for students based on gender, race, language and need. Exploration of how STEAM methodologies provide opportunities to increase equity and improve outcomes for all students.

EDUC 529 | LANGUAGE, LITERACY AND CULTURE
Units: 3
This course highlights the perspective of teachers as border crossers and "cultural workers" (Freire, 1998). It provides a foundation in the intersection between language, literacy and culture and its impact on educational practices by exposing candidates to relevant theory and research and an in-depth experiential learning component in an international context (e.g. Mexico, Brazil, Spain, etc.). It encourages teachers to reflect upon and develop their own insights about the interactions between culture, language, literacy and schooling and how they promote or interrupt processes that lead to educational equity and teaching for social justice. Candidates are expected to reflect on their own cultural understandings, expectations and social positioning. This course also focuses on culturally sensitive curriculum and instruction and ways in which teachers can bridge students' and families' cultural practices and funds of knowledge into the curriculum, as well as develop positive, two-way relationships with families.

EDUC 530 | CRITICAL LITERACY, POPULAR CULTURE AND MEDIA STUDIES
Units: 3
This course examines literacy through several critical lenses, including school-based perspectives. The course explores, for example, how issues of power, access and success/failure relate to social and culturally based literacy practices. It will also consider pedagogical implications, such as the ways in which teachers can support students in learning how to be critical consumers of popular culture and the media.

EDUC 531 | ISSUES IN ADULT DEV IN ESL
Units: 3
This course examines the theories of adult development as they relate to learn new languages and cultures. Candidates understand the psychology of adults learning in communities different from their own. Candidates will identify the educational challenges this population faces and their implications for personnel working with these learners.

EDUC 532P | CURRICULUM AND METHODS OF TEACHING IN TODAY'S GLOBAL SECONDARY CLASSROOMS
Units: 3 Repeatability: Yes (Can be repeated for Credit)
A general curriculum and methods course emphasizing best practices in curriculum design, assessment, and instructional methodologies. Candidates practice various teaching techniques, writing objectives, lesson and unit planning, close examination of student work, classroom management, and subject matter applications. A 50-hour practicum is required in a secondary school.

EDUC 533 | DESIGNING LEARNING ENVIRONMENTS FOR ALL
Units: 3
Theoretical and practical exploration of the principles of Universal Design for Learning (UDL). Investigation of brain research into recognition networks, strategic networks and affective networks and consideration of how these networks can inform instructional design decisions.

EDUC 534P | METHODS OF TEACHING LITERACY IN SECONDARY SCHOOLS IN A GLOBAL SOCIETY
Units: 3
The focus will be on teaching literacy in the content areas. Students will develop a cultural lens. During the course of this semester, we will examine current issues, theories, and practices in secondary literacy from local, national, and global perspectives. Students will also design and deliver learning activities for diverse student populations, participating in a community of practice by supportively critiquing each other¿s efforts. A 50-hour practicum is required in a secondary school. Grade level and site are appropriate to the student¿s credential and must involve the teaching of reading and/or other language arts and communication skills.

EDUC 535 | CURRICULUM DESIGN AND EVALUATION
Units: 3
In order to be effective, instruction must be designed to foster enduring understanding of the core concepts of a discipline. This course will take students through the process of designing and implementing an effective unit of study appropriate to their area of interest. Students will identify goals worthy of enduring understanding, craft essential questions to frame the unit, design formal, informal and project-based assessments and develop lessons and instructional activities to engage students in the process of constructing deep understanding of the unit concepts.

EDUC 536 | CURRICULUM INNOVATIONS
Units: 3 Repeatability: No
This course focuses on contemporary curriculum innovations in the context of reform. Particular attention will be placed on deep understanding of contemporary reforms/innovative curriculum, and developing teacher-leadership potential. Because extra funding is sometimes needed to implement innovations in the classroom, grant proposal writing will be one of the course components.

EDUC 538 | IDENTIFYING AND RESPONDING TO THE NEEDS OF DIVERSE LEARNERS
Units: 3
Examination of variability of ability and experience among students. Investigation and application of assessment tools and instructional design strategies that provide differentiated support for the success of all students.

EDUC 540 | INTRODUCTION TO THE NATURE OF LANGUAGE AND LINGUISTIC
Units: 3
Candidates will gain an awareness of the structure and nature of language and the process of linguistic analysis. Candidates will also become acquainted with phonological, morphological, syntactic and sociolinguistic concepts affecting pedagogical methods and language learning as it applies in and out of the classroom settings in college/university, adult education and language learning programs abroad.

EDUC 541 | SECOND LANGUAGE ACQUISITION AND DEVELOPMENT
Units: 3
Candidates will learn theories, research and apply concepts on language learning and practice to facilitate the development of a second language in a variety of educational settings. Individual, socio-cultural, political and pedagogical factors affecting the acquisition of language will be examined. Fifteen hours of field experience required.

EDUC 543C | METHODS OF TEACHING ENGLISH TO SPEAKERS OF OTHER LANGUAGES
Units: 6
Prerequisites: EDUC 540 with a minimum grade of C- and EDUC 541 with a minimum grade of C-
This course is designed to provide candidates with the theory and practice of pedagogy in ESL, including assessment, curricular approaches, strategies and activities in different educational contexts. Candidates will have opportunities to develop effective lesson plans to address the need of students at different language proficiency levels for listening, speaking, reading and writing (including grammar) of adult ESL learners. Field Experience: 40 hours (of community service learning) tutoring one-on-one, teaching small groups and teaching whole groups in English as a second language literacy program.

EDUC 545 | LANGUAGE POLITICS AND EDUCATION
Units: 3
This course is designed to help students analyze the complexity of language politics and policies from global, national and local perspectives as they relate to K-16 education. Educators must understand the links between language, power and social justice. In this course, students will examine and begin to consider the roles of schools and responsibilities of educators to create language education approaches and policies that are democratic in nature, specifically with respect to English learners in the United States.

EDUC 546 | TEACHING ENGLISH AS A FOREIGN LANGUAGE
Units: 3
This course examines pedagogical, organizational and socio-cultural issues that teachers may encounter when teaching in countries other than the United States. Candidates will identify alternative pedagogical and attitudinal strategies to effectively function in educational settings that vary in terms of organizational structures, type of programs, curriculum content, materials and resources available, space limitations, size of classes, type of students and educational needs of their pupils.

EDUC 548 | SPECIAL TOPICS IN ESL
Units: 3
This course addresses a variety of topics that are relevant to teaching English as a second or foreign language. The goal is to increase the candidates' knowledge, skills and dispositions in an area that is currently regarded as important to prepare effective educators/leaders in the field.

EDUC 549P | PRACTICUM IN TESOL
Units: 3
Prerequisites: EDUC 529 with a minimum grade of C- and EDUC 540 with a minimum grade of C- and EDUC 541 with a minimum grade of C- and EDUC 543C with a minimum grade of C-
In this field experience students have the opportunity to bring theory into practice and demonstrate they have acquired the knowledge, skills and dispositions to develop and implement effective instruction for ESL literacy development in real contexts that fit their interest. The seminar is designed to support the candidates' field experience where methodology, cultural, linguistic, behavioral and organizational issues among other topics are addressed. Culminating Field Experience: 50 hours.

EDUC 550 | CAPSTONE SEMINAR
Units: 3
Prerequisites: EDUC 520 with a minimum grade of C- and EDUC 521 with a minimum grade of C- and EDUC 522 with a minimum grade of C- and EDUC 523 with a minimum grade of C-
The capstone seminar is the final course in the on-line MEd program sequence. This course supports candidates as they engage in an action research project appropriate to their area of specialization and responsive to the needs of their classroom. The AR project is a requirment to earn a degree in this program. Prerequisites: EDUC 520, 521, 522, 523.

EDUC 551P | MCC EXTENDED PRACTICUM
Units: 1-2 Repeatability: Yes (Can be repeated for Credit)
During extended practicum, members of the Masters Credential Cohort will spend a minimum of two periods/20 hours week observing in a classroom. In one of those periods the candidate will take increasing responsibility and will teach at least one unit independently.

EDUC 552P | MCC STUDENT TEACHING
Units: 1-6 Repeatability: Yes (Can be repeated for Credit)
During the student teaching, members of the Masters Credential Cohort will spend a minimum of three periods working in a secondary classroom with the guidance of a cooperating teacher. During two of those periods, the candidate will be expected to begin the semester teaching the class and to gradually take responsibility for planning instruction.

EDUC 553 | CURRICULUM AND PROGRAMS IN CHARACTER EDUCATION
Units: 3
The purpose of this course is to enable candidates to examine the historical development of character education programs in the U.S., to investigate research findings about selected programs, to examine character education programs in state and local school districts, to assess commercial curricula and programs and to examine best practices using a specific set of standards. Another purpose is to assist candidates in planning, organizing, implementing and evaluating character education curricula and programs in a school and community.

EDUC 554 | CHARACTER BASED CLASSROOM MANAGEMENT
Units: 3
This course will enhance candidates' knowledge and skills in fostering the social-emotional growth of students. It will examine effective school and classroom disciplinary policies and practices based on the school's core values and investigate ways to promote civility and citizenship (community service learning) in schools and in homes. It will also introduce candidates to several effective characterbased discipline plans such as the "Raising Responsibility Plan," "Win-Win Discipline," "Second Chance," and "Discipline With Dignity.".

EDUC 555 | LEADING PROFESSIONAL LEARNING COMMUNITIES
Units: 3 Repeatability: No
Candidates will better understand the critical role they play in creating a climate of continuous, systemic improvement in schools through the establishment of professional learning communities and the concurrent development of teacher leadership. Candidates will develop the capacity to communicate and lead others in continuous improvement and monitoring of school improvement efforts based on student and school data including developing strategies for designing data collection, organizing data analysis, and developing instructional improvements strategies based on data trends.

EDUC 560 | ORIENTATION
Units: 0
This course develops candidates' technology skills and knowledge relevant to school leadership. Candidates will learn to communicate effectively using technology and to use technology to support their professional practice as leaders of teaching and learning.

EDUC 561 | CRITICAL MEDIA LITERACY IN THE CLASSROOM
Units: 3
An examination of important new media literacy skills and their application in the K-12 classroom. Candidates will actively consider, analyze, construct and synthesize digital content while considering issues of identity, ethics and privacy.

EDUC 562 | TEACHING DIGITAL READERS
Units: 3
Exploration of digital texts, online comprehension skills, multimodal annotation and other new literacy practices required in digital reading environments. Candidates will investigate their own pedagogy, integrating new literacies pedagogies into their practices and closely studying the impact on student learning.

EDUC 563 | YOUTH AND DIGITAL MEDIA
Units: 3
Consideration of the ways in which young people leverage digital media for composing, accessing information, finding new audiences and creating communities or practice and purpose. Examination of implications of youth practices with digital media on content instruction, schooling and learning in and out of school.

EDUC 564 | CROSS-CULTURAL COMMUNICATION
Units: 3
In an increasingly interconnected global society, learning to think differently about ourselves in a border context, making crossings and connections, reflecting on our own position and power and articulating a vision of social justice have become necessary civic skills. This course is intended to provide students with the skills to become educational border crossers who move beyond stereotyping and the tourist's gaze to deeply engage with culturally diverse populations.

EDUC 565 | TEACHING DIGITAL WRITERS
Units: 3
Investigation of theories about how and why we write and how we teach writing in 21st century classrooms. Exploration of how these theories inform pedagogy, professional learning and research.

EDUC 566 | PARTICIPATORY LEARNING IN 21ST CENTURY CLASSROOMS
Units: 3
Theoretical and practical foundation to consider what it means to teach and learn within participatory networks and affinity groups. Topics explored include motivation, assessment, collaboration and creativity.

EDUC 567S | MCC EXTENDED PRACTICUM SEMINAR
Units: 3

Students in the Masters Credential Cohort share, discuss and evaluate their current practice in creating positive classroom environments. Through readings, observations, reflections and sharing personal experiences, students will address current educational issues affecting school children with an emphasis on diverse populations.

EDUC 568 | CHARACTER AND ATHLETICS
Units: 1-3

This course examines the interplay between character and athletics. Students will investigate and critique programs that are designed to enhance the character of athletes. Students will examine specific programs in the sports industry that claim that their programs contribute to one's character development. Students will interact with USD athletic department leaders, and discuss/debate current issues that promote or negate character development.

EDUC 570 | CATECHETICAL CERTIFICATION FOR TEACHERS OF RELIGION IN CATHOLIC SCHOOLS
Units: 0 Repeatability: Yes (Can be repeated for Credit)

Recognizing the catechetical leadership of those teaching religion in Catholic schools, this program is designed to provide professional development for religious educators to grow in their personal, intellectual, and technical capacities. The certification offers a comprehensive and systematic presentation of the core elements of Catholic faith and practice in a way that relates to their life experiences and offers an opportunity to develop an understanding of their own faith. Through the study of Scripture, and the teaching of the Church's tradition, students learn how they can provide quality, effective catechesis among the diverse people of God.

EDUC 575P | INCLUSIVE CURRICULA FOR LEARNERS 5-22
Units: 3

This course is designed to provide candidates with subjectspecific pedagogical knowledge and skills in the following areas: mathematics, science, history-social science, the visual and performing arts and physical education. In each major subject area candidates learn to use appropriate research-based instructional strategies and materials to plan and implement instruction that fosters student achievement of state-adopted academic content standards and to interrelate ideas and information within and across the major subject areas. Emphasis is placed on insuring that all students meet the California state content area standards and federal No Child Left Behind mandates. Field Experience: 30 hours structured practicum required in an elementary setting. Single-subject candidates may substitute the appropriate course substitution for EDUC 375P/575P if it meets required competencies covered in this course. A course substitution form must be on file for a substitution.

EDUC 578 | LEARNING AND TECHNOLOGY
Units: 3

This course will explore the relationship between learning and technology at both a theoretical and empirical level. Specifically, the course will examine the process and environments in which technology can promote learning. The following questions will be explored throughout the course. 1. How does learning occur? 2. In what environment can technology promote learning? 3. What is the process by which technology enhances learning? The theoretical framework for the course includes sociocultural theory. Above all, this class is about making connections between theory, empirical research, and educational practice with regard to the use (benefits and drawbacks) of different technologies.

EDUC 579 | EXPERIMENTAL TOPICS
Units: 3 Repeatability: Yes (Can be repeated for Credit)

This course number is used by SOLES for experimental topics courses. The title and content of each 579 course will vary by topic and program/department. If more than one 579 course is offered during a single semester, section numbers will allow for identification of the course.

EDUC 579I | EXPERIMENTAL TOPICS: INTERNATIONAL EXPERIENCE
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
Non-Core Attributes: International

This course number is used by SOLES for international experience experimental topics courses. The title and content of each 579I course will vary by topic and program/department. If more than one 579I course is offered during a single semester, section numbers will allow for identification of the course.

EDUC 580 | MASTER'S CAPSTONE SEMINAR
Units: 3

Prerequisites: EDUC 500 with a minimum grade of C-
Candidates will design and implement an original research project and present findings in both a written format and an oral presentation.

EDUC 581C | MULTICULTURAL AND PHILOSOPHICAL FOUNDATIONS OF EDUCATION IN A GLOBAL SOCIETY
Units: 3
Non-Core Attributes: Community Engagement, Diversity-Pre F17 CORE

This course examines philosophical, sociological, and historical foundations of multicultural education. Issues related to the education of diverse learners in a global society will be explored. The research on multicultural and multiethnic education will be evaluated in light of current school reform movements. Community service-learning is required.

EDUC 582 | PSYCHOLOGICAL FOUNDATIONS OF EDUCATION IN A DIVERSE SOCIETY
Units: 3

The psycho-physical development of children through adolescence is studied, with emphasis on the developmental aspects of the psychology of learning. Includes observations of children and adolescents in school settings.

EDUC 583P | METHODS OF TEACHING READING & LANGUAGE ARTS IN ELEMENTARY
Units: 3

This course assists in the development of a personal theory of the reading process and a repertoire of strategies consistent with that theory. Students explore relationships among reading, writing and the language arts. The course stresses the use of children's literature including an international children's literature and global perspective to promote reading and ways to create environments that support literacy development throughout the world. This course prepares students for the RICA exam.

EDUC 584C | METHODS OF TEACHING ENGLISH LANGUAGE AND ACADEMIC DEVELOPMENT IN CROSSCULTURAL CONTEXTS
Units: 3

This course aims to provide candidates with socio-cultural knowledge, pedagogical skills and dispositions to support English Language Learners (ELL's) from diverse cultures and languages. This course examines the theoretical perspectives of second language (L2) acquisition and effective/ineffective practices and programs for the development of oral, reading, writing and academic language proficiency of learners in the cross-cultural classroom. Candidates implement literacy assessments, use strategies and develop lesson plans for English language development as a second language and for Specially Designed Academic Instruction in English. Course content includes acquiring awareness about the education of minority students globally. The course includes 20 hours of community service learning.

EDUC 585P | ELEMENTARY CURRICULUM METHODS FOR GLOBAL CLASSROOMS
Units: 6

This course is designed to provide candidates with subject-specific pedagogical knowledge and skills in the following areas: mathematics, science, history-social science, the visual and performing arts, and physical education. In each major subject area candidates learn to use appropriate instructional strategies and materials, plan and implement instruction that fosters student achievement of state-adopted academic content standards, and interrelate ideas and information within and across the major subject areas. Candidates learn to assist students to develop as globally competent citizens who possess knowledge of other world regions, cultures, and global issues. 50-hour practicum.

EDUC 586 | TEACHING STUDENTS ON THE AUTISM SPECTRUM
Units: 3

Exploration of our evolving understanding of autism in the research literature, educational practice and popular imagination. Examination and application of instructional strategies for supporting autistic students in communication, organization and social interaction.

EDUC 587 | CO-TEACHING: COLLABORATING IN AN INCLUSIVE ENVIRONMENT
Units: 3

Examination of research, policy and practice of co-teaching and collaboration models that support general education and special education students in inclusive classrooms.

EDUC 588 | DISABILITY IN EDUCATION POLICY AND LAW
Units: 3

Investigation of the historical, philosophical, legal, political and sociological constructions of disability in education. Analysis of application of current law to classroom and school policies and practices.

EDUC 590P | GENERAL EDUCATION STUDENT TEACHING
Units: 1-9 Repeatability: Yes (Can be repeated for Credit)

Prerequisites: EDUC 590 with a minimum grade of C- (Can be taken Concurrently)

Student teaching occurs in assigned classrooms in partnering school districts in and around San Diego. Teacher candidates are expected to student teach full-time for the full semester (approximately 14 weeks) according to the calendar of the assigned school. As per CTC guidelines, all student teachers must have clearance and approval from the credential office prior to starting in a placement.

EDUC 590S | GENERAL EDUCATION STUDENT TEACHING SEMINAR
Units: 1-3 Repeatability: No

Prerequisites: EDUC 590P with a minimum grade of C- (Can be taken Concurrently)

Student teachers are required to take this 3 unit seminar concurrent with EDUC 490P – Student Teaching. Seminar meetings are mandatory and include reviews of instructional strategies and pedagogical competencies designed to support students with their student teaching experience. Specific time and date of the seminar is announced each semester by the Director of Field Experience. Support for the successful completion of CalTPA and other credential requirements is also provided during this time.

EDUC 591P | STUDENT TEACHING FOR SINGLE SUBJECT CREDENTIAL PRACTICUM
Units: 9

Supervised student teaching assignments are in selected classrooms of participating school districts throughout San Diego County. Students work full time for 20 weeks, with their level of responsibility increasing as the semester progresses. Candidates for student teaching must file a Student Teaching Application, with evidence of fingerprint clearance, passing CBEST score and passing CSET scores (if applicable) by October for a spring semester student teaching placement and by March for a fall semester student teaching placement (contact the Director of Field Experiences for the exact date each semester). In order to be admitted into student teaching, all other credential program requirements must be completed by the end of the prior semester. Go to www.sandiego.edu/academics/soles/currstudents/policies.php for the complete list of requirements. Students must register for EDUC 591S–Student Teaching Seminar for Single Subject Credential concurrent with this course.

EDUC 591S | STUDENT TEACHING FOR SINGLE SUBJECT CREDENTIAL SEMINAR
Units: 3

Students are required to take this 3-unit seminar concurrent with EDUC 591P–Student Teaching for the Single Subject Teaching Credential. Seminar meetings are mandatory and include reviews of instructional strategies and pedagogical competencies designed to support students with their student teaching experience. Specific time and date are announced each semester by the director of field experience.

EDUC 595 | THESIS
Units: 1-3

Students completing a master's thesis must enroll in a minimum of 3 total thesis units under the course number EDUC 595. Similar to an independent study course, the purpose of EDUC 595 is to allow students the opportunity to work closely with their thesis chair towards the completion of their thesis. Students can take a minimum of 1 and a maximum of 3 thesis units per semester. Grading for thesis units, as well as assignments and deadlines are to be set by the thesis chair and student.

EDUC 599 | INDEPENDENT STUDY
Units: 1-3

Independent study designed for individual student needs. Students must complete the Application for Independent Study or Research form and obtain the signatures of the faculty supervisor, Department Chair and the Associate Dean prior to registering for the course.

EDUC 601 | CRITICAL SOCIAL THEORY AND EDUCATION
Units: 3 Repeatability: No

This seminar introduces first-year doctoral students to critical theoretical frameworks in educational research and praxis. Critical theories are often distinguished from "traditional" theories by their goal of unmasking ideologies that falsely justify forms of domination. Contemporary criticalists ground their work in scholarship from the Frankfurt School, an intellectual hub in the 1920s and 30s widely credited with extending Marxian thinking from its classical emphasis on materialism and structural inequality to processes of cultural production and the maintenance of oppressive social relations. This tradition has been adopted by and adapted for a range of social movements around the globe, including resistance efforts to domination related to socioeconomic status, race, ethnicity, nationality (nationalisms, displacement, colonization, borders, etc.), gender, sexual orientation, disability, language, and other social identities. This course explores how education scholars take up frameworks from these adaptations to uncover, critique, and dismantle dimensions of oppression in educational contexts.

EDUC 602 | EDUCATIONAL RESEARCH & METHODS
Units: 3 Repeatability: No
The goal of this course is to introduce doctoral students to educational research, its philosophical underpinnings, paradigms and major instantiations. Students will engage with the major questions of education research, and the methods that researchers have used to tackle these questions. The course includes an introduction to qualitative and quantitative research methods and to the policies and regulations associated with conducting research with human subjects.

EDUC 603 | HISTORY OF EDUCATION FOR SOCIAL JUSTICE
Units: 3 Repeatability: No
This course uses the history of education as a lens to examine our commitments to social justice (i.e. opportunity, access, inclusion, etc.) for marginalized (colonized, minoritized, etc.) communities and individuals. Set against the backdrop of the major historical movements of the 19th, 20th and 21st centuries, the course urges doctoral students to consider the role of education in enacting and withholding the ideals of civil and democratic societies. Students will consider education in its numerous dichotomies- A lever or change/a preserver of the status quo; a tool of liberation/ a tool of oppression; a guarantor of fairness /an underwriter of privilege. Students will exit the course with a deeper understanding of the major movements of organized education both in the US and select international contexts, and tools for analyzing and interrupting the "constancy and change" of educational systems.

EDUC 604 | EDUCATION AND GLOBALIZATION
Units: 3 Repeatability: No
This course introduces students to an analysis of the post-colonial impact of globalization on education, with particular reference to international development and the international aid agenda. Key themes such as world culture theory, knowledge economy, and the role of English will be considered from the framework of globalization. In addition, students will examine the geopolitical hegemony of the global North on the global South through policies and practices in education, such as Education For All, inclusive education, and school assessment standards. Globalization as it pertains to education will be considered from a variety of perspectives including enhancement through social and transnational mobility and potential threats to tradition, particularly for marginalized communities, and with specific reference to class, ethnicity/race, and gender.

EDUC 605 | LANGUAGE, RACE, AND CULTURE IN EDUCATION
Units: 3 Repeatability: No
Sapir noted that language is "a peculiarly potent symbol of social solidarity" while at the same time being "the most potent single known factor for the growth of individuality". Its symbolic value in defining personal, cultural and national identity helps to explain the consistent use of the abrogation of language rights throughout history in a variety of personal and public domains across a range of social and political contexts. This course will be structured in three phases within the seven course modules-Phase 1: will focus on Language and culture in the US; Phase 2: Language and culture from a global perspective (policy, practice- historical and present) and Phase 3: Application of language and culture in education (as it relates to profession and practice). We will review how these theories (both critical and non critical) have shaped important educational practices and ideas specifically as they relate to the language, heritage, and culture of students. The course will further introduce students to current and emerging concepts, theories, and methods in the field of language, culture and education policy and planning from a social justice, equity and access perspective. Recent developments in the field pivotal in language learning, cultural proficiency and teaching will be researched and studied. This course reflects the breath of disciplinary knowledge from multiple angles across diverse sociocultural and sociopolitical contexts. It seeks to enable students in language, culture, and education to get a sense of the issues being pursued in language, culture, and education and biliteracy planning. The course is composed of several thematic units such as: Definitions and frameworks of language policy and planning, descriptive frameworks and status planning, social change and politics of language and culture, theoretical and methodological perspectives in language policy and planning, topical areas in language policy, and language and literacy policy and planning in education from local and global perspectives. Topics will include: The Politics of Intolerance; U.S. Language Policy and its Implications Globally; The Colonialism of English-Only; Education Discourse; and Reclaiming the Language of Possibility.

EDUC 606 | EDUCATIONAL POLITICS & POLICY
Units: 3 Repeatability: No
This course surveys moments, issues, frameworks, and methods in two interrelated areas of scholarship: politics of education and educational policy. Increasingly, educational leadership programs have moved away from administration models that focus solely on management to those centered on educational politics and policy. This shift reflects changes in how decisions are made about schooling in the contemporary moment. For generations, local schools and educational agencies determined how resources were allocated and what schooling practices were standard. Today, federal and state school funding is often tied to policies that mandate or incentivize particular educational interventions and practices. Many scholars argue that protecting national interest and global marketplace competition drives this trend in many nations around the world. This course is organized into three parts to understand this larger context and the many roles scholars play in developing, critiquing, implementing, and evaluating educational policy. Part I focuses on the evolution of education politics and governance. Part II focuses on the emergence of educational policy as a distinct field and highlights prevalent methods of knowledge production among its early scholars. Part III focuses on how educational policy scholars work for equity and social justice.

EDUC 607 | QUANTITATIVE RESEARCH METHODS AND DESIGN IN EDUCATION I
Units: 3 Repeatability: No
This is the first in a two-course series that prepares students to conduct, analyze and write-up research employing quantitative methods and designs. The course uses cases and seminal educational research studies as tools to build and strengthen student capacity and facility with conducting quantitative research studies. Emphasis is placed on developing rich, conceptual understanding of the statistics used in educational and social-science research and thereby enabling students to ask more precise questions and conduct more sophisticated analyses. In this first course, students examine descriptive statistics including measures of central tendency and variability; concepts of validity and reliability; the normal distribution; and statistical inference including estimation, hypothesis testing, and correlation coefficients. This context-driven approach is designed to help students answer the question: How might quantitative research methods and designs be employed to understand and analyze pressing issues of educational access, equity, and inclusion?.

EDUC 608 | QUANTITATIVE RESEARCH METHODS AND DESIGN IN EDUCATION II
Units: 3 Repeatability: No
Prerequisites: EDUC 607 with a minimum grade of B-
This is the second in a two-course series that prepares students to conduct, analyze and write-up research employing quantitative methods and designs. The course uses cases and seminal educational research studies as tools to build and strengthen student capacity and facility with conducting quantitative research studies. In this second course, students examine the meaning of and learn to test for statistical significance. They construct confidence intervals; and run t-tests, one-way, factorial, and repeated measures ANOVAs; and regressions. The course includes with two modules devoted to survey design and concludes with instruction on writing-up the findings section of a quantitative research study. This context-driven approach is designed to help students answer the question: How might quantitative research methods and designs be employed to understand and analyze pressing issues of educational access, equity, and inclusion?.

EDUC 609 | QUALITATIVE RESEARCH METHODS AND DESIGN IN EDUCATION I
Units: 3 Repeatability: No
This course is the first of a two-course sequence of Qualitative Research I and II, which introduce students to the various traditions of qualitative research, including ethnography, grounded theory, phenomenology, case study, narrative inquiry, content analysis, auto-ethnography, and program evaluation research, with a particular emphasis on education. Students will learn and apply key qualitative research methods such as participant observations, interviews, and document analysis, as well as basic and advanced, traditional and digital processes for analyzing data generated from these methods, including coding and categorization, analytic memos, and constant comparison, by conducting an education-focused mini-study or a "research apprenticeship" over the course of the two semesters. Students will learn about the ethics of conducting research, and develop and submit an exempt IRB application.

EDUC 610 | QUALITATIVE RESEARCH METHODS AND DESIGN IN EDUCATION II
Units: 3 Repeatability: No
Prerequisites: EDUC 609 with a minimum grade of B-
This course is the second of a two-course sequence of Qualitative Research I and II, which introduce students to the various traditions of qualitative research, including ethnography, grounded theory, phenomenology, case study, narrative inquiry, content analysis, auto-ethnography, and program evaluation research. Students will continue to apply key qualitative research methods such as participant observations, interviews, and document analysis, as well as basic and advanced processes for analyzing data generated from these methods, including coding and categorization, analytic memos, using constant comparison methods, in their education-focused mini-study or a "research apprenticeship" that they will have begun in the first course. Students will write an academic level paper presenting the results of their study.

EDUC 611 | SOCIAL JUSTICE PRAXIS IN EDUCATIONAL ORGANIZATIONS
Units: 3 Repeatability: No
In praxis courses, students bring their new theoretical and methodological lenses to existing sites of educational practice. Students choose an educational site of importance and interest to them and design an Investigation of Practice. This close examination seeks to make visible the underlying theories, practices, and challenges of the given educational organization with a specific emphasis on issues of educational access, opportunity, and justice. For students working in the field of education, their current professional organization will serve as their praxis site. Support for locating an appropriate praxis site will be provided for students not currently working or those not working in an educational field. Praxis are taken in conjunction with doctoral seminars and support the development of students' culminating projects.

EDUC 612 | DISABILITY, ACCESS, ASSETS, AND INTERSECTIONALITY IN EDUCATION
Units: 3 Repeatability: No
This seminar invites doctoral students to explore disability studies in education (DSE), a multidisciplinary field that expands common notions of disability and difference, and raise questions about the ways in which disability is constructed in schools. In conceptualizing disability within social and political realms, this exploration will privilege the interest, experience, and agendas of those labeled with disability and encourage connections that can promote full access to educational opportunities. Students will consider intersectional historical, social, cultural, political, contemporary, and political debates about disability and education and examine the impact of DSE in policy, in the use of technology, and in family/school/community relationships.

EDUC 650 | DOCTORAL SEMINAR I
Units: 3 Repeatability: No
This is the first course for doctoral candidates who have completed their doctoral course work. The goal of seminar I is to introduce doctoral candidates to the theoretical and practical aspects of designing dissertation research in order to successfully defend the design in a proposal hearing. Doctoral candidates will be introduced to the overview and introduction of the dissertation process, to include the components of dissertation seminars I, II, III, and IV. Doctoral candidates review APA format as well as peer and non-peer review forms of writing. They explore and write their draft and final research question as well as Chapters 1 and 2 of their dissertation. This includes the Introduction and all components of Chapter 1, and learn how to effectively write a Literature Review for Chapter II. Doctoral candidates will also be introduced to various types of research and popular writing pieces. They will write an Opinion Education paper based on their literature review.

EDUC 651 | DOCTORAL SEMINAR II
Units: 3 Repeatability: No
Prerequisites: EDUC 650 with a minimum grade of B-
Doctoral Seminars are designed to guide students through the process of conducting doctoral level research. This course builds from Doctoral Seminar I where you developed your Review of Literature. In this Seminar you will solidify your research question, determine a study design and appropriate methods and collect preliminary (pilot) data. Combined with the review of literature from Seminar I, the assignments from this seminar will form your dissertation proposal. This course includes a bi-monthly face-to-face advising session with your course instructor. During these meetings, you will receive feedback on your dissertation project to date as well as advisement as you move toward the culmination of your doctoral program.

EDUC 652 | DOCTORAL SEMINAR III
Units: 3 Repeatability: No
Prerequisites: EDUC 650 with a minimum grade of B- and EDUC 651 with a minimum grade of B-
This 14 week course is intended for doctoral students who have completed dissertation Seminar II. The purpose of seminar III is to take students from a point at which they have completed their literature review and IRB proposal and defended a basic research proposal to implementing the research plan. Dissertation seminar III helps students through the development of a solid research strategy and research schedule, collecting and analyzing data and drafting chapter 4: Findings/ Results / Discussion of the dissertation.

EDUC 653 | DOCTORAL SEMINAR IV
Units: 3-6 Repeatability: No
Prerequisites: EDUC 650 with a minimum grade of B- and EDUC 651 with a minimum grade of B- and EDUC 652 with a minimum grade of B-
This is the last course for doctoral candidates who have completed doctoral dissertation seminar III. The goal of seminar IV is to review all of the components of their theoretical and practical aspects of having designed and carried out their dissertation research in order to successfully defend the dissertation at a public hearing or their research journal articles. Doctoral candidates will review and discuss their final analysis of the data and will write their Chapter 5 conclusions and recommendations for future research. All of the components of Chapter 5 will be peer reviewed. Doctoral candidates will participate in a practice dissertation or research article defense simulation and will defend their dissertation once having received approval by the course faculty and dissertation committee Chair.

EDUC 661 | INTRO TO DOCTORAL STUDY YEAR I
Units: 0 Repeatability: No
Welcome to the PhD in Education for Social Justice student orientation course! Congratulations on taking this exciting step towards earning your doctoral degree. This orientation will introduce you to the EDSJ program and let you know what to expect and how to succeed in the online program. You will learn to successfully navigate the Blackboard learning environment, locate helpful resources, and complete assignments and activities in each module. This orientation course will be available to you as a reference tool throughout your program.

EDUC 662 | DOCTORAL STUDY YEAR II
Units: 0 Repeatability: No
Welcome to Year 2 of your doctoral study program. Social justice can encompass many issues and although access and equality are critical elements, the component of healing is as equally important. This course will introduce you to basic key concepts and terms to help prepare you socio-emotionally for your work as a social justice warrior and change agent. This orientation course will be available to you as a reference tool throughout your program.

EDUC 663 | DOCTORAL STUDY YEAR III
Units: 0 Repeatability: No
Prerequisites: EDUC 661 with a minimum grade of P and EDUC 662 with a minimum grade of P
Welcome to Year 3 of your doctoral study program. Now in the 3rd year of the program, this course will focus on the policies, programs and special dates that you will need to be mindful of to stay on track while on your final semesters of the PhD journey. Additionally, this course will share important information, workshops and sessions that promote professional and career opportunities for life after graduation. Prerequisites: EDUC 661 EDUC 662.

EDUC 679 | EXPERIMENTAL TOPICS
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course number is used by SOLES for experimental topics courses. The title and content of each 679 course will vary by topic and program/department. If more than one 679 course is offered during a single semester, section numbers will allow for identification of the course.

EDUC 694 | SPECIAL TOPICS
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This seminar invites doctoral students to explore special topics in education and raise questions about the ways in which the issue operates in schools. In conceptualizing various aspects of the topic, this exploration will privilege the interest, experience, and agendas of marginalized communities and encourage connections that can promote full access to educational opportunities. Students will consider historical, contemporary, and intersectional political debates about the topic and examine its impact in policy, in the use of technology, in family/school/community relationships, and in other relevant areas.

EDUC 695 | DISSERTATION
Units: 1 Repeatability: Yes (Can be repeated for Credit)
Prerequisites: EDUC 650 with a minimum grade of C- and EDUC 651 with a minimum grade of C- and EDUC 652 with a minimum grade of C- and EDUC 653 with a minimum grade of C-
Doctoral candidates must maintain continuous enrollment until the dissertation is completed. Only the grade of pass is awarded for this course, which is individually guided by the dissertation chair.

EDUC 699 | INDEPENDENT STUDY
Units: 1-6 Repeatability: Yes (Can be repeated for Credit)
Independent study designed for individual student needs. Students must complete the Application for Independent Study or Research form and obtain the signatures of the faculty supervisor, Department Chair and the Associate Dean prior to registering for the course.

Engineering, Management and Leadership (EML)

EML 501 | INTRODUCTION TO TECHNOLOGY AND ENGINEERING MANAGEMENT
Units: 3 Repeatability: No
Engineering managers often start by managing groups that are staffed with people whose education and experiences are closely related to their own disciplines. Eventually, they are asked to lead diverse functions including, product marketing, product development , program and project management, manufacturing and operations, quality and reliability, and technical sales. This course prepares those who are at the cusp of a vast expansion of their management responsibilities and prepares them for the challenges involved in bringing together opportunities and challenges involved in the development of organizations with diverse functions and skills.

EML 502 | INTRODUCTION TO TECHNOLOGY AND ENGINEERING LEADERSHIP
Units: 3 Repeatability: No
Leading others in a company, or even in a team, calls for knowledge, awareness, and a set of "soft" skills that can bring huge returns. This course is an introduction to leading-- understanding, supporting, motivating, and guiding—technical employees. Class members will have an understanding of culture and leadership models as key differentiators for successful entrepreneurs and intrapreneurs.

EML 520 | EMERGING TECHNOLOGY TRENDS AND STARTUPS
Units: 3 Repeatability: No
Prerequisites: EML 501 with a minimum grade of C- and EML 502 with a minimum grade of C-
This course provides a current view of emerging trends in the eco-system and how business models are pivoting to maximize the desired outcomes. The course highlights and compares early adoption, fast following, and exit strategies. Students will gain a deeper understanding of the technology life cycle and start-up ecosystem. Technology trending through the readiness level and associated capital management through incubation, acceleration, and venture capital routes are evaluated.

EML 525 | TOMORROW'S PLATFORMS, PRODUCTS AND SERVICES
Units: 3 Repeatability: No
Prerequisites: EML 501 with a minimum grade of C- and EML 502 with a minimum grade of C-
This course presents a view of technologies that will emerge in the market over the next decade and cause significant changes in process, efficiency, and automation. Five of the seven modules will be devoted to describing technologies and exploring their impact on customers and markets. At the end of the course, students will select one technology (that may relate to their jobs or interests) and conduct more detailed research on its specific impacts on the market.

EML 530 | COMPETING STRATEGICALLY
Units: 3 Repeatability: No
Prerequisites: EML 501 with a minimum grade of C- and EML 502 with a minimum grade of C-
An Engineer's career path in business leads to general management— guiding a business internally and externally. It starts with understanding the market structure and evolves into managing competitive performance, or profit-and-loss (P&L). This course covers the fundamentals of competitive strategy, market access, business development, and market positioning. Accounting, finance, performance measures, and decision-making are examined and applied in the context of how to remain competitive.

EML 535 | BUILDING RESILIENT TECHNOLOGY BUSINESSES
Units: 3 Repeatability: No
Prerequisites: EML 501 with a minimum grade of C- and EML 502 with a minimum grade of C-
The impact of the pandemic on businesses has been more widespread and stressed strategy, planning, and execution. This has forced companies to develop new paradigms for absorbing stress, recovering critical functionality, and building back a thriving business in altered circumstances. This course will address the development of strategies and plans that build business and technology resilience for global or regional events (e.g., pandemic, climate change, war) that could last for months, result in extended travel and transport shutdowns, and prompt lasting changes to how a company operates and where its employees work. The course offers a deeper insight on how to be "Future-Ready".

EML 540 | VALUE CHAIN OF ENGINEERING ORGANIZATIONS
Units: 3 Repeatability: No
Prerequisites: EML 501 with a minimum grade of C- and EML 502 with a minimum grade of C-
This course reviews the platform for a company's operations: the organization's structure and culture. It includes differentiation and integration of tasks, and expectations for the company's and members' behavior, values, underlying strategy, and- in some cases- leaders whose conduct is held as exemplary. This course delves into the importance of quality as culture and empowerment obtained through accountability.

EML 545 | SUSTAINABILITY, ETHICS AND COMPLIANCE
Units: 3 Repeatability: No
Prerequisites: EML 501 with a minimum grade of C- and EML 502 with a minimum grade of C-
Engineering managers initially manage functions within the business. Leaders must manage their companies in an effective, profitable way for their employees and shareholders. They are also expected to act ethically and consistently within the values of our society. Environmental social governance with sustainability at the forefront of decision-making is a required skill. This course allows students to survey the management decisions that have ethical and social responsibility implications. It emphasizes routine issues where the implications are important but may not be obvious.

EML 590 | DECISION ANALYSIS
Units: 3 Repeatability: No
Prerequisites: EML 501 with a minimum grade of C- and EML 502 with a minimum grade of C- and EML 520 with a minimum grade of C- and EML 525 with a minimum grade of C- and EML 530 with a minimum grade of C- and EML 535 with a minimum grade of C- and EML 540 with a minimum grade of C- and EML 545 with a minimum grade of C-
This is an introductory course in Decision Analysis and provides the tools required to make informed and rational business decisions. The course contents are designed to leverage historical company data (and other market data) to enable the application of formal analysis for decision-making and forecasting.

EML 592 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No
This orientation course introduces students to the University of San Diego and provides important information about the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the online learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program.

EML 595 | CAPSTONE PROJECT EXPERIENCE
Units: 3 Repeatability: No
Prerequisites: EML 501 with a minimum grade of C- and EML 502 with a minimum grade of C- and EML 520 with a minimum grade of C- and EML 525 with a minimum grade of C- and EML 530 with a minimum grade of C- and EML 535 with a minimum grade of C- and EML 540 with a minimum grade of C- and EML 545 with a minimum grade of C-
The Capstone course is the opportunity for students to apply knowledge and skills learned in their courses throughout the program. It is designed to be practical—involving an experience with an actual company, and integrative—drawing on lessons from across all courses in the MS-EML program.

Engineering, Sustainability, and Health (ESH)

ESH 501 | ENGINEERING AND THE HEALTH OF THE PLANET
Units: 3 Repeatability: No

Students will be introduced to MESH and the complex adaptive systems that will be examined over the next few months in relation to engineering, health, and sustainability. They will begin to develop or enhance their critical thinking skills and ability to question assumptions relating to contemporary practices and processes. Students will explore how changes to earth systems, facilitated or exacerbated by technological developments, affect human health, ecosystems, environmental justice and ethics, within political, economic, and social systems. They will develop their sustainability design skills and apply critical lenses to a variety of engineering applications to consider potential negative human and ecosystem health impacts and possible ways to mitigate these. The course will be taught as a series of case studies within a wide range of engineering disciplines and draw where possible on areas specifically connected to the students' own areas of interest and backgrounds.

ESH 502 | HEALTH AND THE BUILT ENVIRONMENT
Units: 3 Repeatability: No

This course will critically examine the complex interplay between engineering, development, and other interventions that impact the environment, and human, animal, and planetary health. Students will employ transdisciplinary and complex systems approaches to better understand how changes to the environment can impact health outcomes, and thereby foster an awareness of the unintended outcomes of their work and the need for greater intentionality in the planning, design, and implementation of their interventions and projects. This course will also cultivate an understanding of the important, but often overlooked, development of social infrastructure in tandem with the development of physical infrastructure for fostering sustainability.

ESH 510 | SUSTAINABLE FOOD
Units: 3 Repeatability: No

Prerequisites: ESH 501 with a minimum grade of C- and ESH 502 with a minimum grade of C-

This course examines the complex and interconnected world of health, politics, economics, ecology, engineering, sustainability, and justice in relation to food systems and food production. We explore the methods and impacts of land use and food production and distribution through a social science and historical lens. An understanding of the complex social factors and unsustainable practices impacting malnutrition, obesity, and non-communicable and communicable diseases will be essential to be able to redress these challenges. Specifically, food insecurity, food deserts, commerciogenic malnutrition, and famine will be critically examined, as will the impact of transnational food monopolies, foreign direct investment, and the World Trade Organization on food cost, accessibility, and safety. Alternative, sustainable, and just practices of food production and distribution that draw on both traditional and contemporary movements will be mined for innovative solutions that promote human, environmental, and planetary health.

ESH 511 | SUSTAINABLE WATER
Units: 3 Repeatability: No

Prerequisites: ESH 501 with a minimum grade of C- and ESH 502 with a minimum grade of C-

This course explores water and its interconnections with environmental sustainability, social equity, health, and economic development. With the understanding of sustainable access to clean water as a fundamental human right, students will re-envision and create a world where water engineering and management support a healthy ecosystem for both people and the planet. We will explore water scarcity, water access, and engineering innovations in water supply, drinking and waste water, efficiency of distribution, as well as the impact of engineering on water quality and ecosystem health. Throughout the course, students will consider the interrelated aspects of engineering and water in relation to health, justice, and sustainability. The course will adopt a case study approach and students will 'virtually' visit multiple contexts and countries in order to explore the real-life implications of access to life-giving water.

ESH 520 | SUSTAINABLE ENERGY
Units: 3 Repeatability: No

Prerequisites: ESH 501 with a minimum grade of C- and ESH 502 with a minimum grade of C-

This survey course introduces students to energy systems, technologies, governance, and policies through the lens of sustainability. Students completing the course will develop a holistic understanding of how these components currently fit together, the justice and security implications that they create, and how they need to evolve as part to the ongoing energy transition. As part of this journey, students will develop skills for analyzing the state and trends of the U.S. and global energy systems, assessing energy production and consumption data, and evaluating options for delivering energy services in a sustainable and equitable manner. In addition, students will apply the material learned throughout the course to a real-life scenario of their choice and will be able to incorporate the results into their MESH project.

ESH 521 | GETTING TO ZERO WASTE
Units: 3 Repeatability: No

Prerequisites: ESH 501 with a minimum grade of C- and ESH 502 with a minimum grade of C-

This course will explore all elements of the global waste problem from recycling and reusing, to reducing consumption and production, and the practicalities of getting to zero waste. We will examine the idea of circular economies and circularity of materials, inspired by nature to reduce our waste to zero. Critique of contemporary and alternative processes will be facilitated by reviewing the interconnected social, political, economic, environmental and technical implications. Case studies will be explored in different parts of the world and framed in new approaches to the ecological paradigm of moving from waste as a problem to 'waste as a resource'.

ESH 530 | TRANSITIONING TO ALTERNATIVES
Units: 3 Repeatability: No
Prerequisites: ESH 501 with a minimum grade of C- and ESH 502 with a minimum grade of C-

The "Just Transition" framework, emerging from the intersection of climate justice and labor movements, supports both the environment and the worker through a set of principles, processes, and practices that are place-based and yet universal. These principles, processes, and practices address the root-causes of climate change by working to transform the imperialist, colonial, and hierarchical relationships among Peoples, with the Earth, and with knowledge production to just, equitable, and regenerative relations through cooperative economies, direct democracy, and public-interest knowledge production. In this course, we shall explore the potential and promise of such a transition. We shall explore how to reduce extraction by reducing consumption, how to reduce waste by producing for need instead of profit, and how to create non-hierarchical organizational structures in cooperative economies. We shall evaluate the roots and limits of existing 'corporate metrics' that measure "progress" towards sustainability by learning from the experiences of historically and currently marginalized communities that are first and most affected by climate change. We aim at co-creating 'metrics' with the grassroots movements that facilitate the path towards a just transition.

ESH 531 | ENVIRONMENTAL JUSTICE
Units: 3 Repeatability: No
Prerequisites: ESH 501 with a minimum grade of C- and ESH 502 with a minimum grade of C-

This course will examine the interconnection of industrial and infrastructure development and with environmental issues related to community health, social and environmental justice. Evidence is mounting that unprecedented economic growth experienced by human societies has induced a state of crisis for the Earth's ecological systems. Many of the public goods provided by them – fresh water, clean air, abundant fisheries, nutritious soils, low sea levels, and moderate weather -- are increasingly at risk. The engineering systems which are needed to support human activity require resource materials and energy at unprecedented rates. Extraction and manufacture of these have the greatest impacts on the most vulnerable societies, which have already suffered the historical impacts of colonization. In this course, we will explore specific issues in an applied, place-based framework, focusing on ways of understanding larger challenges as they manifest themselves. We will also ask fundamental questions about environmental justice, exploring how social power dynamics along racial, economic, and cultural lines are pertinent to understanding people's disproportionate access to clean, safe, and productive environments, on the one hand, and their unequal exposure to environmental harms, on the other. Through the examination of contemporary case studies, students in this course will be able to demonstrate an advanced level of understanding about the social causes and consequences of environmental racism and inequality, as well as the ways that innovation in engineering can alternately perpetuate environmental inequality and alleviate it.

ESH 540 | CAPSTONE PROJECT
Units: 6 Repeatability: No
Prerequisites: ESH 501 with a minimum grade of C- and ESH 502 with a minimum grade of C- and ESH 510 with a minimum grade of C- and ESH 511 with a minimum grade of C- and ESH 520 with a minimum grade of C- and ESH 521 with a minimum grade of C- and ESH 530 with a minimum grade of C- and ESH 531 with a minimum grade of C-

Participants will embark on a practicum or research project in which they critically review current knowledge and practice in one area of interest and either develop a model and feasibility study or a significant change to their own or others' practice and explore the impact of this change. This project will run throughout the entire program and relate to all courses. They will be supported throughout the process with critical thinking skills, as well as sustainable design tools and methodologies. For professionals, the project could be based on their own work context. For participants who are not engaged in practice, projects can be arranged as internships for other organizations (online or face to face at a location accessible to participants). It is also possible to conduct a research study for an intended audience. The project might include, but is not limited to: a feasibility study for the development of a new interdisciplinary sustainability/health/engineering process within an organization; conducting a feasibility study and design of a locally appropriate interdisciplinary intervention in a specific context; collaboration with a community organization or NGO/INGO to design a project or training scheme for engineers and healthcare and development professionals in local culture, environmental, health issues, and human rights; design projects that identify and incorporate appropriate solutions for collaboration between environmental scientists, engineers and health and/or development professionals.

ESH 592 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No
This orientation course introduces students to the University of San Diego and provides important information about the program. It also allows students to get to know each other and their backgrounds before the start of the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the online learning environment as preparation for success in their graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program.

Environmental & Ocean Sciences (EOSC)

EOSC 500 | CORE SEMINAR I
Units: 2 Repeatability: No
An introduction to the infrastructure of the Environmental and Ocean Sciences graduate program and to those critical skills useful in graduate studies. Students will be exposed to a range of research areas through a series of seminars presented by the Environmental and Ocean Sciences graduate faculty, affiliated university faculty in other departments and scientists from other institutions. Students also will choose a thesis committee chair and develop a written preliminary plan for their own research in pursuit of the master's degree.

EOSC 501 | CORE SEMINAR II
Units: 2 Repeatability: No
During this seminar, students will learn how to develop questions that can be tested scientifically, design experiments that are amenable to statistical analysis and collect data that are interpretable. Students will write a formal thesis proposal, which includes a review of pertinent literature and present it orally to the assembled Environmental and Ocean Sciences faculty. They also will form their thesis committees. Successful completion of this seminar is a prerequisite for advancement to candidacy.

EOSC 511 | STATISTICS
Units: 3 Repeatability: No
This course is intended to build on a basic understanding of statistical analysis gained at the undergraduate level. The course will review methods of hypothesis testing and the statistical tests most commonly used in environmental and ocean sciences. It will introduce multivariate techniques and modern nonparametric methods. The main emphasis will be experimental design and choosing the most appropriate methods of statistical analysis to answer specific questions. Students will learn how to use the statistical software package R and will have the opportunity to work with their own data, if applicable. Three hours per week.

EOSC 514 | INTRODUCTION TO MAPS AND SPATIAL DATA ANALYSIS
Units: 4 Repeatability: No
Use of maps as an analytical tool. Topics include: map reading; the use of maps as a medium for describing and analyzing various types of spatially-distributed data; stereoscopic interpretation and cartographic representation of landforms, vegetation, and land use. Laboratory exercises will use ArcGIS software. Two hours of lecture and one laboratory per week. Fall semester.

EOSC 515 | GEOGRAPHIC INFORMATION SYSTEMS
Units: 4 Repeatability: No
Theory and practice of Geographic Information Systems (GIS) as a tool for the display and manipulation of spatial data. Applications include: urban planning; land use classification; biomass analysis; crop monitoring; forest resource assessment and management; and disaster assessment, management, and recovery. Laboratory exercises will use ArcGIS software. Two hours of lecture and one laboratory per week. Spring semester.

EOSC 520 | INTRODUCTION TO REMOTE SENSING
Units: 4 Repeatability: No
An introduction to remote sensing technology and its applications in earth science. This course will cover principles of remote sensing, aerial photography, photogrammetry, electronic multispectral imaging, and methods of digital image processing and analysis. Applications of remote sensing in marine and terrestrial environments and integration of remote sensing and geographic information systems also will be discussed. Three hours of lecture and one laboratory per week and some field trips. Requires at least one course in physical science, or consent of the instructor.

EOSC 530 | HUMAN IMPACTS ON THE COASTAL ENVIRONMENT WITH LAB
Units: 4 Repeatability: No
Coastal environments are under increasing pressure from growing human populations. Development, climate change, pollution and exploitation of marine resources have resulted in declining environmental quality in nearshore areas. In this class, we will (1) examine structure and function of coastal systems, (2) how human activities and development have impacted these environments, and (3) when applicable discuss potential remedies to environmental degradation. Laboratory projects will have both field and laboratory components and will examine the impacts of coastal pollution in San Diego. Students may not receive credit for taking EOSC 530 and EOSC 430 or EOSC 431 or EOSC 531.

EOSC 531 | HUMAN IMPACTS ON THE COASTAL ENVIRONMENT
Units: 3 Repeatability: No
Coastal environments are under increasing pressure from growing human populations. Development, climate change, pollution and exploitation of marine resources have resulted in declining environmental quality in nearshore areas. In this class, we will (1) examine the structure and function of coastal systems, (2) how human activities and development have impacted these environments, and (3) when applicable discuss potential remedies to environmental degradation. Students may not receive credit for taking EOSC 531 and EOSC 430 or EOSC 431 or EOSC 530.

EOSC 533 | PLANKTON ECOLOGY
Units: 4 Repeatability: No
This course is a study of the fundamental processes in plankton ecology from the perspective of how individual plankton interact with each other and their environment. Throughout the course, students will gain intuition about life in the plankton by incorporating an understanding of both the biology of the organisms and their physical environment. In addition to lecture, the course includes lab activities, reading and discussing peer-reviewed scientific articles, and completing group and individual assignments.

EOSC 534 | WETLANDS ECOLOGY WITH LAB
Units: 4 Repeatability: No
A comprehensive look at wetland ecology and management. Focuses on physical, biogeochemical, and ecological aspects of major wetland ecosystems with an emphasis on local urban wetlands. Also includes wetland management concepts and approaches worldwide. This course includes a weekly lab. Students may not receive credit for taking both EOSC 534 and EOSC 535.

EOSC 535 | WETLANDS ECOLOGY
Units: 3 Repeatability: No
A comprehensive look at wetland ecology and management. Focuses on physical, biogeochemical, and ecological aspects of major wetland ecosystems with an emphasis on local urban wetlands. Also includes wetland management concepts and approaches worldwide. Students may not receive credit for taking both EOSC 534 and EOSC 535.

EOSC 536 | MARINE COMMUNITY ECOLOGY WITH LAB
Units: 4 Repeatability: No
This course is intended to introduce students to the fundamentals of marine community ecology. We will explore the abiotic and biotic factors that structure marine communities, and compare the processes and interactions between marine organisms and their environments in various ecosystems. In lab, students become familiar with various ecological sampling methods and experimental design, and are exposed to the diversity of coastal marine environments in the San Diego area. Students may not receive credit for taking EOSC 536 and EOSC 436 or EOSC 437 or EOSC 537.

EOSC 537 | MARINE COMMUNITY ECOLOGY
Units: 3 Repeatability: No
This course is intended to introduce students to the fundamentals of marine community ecology. We will explore the abiotic and biotic factors that structure marine communities, and compare the processes and interactions between marine organisms and their environments in various ecosystems. Students may not receive credit for taking EOSC 537 and EOSC 436 or EOSC 437 or EOSC 536.

EOSC 538 | ANIMAL BEHAVIORAL ECOLOGY WITH LAB
Units: 4 Repeatability: No
This course examines the evolution of animal behavior in an ecological context. Topics include economic decision making, co-evolutionary arms races, competition, aggression, biological rhythms, group living, sexual and family conflict, parental care, mating systems, cooperation, and communication. This course explores questions in behavioral ecology using basic concepts and theory, as well as model-based, comparative, and experimental approaches. The inquiry-based lab introduces methods commonly used in behavioral ecology and allows students to test their own hypotheses within the framework of prescribed field and laboratory exercises. Students may not receive credit for taking both EOSC 538 and EOSC 539 or for taking both EOSC 538 and PSYC 344.

EOSC 539 | ANIMAL BEHAVIORAL ECOLOGY
Units: 3 Repeatability: No

This course examines the evolution of animal behavior in an ecological context. Topics include economic decision making, co-evolutionary arms races, competition, aggression, biological rhythms, group living, sexual and family conflict, parental care, mating systems, cooperation, and communication. This course explores questions in behavioral ecology using basic concepts and theory, as well as model-based, comparative, and experimental approaches. Students may not receive credit for taking both EOSC 539 and EOSC 538.

EOSC 540 | MATHEMATICAL MODELING IN ECOLOGY
Units: 4 Repeatability: No

An introduction to mathematical applications to ecology. In this integrative course, students will learn to describe ecological processes in mathematical terms and formulate different types of mathematical models relevant to ecology. In a weekly lab, students from EOSC 440 and MATH 440 will work together on integrative projects and computer programming applications to mathematical ecology. Students may not receive credit for taking both EOSC 540 and MATH 440.

EOSC 550 | GEOLOGICAL OCEANOGRAPHY
Units: 4 Repeatability: No

The origin and geologic history of the ocean basins, with a detailed investigation of the theory of plate tectonics, ocean sedimentation and paleoceanography. Examination of how geological processes affect physical, chemical and biological processes in the ocean will be emphasized. Students will present and discuss primary literature pertinent to the topics covered in the course. Three lectures and one laboratory per week. One cruise and one additional weekend field trip may be required. A course in introductory geology, with laboratory, is recommended.

EOSC 551 | BIOLOGICAL OCEANOGRAPHY
Units: 4 Repeatability: No

Biological oceanography is covered from an integrated, functional perspective. Unifying themes will be factors that affect marine ecosystems and the relationship between environmental characteristics and biological communities. Nearshore, open ocean and deep sea environments will be covered. Ecological, behavioral, physiological and biochemical adaptations of marine organisms also will be considered. Primary literature, scientific writing and experimental design will be emphasized. Three lectures and one laboratory per week. One cruise and additional fieldwork may be required. As well as one year of general biology, with laboratory.

EOSC 552 | ENVIRONMENTAL AND OCEAN GEOCHEMISTRY
Units: 4 Repeatability: No

What makes the oceans salty? Why do plankton need dust to survive? Why is arsenic in groundwater considered the worst mass poisoning in human history? Is Fiji Water really pristine? In this course you'll learn how water – oceans, rivers, groundwater – differ in composition and the processes that control their chemistry. We'll trace the journey of water from rain, to rivers, into groundwater, and how water-rock interaction contributes to ocean salinity. What happens when these waters are contaminated? We'll investigate basic soil and water contamination processes caused by environmental processes such as mining, refining ores, and disposal of waste into landfill. The course will focus on metal contamination, both naturally occurring in rocks (mines in San Diego) and anthropogenically influenced (metals in Mission Bay). We'll determine how much contamination is too much, for both organisms and humans, and the possible health effects of exposure to these contaminants.

EOSC 561 | INVERTEBRATE ZOOLOGY
Units: 4 Repeatability: No

A survey of the invertebrate animals with emphasis on evolutionary relationships among the groups as expressed by their morphology and physiology. Three hours of lecture and one laboratory weekly.

EOSC 562 | BIOLOGY OF FISHES
Units: 4 Repeatability: No

This course examines the various aspects of ichthyology encompassing the anatomy, physiology, ecology, evolution, ethology, and natural history of fishes. Lab includes techniques of identification and a general survey of fish systematics and zoogeography.. Three hours of lecture and one laboratory per week.

EOSC 565 | MARINE MAMMALS
Units: 3 Repeatability: No

An examination of the biology of whales, pinnipeds and other marine mammals. Topics will include general adaptations to a marine existence; systematics and biogeography; reproduction; diving physiology; communication and echolocation; feeding and migratory behavior; and marine mammal-human interactions. Some emphasis will be placed on species occurring in the North Pacific Ocean. Necropsies of a beach-stranded marine mammal may occur. Special projects will also be assigned. Three hours of lecture per week.

EOSC 573 | CLIMATOLOGY
Units: 4 Repeatability: No

A course to cover principles of climatology and methods of climatic data analysis. The fundamentals of climatology, methods and technologies used in acquiring and analyzing cl imatic data, and current issues such as human-induced climatic changes will be discussed. This course will cover the Earth's energy budget and temperature, moisture in the atmosphere and precipitation, winds and the general circulation, and climates in different regions of the world. Three hours of lecture and one laboratory per week.

EOSC 574 | HISTORY OF THE EARTH AND CLIMATE WITH LAB
Units: 4 Repeatability: No

The objective of this course is to develop a deeper understanding of the history of earth's climate system and interactions of different components of the climate system (lithosphere, hydrosphere/cryosphere, atmosphere, anthrosphere). We will investigate the geologic and historical record of natural climate change and evidence of the mechanisms causing natural climate variability. Our approach will be to examine how scientist's views and our ideas about climate have changed over the past 150 years. Toward the end of the course, we will apply our knowledge of natural climate cycles in the past to investigate the scientific basis for predictions of future climate change. The laboratory will introduce students to methods and techniques used in historical geology and paleoclimatology focusing on the geological history of southern California. The laboratory may include weekend field trips. Students may not receive credit for taking EOSC 574 and EOSC 474 or EOSC 475 or EOSC 575.

EOSC 575 | HISTORY OF THE EARTH AND CLIMATE
Units: 3 Repeatability: No

The objective of this course is to develop a deeper understanding of the history of earth's climate system and interactions of different components of the climate system (lithosphere, hydrosphere/cryosphere, atmosphere, anthrosphere). We will investigate the geologic and historical record of natural climate change and evidence of the mechanisms causing natural climate variability. Our approach will be to examine how scientist's views and our ideas about climate have changed over the past 150 years. Toward the end of the course, we will apply our knowledge of natural climate cycles in the past to investigate the scientific basis for predictions of future climate change. Students may not receive credit for taking EOSC 575 and EOSC 474 or EOSC 475 or EOSC 574.

EOSC 581 | NATURAL RESOURCES OF DEATH VALLEY
Units: 3 Repeatability: No
One of the hottest locations on Earth, Death Valley is a land of extremes. Extreme heat in the below-sea level basin is contrasted with snow-capped mountains on the surrounding peaks. Vast, dry, swaths of arid, salty landscapes harbor lush oases of hot springs and isolated populations of desert fish. This unique desert landscape was formed by tectonic processes – crustal rifting – and provides the backdrop for two contrasting human interactions with the environment: historic extraction of the natural resources unique to this geologic setting, and its modern-day protective designation as a National Park. How did extraction of metals and borax support settlement in Death Valley? When did the last mine close? How does water, the most fundamental resource required for human survival, influence the landscape and human history of this driest place in the United States? This course explores the interaction between humans and the unique desert environment of Death Valley, CA. We will examine the tectonic processes that produced the modern landscape and climate of Death Valley and how these geologic processes led to the formation of natural resources (metals, borax, gypsum). Surface water and groundwater resources were- and continue to be- an integral component of this desert ecosystem; groundwater feeds hot springs, evaporating rainwater forms salt crystals, and rain events lead to further desert sculpting and disruption to Park infrastructure. This course builds on fundamental principles covered in EOSC 105/110 with an emphasis on the interaction between humans and their environment. A significant amount of time (approximately 5 days) will be spent visiting Death Valley during Spring break, which is a mandatory field trip requirement for this course.

EOSC 585 | ENVIRONMENTAL GEOLOGY
Units: 4 Repeatability: No
This course focuses on the interaction between humans and the geologic environment. We will examine geologic processes responsible for forming a variety of Earth resources, such as ore deposits (e.g., copper minerals) and energy resources (e.g., fossil and nuclear fuels). Anthropogenic extraction, processing, and disposal of these resources, and their impact on the environment, will be investigated. Two Earth resources will be the subject of detailed study: groundwater and soils. An in-depth explanation of processes relating to both (e.g., groundwater flow, water quality, soil composition) will be developed, followed by an investigation of practices used in the monitoring and assessment of anthropogenic contamination of soil and groundwater. This course will help to prepare students for working in academia, government, or as an environmental consultant. Three hours of lecture and one laboratory per week. Some weekend field trips may be required.

EOSC 587 | SURFACE WATER HYDROLOGY
Units: 4 Repeatability: No
A course to cover principles of surface water hydrology and methods to solve hydrologic problems related to urbanization, soil and water conservation, and water resources management. The components of the hydrologic cycle and the concept of water balance will be discussed in detail. This course also will cover various methods of hydrologic computation, the basics of watershed modeling, applications of GIS in hydrology, and issues especially relevant to Southern California. Three hours of lecture and one laboratory per week and some field trips.

EOSC 588 | GEOMORPHOLOGY
Units: 4 Repeatability: No
An introduction to geomorphology, the study of landforms and the processes that produce and modify them. Explores how landforms respond to climate change, tectonic forcing, and changes in land use. Addresses common geomorphic processes including weathering, soils, hill slope processes, fluvial processes and landforms, aeolian transport, glacial and periglacial environments, karst, and coastal processes. This course includes a weekly lab.

EOSC 594 | SPECIAL TOPICS IN ENVIRONMENTAL AND OCEAN SCIENCES
Units: 1-4 Repeatability: Yes (Repeatable if topic differs)
Topics of special interest or unique opportunity. Prerequisites may be listed for these offerings.

EOSC 595 | DIRECTED READINGS
Units: 1-3 Repeatability: No
Specific sets of readings tailored to address particular needs of a student. Generally, this course would be related to the research interests of a student and would be under the guidance of a member of the student's thesis committee. Typically, a maximum of three units may be used toward the degree requirements without consent of the program director.

EOSC 596 | RESEARCH
Units: 0.5-9 Repeatability: Yes (Can be repeated for Credit)
Research toward the master's thesis. This research will be under the general supervision of a thesis advisor. No more than three units may be taken prior to candidacy. Pass/Fail only. A passing grade is contingent upon participation in the annual Graduate Student Colloquium during the same academic year.

EOSC 597 | THESIS
Units: 0.5-1 Repeatability: Yes (Can be repeated for Credit)
Independent writing of the thesis with consultation of the major advisor. Master's candidates must be enrolled in this course to turn in a thesis. It may be taken more than once, but only 1 unit will be counted toward the degree requirements.

Executive Nurse Leadership Core (ENLC)

ENLC 500 | HEALTH CARE LEADERSHIP, VALUES AND SOCIAL JUSTICE
Units: 3 Repeatability: No
Examines leadership theories, corporate ethics, valuesfocused strategies and principles of social and health care justice that can be actualized across the spectrum of health care settings. Synthesis of the literature is required to support development of a clinical project relevant to a health care setting.

ENLC 553 | FINANCIAL MANAGEMENT IN HEALTH CARE SYSTEMS
Units: 3 Repeatability: No
Provides a forum for the exploration and evaluation of the financial environment of the health care industry. The course will emphasize the development of practical financial analysis skills that will provide students with a foundation for immediate application within the health care delivery system.

ENLC 555 | RESOURCE MANAGEMENT IN HEALTH SYSTEMS
Units: 3 Repeatability: No
Prerequisites: MSNC 512 with a minimum grade of C- and ENLC 500 with a minimum grade of C- and GSBA 502 with a minimum grade of C-
Focuses on the management of human, financial and material resources in health systems. Designed for health professionals seeking careers as operations managers in health care delivery systems. Emphasizes cost-effective use of resources to accomplish organizational objectives.

ENLC 556 | MANAGEMENT OF HEALTH CARE SYSTEM QUALITY OUTCOMES AND PATIENT SAFETY
Units: 3 Repeatability: No

Focuses on the evaluation of patient safety and quality of care outcomes from a systems perspective. Explores theoretical and methodological foundations for understanding and applying patient safety and quality of care outcomes within the current health care environment. Reviews safety applications in other high-risk industries with application to nursing and the health care industry. Emphasizes identification, implementation, and evaluation of quality indicators for patient safety and other patient outcomes. Evaluates patient safety and quality indicators for their sensitivity and specificity to clinical care. Addresses the role of leadership in error prevention and maintenance of a culture of patient safety.

ENLC 557 | STRATEGIC PLANNING AND MANAGEMENT OF HEALTH SYSTEMS
Units: 3 Repeatability: No

Emphasizes strategic planning and management as requisite to growth and survival of health care systems. Acquaints students with the language, processes, tools and techniques of strategic planning and marketing that will enable them to contribute effectively to strategic thinking and action in health care systems.

ENLC 591 | LEADERSHIP PRACTICUM IN HEALTH CARE SYSTEMS
Units: 3 Repeatability: No

Under the guidance of a healthcare manager, administrator, or executive preceptor in health system the student will have an opportunity to observe and participate in various situations associated with the healthcare system administrative process (e.g. human resource management, fiscal management, strategic planning, marketing, information management, and/or political activity). Seminars will provide a forum for discussion of operational and clinical observations as they relate to empirical and evidencebased literature as well as issues and trends in healthcare s stem administration.

ENLC 598 | EVIDENCE-BASED PRACTICE PRACTICUM
Units: 3 Repeatability: No

Provides a self-directed and systematic opportunity to gain greater knowledge and expertise in an area of nursing practice. Involves development of direct or indirect nursing roles in a health care or community service agency. The practicum consists of completion of an evidence-based practice project to address a nursing practice problem; implementation of an innovative approach to the problem through integration of related theory and best evidence; evaluation of project outcomes; and dissemination of findings.

Graduate Business Administration (GSBA)

GSBA 500 | SUSTAINABLE STRATEGIES FOR THE ENTREPRENEURIAL MANAGER
Units: 2 Repeatability: No

The purpose of this course is to provide students with a fundamental understanding of how sustainable strategy is formulated in a global environment from the perspective of "changemakers" top executives. Participants will be introduced to and apply various core strategy and sustainability concepts and models such as industry environment analysis, internal analysis of resources and competences, business-level strategies, sustainable business modeling issues and its relationship to organizational performance. The intent is to provide students with a comprehensive perspective of how business strategy impacts competitiveness. Learning dynamics may include case studies, simulations, projects, and fieldwork.

GSBA 501 | LEADING MULTICULTURAL TEAMS AND ORGANIZATIONS
Units: 2 Repeatability: No

Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)

This course provides concepts and skills for socially responsible and ethical leadership of international teams and organizations. Students acquire competencies in critical thinking, comparative ethical reflection, situational leadership and multicultural team building. Topics include communicating across cultures, leading multicultural and virtual teams, adapting to different cultural behavioral styles, creative problem solving, conflict resolution, capitalizing on cultural diversity, motivating and empowering followers, comparative leadership theories and styles, moral considerations in power and politics, thinking strategically, and creating socially responsible organizational cultures. Pedagogy includes lecture/discussion, self-assessment instruments, case studies, team projects, experiential exercises, coaching in interpersonal skills and 360-degree feedback.

GSBA 502 | STATISTICS AND ANALYTICS FOR DECISION MAKING
Units: 2 Repeatability: No

Prerequisites: GSBA 500 with a minimum grade of C-

This course examines how managers use data as the key input for systematic business problem-solving. Topics include collecting data, describing and presenting data, probability, statistical inference, regression analysis, forecasting and risk analysis. Extensive use of Excel for data analysis with a focus on applied business decision-making. Common business processes and business skills practiced are gathering and organizing data, quantitative data analysis, forecasting, decision-making under uncertainty and communicating or presenting results.

GSBA 503 | PROBLEM FORMULATION AND DECISION ANALYSIS
Units: 2

Prerequisites: GSBA 502 with a minimum grade of C-

Whether managing a task, a project, or a corporation, business leaders often must make critical decisions with seemingly insufficient information to structure an effective analysis. Such an analysis requires framing the problem appropriately, formulating alternative actions and evaluating their advantages and disadvantages. This course will provide the student with the skills necessary to be able to approach decision making in a systematic and fruitful manner. Using spreadsheets as the medium, this course will exam such topics as modeling, decision analysis tools, constrained optimization methods and Monte Carlo simulation. This course will also provide experience with using these tools in such areas as marketing, finance and operations.

GSBA 504 | MARKETING FOR GLOBAL MANAGERS
Units: 2 Repeatability: No

Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)

This course examines the key elements of marketing and the economic concepts that underlie them. Topics include understanding the competitive structure of industries, product differentiation, branding, pricing, promotion and distribution. Common business processes and business skills practiced are developing and positioning a product, choice of distribution channels, promotional techniques, demand estimation, pricing decisions and developing marketing strategy.

GSBA 505 | FINANCIAL MANAGEMENT AND ANALYSIS
Units: 3
Prerequisites: GSBA 502 with a minimum grade of C- and GSBA 510 with a minimum grade of C-
This course discusses how firms acquire, use and value capital resources. Topics covered are domestic and international capital markets, the time value of money, financial securities, risk and return, capital market efficiency, cost of capital and option basics. Common business processes and business skills practiced are free cash flow projections, capital budgeting and the valuation of a firm. Teaching methods are lecture, assignments and case studies.

GSBA 506 | OPERATIONS AND GLOBAL SUPPLY CHAIN MANAGEMENT
Units: 2 Repeatability: No
Prerequisites: GSBA 502 with a minimum grade of C-
This course examines the operational processes of the logistical chain from acquisition of materials through conversion to physical distribution of goods and services. Topics include supply systems, workflow systems, inventory systems, quality systems logistics systems, cost estimation, optimization tools and continuous improvement. Common business processes and business skills practiced are production planning, workflow scheduling, cost estimation, resource allocation, work methods design, inventory management and continuous improvement methods.

GSBA 507 | FINANCIAL ACCOUNTING AND STATEMENT ANALYSIS
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)
This course provides an introduction to the financial reporting system that business entities use to convey information to external parties. The primary emphasis is on understanding financial statements, what they impart about a business entity, and how to use this information to make decisions. Students learn the accounting principles, conventions and concepts underlying financial reporting with the objective of developing the ability to analyze and interpret financial statements. The course provides an understanding of the financial reporting process from the inputs to the end products, including what motivates a manager to select a particular accounting treatment, how this choice affects the financial statements, what constitutes ethical financial reporting, and how to assess the quality of the reported financial information.

GSBA 508 | LAW, POLICY AND ETHICS IN GLOBAL BUSINESS
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
This course examines the complex array of political, legal, historical and ethical concerns in the global business environment by analyzing the principles of social responsibility, ethics, diversity, and law and stakeholder theory as they apply to organizations, domestically and abroad. Coverage includes business ethics; diverse ethical foundations; diverse interests of various stakeholders; individual versus societal interests; pluralism and socioeconomic issues; anti-discrimination legislation; labor and employment issues; environmental justice; public policy; politics; globalization; and government regulation of business. Particular attention is given to cultivating moral reasoning skills. Fundamentally, we evaluate how businesses around the world do operate and, more significantly, how they should operate. Teaching methods include lecture, case studies, class discussion and debate.

GSBA 509 | FINANCIAL MANAGEMENT AND ANALYSIS
Units: 2 Repeatability: No
Prerequisites: GSBA 502 with a minimum grade of C- and GSBA 507 with a minimum grade of C-
This course discusses how firms acquire, use and value capital resources. Topics covered are domestic and international capital markets, the time value of money, financial securities, cost of capital. Common business processes and business skills practiced are free cash flow projections, capital budgeting and the valuation of a firm.

GSBA 510 | FINANCIAL ACCOUNTING AND STATEMENT ANALYSIS
Units: 3 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)
This course provides an introduction to the financial reporting system that business entities use to convey information to parties external to the firm. The primary emphasis is on understanding the financial statements, what they impart about a business entity, and how to use this information to make decisions. Students learn the accounting principles, conventions and concepts underlying financial reporting with the objective of developing the ability to analyze and interpret financial statements. The course provides an understanding of the financial reporting process from the inputs to the end products, including what motivates a manager to select a particular accounting treatment, how this choice affects the financial statements, what constitutes ethical financial reporting, how to assess the quality of the reported financial information, and how to adjust and use this information for analysis. This course is taken in the first semester of the program.

GSBA 511 | MANAGERIAL ACCOUNTING
Units: 2 Repeatability: No
Prerequisites: GSBA 510 with a minimum grade of C- or GSBA 507 with a minimum grade of C-
This course focuses on the design of cost systems and managerial accounting reports to aid in the planning and control of a business entity. Topics include incremental analysis, cost-volume-profit, activity based costing and budgeting.

GSBA 512 | NEGOTIATIONS
Units: 3 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)
Efforts to influence the goals, structure and direction of an organization are undertaken by individuals and groups who frequently hold diverse and competing perspectives. Accordingly, negotiation is a central skill in managing conflict, creating value and distributing resources. People want to participate effectively in decisions that affect them and will resist accepting decisions dictated by others. People differ and they use negotiation to handle their differences. This course will explore the science and art of negotiation. The "science" will be learned largely through readings and discussions of the readings. The "art" will be learned through experience in simulated negotiations.

GSBA 513 | CORPORATE GOVERNANCE AND VALUES
Units: 2 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- and GSBA 515 with a minimum grade of C-
This course surveys the major corporate governance systems in the world, focusing on the values and legal and financial traditions that have led to the development of systems with quite divergent goals and institutional mechanisms. Topics such as the purpose and nature of the firm, models of corporate governance and their correspondence with legal and financial traditions, internal and external governance mechanisms, the role of regulatory authorities and executive compensation are covered in a comparative and interdisciplinary manner. The course will require active student participation in case discussions, presentations, papers and role-plays.

GSBA 514 | ECONOMICS IN A GLOBAL ENVIRONMENT
Units: 2 Repeatability: No
Prerequisites: GSBA 502 with a minimum grade of C-
This course examines how the business environment and public policy affect industry and firm strategies for competitiveness. The focus is to enable students to identify, understand and evaluate the domestic and global forces causing economic change. Key concepts and ideas from both microeconomics and macroeconomics are introduced. Global issues are emphasized, such as the role that interest rates and exchange rates play in the movement of goods and capital between countries, national income and balance of payment accounting, trade barriers and regional trade agreements. It also examines these topics from an economic, social and ethical perspective.

GSBA 515 | LEADING MULTICULTURAL TEAMS AND ORGANIZATIONS
Units: 3 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
This course provides concepts and skills for socially responsible and ethical leadership of international teams and organizations. Students acquire competencies in critical thinking, comparative ethical reflection, situational leadership and multicultural team building. Topics include communicating across cultures, leading multicultural and virtual teams, adapting to different cultural behavioral styles, creative problem solving, conflict resolution, capitalizing on cultural diversity, motivating and empowering followers, comparative leadership theories and styles, moral considerations in power and politics, thinking strategically, and creating socially responsible organizational cultures. Pedagogy includes lecture/discussion, self-assessment instruments, case studies, team projects, experiential exercises, coaching in interpersonal skills and 360-degree feedback. This course is taken in the first semester of the MBA program.

GSBA 516 | CURRENT TRENDS IN THE BUSINESS ENVIRONMENT
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)
This course will focus on current issues impacting business and society - both external changes facing management and emerging trends in contemporary management thought and practice. Students will learn how to analyze rapidly changing national, regional, and global trends in the business environment and their effects on markets, supply chains, financial systems, infrastructure, and geopolitical relationships. Through real-world case studies, both historical and contemporary, students will examine how changes within one society affect others. By the end of this course, students will have gained the tools to be able to identify, analyze, and adapt to global changes as they affect business and society. Students will also explore emerging research and practice in contemporary business management.

GSBA 517 | MANAGING SUSTAINABILITY WITH ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) FACTORS
Units: 2 Repeatability: No
Prerequisites: GSBA 504 with a minimum grade of C- and (GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-) and GSBA 506 with a minimum grade of C- (Can be taken Concurrently)
Consistent with USD's philosophy that business success is more than just the bottom line, students will learn how sustainability and environmental, social, and governance (ESG) factors create value for society and business. The rising interest in sustainability and ESG means stakeholders increasingly expect leaders across all disciplines to incorporate sustainability and ESG factors into decision making and management. Specific topics covered in the course include climate change impacts; human rights practices; diversity, equity and inclusion initiatives; reporting standards and requirements; and ESG metrics and ratings. Through case studies and collaborative project work, students will study evolving corporate sustainability practices that address responsible management of environmental, social and governance factors.

GSBA 518 | ECONOMICS IN A GLOBAL ENVIRONMENT
Units: 3 Repeatability: No
Prerequisites: GSBA 502 with a minimum grade of C-
This course examines how the business environment and public policy affect industry and firm strategies for competitiveness. The focus is to enable students to identify, understand and evaluate the domestic and global forces causing economic change. Key concepts and ideas from both microeconomics and macroeconomics are introduced. Global issues are emphasized, such as the role that interest rates and exchange rates play in the movement of goods and capital between countries, national income and balance of payment accounting, trade barriers, regional trade agreements, emerging markets and political risk. It also examines these topics from an economic, social and ethical perspective. Teaching methods include lecture, case studies and class discussion.

GSBA 519 | SOCIAL IMPACT CONSULTING PROJECT
Units: 2 Repeatability: No
Prerequisites: (GSBA 504 with a minimum grade of C- and GSBA 508 with a minimum grade of C- and GSBA 509 with a minimum grade of C- (Can be taken Concurrently))
In this integrative course, students work in teams to provide solutions to a business challenge faced by a social venture either in the U.S. or abroad. A social venture may be considered any organization that prioritizes social impact along with financial performance. The course requires students to apply essential consulting tools and design thinking methodologies, as well as analytical and problem-solving skills developed in earlier foundational courses to strengthen an organization's capability to fulfill its mission.

GSBA 520 | ADVANCED CORPORATE FINANCE
Units: 3 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-
Advanced topics in the area of financial management integrated through the use of case analysis. Topics include mergers and acquisitions, takeovers, leveraged buyouts, real options, dividend policy, capital structure decisions, financial forecasting, leasing and other contemporary financial issues.

GSBA 521 | INVESTMENTS
Units: 3 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-
A broad study of investment securities, capital markets and financial institutions with emphasis on security analysis and portfolio management techniques. The course will cover asset pricing, risk-return models, bond duration and portfolio immunization, the Black-Scholes option pricing model and option strategies and the use of derivative contracts in hedging risk.

GSBA 522 | ADVANCED SEMINAR IN FINANCE AND INVESTMENTS
Units: 2 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-
Integrates the theory and practical aspects of the fields of Managerial Finance and Investments by examining contemporary research on topics such as the creation of value, capital budgeting, corporate restructuring, market efficiency, agency theory, capital markets and asset portfolio theory.

GSBA 523 | INTERNATIONAL FINANCIAL MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: (GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-) and (GSBA 514 with a minimum grade of C- or GSBA 518 with a minimum grade of C-)
Provides a survey of the major financial decisions faced by multinational enterprises. Topics include the international financial environment, exchange risk management, global financing and the investment and funds management decisions of multinationals. Common business processes and skills practiced are usage of currency instruments, hedging strategies, valuation of multi-currency financial and real assets and the design of multinational fund-flow mechanism. Teaching methods include lecture, class discussion and case studies.

GSBA 524 | ENTREPRENEURIAL FINANCE
Units: 3 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-
This course is based on experiential learning and present s a comprehensive stage-sensitive approach to entrepreneurial finance. The course provides students with the opportunity to perform financial analyses and make financial decisions for a company in a real-world setting throughout a venture's life cycle, including the valuation of intellectual property brought to a venture at founding, production planning based on cash flow constraints, financial forecasting, venture valuation, venture capital funding, and the acquisition of the venture as an exit for investors. Financial modeling is used as a tool to analyze the various financial elements of a venture.

GSBA 525 | COMMERCIAL REAL ESTATE FINANCE AND INVESTMENT
Units: 3 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-
Introduces core concepts, principles, analytical methods and tools useful for making finance and investment decisions regarding commercial real estate assets. Uses a multi-disciplinary approach to study the financial, spatial and social economics of commercial real estate. Builds cohesive framework to analyze complex real estate finance and investment decisions emphasizing fundamentals of property markets and financial markets (primary emphasis on "Main Street" deals rather than Wall Street).

GSBA 527 | FINANCIAL STATEMENT ANALYSIS
Units: 3 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-
Financial Accounting provides an introduction to basic financial statements and the financial reporting system that business entities use to report their results to shareholders. GSBA 527 Financial Statement Analysis provides the knowledge and skills required to decipher more complex financial disclosures and become sophisticated, skeptical users of financial information. This course will provide an understanding of how financial reporting choices affect financial disclosures, how to detect manipulation of financial information, how to assess the quality of financial information, and how to adjust this information to deliver more meaningful analysis and valuation results. The emphasis is on using financial information to make decisions, in particular, investing decisions. This course is especially relevant to students considering careers in investment banking, security analysis, public accounting, corporate finance, consulting, or executive management. This course is also beneficial for personal investing.

GSBA 528 | BUSINESS CYCLES AND FORECASTING
Units: 3 Repeatability: No
Prerequisites: GSBA 502 with a minimum grade of C- and GSBA 503 with a minimum grade of C- and (GSBA 514 with a minimum grade of C- or GSBA 518 with a minimum grade of C-)
This course examines the business cycle and techniques for forecasting fluctuations. The emphasis of the course is to gain hands-on exposure to specific business forecasting techniques and learn to apply them to limit the range of uncertainty in management decision making. Specific techniques covered include lead-lag, exponential smoothing and econometric and ARIMA (Box-Jenkins) time series analysis. This course provides an introduction to the statistical tools used in forecasting. Its focus is on the application of these tools. While some statistical theory is covered, primary activities will center on data analysis to produce forecasts and insights in the same way it is done in business or policy context. Student teams will develop forecasting models for industries and/or macroeconomic variables. Students will be able to combine statistical rigor, economic insight and data presentation skills into a persuasive written forecast and presentation.

GSBA 529 | DERIVATIVES
Units: 3 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-
This course is intended to provide students with the necessary foundation to analyze forward, futures, and options contracts as well as swap contracts. Equity, interest rate, and currency derivatives will be examined with applications involving risk management. Credit default swaps will also be examined.

GSBA 530 | HUMAN RESOURCES MANAGEMENT
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
An overview of the field of Human Resource Management is covered highlighting such topics as recruitment, selection, benefits, performance appraisal, compensation, labor relations and recent trends within the context of relevant laws.

GSBA 531 | BUSINESS LEADERSHIP AND SPIRITUALITY
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
This course addresses the current social movement connected with spirituality by exploring the relationship between business and spirituality, with a focus on the challenges of business leadership. Topics covered will include: How is business leadership related to the idea of calling? What special challenges for spirituality do the power and wealth that accompany successful business leadership pose? How can spiritual discipline and contemplative practice be tailored for the time-pressures of life?.

GSBA 532 | INTERNATIONAL COMPARATIVE MANAGEMENT
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
This course highlights the impact of culturally-based values on the practice of management. It emphasizes the consideration of both business and cultural issues in managerial decision-making. Further, it explores the wisdom and myriad of issues involved in the transfer of managerial practices across cultures. It provides the individual with insight into their own cultural assumptions as well as their basis of business ethics. Topics range from cultural self-awareness to designing culturally-appropriate and ethical management systems.

GSBA 533 | ORGANIZATION CHANGE AND DESIGN
Units: 3 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
Study of change, change theory and change practice, including both adapting to changes thrust upon us and initiating change toward a desired objective within the environment, the organization, the small group and the individual. Emphasis is on implications for administrative leadership.

GSBA 534 | VALUES, ETHICS AND CORPORATE CULTURE
Units: 3 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
An examination of business practices and ethical values that prevail in various nations of the world. Case studies examine conflicts between the national culture and corporate policy.

GSBA 535 | INTERPERSONAL AND GROUP DYNAMICS
Units: 3 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
Examines how interpersonal behaviors and group processes impact productive relationships and team effectiveness. Interpersonal competency and team leadership are developed through discussing theories and research on interpersonal dynamics, applying new interpersonal skills and experiencing the consequences of different relationship strategies. The class serves as a laboratory where individuals increase their understanding of interpersonal behavior and its impact on the development and performance of teams. Individuals also learn about the effectiveness of their own behaviors and how they affect specific relationships and team functioning.

GSBA 536 | CURRENT TOPICS IN MANAGEMENT CONSULTING
Units: 2
Prerequisites: GSBA 500 with a minimum grade of C-
Current topics in management consulting is a unique course for students interested in a career in management consulting, private equity or industry leadership. The first half of the course is dedicated to learning management consulting techniques that find application in all aspects of working life. This includes consulting approaches from various academic and practitioner perspectives as well as different client management approaches. The second half of the course contains current topics in management consulting, which are led and presented by a professor in association with leading executives and professionals from strategic management consultancies, private equity enterprises, venture capitalists or industry executives.

GSBA 537 | ENTREPRENEURSHIP
Units: 3 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-
This course examines the process of identifying and evaluating opportunities and the creation of new ventures to exploit those opportunities. Students will learn to evaluate the attractiveness of new venture opportunities and the key managerial skills required to successfully exploit those opportunities.

GSBA 538 | TORERO VENTURES LAB
Units: 4 Repeatability: No
The purpose of the Torero Ventures Lab is to provide real world, hands on learning to enable students to create their own sustainable ventures - doing well by doing good. Focusing on opportunities for creating a positive impact as identified by United Nation's Sustainable Development Goals (SDGs), this course is an experiential learning opportunity. During this course students will work in teams to bring their ideas into reality by working with customers, mentors, investors, partners, and other key stakeholders. Students will learn to confront the ambiguity, uncertainty, and the messiness inherent in the startup process, and navigate these to bring their ideas one step closer to the launch stage. In this course through a combination of lectures, interaction with potential customers and investors, live case studies, and readings, students will be able to create a sustainable business model for their new ventures, understand the concepts of customer discovery and prototyping, identify key practices involved in founding a startup, work in interdisciplinary teams to understand how to build and work in startup teams and learn from failures to develop a workable business model.

GSBA 539 | POWER & INFLUENCE IN ORGANIZATIONS
Units: 3 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
This course covers the analysis, explanation and evaluation of power and politics in organizations. It offers frameworks for assessing the sources of power in organizations, the conditions that lead to its attainment and its effective use from both a practical and an ethical perspective. Our discussions will cover how people in organizations try to get what they want by influencing others, how their ability to do so is affected by power distributions and how people try to change power distributions in their favor. We will evaluate these behaviors and discuss how (if at all) we should participate in these behaviors.

GSBA 540 | TAXES IN BUSINESS DECISIONS
Units: 3 Repeatability: No
Prerequisites: GSBA 510 with a minimum grade of C- or GSBA 507 with a minimum grade of C-
Case studies and current readings in tax issues relating to common business transactions. Students learn to recognize the tax problems and tax planning opportunities that attach to most business decisions. Topics include: concepts of income, forms of business, capital gains and losses, nontaxable transactions, corporate re-organizations, employee compensation and tax accounting methods.

GSBA 541 | NEGOTIATIONS FOR ENTREPRENEURIAL VENTURES
Units: 2 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-
This course presents foundational negotiating principles and the advanced strategies and skills required to successfully negotiate key agreements in the entrepreneurial venture life-cycle, and the financial elements and implications of those agreements, Through a combination of class discussions and experiential learning negotiations, the course provides students with the opportunity to learn and apply advanced negotiating strategies and skills in negotiating financial agreements throughout the entrepreneurial venture life cycle, as well as other negotiating situations.

GSBA 542 | FINANCIAL MODELING
Units: 3 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-
This course is a detailed, hands-on examination of financial modeling techniques applied to optimal decision-making in the areas of corporate finance and investment banking. Topics include the construction of comprehensive valuation models (including capital structure and dividend policy modifications), using precedent transactions and comparable companies in valuation, strategic industry examination and application of valuation in the context of mergers and acquisitions. The course makes an extensive use of the Microsoft Excel©.

GSBA 543 | GLOBAL PRIVATE EQUITY FINANCE
Units: 3 Repeatability: No
Prerequisites: GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-
Private equity represents a significant source of global investment capital. Private equity funds bring sophisticated investors together with companies needing capital as a catalyst for value creation. Private equity funds also are organized as businesses that require management and strategy. This course covers the global private equity and venture capital sectors in the U.S., Europe, and Latin America. The learning objective of the course is an understanding of the private equity firm business model, capital fundraising, deal assessment, due diligence practices, firm valuation, deal execution, financial, operational, and governance engineering strategies, gain realizations, return measurement, and exit strategies. Coverage of private equity fund types includes buyout funds, venture capital funds, mezzanine, distressed debt funds, impact investing funds, and fund of funds.

GSBA 550 | MARKETING RESEARCH
Units: 3 Repeatability: No
Prerequisites: GSBA 504 with a minimum grade of C-
Intended for future managers working with market data, includes defining marketing research goals, budgeting of expenditures, estimating the size of the markets, delineation of consumers, product research, estimating market response to advertising, price, distribution and selling activities and test marketing, with cases drawn from manufacturing and service industries. The main thrust will be directed to "down-to-earth" problems confronting operating managers, with some attention to data analysis techniques using the computer and to information systems.

GSBA 551 | SEMINAR IN CONSUMER BEHAVIOR
Units: 3 Repeatability: No
Prerequisites: GSBA 504 with a minimum grade of C-
Examines individual and group influences on consumer behavior. Information processing, motivation and decision processes are analyzed to provide a managerial understanding of aggregate consumer decision-making. Course format may include lecture, case studies and readings.

GSBA 552 | MARKETING ANALYTICS
Units: 3 Repeatability: No
Prerequisites: (GSBA 502 with a minimum grade of C- and GSBA 504 with a minimum grade of C-) or GSBA 516 with a minimum grade of C-
This course will take an applied, data driven, approach to understanding how analytics can help firms with various insights such as measuring the effectiveness of promotions, estimating sales, and segmenting their customers. Students will learn how different types of data and analytical methodologies can be used to solve these problems. They will also develop proficiency in communicating their insights to a managerial audience.

GSBA 553 | SEMINAR IN GLOBAL MARKETING
Units: 2 Repeatability: No
Prerequisites: GSBA 504 with a minimum grade of C- or GSBA 516 with a minimum grade of C-
This course focuses on the major issues regarding international branding. Mastering marketing skills of building and managing a company's brand equity in multinational setting is at the center of the seminar. Specifically, topics examine those aspects of the brand policy that can be adapted to global standardized use and those which should remain flexible. Topics may include mega-brands, brand equity, brand development and its protection. The course emphasizes global branding within a socially responsible and ethical framework. Teaching methods may include lecture, case studies, class discussion and debate.

GSBA 554 | STRATEGIC MARKETING
Units: 3 Repeatability: No
Prerequisites: GSBA 504 with a minimum grade of C-
Examines the critical issues and variables in selecting a marketing strategy, with an emphasis on how to accomplish strategic analysis and planning. Topics included in the course are the comparison of business and marketing strategies, marketing situation analysis, designing marketing strategy, marketing program development and marketing strategy management and implementation.

GSBA 555 | BRAND MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: GSBA 504 with a minimum grade of C-
This course explores the principles for building and maintaining brand equity. Brand management can drive customer loyalty, superior financial results, as well as competitive advantage. The course offers a thorough perspective of brand management as a discipline and as a career.

GSBA 556 | NEW PRODUCT DEVELOPMENT
Units: 3 Repeatability: No
Prerequisites: GSBA 504 with a minimum grade of C- or GSBA 516 with a minimum grade of C-
Proposes and examines an integrated view of the process of designing, developing and launching new products. Students gain a thorough understanding of the significant strategic and multi-functional concerns encountered by both entrepreneurs and intrapreneurs as they work to construct high-performance development organizations. Topics covered include the phase review process; the alignment of business strategy with development; the link between product development and product launch activities; organizational structures that promote creativity and development effectiveness and efficiency; controlling, promoting and managing innovation; and creating and sustaining competitive advantage through product development.

GSBA 557 | SOCIAL MEDIA MARKETING
Units: 3 Repeatability: No
Prerequisites: GSBA 504 with a minimum grade of C-
This course explores the Internet and digital domain in the context of business issues that concern marketers. The course extends beyond a narrow definition of e-marketing and expands it to all aspects of digital communications including mobile and social media. Students work through case study analysis and client interaction to apply course concepts. There is a dual focus on both theory and application concerning the digital elements of marketing variables; online consumer behavior; search engine marketing; social media; analytics; and measurement.

GSBA 558 | HIGH TECHNOLOGY MARKETING
Units: 3 Repeatability: No
Prerequisites: GSBA 504 with a minimum grade of C-
This course explores the principles and challenges of marketing high-technology or innovative products. It is essentially an advanced marketing class that provides an in-depth view of how firms articulate a technology strategy; how market opportunities for innovative products are identified, investigated and evaluated; how innovative products are defined in terms of their features and value propositions; and finally how the market place for these products is engaged via appropriate pricing and distribution strategies.

GSBA 560 | SUPPLY CHAIN STRATEGY AND DESIGN
Units: 3 Repeatability: No
Prerequisites: GSBA 506 with a minimum grade of C- (Can be taken Concurrently)
Addresses the systems necessary to develop and manage successful supply chains. Enterprise management systems, (SAS, SAP, etc.); information, EDI and logistics systems; supplier measurement systems, supply chain modeling and optimization; and the integration strategies are examined.

GSBA 561 | GLOBAL PURCHASING AND SUPPLY MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: GSBA 506 with a minimum grade of C-
Supply management is one of the most critical and the least understood functions of modern organizations. Supply management is responsible for the design, development, optimization and management of an organization's internal and external components of its supply system. Supply chain management addresses the challenges of integrating the members of an organization's supply chain in a seamless manner. A well-run supply system will greatly improve an organization's profits, its productivity and the quality of its products and services and, therefore, its market share and profitability. Teaching methods include a combination of lecture, seminar and case discussions.

GSBA 562 | STRATEGIC COST MANAGEMENT
Units: 3
Prerequisites: GSBA 511 with a minimum grade of C- (Can be taken Concurrently)
Investigates the highly dynamic, timely and little- understood area of cost management in the supply chain. The focus on cost management is designed to give the student an appreciation of cost reduction as a critical tool in the business strategy of competitive firms. Emphasis is redirected from price to total cost of ownership. Students will be introduced to the process of identifying costs in the system, methods of measuring costs, determining cost drivers and developing written strategies on reducing or managing costs. Teaching methods include a combination of lecture, case studies and industrial projects.

GSBA 563 | SUSTAINABLE GLOBAL SUPPLY CHAIN MANAGEMENT
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
This course provides students with an understanding of Corporate Social Responsibility (CSR) issues in relation to the organization, operation and development of global operations and supply networks ('the extended enterprise').The emphasis in this course is to examine the current global environment relating to CSR and to explore processes and strategies for the adoption of a 'triple bottom line' approach to organization's supply chain strategies through student project work. Topics examined may include challenges in driving change in design, procurement, outsourcing, operations, facilities, logistics, marketing and distribution in order to develop more compassionate, conscientious and efficient practices.

GSBA 564 | OPERATIONS AND SUPPLY CHAIN STRATEGY AND TOOLS
Units: 3 Repeatability: No
Prerequisites: GSBA 506 with a minimum grade of C-
This course is designed to provide students with simple, powerful approaches for improving supply chains and operations, particularly at small to mid-sized companies. The level of analysis ranges from strategic to tactical. Students will learn a framework for formulating and implementing an operations strategy. This simple yet powerful approach has been used frequently to add value to companies as they review their operations and supply chain strategies, as well as to help them develop one for the first time. It is also the starting point for companies as they address major strategic supply chain issues, such as whether or not to offshore or reshore their operations. Students will also learn a number of tools that have been successfully applied to help companies, large and small, improve their operations and supply chains. These include benchmarking, inventory management, production scheduling, production allocation and distribution, risk management, and implementing supply chain improvements.

GSBA 565 | LOGISTICS AND DISTRIBUTION MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: MSCM 501 with a minimum grade of C- or GSBA 506 with a minimum grade of C-
Distribution and logistics management is a critical element of supply chain management because distribution and logistics expenses often represent the largest single category of costs faced by a company and logistics activities touch all aspects of supply chain performance, creating value and competitive differentiation. Students will gain an in-depth understanding of basic distribution and logistics management principles and be able to identify those distribution and logistics issues critical to supply chain managers in today's business environment and to project their likely impact on overall business performance. Students will become familiar with contemporary concepts and techniques and be able to use these for analyzing and resolving distribution and logistics problems. (This course is equivalent to MSCM 502.).

GSBA 567 | VALUE NETWORK MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: (GSBA 506 with a minimum grade of C- or MSCM 504 with a minimum grade of C-) and ((GSBA 563 with a minimum grade of C- or MSCM 514 with a minimum grade of C-) or (GSBA 561 with a minimum grade of C- or MSCM 503 with a minimum grade of C-))
Competition does not take place between organizations, but between competing value networks." This course is concerned with examining the nature and development of strategic advantage through networks of coordinating and collaborating partners. The course serves as a capstone for the MS-SCM and adopts a critical perspective to the fields of strategic management, human relations, behavioral science and innovation. It is intended to both consolidate prior studies and develop strategies for future personal development. This course begins by analyzing contemporary understanding of human behavior within the context of complex network relationship interactions. It addresses the theories and mechanics involved in development and management of dyadic and triadic relationships, including the economics of trust and the various schools of thoughts associated with strategic capabilities. This course also addresses the complex nature of innovation set within networks, specifically exploring the Schumpeterian approach to strategies for collaborative innovation. Students will learn about developing and managing integrated relationships, knowledge and resources, identifying opportunities for strategic improvement and developing their understanding of strategic value network through reflective learning and join problem-solving. (This is equivalent to MSCM 515.).

GSBA 570 | PROGRAM/PROJECT MANAGEMENT
Units: 2 Repeatability: No
Prerequisites: GSBA 502 with a minimum grade of C-
This course provides the student with hands-on experience taking a project from the planning phase through implementation to close-out. Course topics will include work breakdown structures, project scheduling, budgeting, project organizational structure and leadership, project monitoring and control, risk analysis, crisis management, quality assurance, status reporting and post project evaluation.

GSBA 575 | DATABASE FOUNDATIONS AND INTERACTIVE DATABASE VISUALIZATION
Units: 3 Repeatability: No
Prerequisites: GSBA 502 with a minimum grade of C-
This course provides an introduction to relational database concepts, Structured Query Language (SQL), principles of effective data visualization, and interactive data visualization. The course is structured to introduce new concepts using self-paced online content that is completed outside of the classroom and uses class-time to work hands-on assignments that reinforce previously learned concepts. Analytical Platforms: SQL, Tableau.

GSBA 576 | BIG DATA & BUSINESS ANALYTICS
Units: 3 Repeatability: No
Prerequisites: GSBA 502 with a minimum grade of C-
This is a graduate course (MBA level) on predictive analytics and is one component of four courses in the analytics specialization. Topics include, but are not limited to, programming, repository management, preprocessing & cleaning data, documentation & reproducibility, machine learning, and validation. By the end of the course, you will understand how to clean a data set and apply a predictive algorithm using the tidy data. Analytical Platforms: R (Swirl), Git, GitHub.

GSBA 577 | BUSINESS ANALYTICS & DIGITIZATION
Units: 3 Repeatability: No
Prerequisites: GSBA 502 with a minimum grade of C-
Business Analytics and Digitization is centered on the increasing digitization of businesses and the application of business analytics. This phenomenon is situationally referred to as smart industries, industry 4.0 or the next industrial revolution. Various technological developments, such as additive manufacturing, internet-of-things or big data and business analytics are jointly redefining the established rules of competition and enabling new business models in an increasingly digitized world. Since the real world of production and the virtual world are increasingly converging, one can observe the emergence and development of cyber-physical systems (CPS) that are governed and controlled by computer-based algorithms. The successful management of CPS will be the key differentiating factor in our digitized future of doing business.

GSBA 580 | GLOBAL INNOVATION
Units: 3 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
This course introduces and discusses innovation strategies in a global environment. The first half of the course is dedicated to studying and analyzing innovation practices that are related to ideation methods, information decision techniques, prioritization concepts, and international innovation management techniques. This includes innovation approaches from various academic and practitioner perspectives as well as different global approaches of innovation enhancements. The second half of the course is dedicated to innovation management in international environments. Teaching methods may include international case studies, simulations, and/or fieldwork with organizations.

GSBA 581 | GLOBAL ENTREPRENEURSHIP FOR SOCIAL CHANGE
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
Social Entrepreneurship is an emerging and rapidly changing business field that examines the practice of identifying, starting and growing successful mission-driven for profit and nonprofit ventures, that is, organizations that strive to advance social change through innovative solutions. In this course we analyze ways in which different entities couple business skills with innovation and passion to address a wide range of global issues like inequality, hunger, illiteracy, lack of access to potable water and poverty. This course provides an opportunity to learn about different social ventures by examining a diverse set of organizational models and practices that are making a difference worldwide with a particular focus on a particular country (Argentina, Brazil, etc.).

GSBA 582 | ADVANCED INTERNATIONAL BUSINESS NEGOTIATIONS
Units: 2
Prerequisites: GSBA 512 with a minimum grade of C- (Can be taken Concurrently)
More and more occasions require negotiation; conflict is growth industry. Everyone wants to participate in decisions that affect them; fewer and fewer people will accept decisions dictated by someone else. People differ and they use negotiation to handle their differences. Whether in business, government, or the family, people reach most decisions through negotiations. Even though they go to court, they almost always negotiate a settlement before trial. In this course, the student will learn the art and science of negotiation. The science will be learned largely through readings and discussions of the reading. The art will be learned through experience gained in simulated negotiations. These negotiations normally are set in foreign country, exposing the student to some of the nuances of conducting business abroad.

GSBA 583 | BUSINESS AND SOCIAL INNOVATION
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
This course focuses on the linkages between business and social innovation. Changes in business are driven by a myriad of combined forces including global competition, the search for new market opportunities, consumer changes or stakeholder demands. At the same time businesses all over the world can affect and be affected by social issues such as social inequality, poverty, conflict, and violence. In the current state of affairs in which market opportunities cross paths with demands and expectations for addressing complex social issues, business can play a role sparking entrepreneurship and leadership going beyond the bottom line to include the creation of social and environmental value. A unique business and entrepreneurial imagination is evolving leading to a heretofore-unexplored intersection of business and social innovation.

GSBA 584 | MICROFINANCE AND WEALTH CREATION
Units: 3 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C-
This course explores the area of microfinance and wealth creation — both from a theoretical and practical point of view — with a unique, international perspective. Since Grameen Bank founder, Professor Muhammad Yunus' winning the Nobel Peace Prize in 2006, awareness of and interest in microfinance/microcredit has risen dramatically. This course is designed to explore and analyze the key issues associated with microfinance and wealth creation. In the process students will critically investigate such questions as: What are the various business models for microfinance institutions (MFI's) and wealth creation? Which of these models are sustainable, scalable and reproducible? What is the social and economic impact of MFI's? What are the benefits and limitations of microfinance as a path for alleviating poverty?.

GSBA 585 | BUSINESS ENVIRONMENT OF ASIA AND THE PACIFIC RIM
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)
Provides an overview of various aspects of doing business in Asian-Pacific countries. The implications of political, socio-economic and cultural environment for developing successful business strategies will be discussed with reference to selected countries from the region (Japan, NIEs, ASEAN).

GSBA 586 | EUROPE IN THE GLOBAL ECONOMY
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)
This course will examine how regional strategies, as opposed to global or home country strategies, are providing a primary determinant of competitive advantage in Europe. It is within the region that managers determine investment locations, product mix, competitive position and performance appraisals. Topics include assessing the role of the EURO and European monetary unification, enlargement issues and industry studies in the context of offering future scenarios of the role of Europe in the global economy.

GSBA 587 | LATIN AMERICAN BUSINESS ENVIRONMENT
Units: 2 Repeatability: No
Prerequisites: GSBA 500 with a minimum grade of C- (Can be taken Concurrently)
This course provides an overview of Latin America from perspectives essential to effective international business management. There is emphasis on inter-cultural understanding and communication, along with economic, political, legal and historical characteristics of Latin America and how these affect the business environment. An integral part of this regional approach is the analysis of differences among countries and their relationship to the region as a whole.

GSBA 590 | AGILE STRATEGIES FOR THE FOURTH INDUSTRIAL REVOLUTION
Units: 3 Repeatability: No

This capstone course builds on the various functional courses introduced throughout the MBA program. The class highlights several agile strategies for the fourth industrial revolution, such as augmented reality strategies, smart automation techniques, digital performance management, and digital twin simulations. Additional topics also include but are not limited to Scrum/Scrumban strategies, agility and strategic planning, Industry 4.0 strategies, acquisition and restructuring, developing and implementing sustainable business strategies, and technology innovation strategies. The purpose is to provide students with an opportunity to integrate topics, such as advanced strategic management, business analytics, corporate entrepreneurship, sustainable innovation management, mergers and acquisitions, and rapid international growth. Teaching methods may include case studies, simulations, projects and fieldwork. (This course is to be taken in the last semester of the MBA program.).

GSBA 592 | SOCIAL IMPACT CONSULTING PROJECT
Units: 3 Repeatability: No

Prerequisites: GSBA 504 with a minimum grade of C- (Can be taken Concurrently) and GSBA 508 with a minimum grade of C- (Can be taken Concurrently) and GSBA 509 with a minimum grade of C- (Can be taken Concurrently)

In this integrative course, students work in teams to provide solutions to a business challenge faced by a social venture either in the U.S. or abroad. A social venture may be considered any organization that prioritizes social impact along with financial performance. The course requires students to apply essential consulting tools and design thinking methodologies, as well as analytical and problem-solving skills developed in earlier foundational courses to strengthen an organization's capability to fulfill its mission.

GSBA 593 | INTERNATIONAL CONSULTING PROJECT
Units: 3 Repeatability: Yes (Can be repeated for Credit)

Prerequisites: GSBA 504 with a minimum grade of C- and (GSBA 505 with a minimum grade of C- or GSBA 509 with a minimum grade of C-)

Students work in multicultural teams to provide solutions to a business problem or strategic project for a company abroad. The overseas professional project delivers hands-on experience of the markets, economic policies and business practices of the country in which the company operates. The consulting project will require students to apply creativity and analytical tools to complete the project and communicate the results to clients. Faculty members will serve as supervisors for student teams.

GSBA 594 | SPECIAL TOPICS
Units: 1-4 Repeatability: Yes (Repeatable if topic differs)

Prerequisites: GSBA 500 with a minimum grade of C-

Topics of current interest in Graduate Business Study. Course content and structure will differ depending on instructor. Consult your advisor for course description for any given semester. Prerequisites will vary depending on topic selected.

GSBA 597 | INTERNATIONAL STUDIES
Units: 0.5-10

Graduate business study abroad courses are offered in Europe, Latin America, Africa and Asia to provide students exposure to international culture and business practices.

GSBA 598 | INTERNSHIP
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)

Applied learning experience working for a business, government, or nonprofit organization. Students undertaken individual project or employer designated internship program. Grading is Pass/Fail.

GSBA 599 | INDEPENDENT STUDY
Units: 1-4 Repeatability: Yes (Can be repeated for Credit)

Independent study usually involving empirical research and written reports.

Health Care Informatics (HCIN)

HCIN 500A | CAPSTONE FUNDAMENTALS
Units: 0 Repeatability: No

Capstone Fundamentals HCIN 500A, provides enrolled students with opportunities to explore a topical survey of current Health Information Technology (HIT) trends that may include critical background contributing to the selection of a topic and development of their individual CPP.

HCIN 500B | CAPSTONE DISCOVERY
Units: 0 Repeatability: No

Prerequisites: HCIN 500A with a minimum grade of P

Capstone Discovery HCIN 500B, provides enrolled students with opportunities to explore principles of project management (PM), data development, and effective visuals that may assist in the further development of their individual CPP topic.

HCIN 500C | CAPSTONE DEVELOPMENT
Units: 0 Repeatability: No

Prerequisites: HCIN 500B with a minimum grade of P

Capstone Development HCIN 500C, provides enrolled students with opportunities to develop collaboration and buy-in, market context and alignment, and expand their understanding of impact to the portfolio that will arise from their individual CPP.

HCIN 501 | HCI NEW STUDENT ORIENTATION
Units: 0 Repeatability: No

This orientation course introduces students to the University of San Diego and provides important information about the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the online learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program. This orientation course is for the online HCI program only.

HCIN 540 | INTRODUCTION TO HEALTH CARE INFORMATION MANAGEMENT
Units: 3 Repeatability: No

This course provides foundational knowledge and skills in health information management, informatics, and U.S. healthcare delivery, focusing on computer hardware, network architecture, electronic health records (EHRs), and healthcare software applications. It covers regulatory compliance, patient privacy, information security, and healthcare reimbursement while exploring current healthcare delivery trends, EHRs, interoperability, precision medicine, and healthcare database management and data analysis skills.

HCIN 541 | INTRODUCTION TO HEALTH CARE DELIVERY SYSTEMS
Units: 3 Repeatability: No

Provides an overview of the health care delivery system, professional roles, care delivery models, and relevant regulatory environment in the United States. Overviews common chronic and acute disease states that drive the U.S. health care system to provide the student with context for care delivery models. Intended for non-clinician students or individuals who lack significant professional health. Course is NOT required for Nursing Informatics students.

HCIN 542 | SYSTEMS ANALYSIS AND DESIGN FOR HEALTH CARE INFORMATICS
Units: 3 Repeatability: No
This foundational course in the MS Degree in Health Care Informatics equips students with the essential knowledge and skills required for the planning, analysis, design, and implementation of computer-based information and technology systems within healthcare settings. Topics covered encompass the complete spectrum of system development, project management, and technology integration and include: the systems development life cycle, project management skills, requirement analysis and specification, feasibility and cost-benefit analysis, workflow analysis, process improvement/optimization leveraging techniques such as Lean Six Sigma, and Agile, logical and physical design, prototyping, system validation, change and communication management, deployment, human factors, and post-implementation review. Through a structured design, students gain a deep understanding of these critical elements, preparing them to navigate the complex landscape of health informatics and contribute effectively to healthcare technology advancements.

HCIN 543 | DATABASE DESIGN AND KNOWLEDGE MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: HCIN 540 with a minimum grade of C- and HCIN 541 with a minimum grade of C-
This course offers opportunities for students to acquire advanced database skills. Applied skills, emphasizing database design, data structuring, modeling and the development of database management systems are examined. Fundamental competencies in knowledge management, change management, and system engineering as they pertain to the healthcare environment and related fields are explored. Students will design and manipulate databases using software applications, such as Structured Query Language (SQL), to resolve selected operational problems.

HCIN 543P | DATABASE DESIGN AND KNOWLEDGE MANAGEMENT PRACTICUM
Units: 2 Repeatability: No
Prerequisites: HCIN 540 with a minimum grade of C-
This practicum offers opportunities for students to acquire advanced database skills, including database design, data structuring, modeling, and the development of database management systems. Fundamental competencies in knowledge management, change management, and system engineering about the healthcare environment and related fields are applied. Students will use software applications like Structured Query Language (SQL) to design and manipulate databases to resolve selected operational problems.

HCIN 544 | ADVANCED HEALTH CARE INFORMATION MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: HCIN 540 with a minimum grade of C- and HCIN 552 with a minimum grade of C-
This course explores advanced healthcare information management topics, focusing on cybersecurity, interoperability, emerging trends in technology, and health system leadership. Ethical considerations and professional practice are central to the discussions. Privacy, security risk assessments, and comprehensive security plans for health systems are examined. Students will apply reflective practice to extract meaningful insights from leadership activities.

HCIN 545 | HEALTH CARE INFORMATICS PRACTICUM (INDEPENDENT STUDY)
Units: 1-4 Repeatability: Yes (Can be repeated for Credit)
Prerequisites: HCIN 540 with a minimum grade of C-
This practicum provides the students with practical experience in real-world healthcare informatics and data analytics settings. Emphasis is on translating theoretical knowledge into practical skills in a professional environment. The functions and responsibilities of informatics specialists and data analysts are examined. Under the guidance of experienced professionals, students will further their understanding of daily operations, data management, patient privacy concerns, and technology implementation in healthcare settings. Students will identify a problem or challenge within the healthcare setting and develop a project to address it.

HCIN 546 | M.S. HEALTH CARE INFORMATICS CAPSTONE
Units: 1-3 Repeatability: No
Prerequisites: HCIN 615 with a minimum grade of C-
This capstone course marks the conclusion of the MS Health Care Informatics Program, designed for an in-depth exploration of the field of health informatics with a focus on its application across various health science areas. Students will explore how information technology and healthcare intersect to address modern challenges in health sciences, emphasizing the evaluation of health information technology systems in meeting current healthcare needs. The course culminates with each student completing an applied research project, which encompasses not only the project's execution but also its presentation for professional and peer evaluation. Additionally, the course includes the development of a reflective ePortfolio and an exploration of current issues in Health Informatics within the context of a rapidly evolving healthcare delivery system.

HCIN 547 | HEALTH CARE ANALYTICS
Units: 3 Repeatability: No
Prerequisites: HCIN 543 with a minimum grade of C-
The course emphasizes the practical application of data analytics in addressing specific clinical queries, crafting clinical decision support rules, and employing precision medicine concepts. Students will develop the practical skills necessary to use various types of clinical data in addressing clinical inquiries using an evidenced-based approach. A range of clinical data sets will be examined including those at the population level. Through clinical case studies students will develop their data analytics expertise.

HCIN 548 | HEALTH CARE INFORMATICS SEMINAR
Units: 2 Repeatability: Yes (Can be repeated for Credit)
The HCI seminar course provides the student with the opportunity to work collaboratively with faculty and student colleagues to address concepts and ideas emerging in the field of Health Care Informatics. Each seminar focuses on various aspects of the Clinical Informaticist Health Care Data Analyst and Health Care Informatics Leader role. Throughout the seminar course, students will use various methods to analyze emerging trends in health care and informatics. Seminar students will generate self-reflective and field-relevant capstone projects. Students will fulfill program competencies through individual projects.

HCIN 549 | BIOSTATISTICS
Units: 3 Repeatability: No
The HCI seminar course provides the student with the opportunity to work collaboratively with faculty and student colleagues to address concepts and ideas emerging in the field of Health Care Informatics. Each seminar focuses on various aspects of the Clinical Informaticist Health Care Data Analyst and Health Care Informatics Leader role. Throughout the seminar course, students will use various methods to analyze emerging trends in health care and informatics. Seminar students will generate self-reflective and field-relevant capstone projects. Students will fulfill program competencies through individual projects.

HCIN 550 | HEALTH CARE SIX SIGMA, GREEN BELT
Units: 3 Repeatability: No

Employs the structured Six Sigma "DMAIC" methodology: Define, Measure, Analyze, Improve, and Control to introduce principles, tools, and techniques to improve processes within a health care organization. Enables students to apply the Six Sigma model to improve such systems as: patient throughput, clinical diagnostics reporting, and care delivery redesign. Defines tools and techniques of Six Sigma in order to successfully develop, launch, and transition a project through each phase terminating with an evaluation phase.

HCIN 551 | INTRODUCTION TO GEOHEALTH
Units: 3 Repeatability: No

Enhances the student's familiarity and builds competence in using geographic information systems (GIS) applied to health surveillance and research. Provides the student interactive experiences to map clinic data and to conduct geographic modeling decisions. Incorporates an active learning environment to provide students an opportunity to develop a practical understanding of GIS software.

HCIN 552 | CLINICAL DOCUMENTATION: ELECTRONIC MEDICAL RECORD SYSTEMS
Units: 3 Repeatability: No

Students will engage in a comprehensive exploration of clinical documentation systems. This course offers a blend of theoretical knowledge and practical application, with a strong focus on experiential learning using an academic electronic health record system. Students will trace the historical trajectory of clinical documentation systems, gaining insight into their development and evolution over time. Students will examine the intricate hardware and software requirements essential for Electronic Health Records (EHRs). A problem-based learning approach is employed to cultivate students' proficiency in developing clinical rules and alert systems for clinical information systems. These skills will be applied for purposes such as quality assessment, risk analysis, billing processes, bioinformatics, genomics, and research applications. Emphasis is placed on understanding the regulatory landscape surrounding EHRs, including compliance with the Health Insurance Portability and Accountability Act (HIPAA), the Genetic Information Nondiscrimination Act (GINA), requirements from the Centers for Medicare and Medicaid Services (CMS), and information security regulations.

HCIN 552P | CLINICAL DOCUMENTATION: ELECTRONIC MEDICAL RECORD SYSTEMS MANAGEMENT PRACTICUM
Units: 2 Repeatability: No

Prerequisites: HCIN 552 with a minimum grade of C- (Can be taken Concurrently)

This practicum explores the nurse informaticist role, providing students with expertise in the design, construction, testing, and implementation of changes in electronic medical record (EMR) systems. Emphasis is placed on assessing the effectiveness and safety of EMRs, aiming to identify areas for improvement. Students will translate data from the EMR into actionable insights to improve patient outcomes and operational efficiencies. The design of clinical rules and alerts within EMR systems will be explored, focusing on supporting and improving clinical decision-making processes. Students will gain hands-on experience using EMR capabilities to enhance healthcare practices and contribute to the ongoing advancement of informatics in nursing.

HCIN 553 | CLINICAL DOCUMENTATION SYSTEMS: SPECIALIST ROLE
Units: 3 Repeatability: No

Provide a basic understanding of the electronic medical record and how digital billing systems are evolving to meet the clinical documentation needs of health care organizations. Fosters skills in applying diagnostic coding standards to meet quality, regulatory and billing requirements, including: code book formats; coding techniques; formats of the ICD, DRG, and CPT manuals; health insurance; billing, reimbursement, and collections. Course examines federal regulations covering billing and patient privacy (HIPPA).

HCIN 554 | TELEHEALTH & EMERGING TECH
Units: 3 Repeatability: No

Provides an introduction to the emerging discipline of telehealth. Provides a historical perspective of remote monitoring of patients using various types of telehealth, including video conferencing, telephonic, and home based sensors. Includes an overview of relevant hardware and software requirements for a telehealth program. Includes federal and state regulations covering telehealth practice and reimbursement models by Medicare, Medicaid and other insurers. Includes consumer grade health monitoring devices and emerging health care technology.

HCIN 555 | HEALTH CARE SIX SIGMA, BLACK BELT
Units: 3 Repeatability: No

Prerequisites: HCIN 550 with a minimum grade of C

This is the second course in the Health Care Six Sigma Course Series. Builds upon skills and knowledge acquired during the Six Sigma Green Belt course. Develops team leadership knowledge and applied skills using the quality and performance improvement methodology, "DMAIC" model (Define, Measure, Analyze, Improve, and Control) applied to an actual health care project.

HCIN 556 | HEALTH CARE LEADERSHIP, VALUES, AND SOCIAL JUSTICE
Units: 3 Repeatability: No

Prerequisites: HCIN 540 with a minimum grade of C-

This course explores the role of leadership in driving innovation and change in healthcare organizations. Students will examine leadership theories, ethics, values, and social justice principles and their relevance in the healthcare setting. Project implementation strategies will be explored. An experiential learning approach is used, enabling participants to gain practical experience, develop transferable and marketable skills, and engage in reflective practices to foster leadership growth. The knowledge and skills acquired through this experience are designed to enhance competencies in leading within diverse healthcare settings.

HCIN 557 | FINANCIAL MANAGEMENT IN HEALTH CARE SYSTEMS
Units: 3 Repeatability: No

Provides a forum for the exploration and evaluation of the financial environment of the health care industry and how it specifically affects the role of the health care leader. Emphasizes the development of financial analysis skills that provides a foundation for application within the health care delivery system.

HCIN 558 | STRATEGIC PLANNING AND MANAGEMENT OF HEALTH SYSTEMS
Units: 3 Repeatability: No

This course emphasizes strategic planning and management as requisite to growth and survival of health systems. It also acquaints students with the language, processes, tools and techniques of strategic planning and change management that will enable them to contribute effectively to strategic thinking and action in health systems.

HCIN 559 | MANAGEMENT OF HEALTH CARE SYSTEM QUALITY OUTCOMES AND PATIENT SAFETY
Units: 3 Repeatability: No

Focuses on the evaluation of patient safety and quality of care outcomes from a systems perspective. Explores theoretical and methodological foundations for understanding and applying patient safety and quality of care outcomes within the current health care environment. Reviews safety applications in other high-risk industries with application to nursing and the healthcare industry. Emphasizes identification, implementation, and evaluation of quality indicators for patient safety and other patient outcomes. Evaluates patient safety and quality indicators for their sensitivity and specificity to clinical care. Addresses the role of leadership in error prevention and maintenance of a culture of patient safety.

HCIN 560 | INTRODUCTION TO HEALTHCARE SIMULATION
Units: 3 Repeatability: No

Provides an overview of the fundamentals and exploration of health care simulation concepts. Innovative teaching strategies and technology are presented including opportunities to gain "hands-on" experience using multiple simulation methods such as task trainers, hi and lo-fidelity mannequins, and standardized patients within active learning scenarios. Emphasizes basic understanding of entire continuum of planning, executing, and debriefing a successful simulation incorporating creation of cases, resource planning, event management, development of competency checklists, and facilitation of reflective learning.

HCIN 594 | SPECIAL TOPICS IN HEALTH CARE INFORMATICS
Units: 1-6 Repeatability: Yes (Repeatable if topic differs)

Prerequisites: HCIN 540 with a minimum grade of C-

A special topics course in areas within health care informatics.

HCIN 600 | POPULATION HEALTH ANALYTICS
Units: 3 Repeatability: No

Prerequisites: HCIN 540 with a minimum grade of C-

This course focuses on the Institute for Healthcare Improvement's Triple Aim and how data analytics can be used to identify and address health disparities. Methods for measuring and analyzing population disease burden are explored. Students will apply various data sets, including disease registries, electronic health records, claims data, and socio-economic data, to measure, trend, and analyze the impact of disease on various populations.

HCIN 605 | DATA STRUCTURES AND TERMINOLOGIES
Units: 2 Repeatability: No

This course provides the Health Care Analytics, Data Science, Doctoral Nursing and Informatics student a review of health care standards, terminologies, and quality outcome measure data. Students will examine how these are applied to document, measure, evaluate, and reimburse health care in the United States. This includes standards and terminologies common to Electronic Health records to include the following: The International Classification of Diseases (ICD), Current Procedural Terminology (CPT) code sets, Health Level Seven (HL7) Reference Information Model, Systematized Nomenclature of Medicine (SNOMED), Logical Observation Identifiers, Names, and Codes (LOINC), and RadLex, Standards, terminologies, and outcome measures unique to medicine, Nursing, Allied Health Professionals and Health Care delivery organizations (such as hospitals, clinics, and medical provider practices) is included.

HCIN 610 | ADVANCED LEADERSHIP AND HEALTH SYSTEMS MANAGEMENT
Units: 3 Repeatability: No

This course explores theoretical and applied principles of leadership in complex health care delivery systems. Students will explore health care organizations to determine how leadership, technology, and system complexity affects care delivery. Students will examine how learning health care systems management differs from traditional systems management and the benefits they offer to complex delivery systems.

HCIN 611 | HEALTH CARE ECONOMICS
Units: 3 Repeatability: No

This course analyzes the Health Care industry and public health systems in the United States. Students will evaluate the impact of both private and public sectors of the health care industry and the impact of competing goals of: broad access, high quality, and affordability. This course will also examine the way consumers and providers affect the availability and quality of health care. Additional course topics include: supply and demand modeling; cost-benefit analysis; reimbursement models including pay for performance; global drivers on the US healthcare industry and implications of policy, regulatory and political philosophy regarding care.

HCIN 615 | RESEARCH FUNDAMENTALS AND BIOSTATISTICS
Units: 3 Repeatability: No

Prerequisites: HCIN 540 with a minimum grade of C- and HCIN 552 with a minimum grade of C-

This course focuses on advanced methods and tools aimed at managing a diverse array of healthcare challenges. Students will develop skills to evaluate data for the purpose of formulating, resolving, and empirically testing data-driven hypotheses. It examines the application of quantitative and qualitative data, and biostatistics, to critically assess healthcare programs and research endeavors. Pivotal domains of data stewardship and data governance are examined. Information security, privacy, and confidentiality are discussed as related to the roles of an informaticist and data analyst. Complementing these core topics, the curriculum also explores emerging trends in healthcare, data science, genomics, and bioinformatics.

HCIN 620 | MACHINE LEARNING APPLICATIONS FOR HEALTH CARE
Units: 3 Repeatability: No

Prerequisites: HCIN 543 with a minimum grade of C-

This course will explore the application of machine learning (ML) to the health care setting. ML is a field of computer science that trains computers to recognize patterns in complex data sets and formulate predictions based upon designed algorithms. ML can be used to predict hospital readmission, identify patients who may develop hospital acquired infections, and support diagnostic reasoning for clinicians. The course will explore various ML methods to design algorithms for solving common clinical problems. In addition, students will gain a basic understanding of how ML methods can learn from data to find underlying patterns useful for prediction, classification, clustering, and exploratory data analysis.

HCIN 625 | DIGITAL HEALTH CARE MARKETING
Units: 3 Repeatability: No

Prerequisites: HCIN 540 with a minimum grade of C- and HCIN 541 with a minimum grade of C-

This course will explore marketing principles and methods utilized in the health care industry from the perspective of a health care leader. Students will learn how to assess market needs for health care organizations and service lines. Course will include case studies to understand ethical, regulatory, and liability issues in health care marketing. Additional course topics include web-based advertising, management of marketing staff, and website design.

HCIN 630 | HEALTH CARE LAW AND RISK MANAGEMENT
Units: 3 Repeatability: No

Prerequisites: HCIN 540 with a minimum grade of C-

This course explores the legal principles and strategies for minimizing risk and liability within healthcare systems. Through the examination of case studies, students will review legal and ethical dilemmas arising in healthcare. The laws and regulations governing information management, patient rights, patient privacy (Health Insurance Portability and Accountability Act HIPAA), and quality management in healthcare are explored. Students will use various quality management tools, such as Root Cause Analysis (RCA) and a Failure Mode Effect Analysis (FMEA), to address liability issues within the healthcare setting.

HCIN U540 | INTRODUCTION TO HEALTH CARE INFORMATION MANAGEMENT
Units: 3

Provides students with necessary skills to understand the basis for heath care informatics. Emphasizes basic understanding of computer hardware, network architecture, clinical application of electronic health records, and health care software applications. Includes relevant regulatory, patient privacy, security and reimbursement issues. Examines current trends in meaningful use and elctronic health record (EHR) certificaiton as a foundation for understanding emerging issues in health care informatics.

History (HIST)

HIST 500 | CORE SEMINAR IN HISTORY
Units: 3

Required for all MA candidates in history. The class will examine different historical methodologies and introduce students to the rigors of graduate school.

HIST 501 | TEACHING SEMINAR
Units: 3

This course, offered by the School of Education, or SOLES, will discuss teaching methods, evaluate course content, instruct students in the use audio-visual materials and make use of oral presentations to simulate classroom lectures. Essential for those preparing to become teachers or continuing the pursuit of graduate degrees in history.

HIST 502 | PUBLIC HISTORY SEMINAR
Units: 3

Examines aspects of public history that include a variety of spheres such as the application and definition of public history; theory and management of historical collections; registration and cataloguing of historical collections; philosophy and techniques of exhibiting historical artifacts; historical editing — books and scholarly journals; media or documentary productions; writing corporate histories; historical research in general and maintaining a website. Field trips to various local museums are included.

HIST 510 | TOPICS IN ANCIENT HISTORY
Units: 3 Repeatability: Yes (Can be repeated for Credit)

This seminar focuses on ancient Greek or Roman history, with an emphasis on power and politics, gender, art and architecture and/or economic and social change. Special topics may offer the chance to study the Trojan War, ancient Athens, Greek religion and culture, ancient Rome and the Mediterranean, the army, barbarians, Julius Caesar, Romanization and/or the rise of Christianity. Extensive use will be made of contemporary sources to obtain first-hand insights into the values and concerns of ancient men and women. Students may repeat the seminar for credit when the topic changes.

HIST 520 | TOPICS: MEDIEVAL EUROPE
Units: 3 Repeatability: Yes (Can be repeated for Credit)

This seminar focuses on Medieval European history, with an emphasis on power and politics, gender, art and architecture and/or economic and social change. Extensive use will be made of contemporary sources to obtain first-hand insights into the values and concerns of medieval men and women. Students may repeat the seminar for credit when the topic changes.

HIST 530 | TOPICS:REN & EARLY MOD EUROPE
Units: 3

This seminar focuses on Europe, 1450-1700, with an emphasis on power and politics, gender, art and architecture and/or economic and social change. Special topics may offer the chance to study the politics of the Italian city states; the writings of leading humanists, poets, philosophers and political theorists; Renaissance and Baroque art and architecture; and/or political events such as the English civil war. The class also may focus on groundbreaking research in the histories of women, sexuality, popular culture, peasant life and magic. Students may repeat the seminar for credit when the topic changes.

HIST 548 | VIETNAM WAR
Units: 3

This seminar will examine the wars fought in and around Vietnam since the 1940s, with particular attention focused on the period of direct American involvement. These events will be considered in relation to Vietnam's history, American politics and society and to the nature of war itself. Finally, we will consider the legacy of the war and its meaning in American and Vietnamese memory today.

HIST 559 | TOPICS IN MODERN MIDDLE EAST
Units: 3

This seminar focuses on various topics in the history of the Modern Middle East. Topics may include the growth and decline of the Ottoman Empire; Arab and Jewish nationalisms; the paths to independence; or the Iranian revolution. Students may repeat the seminar for credit when the topic changes.

HIST 560 | TOPICS IN LATIN AMERICAN HISTORY
Units: 3 Repeatability: Yes (Repeatable if topic differs)

This seminar focuses on various topics in the history of Latin America, such as the role of religion and the Catholic Church; 20th-century revolutions and social upheaval; and the history of particular groups, including Amerindians, women and rural and urban workers. Students may repeat the seminar for credit when the topic changes.

HIST 564 | HISTORY & MEMORY IN CONTEMPORARY AUSTRALIA
Units: 3 Repeatability: Yes (Repeatable if topic differs)

An in-depth look at special themes and issues in the history of Asia, including such topics as Women in East Asia, Imperialism in Asia and Asia's relations with the United States. Students may repeat the seminar for credit when the topic changes.

HIST 568 | ISSUES IN MODERN AFRICA
Units: 3 Repeatability: Yes (Repeatable if topic differs)

A critical study of issues confronting Africans in the 20th century. Alternating courses may include Problems in Africa since Independence and the South African Dilemma. Students may repeat the seminar for credit when the topic changes.

HIST 570 | AMERICAN ENVIRONMENTAL HISTORY
Units: 3

This class will introduce students to the field of U.S. environmental history. On the one hand, we will examine how nature (soil, natural disasters, disease, water, climate, etc.) influenced the course of American history. On the other, we will address the ways Americans have used technology to transform the non-human world, the implications these transformations have had on power relations within American societies and the cultural meanings that Americans have given to nature.

HIST 575 | TOPICS IN AMERICAN HISTORY
Units: 3 Repeatability: Yes (Repeatable if topic differs)

Topics may include the Progressive Era, World War I, Great Depression, New Deal, World War II, United States-Latin American Relations, or other topics in the political, economic, social and cultural history of the United States from 1865 to the present. Students may repeat the seminar for credit when the topic changes.

HIST 576 | POLITICS AND MEMORY IN U.S. HISTORY
Units: 3

In this seminar we will explore the politics of American public commemoration. We will look at how dominant institutions (the National Park Service, history museums and tourist venues) have remembered (and forgotten) the American past. We will also explore vernacular historical expressions and the ways in which minority groups have fought to shape American public memory. The class will use San Diego as a laboratory.

HIST 580 | TOPICS IN THE HISTORY OF THE AMERICAN WEST
Units: 1-6 Repeatability: Yes (Repeatable if topic differs)

This class surveys the history of the American West. Topics include: pre-Columbian Indians, the competition between European empires over the American West; American expansion and conquest; the fur, mining, ranching and farming "frontiers"; the railroad and populism; WWII and the growth of the urban west; the historical experience of workers, women and Mexican-, Asian-, Native- and African Americans; environmental issues such as conservation, preservation, the dust bowl and water politics; and representations of the West in popular culture. Students may repeat the seminar for credit when the topic changes.

HIST 583 | CHICANO/A HISTORY
Units: 3
This class explores the history of the Mexican and Mexican origin people in the United States. The class begins with the European settlement of the Americas and ends with the immigration of Mexicans to the United States in the 20th and 21st century.

HIST 589 | HISTORY OF CALIFORNIA
Units: 3
Covers California's past from its earliest settlements to modern times. The course begins with California's geographical setting, aboriginal culture and contact with the European world. A survey of Spanish backgrounds includes missions and missionaries, ranchos, pueblos and foreign visitors. Changes under the government of Mexico led to California's conquest by the United States. During the second half, the class will address the Gold Rush; problems of statehood; constitutional developments; land, labor and Indian policies; transportation and immigration; agriculture and industry; California during wartime; water projects; political issues; cultural accomplishments; racial diversity; and recent trends. Meets the requirements of California history standards for various teaching credentials.

HIST 595 | THESIS
Units: 0.5-6 Repeatability: Yes (Can be repeated for Credit)
May be taken as a three-unit class. In other instances, History 595 may be repeated when student is writing and researching the thesis. When not taken as a seminar, History 595 will receive an incomplete. The grade for History 595 will not be recorded until the thesis is completed and submitted.

HIST 598 | INTERNSHIP
Units: 3
See Department Advisors responsible for assignments of internships.

HIST 599 | INDEPENDENT STUDY
Units: 1-3
Consult program director for guidelines.

Information Technology Leadership (TL)

ITL 501 | FUNDAMENTALS FOR IT LEADERSHIP
Units: 3 Repeatability: No
Introduction to the IT leadership program. Spotlights on fundamental financial management concepts: expense, capital, depreciation, budgets, etc. Understanding an organization's (your own or a customer's) mission, resources, and constraints. Introduction to communicating effectively with non-technical executive leadership: verbally, through email and other written forms of communication, and through presentations. IT governance models.

ITL 502 | PROJECT, VENDOR, AND CONSTRUCTION MANAGEMENT
Units: 3 Repeatability: No
Project Management is the application of knowledge, skills, tools and techniques to project-oriented activities to meet project requirements. In today's fast paced business environment, now more than ever, organizations are faced with competing aggressively with one another, and so the demand for operational effectiveness and efficiency becomes essential to organizational success.

ITL 520 | DATA AND VOICE NETWORKING
Units: 3 Repeatability: No
Prerequisites: ITL 501 with a minimum grade of C- and ITL 502 with a minimum grade of C-
This course covers the role of wired and wireless networking in the architecture, deployment, and management of large-scale information technology environments. Includes advanced topics such as networking in cloud environments (e.g. AWS), edge data, and private wireless networks.

ITL 525 | SERVER OPERATIONS
Units: 3 Repeatability: No
Prerequisites: ITL 501 with a minimum grade of C- and ITL 502 with a minimum grade of C-
Server operations with emphasis on design and deployment of large-scale computing environments using cloud services (e.g., Amazon Web Services, Google Cloud Platform, Microsoft Azure, Oracle Cloud), Topics include hyperconverged infrastructure and AWS networking. The course includes hands-on experience in a sandbox environment in which students configure a computing environment and deploy services using the infrastructure as code (IaC) paradigm.

ITL 530 | DEVOPS
Units: 3 Repeatability: No
Prerequisites: ITL 501 with a minimum grade of C- and ITL 502 with a minimum grade of C-
The role of IT in the continuous process of software development (engineering), staging (QA), and production deployment (IT operations). Incorporates web development, app development and integration, and how to avoid a failed development project. Case study spotlight: USD MySDMobile app.

ITL 535 | CYBERSECURITY
Units: 3 Repeatability: No
Prerequisites: ITL 501 with a minimum grade of C- and ITL 502 with a minimum grade of C-
This course will feature a comprehensive overview of concepts and tools essential to cybersecurity for IT professionals. Students will learn to view information as an asset to the organization, discover types of cybersecurity attacks, what threat actors are, the various roles of a cyber professional, and the beginnings of designing a cybersecurity program. Students will also identify different threats to information and the infrastructure and operators that support it. This course will also cover the risk management practices and principles that pertain to the cyber domain, as well as risk mitigation strategies, risk calculation, and communication and training for a cybersecurity program.

ITL 540 | IT SERVICE MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: ITL 501 with a minimum grade of C- and ITL 502 with a minimum grade of C-
IT Service Management (ITSM) is the set of activities by which IT organizations manage the end-to-end delivery of IT services to customers. ITL 540 covers the principles and practices of ITSM using industry standards and best practices, such as ITIL. Course topics include comprehensive coverage of Incident Management, Problem Management, Service Request Management, Change Control, Service Catalog Management, Portfolio Management, Service Level Management, Service Continuity Management (Disaster Recovery and Business Continuity), Knowledge Management, and IT Asset Management and Service Configuration Management. This course emphasizes developing practical skills and preparing graduates to effectively lead IT service teams.

ITL 545 | ENTERPRISE APPLICATIONS, DATA MANAGEMENT, AND REPORTING
Units: 3 Repeatability: No
Prerequisites: ITL 501 with a minimum grade of C- and ITL 502 with a minimum grade of C-
This course covers topics including overviews of major enterprise applications such as SalesForce, WorkDay, Oracle Financials, and SAP, with a particular emphasis on implementation projects; reporting tools, data warehousing, and organizational dynamics (politics) of data access. Case studies will spotlight USD WorkDay implementation and Honeywell. This course includes hands-on experience in a sandbox environment where students implement business processes by configuring the application.

ITL 590 | THE IT PROFESSION
Units: 3 Repeatability: No
Prerequisites: ITL 501 with a minimum grade of C- and ITL 502 with a minimum grade of C- and ITL 520 with a minimum grade of C- and ITL 525 with a minimum grade of C- and ITL 530 with a minimum grade of C- and ITL 535 with a minimum grade of C- and ITL 540 with a minimum grade of C- and ITL 545 with a minimum grade of C-
This course focuses on a big-picture overview of the economic and social role of IT professionals. IT professionals are a strategic workforce in the US and in every other technologically developed economy but do not have a strong sense of collective professional identity. How have other technical professions (e.g. mechanical, chemical, and electrical engineers) historically developed a collective sense of professional identity and obligation, and in what ways are IT workers similar to and different from them? In what ways are IT professionals designers, and what does this imply about their broader social and professional obligations?.

ITL 592 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No
This orientation course introduces students to the University of San Diego and provides important information about the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the online learning environment as preparation for success in their graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program.

ITL 595 | CAPSTONE
Units: 3 Repeatability: No
Prerequisites: ITL 501 with a minimum grade of C- and ITL 502 with a minimum grade of C- and ITL 520 with a minimum grade of C- and ITL 525 with a minimum grade of C- and ITL 530 with a minimum grade of C- and ITL 535 with a minimum grade of C- and ITL 540 with a minimum grade of C- and ITL 545 with a minimum grade of C-
The program capstone focuses on developing a proposal for a significant IT infrastructure initiative, e.g., implementation of a new enterprise application, or migration of a service into the cloud. Students should demonstrate the ability to analyze the proposed course of action and communicate a clear recommendation to non-technical organizational leadership. Students should also demonstrate the ability to assess options and make sound recommendations in areas in which they are not themselves technical subject matter experts. The recommendation should reflect a deep understanding of the customer organization's mission, resources, and constraints.

Innovation, Technology and Entrepreneurship (ITE)

ITE 510 | PRINCIPLES OF CLOUD AND MOBILE COMPUTING
Units: 3 Repeatability: No
Prerequisites: ITE 501 with a minimum grade of C- and ITE 502 with a minimum grade of C-
The objective of this course is to give students a foundational technical and business understanding of cloud and mobile computing. Students will learn about basic tradeoffs between Centralized vs. Distributed computing. They will understand how and why today's computing, networking, and ubiquitous network technologies created today's cloud computing paradigm. Students will understand how software operating systems, and "stacks", evolved with the hardware to create changes in the software "unit of deployment" and how this drives efficiencies and lower prices. Students will analyze the business offerings of leading cloud computing suppliers and write a simple program to run on one of the cloud services. Finally, students will look at an example emerging application and describe "use cases" to identify considerations for partitioning the workload between central (cloud) and distributed (mobile or IoT) devices.

ITE 520 | PRINCIPLES OF CONNECTIVITY
Units: 3 Repeatability: No
Prerequisites: ITE 501 with a minimum grade of C- and ITE 502 with a minimum grade of C-
This course is an introduction to the emergence and proliferation of Internet of Things (IoT) and its impact on cybersecurity. IoT has evolved well beyond its initial value proposition as a way to understand the flow of goods and services using RFID tags, to transforming physical systems consisting of sensors, actuators and controllers into a complex network of connected devices. Along the way, simple open source computing engines with diverse I/O portfolios, such as Arduino® and Raspberry Pi®, as well as proprietary embedded processors such as the Qualcomm Dragon Board® have enabled the development and implementation of diverse IoT applications. In this course, students will be introduced to the history of IoT, key developments in the field and advances enabled by IoT technologies in markets such as home and building automation, wearables and telemedicine, connected cars and the smart grid. The proliferation of IoT has also elevated concerns about cybersecurity, simply as a result of the explosion of access points in large networks. To understand such issues, students will be instructed on the fundamentals of cybersecurity, including understanding concepts of threats, vulnerabilities, and risk as the definition of "security" for a system. The course will examine types of security policy frameworks, provide definition and examples of contemporary technical, administrative, and physical security controls, setting the foundation for system engineering requirements. Common attacks and mitigations will be analyzed to provide an evaluation and comparison of the effectiveness of the mitigations.

ITE 530 | ENTREPRENEURSHIP AND INTRAPRENEURSHIP
Units: 3 Repeatability: No
Prerequisites: ITE 501 with a minimum grade of C- and ITE 502 with a minimum grade of C-
This course covers the process of identifying and quantifying market opportunities, then conceptualizing, planning, and either starting a new, technology-based enterprise or creating an innovation ecosystem within larger organizations. Topics include opportunity assessment, the value proposition, the entrepreneur, legal issues, entrepreneurial ethics, the business plan, the founding team, seeking customers and raising funds. Working in teams, students develop business models for a start-up project that can launch as a standalone company or as an intrapreneurship team. Projects are experiential and require incrementally designing the business model and the product/service while talking to customers/stakeholders each week.

ITE 540 | TECHNOLOGY MANAGEMENT AND LEADERSHIP
Units: 3 Repeatability: No
Prerequisites: ITE 501 with a minimum grade of C- and ITE 502 with a minimum grade of C-
This course is intended for students to understand challenges in managing technology organizations, choosing from different models a leadership approach that best suits the needs of the company. The course explores the value of leadership in technology-intensive environments and provides students with the tools necessary to inculcate a positive corporate culture and instill organization processes and best practices most suited for the organization. This Technology Management and Leadership course takes students through a series of exercises, case studies, and a simulation related to leading both large and small technology companies with a culture of innovation. We will first explore the various contexts, motivations and paths that evoke leadership in technology. The course will then progress through a series of case studies and exercises in critical knowledge areas and skills required of technology leaders.

ITE 590 | CAPSTONE EXPERIENCE - CUSTOMER AND MARKET DISCOVERY
Units: 1 Repeatability: No

Prerequisites: ITE 501 with a minimum grade of C- and ITE 502 with a minimum grade of C-

Entrepreneurship Projects in the Capstone Experience are proposed by individuals, small groups or faculty members and must be approved by the MITE Faculty. In the Capstone Experience, students will develop a business model for a Connectivity related product. The student will be required to apply knowledge and skills learned throughout the Innovation, Technology and Entrepreneurship curriculum. The class will focus the Teams on 5 major challenges new venture companies or ventures within established companies must navigate: Customer and Market Discovery (1st Semester), Customer Validation and Product Strategy (2nd Semester), and Business Modeling and Venture Launch (3rd semester).

ITE 592 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No

This orientation course introduces students to the University of San Diego and provides important information about the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the online learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program.

ITE 594 | SPECIAL TOPICS IN INNOVATION, TECHNOLOGY AND ENTREPRENEURSHIP
Units: 3 Repeatability: Yes (Repeatable if topic differs)

Prerequisites: ITE 501 with a minimum grade of C- and ITE 502 with a minimum grade of C-

This is a special topics course discussing areas of interest in innovation, technology and entrepreneurship. This course may be repeated for credit with a different topic.

ITE 595 | CAPSTONE EXPERIENCE - CUSTOMER VALIDATION AND PRODUCT STRATEGY
Units: 1 Repeatability: No

Prerequisites: ITE 501 with a minimum grade of C- and ITE 502 with a minimum grade of C-

Entrepreneurship Projects in the Capstone Experience are proposed by individuals, small groups or faculty members and must be approved by the MITE Faculty. In the Capstone Experience, students will develop a business model for a Connectivity related product. The student will be required to apply knowledge and skills learned throughout the Innovation, Technology and Entrepreneurship curriculum. The class will focus the Teams on 5 major challenges new venture companies or ventures within established companies must navigate: Customer and Market Discovery (1st Semester), Customer Validation and Product Strategy (2nd Semester), and Business Modeling and Venture Launch (3rd semester).

ITE 599 | CAPSTONE EXPERIENCE - BUSINESS MODELING AND VENTURE LAUNCH
Units: 1 Repeatability: No

Entrepreneurship Projects in the Capstone Experience are proposed by individuals, small groups or faculty members and must be approved by the MITE Faculty. In the Capstone Experience, students will develop a business model for a Connectivity related product. The student will be required to apply knowledge and skills learned throughout the Innovation, Technology and Entrepreneurship curriculum. The class will focus the Teams on 5 major challenges new venture companies or ventures within established companies must navigate: Customer and Market Discovery (1st Semester), Customer Validation and Product Strategy (2nd Semester), and Business Modeling and Venture Launch (3rd semester).

Law Enforcement and Public Safety Leadership (LEPS)

LEPS 500 | CONTEMPORARY ISSUES IN LAW ENFORCEMENT AND PUBLIC SAFETY
Units: 3 Repeatability: No

This course examines cutting-edge issues facing law enforcement and public safety including: evolving technology, legal standards regarding use of force, officer health and wellness, UAVs, facial recognition, correctional realignment, drug policy changes, bail reform, records disclosure, and more. These issues are changing the landscape of law enforcement faster than ever before; this course will help law enforcement leaders proactively prepare for their agencies to thrive in this dynamic landscape.

LEPS 501 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No

This orientation course introduces students to the University of San Diego and provides important information about the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the online learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program.

LEPS 510 | COMMUNICATION SKILLS FOR LAW ENFORCEMENT LEADERS
Units: 3 Repeatability: No

From interpersonal communication with colleagues and citizens to formal written reports to working with the media, this course studies all of the different ways law enforcement leaders need to communicate to be successful. The course introduces and develops a series of communication skills essential for someone leading a modern law enforcement department.

LEPS 520 | BEST PRACTICES IN COMMUNITY ENGAGEMENT
Units: 3 Repeatability: No

This course looks at best practices regarding how individuals in law enforcement engage both broadly with the community and with key stakeholders. This course specifically zeros in on these aspects of communication in the modern climate of increased transparency and collaboration. Building from real case studies, students will complete this course with an understanding of how to appropriately position their agencies in the national dialogue about policing in the contemporary climate, being leaders in a progressing industry, and what it means to be a changemaker in the field of policing.

LEPS 530 | PUBLIC SAFETY LAW IN A DYNAMIC WORLD
Units: 3 Repeatability: No

In an era where evolving technology is outpacing the law, this cutting-edge course helps provide direction and answer questions around the legal complexities of using law enforcement technologies, and other contemporary legal issues. The course looks at right-to-privacy and 4th amendment cases that are guiding legal precedents regarding smartphones, UAVs, BWCs, Brady issues, DNA evidence, cyber crime, terrorism, peace officer records release and transparency legislation. The course features hypothetical scenarios in which students make leadership and mission decisions broaching legal questions where there is no clear correct legal answer.

LEPS 540 | ORGANIZATIONAL LEADERSHIP FOR LAW ENFORCEMENT
Units: 3 Repeatability: No

How do law enforcement and public safety professionals lead under stress, in environments of change, and in the modern social and political climate? Strong leadership is crucial in law enforcement organizations; from officer safety, to thriving teams, to organizational success or failure, the stakes are high day in and day out. Leadership is a broad and diverse toolkit that can, and should, be understood and applied differently by individuals and organizations. Throughout this course, students will be exposed to practical and application-based examinations of organizational models and leadership theories. Designed to create immediate payoff with real-time and actionable lessons, the course uses a variety of case studies from law enforcement, corporate America and the military to present a holistic look at leadership, ethics, and best practices in modern law enforcement and public safety organizations.

LEPS 550 | DATA FLUENCY AND ANALYSIS FOR LAW ENFORCEMENT LEADERS
Units: 3 Repeatability: No

In today's law enforcement and public safety field, leaders need to be able to justify resource allocation decisions, present data-driven initiatives, and demonstrate success and failure with sound data and evidence. This course nurtures a contemporary and critical understanding of the importance of crime data and related evidence to maximizing both ethics and efficacy within agencies. Honing in on intelligence-led, evidence-based, data-driven policing, students will learn how to effectively present accurate, detailed crime data and related evidence for key stakeholders.

LEPS 560 | EFFECTIVE LEADERSHIP IN MODERN PUBLIC SAFETY: THEORY, CONCEPTS, & APPLICATION
Units: 3 Repeatability: No

This course examines best practices for effective and impactful leadership in the dynamic, contemporary world of public safety. Relevant leadership theories will be coupled with real-world case studies from law enforcement, the military, academia, and the private sector to present a well-rounded analysis of the dynamic concept of leadership. The course emphasizes self-reflection, tangible strategies, and practical skill building to nurture immediately applicable leadership proficiencies that will support today's law enforcement and public safety personnel to thrive in a dynamic and demanding environment.

LEPS 570 | PUBLIC POLICY INNOVATION
Units: 3 Repeatability: No

How do agencies carry out reliable public policy research? Which resources do they invest in and why? Are the programs in place working? How can any given law enforcement leader be an effective, critical consumer of research, evidence, and best practices? This course looks at how to make good policy decisions, how to involve key stakeholders, and how to create and communicate policy. Nurturing practical research skills for law enforcement leaders, students will complete a project in which they are placed in groups to collectively write an MOU for a gang or human trafficking multiagency task force. Working each week to contribute to the document, they produce a real MOU by the end of the course; something typically high ranking individuals and/or those in specialized assignments have the opportunity to do.

LEPS 580 | LAW ENFORCEMENT MANAGEMENT AND CONFLICT RESOLUTION
Units: 3 Repeatability: No

A deep and applicable understanding of emotional intelligence, human resources, and essential skills for managing workplace conflict is key to leading successfully. In this course, students will develop skills that are essential to effective dispute resolution. These skills will be introduced, developed, and applied to conflicts between individuals, within small groups, and throughout organizations. At its core, this is an ethics-centric leadership and management course that addresses the unique dynamics of criminal justice agencies. Navigating contentious issues and developing and executing effective, positive resolutions requires an approach that emphasizes human dignity and both personal and professional integrity throughout the process.

LEPS 590 | BUDGET & FINANCE FOR LAW ENFORCEMENT LEADERS
Units: 3 Repeatability: No

Would you know how to create and present a budget if asked to do so? Budget and finance is an area in which many new to a command staff position feel they need additional training. And with the increased emphasis on evidence-driven rationales for budgetary decisions, all law enforcement leaders need to have a robust understanding of budgeting, contract negotiation, finance, and staffing/resource allocation. This course will expose students to different types of budget models and how they function in a public safety environment. Key learning concepts include performance-based, line-item and zero-based budget models, along with best practices for finding, writing and securing grants that are often key to organizational goals.

LEPS 599 | INTEGRATIVE CAPSTONE
Units: 1 Repeatability: No

In the final course of the program sequence, students create an online portfolio to showcase what they've learned throughout the program. In what could be described as a 'resume on steroids', this portfolio contains a compilation of exemplary projects, term papers, presentations, and skill-based exercises that were completed throughout the program. The creation of the capstone project requires students to identify and critically reflect on the major program themes and what they've learned in the program. The reflection and the portfolio itself are both invaluable assets for career advancement.

Leadership Studies (LEAD)

LEAD 500 | RESEARCH, DESIGN AND EVALUATION OF NONPROFIT PROGRAMS
Units: 4 Repeatability: No
Prerequisites: LEAD 501 with a minimum grade of C-

This course prepares students to undertake the research, design and evaluation process employed in nonprofit organizations. Students will learn the fundamentals of 1) assessing community needs, 2) using theory to guide program design 3) identifying and evaluating research literature that supports program development 4) data-base planning, 5) cultural competence in planning and evaluation of nonprofit programs 6) designing evaluation studies 7) social marketing 8) program monitoring and 9) modifying services based on evaluation results. The course will use both didactic and interactive instruction methods, and students will undertake a project that will provide applied experience in research, design and evaluation of nonprofit programs.

LEAD 501 | NONPROFIT SECTOR: THEORY & PRACTICE
Units: 3 Repeatability: No

This is a survey course that is intended to prepare students for management roles in the nonprofit sector by helping them gain an understanding of America's "nonprofit nation" and its place relative to nonprofit sectors throughout the world. As such it will explore the development, history and nature of the sector, major issues it is facing, governance structures of nonprofit organizations, basic management and operating strategies. Topics will include: socio-economic and historical perspectives, the legal structure of nonprofits, board responsibilities, regulatory reform and accountability measures, the structure and nature of philanthropy, human resource management, and advocacy. The course is designed as an interactive learning experience that incorporates significant case study and group problem-solving exercises.This course is focused on the integration of theory with practice. All students must affiliate themselves with a nonprofit organization they can refer to and work with.

LEAD 502A | LEADING IN THE NONPROFIT SECTOR
Units: 3 Repeatability: No

This is a survey course that is intended to prepare students for leadership roles in the nonprofit sector by helping them gain an understanding of America's "nonprofit nation" and its place relative to nonprofit sectors throughout the world. This course is focused on the integration of theory with practice. It explores the development, history and nature of the sector , governance structures of nonprofit organizations, leadership perspectives, and operating strategies. Topics will include socio-economic, historical, and critical perspectives related to the legal structure of nonprofits, board responsibilities, regulatory reform and accountability measures, the structure and nature of philanthropy. The course is designed as an interactive and reflective learning experience that incorporates significant case study and group problem-solving exercises.

LEAD 502B | APPLIED RESEARCH METHODS FOR LEADERS AND MANAGERS
Units: 3 Repeatability: No

This course is designed to help nonprofit leaders become critical and well-informed consumers of research to support effective program planning, evaluations, and decision making in their organizations Students learn the basic principles of well conducted research through readings and analysis of relevant research studies from both the popular and academic settings so they may understand the power and limitations of social science research. Moreover, this course facilitates the understanding of intercultural, ethical, and legal considerations involved in conducting research and emphasizes processes of research to address issues of social justice and equity.

LEAD 503 | NONPROFIT FINANCE
Units: 3 Repeatability: No

Prerequisites: LEAD 501 with a minimum grade of C-

This course will prepare students to oversee the financial management of nonprofit organizations by focusing on five areas: financial policies and internal controls; financial statement presentation and analysis; revenues, expenses, liabilities, and cash management; budgeting; audit and tax reporting.

LEAD 504 | HUMAN RELATIONS FOR LEADERS
Units: 1 Repeatability: No

This weekend course utilizes an active learning model that encourages participants to: (1) to study and analyze the dynamic forces that influence the life of groups and organizations; (2) to consider aspects of our personal and organizational lives that are not normally within our awareness; and (3) to examine how these beneath-the-surface assumptions, frameworks, defense mechanisms, and habits (especially those related to authority) have an active influence on much of what we do. The course also incorporates elements of more traditional pedagogical approaches including lectures, seminars, readings and an analytical paper.

LEAD 505 | DEVELOPING HUMAN CAPITAL
Units: 3 Repeatability: No

Prerequisites: LEAD 501 with a minimum grade of C-

A study of how leadership and change in contemporary organizations are connected conceptually and in practice. Students will study models of organizational change, connect them to models of leadership and management and learn collaborative skills and behaviors that will help them be change agents in their organizations and professions. Emphasizes the overarching theme of changing institutions and our society to help them be more humane and responsive to solving the difficult problems that we face.

LEAD 506 | RESOURCE DEVELOPMENT AND MARKETING
Units: 3 Repeatability: No

Prerequisites: LEAD 501 with a minimum grade of C-

This course is intended to examine the fundamental role of marketing and fundraising programs within nonprofit organizations. Students will learn to craft messages and communications materials for key constituencies and stakeholders, identify and develop a well-balanced base of support from individual donors and institutional funders (foundations, corporations, government agencies), and gain knowledge of common fundraising cycles and philanthropy programs. Students will learn about developing a brand and marketing strategy and implementing tactics including public relations, social media and advertising. The course will also cover the cultivation and solicitation of individuals, the role of boards in fundraising, grant writing, and special events. Throughout the course, there will be discussions on ethical issues, technical tools and skills and the management of fundraising and marketing departments within an organization. The goal of this course is to ensure that each student gains a broad and sophisticated understanding of resource development/fundraising and marketing/communications.

LEAD 507 | COMMUNITY PARTNERSHIPS & CIVIC ENGAGEMENT
Units: 3 Repeatability: No

Prerequisites: LEAD 501 with a minimum grade of C-

The study of social change is important for non-profit administrators to understand the historic and regional environment in which they operate. Students will be exposed to a variety of change models and their inherent assumptions including but not limited to: revolution, labor, civic rights, and environmental movements of social change. Special emphasis will be placed on the categorical silos, which exist within San Diego. Participants will develop a model of social change, which will guide their analysis and practice. Participants will conduct a community analysis on strategic organizations with examination on the organizational agenda of nonprofit organizations, civic associations, regional initiatives, and focus of this course will center on creating change within a practice arena.

LEAD 508 | GRANT MAKING FOR THE GREATER GOOD
Units: 2 Repeatability: No

Prerequisites: LEAD 501 with a minimum grade of C-

This course will have two goals. The first is for students to assume the role of Program Officers, two teams of four, as they learn how foundations function as grantmakers in light of both best practice and emerging trends such as accountability, transparency and generational wealth transfer. The second goal is for students to implement in "real time" a Request for Proposal (RFP) to be sent to selected regional nonprofits and make evidence based recommendations for approval of grant funds, when available.

LEAD 509 | LEGAL ISSUES, HUMAN RESOURCES AND RISK MANAGEMENT
Units: 2
This course is intended to prepare students for management roles in the nonprofit sector by helping them become familiar with the basic forms of not-for-profit entities and the principal differences in their structure, formation and corporate governance regimes. It is also designed to acquaint students with methods and techniques for managing typical risks involved in the operation of nonprofit enterprises, including risks associated with employment matters, fiscal matters (e.g. fundraising, financial accounting), preserving tax-exempt status and lobbying, contract performance, real property matters, public relations and the like. The course is focused on practice and will incorporate case study and group problem-solving exercises based on actual student or faculty experiences to provide interactive classroom learning. Special permission required for students not enrolled in the nonprofit management program.

LEAD 510 | BOARD DEVELOPMENT
Units: 2 Repeatability: No
Prerequisites: LEAD 501 with a minimum grade of C-
This course intends to prepare students to develop and manage boards of directors of voluntary sector organizations. Topics include legal and operating definitions, the purpose, function, role and appropriate board structures; supporting systems; how to assemble a board of directors; how to build positive board/staff relationships; how to coordinate the work of a board; how to prepare and manage board information flow; and how to evaluate board effectiveness.

LEAD 511 | STRATEGIC PLANNING AND POSITIONING
Units: 2 Repeatability: No
Prerequisites: LEAD 501 with a minimum grade of C-
Many nonprofits think strategic planning is accomplished principally through a board retreat where members are asked to work with senior staff on deliberating the best course of action for their organization. While retreats are critical to the planning process, effective planning ideally involves considerable information gathering and analysis before the discussion begins in earnest. Organizations need to understand how their nonprofit fits within the context of trends and its place in the market, take a careful look at potential allies and competitors, collect information from stakeholders of all types about their wants and needs and assess the capabilities of their organization to meet these needs within its defined market niche. This course will focus on methods of identifying strategic questions and directions for nonprofit organizations by taking students through planning processes with "client" organizations. Special permission required for students not enrolled in the nonprofit management program.

LEAD 512 | POLICY ADVOCACY LEADERSHIP
Units: 3 Repeatability: No
The course focuses on the role of policy advocacy as an essential tool in shaping governmental and corporate policies. Understanding advocacy practices is essential to improved program outcomes across organizations, including schools, nonprofits, and the government. Students will apply existing best practices and analytical frameworks to analyze the role of advocacy in issue emergence, policy making, and policy implementation across different political, institutional, and cultural contexts. Students learn how to execute policy research and analysis, map political systems and actor positioning, and develop appropriate advocacy strategies advancing constituent interests. Students will also explore the leadership dimensions of building diverse and inclusive advocacy coalitions, develop effective communication strategies, and address opponents and counter-mobilization.

LEAD 513 | ADVOCACY SKILLS AND STRATEGIES
Units: 2
Successful advocates utilize a toolbox of strategies to advance their cause. These strategies include: understanding the lobbying regulations, knowing the how the legislature and congress work officially and behind the scenes, understanding regulatory reform, undertaking research which provides facts and figures to bolster a given argument, knowing how to build partners across sectors who will support the cause, understanding how to use the media and build public support. This class will provide students with a framework for conceptualizing and carrying out advocacy campaigns. Each student will be asked to apply what is learned in class to the development of a comprehensive advocacy campaign. Students may work individually but are encouraged to work in small groups on a specific public policy or state legislative campaign.

LEAD 514 | PRESENTATION SKILLS
Units: 2-3 Repeatability: No
Strong communication skills are essential to the practice of leadership. This course provides students with the knowledge and tools needed to use communication (specifically public speaking) as a planned and purposeful strategy for engaging audiences and individuals. The foundation of the course borrows from both timely and timeless communication strategies that are key to engaging audiences of any kind. This course will change you! Topics: mastering the 5-point presentation model; research and analysis of audiences; development of presentations focused on benefits to the audience; the extemporaneous speech; the development and use of visual aids, electronic tools and media; the speaker's image; use of humor and the appropriate use of persuasive tools, personal stories, and analogies; handling of the question and answer period; the call to action; and the practice of presentation skills that lead to masterful delivery.

LEAD 515 | SOCIAL ENTREPRENEURSHIP-INNOVATIONS IN CREATING SOCIAL VALUE
Units: 2-3 Repeatability: No
This two credit (see Appendix F for 3 credit option) 10-week course will study the phenomenon known as social entrepreneurship, in both theory and practice. Social entrepreneurship is the study of business strategies, tools and approaches that address intractable social problems. Said efforts may take place within a nonprofit or for-profit setting (the latter in several different corporate structures/legal forms). Students will learn about the history and evolution of social entrepreneurship. The course will pay particular attention to the most successful social entrepreneurial ventures across the globe. Students will critically analyze and evaluate a variety of innovative approaches that are being employed to address difficult social problems. Students will consider the advantages and disadvantages of the many forms of social entrepreneurship, and the legal structures that differentiate them. Working in teams, students will create their own social venture, including a viable busines.

LEAD 516 | GOVERNANCE AND STRATEGY
Units: 3 Repeatability: No
Prerequisites: LEAD 502A with a minimum grade of C- and LEAD 502B with a minimum grade of C-
This course focuses on the governance of nonprofit organizations, including the roles and responsibilities of various stakeholders such as the board of directors, CEO, staff, and constituents. It covers key elements of governance, such as strategy, accountability, fiduciary responsibilities, and the function and structure of the board of directors. The course also teaches how to assemble and manage a board, build positive relationships between the board and staff, coordinate board work, manage information flow, and evaluate board effectiveness.

LEAD 517 | CAPITAL AND ENDOWMENT CAMPAIGN PLANNING
Units: 2 Repeatability: No
Prerequisites: LEAD 501 with a minimum grade of C- (Can be taken Concurrently) or LEAD 501 with a minimum grade of C- (Can be taken Concurrently)
This course is designed to broaden the student's understanding of advanced fundraising activities, with a particular emphasis on capital and endowment campaigns. Building upon student's prior coursework, the class allows students to apply their understanding of organizational strategic planning to prepare, plan and launch successful major gift fundraising efforts. Coursework is based upon students' analysis and discussion of actual case studies or field work with nonprofit organizations. Special permission required for students not enrolled in the nonprofit management program.

LEAD 518I | NONPROFITS AND CIVIL SOCIETY IN GUATEMALA
Units: 2 Repeatability: No
Non-Core Attributes: International
This course is designed to provide theoretical and practical knowledge about the nature of the nonprofit sector in Guatemala, a post-conflict society and a developing country. In particular, we will explore the dynamic role of human service agencies - both INGOs (internationally operated nonprofits) and Guatemala-based nonprofits in peace-building. Students will be introduced to the challenges these nonprofits face serving multi-cultural populations within a country still troubled by serious violence.

LEAD 519I | UNDERSTANDING BI-NATIONAL NONPROFITS IN THE US-MEXICAN BORDER
Units: 2 Repeatability: No
Non-Core Attributes: International
A growing number of community based organizations from academia, business and corporate partners, government agencies, nonprofit organizations, and philanthropy are being called upon to address growing and emerging trans-border issues in the areas of education, community development, health and human services and the environment. This course contributes to students' understanding of how community-based organizations operate in an international setting as well as along and across borders. The proximity to the Mexico border provides a unique opportunity to expose and prepare students for how to work more effectively in an increasingly cross-border environment, as well as increase their cross-cultural competency. As a part of the learning experience, students will study the history of the U.S.-Mexico relationship; develop strong cross-cultural competency for dealing with and understanding International business relationships; learn about the growing importance of remittances in community development; study successful global resource development strategies between the U.S. and Mexico. Students will also complete two day-long tours visiting local agencies and organizations serving the binational community. Additionally, students will work with a pre-approved bi-national organization to complete an applied project designed to enhance the organization's ability to achieve its mission. All students must have a valid passport prior to enrolling in this course and be willing to travel to Mexico.

LEAD 520 | VOLUNTEER ENGAGEMENT
Units: 1 Repeatability: No
This course is designed to enhance students' understanding and practice of effective volunteer engagement in community-based organizations, particularly nonprofits. It uses an organizational development approach that connects research with practice and provides students with tools and strategies to better engage volunteers in their work.

LEAD 521 | LEADING CHANGE IN COMPLEX ECOSYSTEMS
Units: 3 Repeatability: No
Prerequisites: LEAD 502 with a minimum grade of C- and LEAD 516 with a minimum grade of C-
The course focuses on the connection between leadership and change in contemporary organizations and societies. Students will learn about established and emerging theories of leadership, management, culture, and organizational and social change, and how they can be applied in a globalized world. The course also emphasizes the importance of developing collaborative skills and behaviors, to enable students to become change agents in their organizations and communities. In addition, this course emphasizes the overarching theme of changing institutions and our society to help the students be more humane and responsive to solving the difficult problems of social justice and inequity that we face.

LEAD 522 | ORG LEADERSHIP & CINEMATIC ANL
Units: 3 Repeatability: No
This course serves as an opportunity to explore leadership theories as reflected in films including movies, documentaries, and biographies. Film provides the mechanism for an in-depth exploration of various approaches to leadership including key terms and distinctions commonly used in the leadership literature. The course is more a leadership theory course framed by film than a film course that focuses on the subject of leadership. With Gary Yukl's popular leadership textbook as a guide students will develop a working understanding of the trait, behavior, power-influence, situational and integrative approaches to leadership.

LEAD 523 | YOUTH AND LEADERSHIP
Units: 3 Repeatability: No
This course focuses on the importance of and the most effective methods for developing youth leadership knowledge, skills, and capacities. For the purposes of this course, youth are considered to range from early elementary grades all the way through college. With an early focus on the academic literature on youth development theory and leadership theory, the course builds a solid foundation of knowledge for adults who work with youth leaders. The course focuses on a contextual approach to leadership for youths by enabling the acquisition of various "tools" that match specific contexts in their leadership practice. One of the key learning concepts of this course is the ability to break down complex leadership theories and practices that adults learn into manageable and age-specific levels for youths. The course also examines various youth leadership development programs throughout the world, the various issues that adults face in providing youth leadership development opportunities, the impact of youth leadership development on organizations, and the ways in which to increase diversity in youth leadership groups. While founded in academic literature and writing, the course primarily provides an opportunity for participants to put academic learning into real world contexts. This is accomplished through a final project that centers on the development of youth leadership development programs and projects.

LEAD 524 | EDUCATION SPORTS LAW AND POLICY
Units: 3 Repeatability: No
This leadership course provides an overview of sports law, policy making and leadership, with a focus on higher education, business, and legal issues within amateur sports. The course begins with an overview of higher education policy and law. Students will examine a complex array of political, legal, historical and ethical concerns in the school law environment by analyzing the principals of social justice, socioeconomic issues, anti-discrimination and other legal issues that permeate all school settings. This course also has a focus on gender and racial equity in sports, NCAA governance, negotiation techniques, and the relationship between the university and athletics.

LEAD 525 | LEADERSHIP IN THE ARTS AND CULTURE SECTOR
Units: 3 Repeatability: No
Arts and cultural organizations, including museums, theatres, dance companies, music ensembles, and opera companies, face issues that are unique among nonprofits. Cultural leaders need to be knowledgeable in addressing the challenges related to audience, private-sector competition, engagement, advocacy and more. Arts and culture organizations are increasingly attuned to the changing expectations of audiences and the need to address diversity, inclusion and equity. A range of leading professional organizations are speaking up about the need for arts and cultural organizations to broaden access and to be actively engaged in civic dialogue and social change, including the American Alliance of Museums, California Association of Museums, Theatre Communications Group, and the League of American Orchestras. Arts and cultural activities are an integral part of our social and civil life and participation results in individuals who are engaged in civic activities and demonstrate higher social tolerance. Art museums are overwhelmingly staffed with employees who identify as White Non Hispanic, even in minority majority states, and cultural audiences often mirror this same demographic. Diversity, equity, and inclusion begin with institutions' staff and board. For example, while California is diverse, its arts and cultural institutions are struggling to keep pace with the changing demographics of the communities they serve. Current leadership needs support and education to address the changing climate, and the arts and culture employment pipeline needs to be opened up so that future leadership reflects the diversity of California. This course will provide opportunities for students to consider these challenges as well as formulate strategies and solutions for their leadership practice.

LEAD 526 | LEADING VISITOR-FACING NONPROFITS
Units: 3 Repeatability: No
This three credit course will address leadership issues specific to the visitor and patron experience. In 2016, over five million people attended arts and culture events and institutions in San Diego, twice the attendance at the Padres and the Chargers combined. These numbers make the visitor experience an essential area of knowledge for leaders. Often, arts and culture leaders are experts in specific subject matters, but not typically in visitor experiences. As communities diversify, arts and cultural leaders must lead organizations that are accessible and welcoming to all, from paying members to cultural tourists to underserved populations in the region. As a summative assessment, students will produce a rigorous policy memo for a client nonprofit organization, analyzing the visitor experience and making recommendations based on class readings and discussions.

LEAD 527 | ARTS AND CULTURAL LEADERSHIP INSTITUTIONAL TOUR
Units: 3 Repeatability: No
Prerequisites: LEAD 525 with a minimum grade of C- or LEAD 526 with a minimum grade of C-
This three-unit course builds on the prior two courses through a travel experience and will delve more deeply into the challenges and opportunities for 21st century organizations in the areas of equity, inclusion and diversity and technology integration. Students and faculty will travel across to select sites in California to visit large and small cultural organizations, such as The Getty Museum, California African American Museum, LA Philharmonic, Asian Art Museum, El Teatro Campesino, and the Exploratorium. Students will meet with arts and cultural leaders to discuss the realities of leadership. Students will also have the opportunity to discuss government's role in the arts and culture sector at the local, state and federal levels. During this course, students will be expected to apply their learning from the prior coursework, thoughtfully analyze the institutions, engage in robust discussion with classmates, and reflect on their own practice of leadership. It is expected that this course will result in the students producing a portfolio-eligible applied project, action research project, or an original research paper that would identify, analyze and address a relevant issue in the arts and culture field.

LEAD 528 | NONPROFIT FINANCIAL LEADERSHIP
Units: 3 Repeatability: No
Prerequisites: LEAD 502 with a minimum grade of C- and LEAD 516 with a minimum grade of C-
This course provides students with the knowledge required to effectively supervise the financial management of nonprofit organizations by focusing on five areas: financial policies and internal controls; financial statement presentation and analysis; revenues, expenses, liabilities, and cash management; budgeting; audit and tax reporting. Students will be asked to critically assess the finances of selected nonprofits and consider how, as leaders, they will convey their findings to a variety of stakeholders, such as their board, donors, constituents, and staff.

LEAD 529 | DESIGNING AND EVALUATING HIGH IMPACT PROGRAMS
Units: 3 Repeatability: No
Prerequisites: LEAD 502A with a minimum grade of C- and LEAD 502B with a minimum grade of C-
To ensure accountability to their constituents and the broader public, nonprofit leaders must be able to critically analyze and report on their programs. This course prepares students to undertake the research, design, and evaluation process used in nonprofit and public agencies to ensure the highest levels of program effectiveness and impact. Students will learn how to develop an overarching theory of change to guide the fundamentals of program development and assessment and to support a process of continuous improvement within their organizations. The course covers key topics such as assessing community needs, using research to guide program design, cultural competency, designing evaluation processes, applying an equity framework in evaluation, sharing evaluation results, and making modifications based on evaluation results.

LEAD 530 | RESOURCE DEVELOPMENT AND PHILANTHROPY
Units: 3 Repeatability: No
Prerequisites: LEAD 502A with a minimum grade of C- and LEAD 502B with a minimum grade of C-
This course examines the fundamental role of fundraising programs within nonprofit organizations. Students will learn to craft communications materials for key constituencies and stakeholders, identify and develop a well-balanced base of support from individual donors and institutional funders (foundations, corporations, government agencies), and gain knowledge of common fundraising cycles and philanthropy programs. The course will also cover the cultivation and solicitation of individuals, the role of boards in fundraising, grant writing, and special events. Throughout the course, there will be discussions on ethical issues, technical tools and skills and the management of fundraising departments within a nonprofit organization. The goal of this course is to ensure that each student gains a broad and sophisticated understanding of resource development/fundraising.

LEAD 531 | CAPSTONE
Units: 3 Repeatability: No
Non-Core Attributes: International
Prerequisites: LEAD 502A with a minimum grade of C- and LEAD 502B with a minimum grade of C-
In this capstone course, students apply their knowledge by working on a project with a nonprofit organization of their choice. They will assess the organization's management and leadership functions and make recommendations for improvement. The course also requires students to reflect on their own leadership development and prepare a final reflection paper and presentation.

LEAD 532 | FOUNDATIONS IN TRAUMA AWARENESS, RESILIENCE, AND RESTORATIVE APPROACHES ACROSS THE PROFESSIONS
Units: 3 Repeatability: No

This interdisciplinary Foundations Course, central to the "Certificate of Trauma Awareness, Resilience and Restorative Approaches Across the Professions," is designed to provide an integrative lens on stress and trauma, restorative practice and approaches, and individual and community resilience. The course combines an academic understanding of the science of trauma with an experiential learning of skill-building practices which emphasize self-reflection, social and emotional awareness, resilience-centered trauma literacy for application in non-clinical settings, and a practical knowledge of restorative approaches across various disciplines. This Foundations Course is designed for professionals as well as USD graduate students interested in developing their understanding of stress, trauma, development, and adaptive capacity; expanding trauma awareness and cultural sensitivity in context; learning core principles of restorative practice working with communities; and exploring how the integration of trauma awareness, resilience, and restorative approaches can be implemented across professions.

LEAD 533 | FOUNDATIONS OF LEADERSHIP COACHING
Units: 3 Repeatability: No

The primary goal of this course is to offer an introduction to the theory and practice of leadership coaching. Special emphasis will be placed on the core competencies necessary for effective coaching and ethical practice. In particular, students will be guided through a coaching process that is holistic in nature, focused on developing the individual as an instrument of the coaching engagement. The model spans human development theory, organizational change processes, positive psychology application, and leadership development from an action logics (stage theory) perspective. The course also offers experiential learning opportunities for students to make initial discoveries about their emergent coaching style through "real time" peer-to-peer and client-based coaching practice.

LEAD 535I | MODELS OF PARTICIPATORY LEADERSHIP
Units: 3
Non-Core Attributes: International

This intensive summer course is an opportunity for participants to be exposed first-hand to a unique organizational model of participatory leadership, management, employee ownership and decision making by attending lectures and visiting sites at the Mondragón Corporación Cooperativa (Mondragón) in Mondragón, Spain. Students will become acquainted with Mondragón's unique leadership, management, educational, training, financial and human resources systems, as well as its globalization initiatives. Participants will also learn the core values that support Mondragón, which are based on a balance between organizational and personal needs, solidarity with each other and the community, and economic and social justice. Finally, participants will become acquainted with the institutionalized policies, processes and practices that support Mondragón's economic and social success.

LEAD 540 | INTRODUCTION TO RESTORATIVE JUSTICE: A GLOBAL SOCIAL MOVEMENT
Units: 3 Repeatability: No

This course introduces the philosophy and practices of restorative justice. Restorative Justice is a philosophical approach that embraces the reparation of harm and healing of trauma. A central practice of restorative justice is a collaborative decision-making process that includes harmed parties, people who have caused harm, and others who are seeking active accountability by: (1) Accepting and acknowledging responsibility for causing harm; (2) Repairing the harm caused to harmed parties and the community; (3) Rebuilding trust by showing understanding of the harm, addressing personal issues, and building positive social connections; (4) Addressing root causes, systemic inequalities, and social injustices that creates the conditions in which harm occurs. Restorative justice is a global social movement with applications ranging from the way a teacher responds to minor misbehavior in school classroom to prosecutors support of a crime victim's desire to confront the offender to a society's healing approach in the aftermath of war or genocide. Restorative approaches draw upon a variety of justice traditions that, in many ways, challenges the Western legal tradition of adversarial adjudication and punishment. Students will be introduced to the ethical framework that guides restorative approaches and a variety of applications. One leading assumption of this course is that a student interested in applying restorative justice in one particular setting, such as a school, will be most successful when they understand the full range of perspectives and practices.

LEAD 541 | RESTORATIVE JUSTICE FACILITATION SKILL-BUILDING INTENSIVE
Units: 3 Repeatability: No

Prerequisites: LEAD 540 with a minimum grade of C-

This course is an intensive skill-building workshop in restorative practices. The focus is developing facilitation skills necessary for hosting restorative dialogues. We will develop skills for both "restorative circles" and "restorative conferences," two distinct and commonly used restorative practices. Each requires three distinct skill-sets: pre-dialogue preparation and assessment skills; dialogue facilitation; and post-dialogue mentoring and support skills. The course is highly experiential with intensive role play and debriefing. The skills-based course will focus on three tiers of restorative practice: Tier I: Restorative circles for community building and improving campus climate We will focus on restorative circle practices to improve campus culture and build relationships and how to use circles in response to charged community incidents in order to provide inclusive dialogue, healing, accountability, and action plans. Tier II: Restorative conferences for incidents of harm This section focuses on restorative approaches to conduct violations from "bread-and-butter" noise or alcohol violations to academic dishonesty to serious incidents that may also include criminal charges. Tier III: Restorative circles for effective reintegration after separation This section introduces restorative circle practices to successfully reintegrate community members after periods of separation. Reintegration circles provide reassurance to the community by emphasizing both social support and accountability. The primary focus will be on reentry, such as student return after suspension or incarceration, but other applications will be addressed such as return from medical leave.

LEAD 542P | RESTORATIVE JUSTICE LEADERSHIP IN PRACTICE
Units: 3 Repeatability: No

Prerequisites: LEAD 540 with a minimum grade of C- and LEAD 541 with a minimum grade of C-

This course is an opportunity to put theory and skills into practice. The focus is on implementing restorative practices through the development and delivery of restorative program or series of facilitated dialogues. Students will propose a program, deliver it, and write a final report summarizing their success. Experience with restorative facilitation is a core element of certification in restorative leadership (we can't preach what we haven't practiced).

LEAD 543I | REST. JUSTICE TRAVEL SEMINAR
Units: 3 Repeatability: No
Non-Core Attributes: International
Organized field trip to an international restorative justice conference (such as the European Forum on Restorative Justice) or to a location with pre-existing restorative programs. Students will learn about restorative justice implementation cross-culturally.

LEAD 544 | BUILDING PROFESSIONAL PRACTICE IN COACHING
Units: 2 Repeatability: No
Prerequisites: LEAD 533 with a minimum grade of C- and LEAD 566 with a minimum grade of C- (Can be taken Concurrently)
This course is designed to provide coaching students with the necessary tools to build their professional practice. Particular emphasis is placed on the technical, legal, and financial considerations that are essential to provide effective delivery of coaching services to individual clients and organizations. The aim of the course is for each student to be equipped with a sufficiently robust business approach to be able to launch their practice upon completion of all program and credentialing requirements. As part of the Leadership Coaching Certificate, this course includes ongoing coaching of clients, supervision, peer-to-peer competencies and coaching ethics. While this course can be taken as a freestanding offering, it is required that students taking the Leadership Coaching certificate first take LEAD 533 and be enrolled in LEAD 566 OR provide evidence of relevant other professional experience. In the latter instance, permission of the instructor is required.

LEAD 545 | SURVEY OF LEADERSHIP THEORIES
Units: 3 Repeatability: No
This course presents a survey of the many theories that address leadership from an interdisciplinary perspective. Throughout this course, students will examine leadership applying various theoretical lenses and frameworks. By looking at various perspectives of leadership, students will develop a more rigorous and accurate understanding of this phenomenon and learn to use the many theories, models, and frameworks to address leadership challenges at an individual, organizational, and global level. Finally, students will develop their personal leadership approach and increase their understanding on leading processes of change and transformation committed with social justice.

LEAD 546 | TRAUMA-INFORMED RESTORATIVE JUSTICE
Units: 3 Repeatability: No
This advanced seminar deepens student understanding of restorative justice by focusing on trauma-informed care. Topics include trauma and recovery, systems of support and care, applications of restorative justice to complex cases, cultural appropriation, and diversity and inclusion in the restorative justice movement.

LEAD 547 | ACTION RESEARCH METHODS I
Units: 3 Repeatability: No
Prerequisites: LEAD 550 with a minimum grade of C- and LEAD 569 with a minimum grade of C-
In this course students critically reflect on the intellectual and practical questions which guide action research and develop a proposal for an action research project. This course will address theoretical, philosophical, and epistemological questions about action research. We will discuss the tradeoffs that come with action research compared to more traditional research—how can insider status better inform research, and what might we lose compared to other forms of traditional research methods? How can the action research frameworks better solve organizational problems, and on the other hand what insights may be lost by focusing on a single organization's questions or problems?.

LEAD 549 | RESEARCH DESIGN AND METHODOLOGY FOR GLOBAL AND INTERCULTURAL LEADERS
Units: 3 Repeatability: No
This course is designed to help you become critical and wellinformed consumers of research. The course provides students with the basic principles of wellconducted research through readings and analysis of research studies from both the popular and academic settings and teaches them to understand the power and limitations of social science research. Moreover, this course facilitates the understanding of intercultural, ethical and legal considerations involved in conducting research and emphasizes on processes of research to address issues of social justice and inequity.

LEAD 550 | LEADERSHIP AND IDENTITY: THEORY AND EXPLORATION
Units: 3 Repeatability: No
This course provides an essential and theoretical understanding of leadership and authority and is designed as well to generate personal insights into one's own identity and patterns of response to social forces and skills for leadership. The course has a strong experiential component that continually provides participants with opportunity to test and integrate their learning with experience.

LEAD 551 | HUMAN RELATIONS FOR LEADERS
Units: 3 Repeatability: No
This weekend course utilizes an active learning model that encourages participants to: (1) to study and analyze the dynamic forces that influence the life of groups and organizations; (2) to consider aspects of our personal and organizational lives that are not normally within our awareness; and (3) to examine how these beneath-the-surface assumptions, frameworks, defense mechanisms, and habits (especially those related to authority) have an active influence on much of what we do. The course also incorporates elements of more traditional pedagogical approaches including lectures, seminars, readings and an analytical paper.

LEAD 552 | ACTION RESEARCH PRACTICUM I
Units: 1.5 Repeatability: No
Prerequisites: LEAD 547 with a minimum grade of B
In this seminar style course students in the Higher Education Leadership Program will focus on completing their required action research final project. This course is taken in fall semester following completion of LEAD 547. In this course, students get support to complete the IRB process and/or to begin the research process. The seminar will include mini-lectures on how to conduct surveys, interviews and focus groups. And students will receive individual coaching and support throughout the semester to ensure progress toward research goals.

LEAD 553 | ACTION RESEARCH PRACTICUM II
Units: 1.5 Repeatability: No
Prerequisites: LEAD 547 with a minimum grade of B and LEAD 552 with a minimum grade of B
In this seminar style course students in the Higher Education Leadership Program will focus on completing their required action research final project. Students enroll in this course the spring semester, following enrollment in LEAD 552. The focus is primarily on analyzing data and writing results. Emphasis will be on supporting students through coding and analyzing their data, and on the writing process. Students will work with peers and the instructor to receive ongoing feedback and support on their writing. The seminar will include mini-lectures on how to conduct surveys, interviews and focus groups. And students will receive individual coaching and support throughout the semester to ensure progress toward research goals.

LEAD 554 | NEGOTIATION AND LEADERSHIP
Units: 3 Repeatability: No
Prerequisites: EDLD 553 with a minimum grade of C- or LEAD 553 with a minimum grade of C-
Negotiation is an essential skill for all leaders. As we work to solve "wicked problems" across disciplines, leaders will need to manage conflict, bridge cultural differences, and manage their own emotions and biases as they lead change efforts. This leadership course will explore the science and art of negotiation, with an emphasis on interculturality and interest-based negotiation techniques, through case studies, simulations, lectures, and class discussions.

LEAD 555 | ETHICAL LEADERSHIP FOR GLOBAL SOCIAL JUSTICE
Units: 3 Repeatability: No
Designed to promote an understanding of the philosophical, religious and civic traditions of leadership as the ethical construct of democratic practice in organizations, institutions and societies. Students gain greater awareness of the contradictions that influence contemporary organizations, especially in U.S. society. Moreover, this course will explore cultural differences regarding ethics and leadership as the students learn more about themselves and themselves in relationship to others, to their work, and to the world. In addition to being exposed to some major Western and non-Western ethical perspectives and examining their values and strengths, students will learn helpful tools and practical strategies to address ethical dilemmas and/or leadership challenges related with issues of social justice.

LEAD 556I | CULTURE AND LEADERSHIP
Units: 2-3 Repeatability: No
Based on the extensive research in anthropology, crosscultural psychology,leadership, and organizational behavior, the course reviews the impact of culture on leaders and their followers at the national, group, and organizational levels. It provides a thorough review of relevant theories and applies them to helping students develop the cultural mindset that is essential to effective leadership in today's global and interconnected world.

LEAD 557 | LEADERSHIP AND SPIRITUALITY
Units: 3
The commonalities within all the great spiritual traditions are emphasized in this graduate course. Spirituality is viewed as an orientation that calls for deep involvement in the world and spiritual practices are considered that enable leaders to reflect on how they go about their daily lives. During a culminating activity, participants share their insights regarding how leadership can elevate the human spirit and inspire actions with the potential for moving the world toward peace and justice.

LEAD 558I | GLOBAL LEADERSHIP CHALLENGES OF COGNITIVE AND SOCIAL JUSTICE
Units: 3 Repeatability: No
This course is designed to provide students with a solid understanding of major challenges of cognitive and social justice of the 21st century and how connecting the concepts of leadership from a local and organizational level to the global sphere and vice versa. Throughout the course there will be an emphasis on topics of social justice such as human rights, social movements, environmental degradation, development, and intercultural dialogue. The course relies on a cross and interdisciplinary approach where students will explore leadership through a global and critical lens and expand their capabilities for identifying the phenomenon of leadership at global levels, framing problems, applying emergent leadership models and initiatives, and designing solutions.

LEAD 559 | ORGANIZATIONAL THEORY AND CHANGE
Units: 3 Repeatability: No
A study of how leadership and change in contemporary organizations and societies are connected conceptually and in practice. Students will study established and emerging theories of leadership, management, culture, and organizational and social change that can be applied within the current scenarios of interconnection and interdependence generated by globalization. Moreover, students will learn collaborative skills and behaviors that will help them to be change agents in their organizations and societies. In addition, this course emphasizes the overarching theme of changing institutions and our society to help the students be more humane and responsive to solving the difficult problems of social justice and inequity that we face.

LEAD 560 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No
This orientation course introduces online students to the University of San Diego and provides important information about the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program.

LEAD 565 | DYNAMICS OF RACE, GENDER AND CULTURE IN HIGHER EDUCATION
Units: 3
The purpose of this course is to provide students with an opportunity to discuss, reflect and explore issues of power and privilege in relation to their work as leaders in higher education. In this course, students will have opportunities to study and discuss how colleges and universities are responding to the growth of diversity on their respective campuses; critically examine the research related to current challenges in higher education related to diversity; develop a greater appreciation and understanding of their own and other cultural groups; examine and discuss issues of power and privilege using multiple lenses to investigate the impact of these issues in the context of higher education.

LEAD 566 | CORE COMPETENCIES OF LEADERSHIP COACHING
Units: 3 Repeatability: No
Prerequisites: LEAD 533 with a minimum grade of C-
This course builds upon the Foundations of Leadership Coaching course. It provides the opportunity for students to acquire a deeper understanding of coaching as a leadership and development tool. Students will hone their practice, deepen their use of self-as-instrument, be exposed to best practices for debriefing assessment tools, and reflect on ethical and other professional issues in the world of coaching. Each element of the course helps the aspiring coach to gain a broader repertoire of approaches when addressing the coaching relationship in service to the client. Supervised practice, reflective assignments, and theory integration form part of this experiential course.

LEAD 567 | WRITING FOR PUBLICATION
Units: 3
This course is an intensive writing and research experience designed to introduce students to and mentor them through the writing, research, revision and publication or presentation processes. Topics covered include: organizing and reviewing the literature; improving grammar, style and mechanics; strengthening presentation skills; and preparing for the publication process. Students read about research and publication, critique and evaluate work done by peers in the course and receive feedback on their writing and research topics from the professor.

LEAD 568I | GLOBAL PERSPECTIVES IN HIGHER EDUCATION
Units: 3 Repeatability: Yes (Can be repeated for Credit)
Non-Core Attributes: International

The purpose of this course is to provide students with an opportunity to explore, discuss, reflect, and analyze various issues impacting higher education from a global perspective. These issues include, but are not limited to access, equity, economic development, and social mobility. Particular attention will be paid to historical developments and interventions (e.g., affirmative action and other initiatives) from the government, non-government organizations, and private and public universities seeking to address educational opportunity and/or economic innovation. The specific focus of the course will be contingent on the geographic location as the international context impacts the critical issues addressed. Examples of potential countries under the purview of this course include Brazil, United Arab Emirates, Cuba, Morocco, Italy, France, and South Africa.

LEAD 569 | MAKING MEANING AND THE COLLEGIATE EXPERIENCE
Units: 3 Repeatability: No

The purpose of this course is to examine and understand significant human development theories used within the context of higher education. Students will be asked to make meaning of the self, the other and the systems, personally and professionally. This course requires students to apply college student development theories to students as well as themselves in critical ways. Students will be asked to work individually as well as in teams on a project-based learning project aimed at promoting the intersections between theory and practice.

LEAD 571 | HISTORY AND PHILOSOPHY OF HIGHER EDUCATION
Units: 3

This course is designed to provide students with historical and philosophical contexts for understanding contemporary practices and issues in higher education. Through an understanding of major philosophies of education, students will examine the developmental trajectory of higher education in the United States. The course includes opportunities to explore the complexity of philosophical views and historical events that have shaped the way colleges and universities operate today. Students will shape a personal philosophy of education by identifying the ideologies behind educational systems, curricula and institutional goals and by determining which aspects of those ideologies best represent their own values and ideas.

LEAD 572 | LEADERSHIP AND CONTEMPORARY ISSUES
Units: 3 Repeatability: No

National and global issues requiring leadership are presented as challenges to future leaders. Topics may include: social and political changes; environmental change and sustainability; the impact of technology; and generational changes. These issues all impact organizations and how we lead and require courage, commitment and compassion on the part of leaders, as well as technical knowledge and critical thinking skills in order to transform the potential of today's world into a global community of justice and peace.

LEAD 573 | ECONOMICS OF EDUCATION
Units: 3

This course introduces students to the basics of economic analysis and then uses these techniques to examine some of the most important, but least understood policy issues on the national agenda, including: human capital theory and the returns to education; educational labor markets and the factors that influence them; how local schools are funded and the voucher movement; trends in college and university pricing; market failure and the governmental provision of student loans; and the increasing grant-loan imbalance in higher educational finance.

LEAD 574 | GENDER AND LEADERSHIP
Units: 3 Repeatability: No

The psychological literature related to women's development of self is discussed against the background of women in history and in society as a foundation for topics related to the development of leadership for women. Special topics of concern to women as leaders will be explored.

LEAD 576 | COMMUNITY COLLEGE LEADERSHIP
Units: 3 Repeatability: No

Designed to help prepare candidates for administrative positions in community colleges. Topics included the nature and purposes of community colleges; their assets, problems, issues, practices and innovations; faculty relations, collective negotiations and professional development; and possible future developments. Finances, governance and administrator-board relations are also discussed.

LEAD 577 | HIGHER EDUCATION POLICY
Units: 3

This course examines contemporary higher education public policy issues and provides a general introduction to the policymaking process in the United States. This process will be examined from multiple perspectives, including those from within the university as well as those from without. At all levels, key participants will be identified and their behavior analyzed to understand the importance of structural incentives embedded in the process. To develop the skills necessary to do this sort of high-level policy analysis, students will learn how to research and write policy briefs and analyses based on real, contemporary problems in higher education.

LEAD 578 | HIGHER EDUCATION ADMIN
Units: 3 Repeatability: No

An introduction to the management of public and private colleges and universities, this course will explore the nature of academic governance, patterns of decision making among middle- and senior-level academic administrators, as well as the challenges involved in shared authority. Leadership philosophies of prominent educational leaders will be examined, as well as campus mission statements, administrator-board and public relations, local and state policy issues and the role of administrators in creating a campus culture that nurtures diversity, equity and access.

LEAD 579 | EXPERIMENTAL TOPICS
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)

This course number is used by SOLES for experimental topics courses. The title and content of each 579 course will vary by topic and program/department. If more than one 579 course is offered during a single semester, section numbers will allow for identification of the course.

LEAD 579I | EXPERIMENTAL TOPICS: INTERNATIONAL EXPERIENCE
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
Non-Core Attributes: International

This course number is used by SOLES for experimental topics courses. The title and content of each 579 course will vary by topic and program/department. If more than one 579 course is offered during a single semester, section numbers will allow for identification of the course. This I-designated course will meet the SOLES International Experience requirement.

LEAD 580 | CONSULTING TO GROUPS
Units: 3

This course provides practical and experiential training in consulting to small groups. It is especially geared to building the capacity needed to mobilize groups and organizations undergoing rapid change or experiencing significant turmoil by enhancing students' ability to match content, technique, context and delivery.

LEAD 581 | SPECIAL TOPICS IN LEADERSHIP
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
The purpose of this course is to provide graduate students with an opportunity to earn graduate credits in the Leadership Studies program for participating and/ or attending conferences, institutes, or other events related to their growth as a scholar and/or professional. Students enrolling in the special topics course(s) will be responsible for attending all conference events, completing the assignments as noted in your syllabus and other papers and/ or projects as assigned by the professor of record. Each new course that is offered will be reviewed and approved by the program area (specialization area) and the Leadership Studies department chair, before being added to the course schedule.

LEAD 582 | WOMEN IN HIGHER EDUCATION LEADERSHIP SUMMIT (WHELS): PROFESSIONAL DEVELOPMENT AND CONFERENCES
Units: 3 Repeatability: Yes (Can be repeated for Credit)
In this course, students have the opportunity to better understand how the higher education system impacts women leaders individually and collectively. Students will also gain insights and new skills for exercising more effective leadership as higher education professionals. Students will receive 360 feedback and have multiple opportunities to strengthen and practice leadership. The Summit offers opportunities for connecting with other women leaders in higher education and sharing experiences, and exchanging emerging ideas. Students will develop a professional development plan and network with women leaders from across the country. Students enrolled must attend all conference events, the pre, and post session classes and complete all assignments as noted below.

LEAD 583 | ADVANCED RESTORATIVE JUSTICE FACILITATION AND TRAINING
Units: 3 Repeatability: No
This course is an intensive skill-building workshop in restorative practices. This course provides advanced practice that follows training in LEAD 541 and provides additional opportunities for skill-building practice and support. The focus is developing facilitation skills necessary for hosting restorative processes. In addition, the course prepares students to deliver an introductory 2.5 day RJ training.The course is highly experiential with intensive role play and debriefing.

LEAD 584 | RESTORATIVE LEADERSHIP IN ACTION
Units: 3 Repeatability: No
Applied learning experience for students in which they take the lead in a restorative justice project that challenges them, allows them to apply the skills and theories learned in their coursework, and enhances their leadership experience. All students will work under the guidance of an effective leader/work supervisor, as well as be supervised by a USD faculty member. The leadership in action hours serve as an integration of theory and practice; an opportunity for participants to take what they have learned in their courses and to use this knowledge in more practical ways. This course is also an opportunity for students to obtain experience in an organizational setting that is of interest to them. Students should select a site and/or project that gives them the opportunity to be challenged, and to learn as much as possible about their particular field of interest. This is a time to enhance leadership skills, experiment with a variety of authority relationships, and in some instances work with others to achieve a common organizational goal. A minimum of 150 documented hours dedicated to the leadership in action role is required. Students are responsible for selecting a leadership in action site and applying for approval. Students are required to have secured a leadership in action site by the end of the second week of the semester.

LEAD 585 | LEADERSHIP FOR CHANGE
Units: 3 Repeatability: No
This course utilizes an active learning model that provides participants with opportunities to examine and test theories of leadership by analyzing the actual dynamics that arise in real time when relating to those who hold positions of formal authority or when individuals attempt to exercise leadership and/or claim informal authority. The design provides a practice setting that duplicates to some extent the dynamics that occur regularly in groups and organizations, so that participants can test and integrate their study of leadership against actual, lived experience. It is based on an assumption that these dynamics and processes –many of which are elusive and frequently operate beyond our direct awareness—can subvert plans for personal and/or organizational change if they are not understood and taken into consideration.

LEAD 587I | COMMUNITY MODELS OF LEADERSHIP – SRI LANKA GLOBAL STUDY
Units: 3
This course is designed to understand social movements and leadership within communities. In particular, this course examines an alternative view of leadership from Western thought by exploring Sarvodaya in Sri Lanka. Sarvodaya, which means "Awakening of All," is the largest people's organization in Sri Lanka and is composed of over 12,000 villages. Sarvodaya represents one of the world's largest grassroot mobilizations. A collaboration of Gandhian thought and Buddhist belief, Sarvodaya serves Sri Lanka and the global community through its social action works in peace building, education, relief efforts, and development. Students have the opportunity to see various aspects of Sarvodaya's model including: training and education, peace center, volunteerism, community organization, and headquarters. Particular attention will be attributed to the unique culture and location of Sri Lanka and how these factors have influenced community development, social movement, and leadership. Excursions to cultural and historical areas of significance are facilitated in conjunction with course content. Students engage in serviceactivities within Sarvodaya villages.

LEAD 588 | FOUNDATIONS OF TEAM COACHING
Units: 3 Repeatability: No
This course builds upon the leadership coaching courses, and offers an overview of the core competencies involved with coaching teams. This course seeks to offer students an opportunity to gain a deep understanding of the nuances involved with team coaching, as compared to individual coaching. Students will learn competencies for coaching diverse teams, practice their team coaching skills in a peer-to-peer setting and engage with clients. Lastly, students will establish an understanding of the ethical considerations involved with coaching teams and the unique distinction between team coaching and other team development practices. Supervised practice, reflective assignments, and theory integration form part of this experiential course. Upon successful completion of the course, students will be eligible to apply to the ICF for Advanced Certification in Team Coaching, if they meet all the other ICF requirements.

LEAD 589 | CAPSTONE SEMINAR
Units: 2-3 Repeatability: No
Prerequisites: LEAD 598 with a minimum grade of C- (Can be taken Concurrently)
The Capstone Seminar is designed to provide Master's students with an opportunity to integrate their learning in the program through a final project. Students are expected to work with a member of the Department faculty as an advisor for their capstone while participating in this course. Each session is devoted to peer-to-peer interaction and feedback on the progress being made to complete this graduation requirement. Particular attention is given to making use of the knowledge gained throughout their program. The aim is to support students as they focus on deepening their leadership philosophy, reflect on their coursework learning, explore the interconnections of self and system that will most meet their needs as future leadership professionals. Successful students will continuously examine and refine their work so as to better understand and apply leadership concepts to practice. The course will also include preparation for a culminating capstone project. Prerequisites: LEAD 598, International experience (course with "I" or the non-course requirement met) Both these can be concurrent.

LEAD 592 | INTRODUCTION TO STUDENT AFFAIRS SEMINAR
Units: 3 Repeatability: No
In this course students explore personal values, as well as, the professional values and assumptions that relate to leadership in the student affairs profession. Students will discuss the meaning and importance of leadership, and how to be an effective leader in higher education. Students will also get in touch with their individual purpose, and develop a personal leadership philosophy, in addition to strategies for accomplishing that purpose. Additionally, students will explore the philosophical and intellectual foundations of Student Affairs/Student Services at institutions of higher education; the traditional role and function areas that generally fall under the student affairs umbrella; and the role of professional associations.

LEAD 593P | PRACTICUM IN LEADERSHIP COACHING
Units: 1 Repeatability: No
Prerequisites: LEAD 533 with a minimum grade of C- and LEAD 566 with a minimum grade of C-
This course addresses individual, team and systems coaching practice. Students will present cases from their supervised coaching work to receive assessment and feedback from peers and professional coaches. Special attention will be given to helping the student coaches integrate their learning throughout the program and apply it to their evolving coaching practice. To enroll, LEAD 533 and LEAD 566 are prerequisites, or relevant other experience and permission of the instructor.

LEAD 594 | HIGHER EDUCATION PROFESSIONAL DEVELOPMENT SEMINAR
Units: 1.5 Repeatability: Yes (Can be repeated for Credit)
In this course students work together with faculty and practitioners to integrate the theory and knowledge base of the program course work with the experiential learning of the student's practical experience. This course supports the student's individual development plan by asking them to analyze current events and issues in their workplace and connect them to the broader higher education community. An emphasis on topics and skills related to professional culture, action inquiry, organizational dynamics, developmental theory and diversity and inclusion will be made throughout the course.

LEAD 595 | THESIS SUPERVISION
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
Students engaged in the research and writing of a thesis may register for 1-3 units of this course per semester duringthat process. Students should enroll with their thesis advisor only. This course can be counted towards electives in the are the area of specialization requirement and is a Pass/Fail course.

LEAD 597 | PORTFOLIO SEMINAR
Units: 1 Repeatability: No
This portfolio seminar will support students in the preparation of their final portfolios with particular attention to the leadership essay. This course will encourage students to synthesize and articulate their understanding of leadership theory and connect this understanding with their professional experiences. While this course focuses primarily on the leadership essay, the selection of projects and the development of an executive summary will also be included in the course content. The international essay will not specifically be included in the content, but students should know that the material will be equally applicable to that essay.

LEAD 598 | LEADERSHIP IN ACTION
Units: 3 Repeatability: No
Applied learning experience for M.A. and doctoral students in which they take the lead in a new individual work project or an employer internship program that challenges them, allows them to apply the skills and theories learned in their Leadership Studies coursework, and enhances their leadership experience. All students will work under the guidance of an effective leader/work supervisor, as well as be supervised by a USD faculty member.

LEAD 599 | DIRECTED INDEPENDENT STUDY
Units: 0.5-3 Repeatability: Yes (Can be repeated for Credit)
LEAD 599 DIRECTED INDEPENDENT STUDY Directed Independent Study is designed to be a substitute for a traditional course that is not offered in the semester for which the student wishes to enroll. The material covered in such courses is essentially the same as that covered in the traditional course. Students must complete the Graduate Application for Research or Independent Study form and obtain the signatures of the faculty supervisor, Department Chair and the Associate Dean prior to registering for the course. Typically, the request for a directed independent study is made only if: a) a course is required for a graduating student but is not scheduled; b) a student has an unalterable schedule conflict in the course sequence; c) a student needs a course to correct an out-of-sequence program; or d) a student has compelling personal circumstances.

LEAD 600 | LEADERSHIP AND IDENTITY: THEORY AND EXPLORATION
Units: 3 Repeatability: No
This course provides an essential and theoretical understanding of leadership and authority and is designed as well to generate personal insights into one's own identity and patterns of response to social forces and skills for leadership. The course has a strong experiential component that continually provides participants with opportunity to test and integrate their learning with experience.

LEAD 602 | CONCEPTIONS KNOWLEDGE RESEARCH
Units: 3 Repeatability: No
This course sets the stage for others in the doctoral program by providing students with a cognitive map of social science research as practiced in Leadership Studies, as well as in other disciplines and fields of study thai influence the interdisciplinary Leadership Studies field. More specifIcally, the course focuses on the nature of knowledge (sometimes referred to as epistemology) and the different types of research designs and methods that are associated with different epistemologies. The course also demonstrates that the sorts of conceptual disagreements found In the social sciences also can be found in leadership practice.

LEAD 607 | APPLIED STATISTICS AND QUANTITATIVE RESEARCH METHODS
Units: 3 Repeatability: No

This introductory course in quantitative analysis will equip students with the skills to conduct basic descriptive and inferential analyses. Students will explore descriptive techniques such as measures of central tendency and dispersion, and inferential techniques such as point estimates and confidence intervals to infer population parameters. In doing so, students will learn the logic and limitations of hypothesis testing and be able to analyze data drawn from experimental and non-experimental research designs, such as one-sample and two-sample designs, to test various hypotheses. Students will also gain experience working with statistical analysis packages such as SPSS, Jamovi, and Excel as they apply these techniques to actual data. The emphasis in this course will be on practicing and applying quantitative analysis skills to test research ideas and write up quantitative findings for the larger research and practice communities.

LEAD 608 | QUALITATIVE RESEARCH METHODS
Units: 3

The underlying philosophy of qualitative research, the type of research questions this method addresses and an overview of the major qualitative methodologies. Assignments provide guided practice in data collection, analysis and presentation of research, moving gradually toward more complex qualitative methodologies. Students acquire beginning skills in qualitative research and are able to critically evaluate qualitative studies in the literature.

LEAD 609 | EVALUATION: THEORY AND PRACTICE
Units: 3 Repeatability: No

Prerequisites: LEAD 607 with a minimum grade of B- and LEAD 608 with a minimum grade of B-

Designed to develop an understanding of the evaluation process and skills needed by evaluators. Students review models of evaluation and examine strategies for conducting effective evaluations of organizations, programs and personnel.

LEAD 610 | DISSERTATION SEMINAR
Units: 3

A course to assist doctoral students who are ready to write their dissertation proposals. Students must have a firm topic for their research since they will write drafts of the three sections of their proposals and finish the course with a proposal that is ready for review by their dissertation committees.

LEAD 611 | LEADERSHIP THEORIES
Units: 3 Repeatability: No

This course presents a comprehensive survey of leadership theories as one of the foundations of the doctoral program. Students will acquire the essential theoretical foundations of the field of leadership by examining the history of leadership thought, the current approaches, and the emerging trends in the field. The strengths, weaknesses, methodological elements and contributions of the various theories will be closely analyzed to prepare students for their continued research and practice throughout the program. The course relies on a cross and multi-disciplinary approach, and culture and ethics as study lenses.

LEAD 612 | ADVANCED QUALITATIVE RESEARCH METHODS
Units: 3

Prerequisites: LEAD 608 with a minimum grade of B-

This course is divided into two main sections, one focusing on procedures associated with more or less traditional notions of qualitative research. Students will read and discuss texts and articles about qualitative methods and critique examples of both traditional and less conventional approaches to qualitative studies. In addition, a major assignment will be to design and execute a small qualitative study. Students will be expected to employ the datagenerated from their research to produce a number ofdifferent products.

LEAD 613 | ADVANCED QUANTITATIVE RESEARCH METHODS
Units: 3

Prerequisites: LEAD 607 with a minimum grade of B-

This course provides students with the analytical tools necessary to conduct doctoral-level quantitative research and requires them to complete and present an empirical project. Topics covered include multiple regression analysis, binary choice models and time series analysis.

LEAD 614 | SPECIAL TOPICS IN ADVANCED RESEARCH METHODS
Units: 3

This course presents a variety of advanced quantitative and qualitative research methods special topics such as Mixed Methods, Advanced Multivariate Analysis, and Grounded Theory. It designed to prepare students to use a variety of research methods in their research by providing practical experience with the methods. Course meetings will consist of full-group sessions, small group/team sessions, and individual sessions with the instructor. Students taking this course should have successfully completed both basic doctoral-level quantitative and qualitative research methods courses and either an advanced quantitative or qualitative research course. Any students not meeting these prerequisite will need to receive the special approval of the instructor before formally enrolling in this course.

LEAD 615 | ACTION RESEARCH METHODS II
Units: 3

In this course, students read about, directly engage in, and write three papers using 1st-, 2nd-, and 3rd-person action research methods. For example, students research and write an autobiography in which they examine their life to date in terms of developmental theory as well as the next developmental actions they may wish to take (1st-person research). Each student will also analyze voice recordings of parts of different class sessions and write a paper to be shared with the rest of the class about the group's issues in evolving toward a "community of inquiry" (2nd-person research). And each student will write a final paper on an action research topic of their own choosing in journal article format (3rd-person research, at best illustrating how 1st-, 2nd-, and 3rd-person research interweave and contributing to the student's qualifying paper or dissertation).

LEAD 616 | SURVEY RESEARCH METHODS
Units: 3

This course will prepare students to design, implement and then analyze the results of different types of surveys. Topics to be covered include the analytics of survey research design, data collection and survey research analysis including the techniques of correlation and factor analysis, which will be used together to analyze the results of several large-scale surveys.

LEAD 617 | MIXED METHODS RESEARCH DESIGNS
Units: 3 Repeatability: No

Over the past decade, debates between qualitative and quantitative research have subsided, and there has been a growing interest in mixed methods research designs. This course explores rationales for mixing methods, critiques of mixed methods research, and a range of design and methodological options for those who do mixed methods studies.

LEAD 619 | APPLIED LEADERSHIP PRACTICES: INTEGRAL SELF AND SYSTEMS APPROACH
Units: 3 Repeatability: No

This course offers a survey of classical, prevailing and emerging theories of human and organizational development. Students will be engaged in an integral self and systems approach to leadership. Particular emphasis will be placed on the development of the "self-as-instrument" while attending to the complex dynamics that are present in the contemporary organizational context The course blends an emphasis on mastery of conceptual frameworks with an experiential "theory-in-practice" orientation to learning. As such, students are offered an opportunity to bring an applied leadership perspective to their rigorous scholarly exploration of different dimensions of development commonly researched and encountered in the human and organizational condition.

LEAD 620 | THE LAW AND POLITICS OF EDUCATIONAL POLICY DEVELOPMENT
Units: 3

This course introduces an equal number of graduate education students and upper division law students to the complexities inherent in the development of education policy at the state and local levels. In addition to interacting with guest speakers during seminar sessions on campus, students travel to the Bay Area to meet with key researchers and commentators at Stanford University and at the UC-Berkeley School of Law and with union leaders at the California Teachers Association in Burlingame. Later, students travel to Sacramento to interact with key elected and appointed state policymakers. Field trip travel expenses are paid through a grant. Each student writes a research paper on a topic of the student's choice related to educational policy development and delivers a presentation based on it to the seminar.

LEAD 621 | SOCIOLOGY OF EDUCATION AND EDUCATIONAL LEADERSHIP SEMINAR
Units: 3 Repeatability: No

This course takes as its point of departure the idea that educational outcomes are socially constructed. Using a sociological lens, structural, cultural and agentive explanations for the racialized, class-based and gendered school experiences of US and international students will be examined. Moving from the macro to the micro level, students will examine schools as organizations embedded in broader socio-cultural and historical context.

LEAD 622 | LEARNING DESIGN AND TECHNOLOGY
Units: 3

The goal of this course is to develop essential content and research expertise needed to exercise effective leadership in learning design and technology. The course examines key issues in learning design and the role of technology as a tool for effective educational practice. Students will be introduced to diverse theoretical and methodological frameworks to study learning design and technology, while investigating key contemporary issues in the field such as adaptive learning system, immersive learning environment, gamification, autonomous learning environment, learning analytics, global social media, coding literacy and digital equity. Students will study innovative learning design implementations with technology by encompassing the cognitive, affective and social dimensions of learning, through which meaningful design principles for effective educational solutions and leadership will be derived. Students will also design and pilot-test their own research on learning design and technology, while receiving constructive critiques from their peers and experts in the field.

LEAD 623I | EDUCATIONAL REFORM: EDUCATIONAL SYSTEMS IN POST CONFLICT ENVIRONMENTS
Units: 3 Repeatability: No
Non-Core Attributes: International

The main objective of this course is to provide a sociological and historical investigation into the educational reform challenges facing educators, students and policy makers in an international context. As the U. S. continues to struggle with segregated schools and unequal education for many minority and low-income students, much is to be gained by examining how other countries throughout the world are attacking problems of equity.

LEAD 624 | PROSEMINAR IN EDUCATIONAL LEADERSHIP FOR DOCTORAL STUDENTS I
Units: 2 Repeatability: Yes (Can be repeated for Credit)

A Leadership Studies doctoral seminar in the advance study of leadership and education for first year students. This seminar will serve as an induction into scholarly reading, writing and thinking, including the completion of multiple projects for the CEI 2.0 grant and other SOLES initiatives. The fall semester addresses basic questions concerning scholarship and its relationship to practice. The spring and summer semesters focus on the variety of the educational research and involves reading a variety of scholarly texts and producing educational research, such as data reports, case studies, and white papers.

LEAD 630 | THE NONPROFIT/PHILANTHROPIC STUDIES RESEARCH BASE
Units: 3

The primary purpose of this course is to help each course participant develop a cognitive map of research activity within the Nonprofit/Philanthropic Studies field. Specifically, the course will help participants become familiar with: (a) the topics and issues that scholars within the emerging field have begun to systematically study; (b) the methods they have employed-or have failed to employ-to study different topics and issues; and (c) the knowledge base about nonprofit and philanthropic organizations and their organizational practices that has begun to be created as a result of research focused on the third sector.

LEAD 631 | CONTEMPORARY ISSUES IN THE THIRD SECTOR
Units: 3

The domestic and international nonprofit sector faces persistent challenges around questions of effectiveness, accountability, governance, collaboration, and resource acquisition. Some of these issues raise fundamental questions about the legitimacy and future relevance of the nonprofit/NGO model as a form of political and social action. What can current academic research contribute to understanding some of the most persistent challenges faced by the sector? This course will review contemporary research evaluating nonprofit and NGO practices while also assessing the methodological and theoretical strengths and weaknesses of current scholarship focused on the sector.

LEAD 640 | ISSUES IN HIGHER ED LEADERSHIP
Units: 3 Repeatability: No

This course examines contemporary issues facing leaders in the field of higher education, which includes but is not limited to autonomy and accountability, academic freedom, federal and state funding, curriculum reform, and economic imperatives. These issues will be examined from multiple perspectives, including internal and external constituencies. Key stakeholders will be identified and their interests will be analyzed to understand the complexity of decision making within a higher education leadership context.

LEAD 650 | LEADERSHIP IN ORGANIZATIONAL CONTEXTS
Units: 3 Repeatability: No

A review of classical and contemporary theories related to the context of leadership, including organizational systems and processes, organizational design, organizational change, decision making, gender and bias, and the process of negotiation. We all know that leadership is not just about the leader – the context is essential. This course focuses on the organizational context at the broadest level and how the leader navigates challenges related to organizational structure, politics, change, team dynamics, conflict management, and decision making by reviewing classic and contemporary theory and research on organization theory. This course provides a very broad coverage of organizational theory material that any student of organizations, regardless of the sector, should know with a focus on leading for social justice and within an international context.

LEAD 651 | ORGANIZATIONAL BEHAVIOR
Units: 3 Repeatability: No

A review of classical and contemporary theories related to human behavior in organizations including individual differences, perception, learning, motivation, culture, group dynamics, and personal effectiveness. This course focuses at the "people" side of organizations that leaders must understand and address in making organizations effective. This course provides a very broad coverage of Organizational behavior material that any student of organizations, regardless of the sector, should know. Many of the readings are classics to assure that you have the necessary background to: 1. frame issues and research questions related to how people function in organizations, and 2. teach OB concepts at the undergraduate and masters levels.

LEAD 654 | NEGOTIATION AND LEADERSHIP
Units: 3 Repeatability: No
Negotiation is an essential skill for all leaders. As we work to solve "wicked problems" across disciplines, leaders will need to manage conflict, bridge cultural differences, and manage their own emotions and biases as they lead change efforts. This leadership course will explore the science and art of negotiation, with an emphasis on interculturality and interest-based negotiation techniques, through case studies, simulations, lectures, and class discussions.

LEAD 660 | ETHICS AND LEADERSHIP
Units: 3 Repeatability: No
This is an applied ethics course that focuses on moral decision making by leaders and followers as they attempt to live with integrity as responsible individuals, members of society and citizens of the world. It provides students with a foundation in selected ethical theories, skills and tools for moral development using case studies, reflection and extensive discourse about leadership and ethics.

LEAD 661 | DECISION-MAKING UNDER CONDITIONS OF UNCERTAINTY
Units: 3
This course allows students to explore different models of decisionmaking in complex public and private organizations. Drawingon such analytical techniques as present discounted value, game theory, and costbenefit analysis, this course applies lessons from cognitive psychology, political science, traditional economics, behavioral economics, as well as other social scientific areas to domestic and international policymaking processes. In addition to extensive case studies, this course also uses policy simulations to help students understand how to use both theory and analytics to solve contemporary problems.

LEAD 662 | ADULT DEVELOPMENT
Units: 3
An examination of the conceptual frameworks that attempt to describe and explain adult development and their implications for leadership. Students refine their own evolving philosophy of leadership as they seek to understand the meaning of central concepts related to self and relationships.

LEAD 663 | LITERATURE REVIEW
Units: 3 Repeatability: No
Students focus on the expansion of the scholarly writing repertoire while beginning the exploration of literature in their specialization areas. Course requirements include a substantial written paper and oral presentation demonstrating the ability to review and analyze the literature in a professional area of interest.

LEAD 670A | SELF, GROUPS AND SYSTEMS: SYSTEMS THINKING AND ORGANIZATIONAL DYNAMICS
Units: 1 Repeatability: No
This course is the first of a three-course sequence which introduces systems theory and its application to organizational contexts. Students will learn to analyze and understand complex systems, identify feedback loops, leverage system leverage points, and promote system-level change.

LEAD 670B | SELF, GROUPS AND SYSTEMS: SYSTEMS THINKING AND ORGANIZATIONAL DYNAMICS
Units: 1 Repeatability: No
This course is the second of a three-course sequence which introduces systems theory and its application to organizational contexts. Students will learn to analyze and understand complex systems, identify feedback loops, leverage system leverage points, and promote system-level change.

LEAD 670C | SELF, GROUPS AND SYSTEMS: SYSTEMS THINKING AND ORGANIZATIONAL DYNAMICS
Units: 1 Repeatability: No
This course is the third of a three-course sequence which introduces systems theory and its application to organizational contexts. Students will learn to analyze and understand complex systems, identify feedback loops, leverage system leverage points, and promote system-level change.

LEAD 671A | FOUNDATIONS OF ORGANIZATIONAL LEADERSHIP
Units: 1 Repeatability: No
This course is the first of a three-course sequence which establishes a solid foundation in theories and models of leadership, exploring various leadership styles, ethical considerations, and the impact of leadership on organizational success and social change.

LEAD 671B | FOUNDATIONS OF ORGANIZATIONAL LEADERSHIP
Units: 1 Repeatability: No
This course is the second of a three-course sequence which establishes a solid foundation in theories and models of leadership, exploring various leadership styles, ethical considerations, and the impact of leadership on organizational success and social change.

LEAD 671C | FOUNDATIONS OF ORGANIZATIONAL LEADERSHIP
Units: 1 Repeatability: No
This course is the third of a three-course sequence which establishes a solid foundation in theories and models of leadership, exploring various leadership styles, ethical considerations, and the impact of leadership on organizational success and social change.

LEAD 672A | CRITICAL THINKING AND RESEARCH METHODS I
Units: 1 Repeatability: No
In the courses "Critical Thinking and Research Methods I & II" students will be equipped with essential skills to foster effective problem identification and research formulation. Emphasizing the significance of critical thinking, the course will guide students through the initial stages of the research process, encouraging them to discern and articulate the specific research issue or objective they aim to investigate and comprehend the underlying reasons driving their inquiry. By cultivating critical thinking abilities, participants will gain the capacity to identify and understand their organizational needs better. This coursework unfolds over six sequential modules (LEAD 672a, 672b, 672c, 678a, 678b, 678c).

LEAD 672B | CRITICAL THINKING AND RESEARCH METHODS I
Units: 1 Repeatability: No
In the courses "Critical Thinking and Research Methods I & II" students will be equipped with essential skills to foster effective problem identification and research formulation. Emphasizing the significance of critical thinking, the course will guide students through the initial stages of the research process, encouraging them to discern and articulate the specific research issue or objective they aim to investigate and comprehend the underlying reasons driving their inquiry. By cultivating critical thinking abilities, participants will gain the capacity to identify and understand their organizational needs better. This coursework unfolds over six sequential modules (LEAD 672A, 672B, 672C, 678A, 678B, 678C).

LEAD 672C | CRITICAL THINKING AND RESEARCH METHODS I
Units: 1 Repeatability: No
In the courses "Critical Thinking and Research Methods I & II" students will be equipped with essential skills to foster effective problem identification and research formulation. Emphasizing the significance of critical thinking, the course will guide students through the initial stages of the research process, encouraging them to discern and articulate the specific research issue or objective they aim to investigate and comprehend the underlying reasons driving their inquiry. By cultivating critical thinking abilities, participants will gain the capacity to identify and understand their organizational needs better. This coursework unfolds over six sequential modules (LEAD 672A, 672B, 672C, 678A, 678B, 678C).

LEAD 673 | HUMAN RELATIONS FOR LEADERS
Units: 3 Repeatability: No
This course utilizes an active learning model that encourages participants to: to study and analyze the dynamic forces that influence the life of groups and organizations; to consider aspects of our personal and organizational lives that are not normally within our awareness; and to examine how these beneath-the-surface assumptions, frameworks, defense mechanisms, and habits (especially those related to authority) have an active influence on how we lead.

LEAD 674A | ORGANIZATIONAL ASSESSMENT AND PERFORMANCE IMPROVEMENT
Units: 1 Repeatability: No
This course is the first of a three-course sequence which provides students with the knowledge and tools to assess organizational performance and implement improvement strategies. Students learn to analyze organizational systems, identify performance gaps, develop performance metrics, and implement evidence-based interventions to enhance organizational effectiveness.

LEAD 674B | ORGANIZATIONAL ASSESSMENT AND PERFORMANCE IMPROVEMENT
Units: 1 Repeatability: No
This course is the second of a three-course sequence which provides students with the knowledge and tools to assess organizational performance and implement improvement strategies. Students learn to analyze organizational systems, identify performance gaps, develop performance metrics, and implement evidence-based interventions to enhance organizational effectiveness.

LEAD 674C | ORGANIZATIONAL ASSESSMENT AND PERFORMANCE IMPROVEMENT
Units: 1 Repeatability: No
This course is the third of a three-course sequence which provides students with the knowledge and tools to assess organizational performance and implement improvement strategies. Students learn to analyze organizational systems, identify performance gaps, develop performance metrics, and implement evidence-based interventions to enhance organizational effectiveness.

LEAD 675A | LEADING CHANGE IN COMPLEX ORGANIZATIONS
Units: 1 Repeatability: No
This course is the first of a three-course sequence which is designed to equip students with the knowledge and skills necessary to effectively lead and manage change in today's increasingly complex and dynamic organizational environments. As organizations face rapid technological advancements, globalization, and evolving societal expectations, the ability to navigate and drive successful change has become a critical leadership competency.

LEAD 675B | LEADING CHANGE IN COMPLEX ORGANIZATIONS
Units: 1 Repeatability: No
This course is the second of a three-course sequence which is designed to equip students with the knowledge and skills necessary to effectively lead and manage change in today's increasingly complex and dynamic organizational environments. As organizations face rapid technological advancements, globalization, and evolving societal expectations, the ability to navigate and drive successful change has become a critical leadership competency.

LEAD 675C | LEADING CHANGE IN COMPLEX ORGANIZATIONS
Units: 1 Repeatability: No
This course is the third of a three-course sequence which is designed to equip students with the knowledge and skills necessary to effectively lead and manage change in today's increasingly complex and dynamic organizational environments. As organizations face rapid technological advancements, globalization, and evolving societal expectations, the ability to navigate and drive successful change has become a critical leadership competency.

LEAD 676A | SUSTAINABLE ORGANIZATIONAL LEADERSHIP
Units: 1 Repeatability: No
This course is the first of a three-course sequence which explores the principles and practices of sustainable organizations, including environmental stewardship, social responsibility, and economic viability. Students will learn to integrate sustainability into organizational strategies, operations, and decision-making processes.

LEAD 676B | SUSTAINABLE ORGANIZATIONAL LEADERSHIP
Units: 1 Repeatability: No
This course is the second of a three-course sequence which explores the principles and practices of sustainable organizations, including environmental stewardship, social responsibility, and economic viability. Students will learn to integrate sustainability into organizational strategies, operations, and decision-making processes.

LEAD 676C | SUSTAINABLE ORGANIZATIONAL LEADERSHIP
Units: 1 Repeatability: No
This course is the third of a three-course sequence which explores the principles and practices of sustainable organizations, including environmental stewardship, social responsibility, and economic viability. Students will learn to integrate sustainability into organizational strategies, operations, and decision-making processes.

LEAD 677A | ORGANIZATIONAL CONSULTING
Units: 1 Repeatability: No
This course is the first of a three-course sequence which provides students with the knowledge, skills, and practical tools required to become effective organizational consultants. The course explores the theory and practice of consulting, focusing on the application of consulting principles and methodologies to address organizational challenges and drive positive change.

LEAD 677B | ORGANIZATIONAL CONSULTING
Units: 1 Repeatability: No
This course is the second of a three-course sequence which provides students with the knowledge, skills, and practical tools required to become effective organizational consultants. The course explores the theory and practice of consulting, focusing on the application of consulting principles and methodologies to address organizational challenges and drive positive change.

LEAD 677C | ORGANIZATIONAL CONSULTING
Units: 1 Repeatability: No
This course is the third of a three-course sequence which provides students with the knowledge, skills, and practical tools required to become effective organizational consultants. The course explores the theory and practice of consulting, focusing on the application of consulting principles and methodologies to address organizational challenges and drive positive change.

LEAD 678A | CRITICAL THINKING AND RESEARCH METHODS II
Units: 1 Repeatability: No
In the courses "Critical Thinking and Research Methods I & II" students will be equipped with essential skills to foster effective problem identification and research formulation. Emphasizing the significance of critical thinking, the course will guide students through the initial stages of the research process, encouraging them to discern and articulate the specific research issue or objective they aim to investigate and comprehend the underlying reasons driving their inquiry. By cultivating critical thinking abilities, participants will gain the capacity to identify and understand their organizational needs better. This coursework unfolds over six sequential modules (LEAD 672A, 672B, 672C, 678A, 678B, 678C).

LEAD 678B | CRITICAL THINKING AND RESEARCH METHODS II
Units: 1 Repeatability: No
In the courses "Critical Thinking and Research Methods I & II" students will be equipped with essential skills to foster effective problem identification and research formulation. Emphasizing the significance of critical thinking, the course will guide students through the initial stages of the research process, encouraging them to discern and articulate the specific research issue or objective they aim to investigate and comprehend the underlying reasons driving their inquiry. By cultivating critical thinking abilities, participants will gain the capacity to identify and understand their organizational needs better. This coursework unfolds over six sequential modules (LEAD 672A, 672B, 672C, 678A, 678B, 678C).

LEAD 678C | CRITICAL THINKING AND RESEARCH METHODS II
Units: 1 Repeatability: No
In the courses "Critical Thinking and Research Methods I & II" students will be equipped with essential skills to foster effective problem identification and research formulation. Emphasizing the significance of critical thinking, the course will guide students through the initial stages of the research process, encouraging them to discern and articulate the specific research issue or objective they aim to investigate and comprehend the underlying reasons driving their inquiry. By cultivating critical thinking abilities, participants will gain the capacity to identify and understand their organizational needs better. This coursework unfolds over six sequential modules (LEAD 672A, 672B, 672C, 678A, 678B, 678C).

LEAD 679 | EXPERIMENTAL TOPICS
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This course number is used by SOLES for experimental topics courses. The title and content of each 679 course will vary by topic and program/department. If more than one 679 course is offered during a single semester, section numbers will allow for identification of the course.

LEAD 680 | DIVERSITY, EQUITY, AND INCLUSION LEADERSHIP
Units: 3 Repeatability: No
This course examines the importance of diversity, equity, inclusion and belonging in organizations. Students will explore strategies for fostering inclusive cultures, addressing unconscious biases, implementing equitable policies and practices, and leveraging diversity as a competitive advantage.

LEAD 681A | POLICY AS SYSTEM LEVEL CHANGE
Units: 1 Repeatability: No
This course is the first of a three-course sequence which is designed to equip students with the knowledge and skills necessary to understand, develop, and implement policies that drive transformative system-level change. The course examines how policy decisions and frameworks can shape organizational structures, processes, and behaviors, with a focus on promoting inclusivity, sustainability, and social justice. This course delves into the intricacies of policy formulation, analysis, and evaluation, emphasizing the critical role of strategic thinking in shaping policies that address complex challenges faced by organizations and society as a whole. Students will explore the relationship between policy and strategy, understand how policies align with and support organizational goals and broader societal objectives and analyze the strategic decision making process that informs policy design.

LEAD 681B | POLICY AS SYSTEM LEVEL CHANGE
Units: 1 Repeatability: No
This course is the second of a three-course sequence which is designed to equip students with the knowledge and skills necessary to understand, develop, and implement policies that drive transformative system-level change. The course examines how policy decisions and frameworks can shape organizational structures, processes, and behaviors, with a focus on promoting inclusivity, sustainability, and social justice. This course delves into the intricacies of policy formulation, analysis, and evaluation, emphasizing the critical role of strategic thinking in shaping policies that address complex challenges faced by organizations and society as a whole. Students will explore the relationship between policy and strategy, understand how policies align with and support organizational goals and broader societal objectives and analyze the strategic decision making process that informs policy design.

LEAD 681C | POLICY AS SYSTEM LEVEL CHANGE
Units: 1 Repeatability: No
This course is the third of a three-course sequence which is designed to equip students with the knowledge and skills necessary to understand, develop, and implement policies that drive transformative system-level change. The course examines how policy decisions and frameworks can shape organizational structures, processes, and behaviors, with a focus on promoting inclusivity, sustainability, and social justice. This course delves into the intricacies of policy formulation, analysis, and evaluation, emphasizing the critical role of strategic thinking in shaping policies that address complex challenges faced by organizations and society as a whole. Students will explore the relationship between policy and strategy, understand how policies align with and support organizational goals and broader societal objectives and analyze the strategic decision making process that informs policy design.

LEAD 682A | PEOPLE AND STRUCTURE
Units: 1 Repeatability: No
This course is the first of a three-course sequence which is a comprehensive exploration of the fundamental principles and best practices that underpin effective human resources management, risk management, agile organizational structures, and leadership strategies for leading high-performing teams. Students will develop a deep understanding of the critical role people and organizational structure play in achieving strategic objectives and driving sustainable success.

LEAD 682B | PEOPLE AND STRUCTURE
Units: 1 Repeatability: No
This course is the second of a three-course sequence which is a comprehensive exploration of the fundamental principles and best practices that underpin effective human resources management, risk management, agile organizational structures, and leadership strategies for leading high-performing teams. Students will develop a deep understanding of the critical role people and organizational structure play in achieving strategic objectives and driving sustainable success.

LEAD 682C | PEOPLE AND STRUCTURE
Units: 1 Repeatability: No
This course is the third of a three-course sequence which is a comprehensive exploration of the fundamental principles and best practices that underpin effective human resources management, risk management, agile organizational structures, and leadership strategies for leading high-performing teams. Students will develop a deep understanding of the critical role people and organizational structure play in achieving strategic objectives and driving sustainable success.

LEAD 691A | COLLABORATIVE LEARNING MODULE
Units: 1 Repeatability: No
These modules are an integral component of the doctoral program in Organizational Leadership. They are designed to provide a dynamic and immersive experience, incorporating various elements essential for your academic and professional development. After a program orientation and formation of learning circles, the focus is on knowledge sharing related to organizational leadership and preparation for pro-seminars.

LEAD 691B | COLLABORATIVE LEARNING MODULE
Units: 1 Repeatability: No
These modules are an integral component of the doctoral program in Organizational Leadership. They are designed to provide a dynamic and immersive experience, incorporating various elements essential for your academic and professional development. After a program orientation and formation of learning circles, the focus is on knowledge sharing related to organizational leadership and preparation for pro-seminars.

LEAD 691C | COLLABORATIVE LEARNING MODULE
Units: 1 Repeatability: No
These modules are an integral component of the doctoral program in Organizational Leadership. They are designed to provide a dynamic and immersive experience, incorporating various elements essential for your academic and professional development. After a program orientation and formation of learning circles, the focus is on knowledge sharing related to organizational leadership and preparation for pro-seminars.

LEAD 692A | COLLABORATIVE LEARNING MODULE
Units: 1 Repeatability: No
These modules are an integral component of the doctoral program in Organizational Leadership. They are designed to provide a dynamic and immersive experience, incorporating various elements essential for your academic and professional development. After a program orientation and formation of learning circles, the focus is on knowledge sharing related to organizational leadership and preparation for pro-seminars.

LEAD 692B | COLLABORATIVE LEARNING MODULE
Units: 1 Repeatability: No
These modules are an integral component of the doctoral program in Organizational Leadership. They are designed to provide a dynamic and immersive experience, incorporating various elements essential for your academic and professional development. After a program orientation and formation of learning circles, the focus is on knowledge sharing related to organizational leadership and preparation for pro-seminars.

LEAD 692C | COLLABORATIVE LEARNING MODULE
Units: 1 Repeatability: No
These modules are an integral component of the doctoral program in Organizational Leadership. They are designed to provide a dynamic and immersive experience, incorporating various elements essential for your academic and professional development. After a program orientation and formation of learning circles, the focus is on knowledge sharing related to organizational leadership and preparation for pro-seminars.

LEAD 693A | PROSEMINAR I
Units: 1 Repeatability: No
This course is designed to guide doctoral students through the process of developing and writing their Organizational Practice Dissertations. This course centers around the concept of learning circles, fostering a dynamic and supportive environment where students actively engage with each other's research endeavors.

LEAD 693B | PROSEMINAR I
Units: 1 Repeatability: No
This course is designed to guide doctoral students through the process of developing and writing their Organizational Practice Dissertations. This course centers around the concept of learning circles, fostering a dynamic and supportive environment where students actively engage with each other's research endeavors.

LEAD 694 | PROSEMINAR II
Units: 4 Repeatability: No
This course is designed to guide doctoral students through the process of developing and writing their Organizational Practice Dissertations. This course centers around the concept of learning circles, fostering a dynamic and supportive environment where students actively engage with each other's research endeavors.

LEAD 695 | DISSERTATION
Units: 1-9 Repeatability: Yes (Can be repeated for Credit)
Doctoral candidates must maintain continuous enrollment until the dissertation is completed. Only the grade of pass is awarded for this course, which is individually guided by the dissertation chair and committee members.

LEAD 696 | PROSEMINAR CONTINUATION
Units: 1 Repeatability: Yes (Can be repeated for Credit)
Prerequisites: LEAD 693A with a minimum grade of B- and LEAD 693B with a minimum grade of B- and LEAD 694 with a minimum grade of B-
Students must enroll in this one-credit dissertation continuation course each semester (Spring, Summer and Fall) to receive uninterrupted advising from their dissertation chair and members beyond LEAD693/694, until the semester when their dissertation is approved. LEAD 693/694 are prerequisites to this course.

LEAD 698 | LEADERSHIP INQUIRY AND ACTION
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
Research or applied learning experience by advanced masters and doctoral students in fields of special interest. Includes project research studies and intensive reading programs, as well as creative undertakings for public scholarship. All students will work under the guidance of an effective leader/work supervisor/subject matter expert, as well as be supervised by a USD faculty member.

Learning Design and Technology (LDT)

LDT 500A | INTRODUCTION TO INSTRUCTIONAL AND LEARNING DESIGN
Units: 3 Repeatability: No
This course focuses on the field of instructional and learning design. Topics include the history of instructional design and the evolving landscape of the profession, including the integration of design thinking into the field. Students will examine foundational learning theories, instructional design models, and design thinking tools to think critically about taking a learner-centered approach to solving instructional design problems grounded in research-based design approaches and best practices.

LDT 500B | INTRODUCTION TO LEARNING TECHNOLOGIES
Units: 3 Repeatability: No
Prerequisites: LDT 500A with a minimum grade of C-
This course introduces students to research-based principles of effective multimedia design and creating original media that conforms to those principles. It examines common learning technologies and tools used to develop multimedia for instruction. Tools include contemporary course authoring software, and concepts include an introduction to principles of multimedia learning, eLearning design and development, and basic visual and graphic design principles. Students will explore various learning technologies to create digital artifacts and interactive learning experiences.

LDT 520 | ADVANCED LEARNING THEORY AND DESIGN
Units: 3 Repeatability: No
Prerequisites: LDT 500A with a minimum grade of C- and LDT 500B with a minimum grade of C-
This course examines advanced topics in instructional design, including needs assessment, learner characteristics, alignment of learning objectives, instructional strategies, and formative and summative assessments. Students will explore critical theories used to frame how we understand learning and motivation and the ethical responsibility of instructional designers to analyze and dispute common myths related to these concepts. Students will also learn to employ sound design principles and best practices in planning, designing, and evaluating effective learning experiences.

LDT 530 | LEARNING MEDIA DESIGN
Units: 3 Repeatability: No
Prerequisites: LDT 500A with a minimum grade of C- and LDT 500B with a minimum grade of C-
This course explores the artistic and technical aspects of creating engaging and accessible digital media to relay information and addresses research-based and ethical approaches to multimedia design. Students will apply basic user experience (UX) principles and follow WCAG 2.1 guidelines in designing an ADA-compliant learning artifact prototype. Learners will explore the Universal Design for Learning framework and evaluate design decisions using a learner experience (LX) design rubric.

LDT 535 | ASSETS AND ARTIFACTS
Units: 3 Repeatability: No
Prerequisites: LDT 500A with a minimum grade of C- and LDT 500B with a minimum grade of C-
This course focuses on digital asset and artifact curation within instructional systems design. Students explore laws applicable to education and training, including provisions of the U.S. Technology, Education and Copyright Harmonization Act, Open Educational Resources, and Creative Commons Licensing. Students will examine legal and ethical case studies regarding easily accessible online artifacts and assets and review content curation methods.

LDT 540 | LEADERSHIP IN VIRTUAL LEARNING
Units: 3 Repeatability: No
Prerequisites: LDT 500A with a minimum grade of C- and LDT 500B with a minimum grade of C-
This course establishes a strong foundation for ethical leadership in virtual learning. It focuses on developing knowledge of regulatory bodies (i.e., Accreditation, Accessibility, GDPR, etc.) and developing communication skills for effective online program administrations in various settings. Students will examine the needs of end users, map their learning journey, and create a business plan for an online program.

LDT 545 | PROGRAM ASSESSMENT & EVALUATION
Units: 3 Repeatability: No
Prerequisites: LDT 500A with a minimum grade of C- and LDT 500B with a minimum grade of C-
This course examines theories and techniques for evaluating educational and training programs. Students apply methodologies to identify needs, establish objectives, assess learners, and evaluate program outcomes in education and adult training environments. Students will examine practical applications of Kirkpatrik's Four Levels of Training Evaluation, build an assessment strategy, and practice communicating outcomes to stakeholders.

LDT 550 | EDUCATIONAL RESEARCH METHODS
Units: 3 Repeatability: No
Prerequisites: LDT 500A with a minimum grade of C- and LDT 500B with a minimum grade of C-
This course focuses on using evidence-based research and data to inform program and instructional design decisions. Students will conduct a review of scholarly literature to investigate a topic and identify gaps in the research. Students will also select between quantitative, qualitative, or mixed methods research methodologies to pose research questions and write a research proposal for further study.

LDT 555 | EMERGING TECHNOLOGIES AND DESIGN APPROACHES
Units: 3 Repeatability: No
Prerequisites: LDT 500A with a minimum grade of C- and LDT 500B with a minimum grade of C-
This course explores the current landscape of learning technologies and evaluates the value and use of these tools in creating learning activities for learning and development contexts. Additionally, students will assess current learning design trends and make responsible recommendations for deployment.

LDT 560 | CAPSTONE PROJECT
Units: 3 Repeatability: No
Prerequisites: LDT 500A with a minimum grade of C- and LDT 500B with a minimum grade of C-
This culminating course synthesizes topics discussed in all program courses. Students demonstrate achievement of all program learning outcomes through completing three performance-based deliverables: Instructional Design Portfolio, Two-Module Online Course in an LMS, and final presentation. Students engage in peer evaluation and reflect on quality standards and ethics in learning design.

LDT 592 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No
This orientation course introduces students to the University of San Diego and provides important information about the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the online learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program.

Master of Accountancy (MACC)

MACC 501 | ETHICS FOR ACCOUNTING PROFESSIONALS
Units: 3
This course will provide students with an opportunity to further develop ethical reasoning skills necessary for accounting professionals. Students will apply these skills to commonly experienced ethical issues in practice, through use of a combination of current ethical events, case studies, class presentations, and written assignments.

MACC 520 | FUNDAMENTALS OF PERSONAL FINANCIAL PLANNING
Units: 3 Repeatability: No
Prerequisites: ACCT 300 and FINA 300
This course investigates a broad spectrum of financial planning processes including regulatory, legal and ethical issues. Other relevant topics include sequencing the financial planning process, communications theory, financial assets, liquidity and cash management and the effect of a changing economic environment.

MACC 522 | INVESTMENT PLANNING AND RISK MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: ACCT 300 and FINA 300
This course is designed to provide a sound basis for the analysis of publicly traded securities and for the development and management of an integrated portfolio management strategy. Based on experiential learning, the instructor will combine the most recent investment theory and critical thinking with practical security analysis and portfolio management techniques. Integrated throughout the course will be an important new area of financial analysis, behavioral finance, which has critical implications on investment management activities. Included in the course construct are presentations by distinguished and practicing portfolio managers. May not receive credit for this course and GSBA 521.

MACC 525 | FINANCIAL STATEMENT ANALYSIS FOR ACCOUNTANTS
Units: 3 Repeatability: No
Prerequisites: ACCT 300 and FINA 300
This course develops a set of core skills essential to financial statement analysis. It covers strategic ratio analysis, cash flow analysis, pro forma financial statements, financial modeling and firm valuation using discounted cash flow and residual income models, with an emphasis on practical applications. (Note: Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 530 | INTERNATIONAL FINANCIAL ANALYSIS AND REPORTING
Units: 3 Repeatability: No
Prerequisites: ACCT 300 with a minimum grade of C-
The study of international accounting issues is crucial for effective interpretation and analysis of financial information from companies located around the world. This course adopts a twofold approach. First, the course examines diverse financial reporting practices with an emphasis on the underlying cultural, political, institutional and economic factors. Highlighting a user's perspective, the course then develops a financial statement analysis framework for comparing published financial information of non-U.S. companies. Combining these two approaches will enable students to prepare comparative case analyses based on a country context. (Note: Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 531 | APPLIED RESEARCH FOR FINANCIAL ACCOUNTANTS AND AUDITORS
Units: 3 Repeatability: No
Prerequisites: ACCT 300 with a minimum grade of C-
Applied research skills are essential for practicing financial accountants and auditors. This course focuses on helping professional accountants acquire applied research skills that will enable them to access relevant professional guidance, to understand it and to apply it. Case analyses will be performed by students using the Internet and other relevant research materials. Students will prepare case analysis based upon their research and will present their results in oral presentations and in professional write-ups. Research on relevant ethical issues in the profession will be a critical part of the cases examined in the course. (Note, Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 533 | ACCOUNTING ANALYTICS
Units: 3 Repeatability: No
Prerequisites: ACCT 303
Gain hands on accounting analytics experience working with (1) Excel, Access, and ACL to analyze transaction data and perform 100% population testing test of internal controls, (2) Tableau to analyze transaction data to gain an understanding of the client and to perform a fraud risk assessment, and (3) Python to load and transform data and develop a revenue prediction model that can be used in analytical procedures.

MACC 535 | NOT-FOR-PROFIT ACCOUNTING
Units: 3 Repeatability: No
Prerequisites: ACCT 300 with a minimum grade of C-
This class will cover basic nonprofit accounting rules, procedures and best practices. Specifically, to gain insight on the different types of nonprofits based on their funding models and how that impacts financial systems and reporting, understand a basic set of nonprofit financial statements and know the specialized accounting rules that apply, be able to analyze the financial health of an organization using the financials, learn to navigate the form 990 and other compliance requirements, and understand the concept of internal financial controls and management's responsibility in that area.

MACC 540 | CONTROLLERSHIP AND STRATEGIC COST MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: ACCT 302
This course will focus on current controllership and strategic cost management topics. Topics to be studied include activity based costing, balanced scorecard, benchmarking and management control systems. Teaching methods include lecture or discussions, case studies and presentations. Development of appropriate values and ethics needed by company controllers is included in the course. (Note: Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 560 | TAX RESEARCH
Units: 3 Repeatability: No
Prerequisites: ACCT 306
This course examines research methods used for Federal taxation. Topics include ethics, tax research methodology, primary sources of law, secondary sources of law and tax practice. Students will use electronic databases and other library resources to research fact patterns in groups and present their findings to the class. In addition, students are expected to do the necessary background reading and take related tests on the topics studied. (Note: Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 561 | PARTNERSHIP TAXATION
Units: 3 Repeatability: No
Prerequisites: ACCT 407
This course examines tax reporting for non-corporate entities including partnerships, limited liability companies (LLCs) and limited liability partnerships (LLPs) and the taxation of entity owners. Students who complete this course will: (1) understand common partnership, LLC angle terminology, (2) know how and where to research on-corporate tax issues, (3) learn to prepare and review common non-corporate entity tax reports, (4) develop skills in communicating tax issues and answers to clients, (5)understand non-corporate tax planning techniques, (6)understand how to creatively structure transactions consistent with current tax laws and (7) understand how the California Board of Accountancy Ethics requirements apply to taxation issues. Problem based learning (practice problems, cases and examples) will provide the core methods of classroom instruction. (Note: Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 562 | ESTATE AND GIFT TAXATION AND PLANNING
Units: 3 Repeatability: No
Prerequisites: ACCT 306
This course examines the details of three Federal transfer taxes: the estate tax, gift tax and generation skipping tax. Topics will include transfers subject to the gift tax, valuation of gifts, gift tax exclusion, gift splitting, the gross estate, deductions for transfer taxes, life insurance subject to estate tax and the determination and payment of the three taxes. Students will be expected to prepare estate and gift tax returns, research issues related to these transfer taxes and present topics to the class. (Note: Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 563 | STATE AND LOCAL TAXATION
Units: 3
Prerequisites: ACCT 306
This course is designed to provide an introduction to the principles of multistate taxation. Specifically, the course will provide: an overview of the impact of federal and state constitutional limitations on multi-state taxation, a fairly comprehensive introduction into the structure, problems and some of the tax planning opportunities for state corporate income taxation of multistate corporations and an overview of sales and property taxes.

MACC 564 | ADVANCED CORPORATE TAXATION
Units: 3 Repeatability: No
Prerequisites: ACCT 407 with a minimum grade of C-
This course uses case studies to review corporate formations, corporate operations, corporate distributions, and S corporations. Following this review, the course examines advanced topics, including consolidated tax returns, corporate reorganizations, net operating loss limitations, and financial statement tax provisions. Students will learn the supporting law for these topics as well as practical applications similar to situations encountered within public and private corporations and within public accounting firms tax departments. (Note: Only students in the BACC/MACC/MTAX programs are eligible to register. Permission to register must be approved by the Academic Director of Graduate Accountancy Programs.).

MACC 565 | TAXATION POLICIES AND PROCEDURES
Units: 3 Repeatability: No
Prerequisites: ACCT 306
The world of tax procedure touches on nearly every financial and business transaction that a CPA or an accountant would encounter. Most taxpayers will instinctively turn to their accountant or CPA whenever issues about procedure arise for an explanation and for guidance. As such it is critical for CPAs and accountants to understand not only the substantive tax law also but how a typical tax dispute is resolved through federal tax procedure. This course will help CPA's and accountants navigate just that, as this course covers the procedural aspects of dealings between taxpayers and the Internal Revenue Service, the IRS Office of Professional Responsibility, the IRS Chief Counsel's Office and the Department of Justice Tax Division. CPAs and accountants in general must have comprehensive knowledge of federal tax procedure in order to competently guide their clients in this respective field.

MACC 580 | INTERNATIONAL ACCOUNTING
Units: 3 Repeatability: No
Prerequisites: ACCT 300
Corequisites: MACC 581
The study of international accounting issues is crucial for effective interpretation and analysis of financial information from companies located around the world. This course examines financial reporting practices, including IFRS, and the challenges associated with multinational operations, including foreign currency translation. Students will engage with professionals, visit major multinational companies, and discuss business cases. Note: MACC 580 and MACC 581 must be taken concurrently.

MACC 581 | INTERNATIONAL ACCOUNTING BUSINESS ENVIRONMENTS
Units: 3 Repeatability: No
Prerequisites: ACCT 300
Corequisites: MACC 580
The study of international business environments is crucial for emerging business professionals. The primary goal of the course is to immerse students in these environments, while in the classroom and abroad. This course provides an opportunity to learn about the challenges and opportunities of operating in multiple jurisdictions worldwide, with an emphasis on international taxation. Students will engage with professionals, visit major multinational companies, and discuss business cases. This course also studies business operations of multinational corporations, including transfer pricing. MACC 580 and MACC 581 must be taken concurrently.

MACC 585 | ACCOUNTING AND PUBLIC POLICY
Units: 3 Repeatability: No
This course examines accounting, financial, and economics public policy in the United States. The study of public policy issues is crucial for a comprehensive understanding of new and emerging business laws. With changing government oversight and regulation, evolving professional conduct standards, and greater public scrutiny, business professionals increasingly need to understand the context and process of public policy making and of government relations and public affairs. Students gain key insights in these areas and learn firsthand how public policy affects business operations.

MACC 594 | SPECIAL TOPICS
Units: 1-6 Repeatability: Yes (Can be repeated for Credit)
Topics of current interest in graduate accountancy study. Course content and structure will differ depending on instructor. Consult your advisor for course description for any given semester.

MACC 598 | PROFESSIONAL ACCOUNTANCY INTERNSHIP
Units: 3 Repeatability: No
Applied learning experience working for a business, government, or nonprofit organization in an accounting related position. Grading is Pass/Fail.

MACC 599 | INDEPENDENT STUDY
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
Special or independent study usually involving empirical research and written reports.

Masters Entry Program in Nursing (MEPN)

MEPN 521 | HEALTH ASSESSMENT
Units: 3 Repeatability: No
Corequisites: MEPN 521L
Focuses on holistic and focused assessments of the health state of the adult patient within the community and hospital setting. Emphasizes development of culturally appropriate physical assessment skills and the ability to recognize deviations from normal. Includes both lecture and skills laboratory components.

MEPN 521L | HEALTH ASSESSMENT LAB
Units: 0 Repeatability: No
Non-Core Attributes: Lab
Corequisites: MEPN 521
This is the lab component for Health Assessment MEPN 521 and must be taken concurrently.

MEPN 533 | CONCEPTUAL BASIS OF PROFESSIONAL NURSING PRACTICE
Units: 2 Repeatability: No
Provides an overview of the nature of the professional nursing role and its conceptual bases. Examines the historical development of the profession; nursing leaders; and the various professional roles of the nurse. Emphasizes theory-based and evidence-based nursing practice; the theoretical foundations in nursing and those imbedded in the graduate curriculum at USD; introduces APA format for scholarly papers.

MEPN 534 | FUNDAMENTALS OF NURSING
Units: 3 Repeatability: No
Corequisites: MEPN 534P
Introduces basic nursing care concepts and skills necessary to work with the adult and older adult hospitalized patient with acute and chronic health problems. Introduces students to the normal and aberrant variations in physiological and pathophysiological health states of adults and older adults with or at risk for altered status in hygiene, mobility, nutrition, skin integrity and bowel and bladder elimination. Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher is necessary to pass the course.

MEPN 534L | FUNDAMENTALS IN NURSING LAB
Units: 0 Repeatability: No
Corequisites: MEPN 534, MEPN 534P
This is the lab portion of the Fundamentals course.

MEPN 534P | FUNDAMENTALS OF NURSING PRACTICUM
Units: 0 Repeatability: No
Corequisites: MEPN 534, MEPN 534L
This is the practicum(hospital) portion of the Fundamentals course.

MEPN 535 | INTRODUCTION TO PHARMACOLOGY IN NURSING PRACTICE
Units: 2 Repeatability: No
Provides an overview of the pharmacological concepts of pharmacotheraputics, pharmacodynamics, pharmacokinetics, contraindications and precautions, adverse effects and drug interactions. The pharmacological concepts of each prototype drug from the following classifications will be included: neurological; cardiovascular; respiratory; gastrointestinal; genitourinary; endocrine and immune; anti-microbial; and antineoplastic. Emphasis will be placed on nursing management that minimizes risks and adverse effects and maximizes the therapeutic effects for patients receiving these medications.

MEPN 540 | INTRODUCTION TO HEALTH CARE INFORMATION MANAGEMENT
Units: 3 Repeatability: No
This course provides the learner with necessary skills to understand the basis for health care informatics. This course emphasizes basic understanding of computer hardware, network architecture, clinical application of electronic health records, and health care software applications. It also addresses relevant regulatory, patient privacy, security, and reimbursement issues and examines current trends in meaningful use and electronic health record (EHR) certification as a foundation for understanding emerging issues in health care informatics.

MEPN 547 | CARE OF POPULATIONS
Units: 4 Repeatability: No
Corequisites: MEPN 547P
Focuses on the health of the community and subgroups within the community. Applies nursing and public health concepts to promoting and restoring the health of population groups. Addresses nursing involvement in the legislative and regulatory processes as they affect health status and health care delivery. Examines selected community health problems and their implications for community health nursing practice.

MEPN 547P | CARE OF POPULATIONS PRACTICUM
Units: 0 Repeatability: No
Corequisites: MEPN 547
This is the practicum portion of this course.

MEPN 555 | NURSING PRACTICE WITH ADULT AND OLDER ADULT PATIENTS WITH ACUTE AND CHRONIC HEALTH PROBLEMS I
Units: 5 Repeatability: No
Prerequisites: MEPN 534 with a minimum grade of C- and MEPN 534L with a minimum grade of C- and MEPN 534P with a minimum grade of C-
Corequisites: MEPN 555P
Expands basic nursing care concepts and skills necessary for students to work with the acute and chronic health problems of adult and older adult patients specific to alterations in oxygenation, fluid/electrolyte status, cardiovascular and endocrine systems. Emphasis is on understanding and assessing the pathophysiologic alterations, risks for complications and sequelae and the interventions necessary to stabilize, restore and promote health. Students will identify essential teaching and health restorative measures in the context of planning, implementing and evaluating nursing care for the patient and family. Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher is required to pass the course.

MEPN 555L | NURSE PRAC W/ADULT LAB
Units: 0 Repeatability: No
Corequisites: MEPN 555, MEPN 555P
MEPN 555L is the lab component of MEPN 555.

MEPN 555P | NURSING PRACTICE WITH ADULTS AND OLDER ADULT PATIENTS WITH ACUTE AND CHRONIC HEALTH PROB I PRACTICUM
Units: 0 Repeatability: No
Corequisites: MEPN 555
This is the practicum portion of Medical/Surgical I.

MEPN 556 | NURSING PRACTICE WITH ADULT AND OLDER ADULT PATIENTS WITH ACUTE AND CHRONIC HEALTH PROBLEMS II
Units: 6 Repeatability: No
Corequisites: MEPN 556P
Requires students to apply the nursing process for selected acute and chronic health conditions in adults and older clients. It further develops the generalist nurse's role in the care of adult and older adult patients with pathophysiologic disruptions across systems. Emphasis is placed on new content such as pathophysiological alterations in the neurological, musculoskeletal and respiratory systems; and long-term care elements specific to cancer, hospice and rehabilitation. Assists students to refine their knowledge and skills to assess, diagnose, plan, implement and evaluate care related to patient needs, to restore health and prevent complications. Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher as necessary to pass the course.

MEPN 556P | NURSING PRACTICE WITH ADULT AND OLDER ADULT PATIENTS WITH ACUTE AND CHRONIC HEALTH PROBLEMS II PRACT
Units: 0 Repeatability: No
Corequisites: MEPN 556
This course expects students to apply the nursing process for selected acute and chronic health conditions in adults and older clients. It further develops the generalist nurse's role in the care of adult and older adult patients with pathophysiological disruptions across all systems. Emphasis is placed on new content such as pathophysiological alterations in the gastro-intestinal, renal, neurological, dermatological, musculoskeletal, immune, and female and male reproductive systems; as well as evidence-based practice, ethics, critical thinking, and end of life care. The course expects students to refine their knowledge and skills to assess, diagnose, plan, implement, and evaluate patient needs, from the context of health restoration and prevention of complications and further exacerbations of the pathophysiological disruptions. Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher as necessary to pass the course.

MEPN 557 | NURSING PRACTICE WITH PSYCH-MENTAL HEALTH CLIENTS
Units: 4 Repeatability: No
Corequisites: MEPN 557P
Provides a general overview of clients with mental health problems. Focuses on conceptual models of psychiatric nursing management and treatment modalities. Concepts related to neuropathology, polypharmacy and psychopharmacology and their effect on the mental health of patients are introduced. Specific contexts of psychiatric nursing care are addressed. The goals of the therapeutic nurse-client relationship are also explored. Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher as necessary to pass the course.

MEPN 557P | NURSING PRACTICE WITH PSYCHIATRIC-MENTAL HEALTH CLIENTS PRACTICUM
Units: 0 Repeatability: No
Corequisites: MEPN 557
This course provides a general overview of clients experiencing mental health problems in the acute care setting. This course focuses on conceptual models of psychiatric nursing management and treatment modalities. Concepts related to neuropathology, poly-pharmacy and psychopharmacology, and their effect on the mental health of patients are introduced. Specific contexts of psychiatric nursing care are addressed. The dimensions and goals of the therapeutic nurse-client relationship are also explored. Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher are necessary to pass the course.

MEPN 558 | NURSING PRACTICE OF THE CHILDBEARING FAMILY AND NEWBORN
Units: 4 Repeatability: No
Corequisites: MEPN 558P
Provides a general overview of family, prenatal, antenatal and post-natal health in addressing the health care needs of the childbearing family with a focus on health promotion, risk reduction and disease prevention. Emphasizes primary care as the major dimension of health care; however, students are expected to address secondary and tertiary prevention needs as appropriate. Focuses on family care and education for health. Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher as necessary to pass the course.

MEPN 558P | NURSING PRACTICE OF THE CHILDBEARING FAMILY AND NEWBORN PRACTICUM
Units: 0 Repeatability: No
Corequisites: MEPN 558
This is the practicum (hospital) portion of Obstetrics course.

MEPN 559 | NURSING PRACTICE WITH CHILDREN WITH ACUTE AND CHRONIC HEALTH PROBLEMS
Units: 4 Repeatability: No
Corequisites: MEPN 559P
Provides a general overview of the health care needs of children and adolescents with a focus on health promotion, risk reduction and disease prevention. Pathophysiological disruptions in health across all systems, the unique presentation of these alterations and the acute and chronic health problems specific to this population are presented. Identifying genetic, environmental, developmental and life-style behaviors contributing to acute and chronic health problems are discussed. Focuses on family care and appropriate education for health and optimizing growth and development. Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher as necessary to pass the course.

MEPN 559P | NURSING PRACTICE WITH CHILDREN WITH ACUTE AND CHRONIC HEALTH PROBLEMS PRACTICUM
Units: 0 Repeatability: No
Corequisites: MEPN 559
This is the practicum portion (hospital) of the Pediatrics course.

MEPN 560 | ADVANCED GENERALIST NURSING INTERNSHIP
Units: 5 Repeatability: No
Corequisites: MEPN 560P
Focuses on integration of learning from all other courses to develop and execute the advanced generalist nursing role when providing holistic care to patients with complex or critical care level health problems and their families in such clinical specialty areas as pediatrics, high risk OB, crisis psych-mental health and adult medical-surgical units. Emphasizes care of complex patients, identifying rapid response clinical situations by differentiating emergent, urgent and non-emergent clinical states, developing, implementing and evaluating evidenced-based nursing interventions to assist in a patient's participation in their recovery, prevention of complications and sequelae, reduction of risks and management/stabilization of acute and chronic conditions. Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher is necessary to pass the course.

MEPN 560P | ADVANCED GENERALIST NURSING INTERNSHIP PRACTICUM
Units: 0 Repeatability: No
Corequisites: MEPN 560
Focuses on integration of learning from all other courses to develop and execute the advanced generalist nursing role when providing holistic care to patients with complex or critical care level health problems and their families. Emphasizes care of complex patients, identifying rapid response clinical situations by differentiating emergent, urgent, and non-emergent clinical states; developing, implementing, and evaluating evidence-based nursing interventions to assist in a patient's participation in their recovery, prevention of complications and sequelae, reduction of risks, and management/stabilization of acute and chronic conditions. Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher is necessary to pass the course.

MEPN 590 | ESSENTIALS OF CRITICAL CARE NURSING
Units: 3 Repeatability: No
Focuses on the concepts and frameworks that impact and support critical care nursing of the adult patient. Explores the pathophysiology, clinical manifestations, and collaborative management of disorders commonly seen in critically ill patients. Emphasizes evidence-based therapeutic interventions to manage complex patient problems and prevent complications.

MEPN 598 | NURSING EXTERNSHIP
Units: 1 Repeatability: No
Applies nursing theory, process and clinical skills in an RN-precepted position within a health care agency. The agency and USD have a clinical agreement allowing students to work with geriatric, adult and/or pediatric patients and families. The purpose of this experience is to enable students to become more proficient in patient care activities while at the same time providing a needed community service. Students apply previously acquired nursing theory and skills in assigned patient care; no new nursing skills will be taught in this externship experience. Seminars are held by the School of Nursing Faculty to assess clinical progress of students and discuss clinical experiences, issues, and application of theory.

Master of Science in Business Analytics (MSBA)

MSBA 500 | INTRODUCTION TO DATA ANALYTICS & BUSINESS CONCEPTS
Units: 2 Repeatability: No
This course introduces the data analytics process (acquisition, exploration, pre-processing, analysis, etc.) and concepts (data sources, structured vs. unstructured data, descriptive / prescriptive / predictive analytics). There will be an emphasis on formulating the problem and defining data needs and missing data issues. Students will develop key skills in Excel, including shortcut keys, text functions, date functions, logical functions, aggregate functions, if statements, vlookup, index match, nested statements, filters, pivot tables, and macros.

MSBA 501 | APPLIED STATISTICS
Units: 2 Repeatability: No
Prerequisites: MSBA 500 with a minimum grade of C- (Can be taken Concurrently)
This course examines how managers use data as the key input for systematic business problem-solving. Topics will include collecting data, describing and presenting data, probability, statistical inference, regression analysis, forecasting, and risk analysis. Special emphasis will be given to computer techniques, especially using Excel, for statistical analysis and problem solving. Students will gain experience with common business processes and business skills practiced such as gathering and organizing data, quantitative data analysis, forecasting, decision-making under uncertainty and communicating or presenting results.

MSBA 502 | ANALYTICS PROGRAMMING I
Units: 2 Repeatability: No
Prerequisites: MSBA 500 with a minimum grade of C-
This course will apply programming skills in Python and R for predictive analytics. Topics will include, but not be limited to, programming, repository management, preprocessing and cleaning data, documentation and reproducibility, machine learning, and validation. Students will understand how to clean a data set and apply a predictive algorithm using the edited data.

MSBA 503 | ANALYTICS PROGRAMMING II
Units: 2 Repeatability: No
Prerequisites: MSBA 502 with a minimum grade of C-
This course is a continuation of Analytics Programming I with a focus on unstructured data and analytical tools, artificial intelligence and machine learning. Students will apply these tools using Python and R.

MSBA 504 | DATA MANAGEMENT
Units: 2 Repeatability: No
Prerequisites: MSBA 500 with a minimum grade of C-
This course will provide students with an introduction to relational databases concepts, data warehousing, and Structure Query Language (SQL).

MSBA 505 | INTERACTIVE DATA VISUALIZATION
Units: 3 Repeatability: No
Prerequisites: MSBA 501 with a minimum grade of C-
Building upon relational database concepts, this course will focus on the principles of effective data visualizations, and interactive data visualization. Tools covered will be Tableau and Power BI.

MSBA 506 | PRESCRIPTIVE ANALYTICS
Units: 2 Repeatability: No
Prerequisites: MSBA 501 with a minimum grade of C-
This course will provide students with the skills necessary to be able to approach decision making in a systematic manner. Using spreadsheets as the medium, this course will examine such topics as modeling, decision analysis tools, constrained optimization methods, and Monte Carlo simulation. This course will also provide students with experience using these tools in such areas as marketing, finance and operations.

MSBA 507 | DATA FOR SOCIAL GOOD
Units: 3 Repeatability: No
Prerequisites: MSBA 500 with a minimum grade of C-
This course will explore how data is used in non-profits, schools, granting agencies and social enterprises to further an organizations ability to address its triple bottom line. In this class, different analytics techniques will be explored to investigate social impact analysis, marketing analytics for non-profits, donor data analytics, funding analytics for foundations and business efficiencies as they relate to the building, measuring and monitoring of social programming.

MSBA 510 | INTERNATIONAL CONSULTING PROJECT
Units: 3 Repeatability: No
Prerequisites: MSBA 503 with a minimum grade of C-
Students will work in teams to design and develop solutions to a business problem or strategic initiative for a company abroad. The project will provide hands-on experience of the people, markets, economic policies, and business practices of the country in which the company operates. Students will apply creativity and analytical tools to complete the project and communicate results to clients.

MSBA 511 | DATA MINING FOR BUSINESS ANALYTICS
Units: 3 Repeatability: No
Prerequisites: MSBA 503 with a minimum grade of C-
This course will develop students' data literacy by discussing current data mining techniques and practices in business contexts. Topics include: market basket analysis, recommender systems and collaborative filtering, clustering and segmentation, classification (decision trees, neural networks, and logistic regression etc.), text analytics. For each of these techniques, the emphasis will be on developing the intuition with the aim of business application. The algorithmic details will be covered only to the extent necessary to understand when and how each technique can be used. Students will use IBM SPSS Modeler throughout this course to independently conduct data mining / predictive analytics projects.

MSBA 512 | CAPSTONE PROJECT
Units: 3 Repeatability: No
Prerequisites: MSBA 510 with a minimum grade of C-
Students will work in teams with an industry partner to refine a business problem, identify necessary data to solve the problem, and statistically analyze existing data to develop solutions to the business problem or strategic initiative. Using company-specific data students will utilize the programming, statistical, and business knowledge learned during the program to develop a solution to a business problem for the industry partner. Each team will have a faculty advisor and a key industry partner. Students will have interim presentations to the client and to classmates. Students will complete the project and communicate the results to clients via a presentation and a written report.

MSBA 530 | ACCOUNTING ANALYTICS
Units: 3 Repeatability: No
Prerequisites: MSBA 503 with a minimum grade of C-
This course will explore how financial statement data and non-financial metrics can be linked to financial performance. In this course, students will learn how data is used to assess what drives financial performance and to forecast future financial scenarios. While many accounting and financial organizations deliver data, accounting analytics deploys that data to deliver insight, and this course will explore the many areas in which accounting data provides insight into other business areas including consumer behavior predictions, corporate strategy, risk management, optimization, and more. By the end of this course, students will understand how financial data and non-financial data interact to forecast events, optimize operations, and determine strategy.

MSBA 531 | FORECASTING / APPLIED TIME SERIES ANALYSIS
Units: 3 Repeatability: No
Prerequisites: MSBA 503 with a minimum grade of C-
This course will examine the business cycle and techniques for forecasting fluctuations. The emphasis of the course will be to gain hands-on exposure to specific business forecasting techniques and learn to apply them to limit the range of uncertainty in management decision making. Specific techniques covered will include lead-lag, exponential smoothing, and econometric and ARIMA (Box-Jenkins) time series analysis.

MSBA 532 | FINANCIAL ANALYTICS
Units: 3 Repeatability: No
Prerequisites: MSBA 503 with a minimum grade of C-
This course will provide a detailed, hands-on examination of financial modeling techniques applied to optimal decision making in the areas of corporate finance and investment banking. Topics will include the construction of comprehensive valuation models (including capital structure and dividend policy modifications), use of precedent transactions and comparable companies in valuation, strategic industry examination, and application of valuation in the context of mergers and acquisitions. Students will make extensive use of Microsoft Excel.

MSBA 533 | DIGITIZATION AND AGILE DECISION MAKING
Units: 3 Repeatability: No
Prerequisites: MSBA 503 with a minimum grade of C-
This course will prepare students to understand the main elements of the digital transformation process and apply their knowledge to a case company. The course will cover academic and practitioner insights and frameworks relating to business analytics and digitization. This includes key data analytics tools, major decision support tools, data visualization, and digitization.

MSBA 534 | MARKETING ANALYTICS
Units: 3 Repeatability: No
Prerequisites: MSBA 505 with a minimum grade of C-
This course will take an applied, data driven, approach to understanding how analytics can help firms with various insights such as measuring the effectiveness of promotions, estimating sales, and segmenting their customers. Students will learn how different types of data and analytical methodologies can be used to solve these problems. They will also develop proficiency in communicating their insights to a managerial audience.

MSBA 535 | OPERATIONS & SUPPLY CHAIN ANALYTICS
Units: 3 Repeatability: No
Prerequisites: MSBA 503 with a minimum grade of C-
This course will develop advanced ability to use quantitative methods and Excel spreadsheet to build effective models for operational decisions. In the first part of the course, students will learn several analytical tools for operational decision making, including inventory management, demand forecast and capacity analysis. Students will apply those skills in a simulation to manage a company. In the second part of the course, students will focus on advance spreadsheet modeling that integrate optimization, simulation and decision analysis.

MSBA 594 | SPECIAL TOPICS
Units: 3 Repeatability: Yes (Repeatable if topic differs)
Prerequisites: MSBA 500 with a minimum grade of C-
Topics of current interest in business analytics study. Course content and structure will differ depending on instructor. Students should consult their advisor for course description(s) for any given semester.

MSBA 598 | INTERNSHIP
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
Applied learning experience working for a business, government, or nonprofit organization. Students undertaken individual project or employer designated internship program. Grading is Pass/Fail.

Master of Science in Executive Leadership (MSEL)

MSEL 520 | PREPARING FOR LEADERSHIP: SELF APPRAISAL & ANALYSIS
Units: 3
This course, the first one-week track, serves as the orientation to the master's program. Students explore the relationship between personality and behaviors of the socially responsible leader. Topics include personality theory, disposition, beliefs, values, presentation of self in the workplace, and the competencies required to effectively lead values-driven organizations. Students learn what values and character they bring to their management roles, as well as how to discern the disposition and values framework others bring to the workplace. Approaches include diagnostic instruments for self and others, role plays, case studies, a writing project to establish a personal mission statement and formulating strategies for balancing work and personal values.

MSEL 521 | OPTIMIZING INDIVIDUAL LEARNING
Units: 1.5
Focusing on the Leader as Learner, students develop an understanding of the relationship between leading, learning and teaching in an effort to maximize individual and organizational performance. The Leader as Learner is the main theme of this course. Students assess how they best acquire and process information to help them advocate for what they need as leaders and learners. Common business processes and skills practiced will assist in defining, understanding, and developing a learning orientation and optimizing leadership so individuals in organizations can out-learn, out-think, and out-create competitors while maximizing individual and organizational performance.

MSEL 522 | LEADERSHIP, POWER & POLITICS
Units: 1.5
This course covers the analysis, explanation and evaluation of power and politics in organizations. It offers frameworks for assessing the sources of power in organizations, the conditions that lead to its attainment and its effective use from both a practical and an ethical perspective. Our discussions will cover how people in organizations try to get what they want by influencing others (a key aspect of leadership), how their ability to do so is affected by power distributions and how people try to change power distributions in their favor. We will evaluate these behaviors and discuss how, as a leader, you should participate in these behaviors.

MSEL 523 | ETHICS AND LEADERSHIP
Units: 1.5 Repeatability: No

This course examines the moral features of activities and decision-making within and among organizations. Beginning with the assumption that most people want to act ethically most of the time, we must also recognize that people and relationships are complex. Determining the proper course of action is at least as difficult as taking that action within an elaborate network of stakeholder relationships. Toward improving moral analysis in organizations, this course will cover topics such as: the effects of time pressure, division of loyalties, conflicts of obligations, effects of bureaucracy, nature of authority, cultural relativism and international ethical differences, among others.

MSEL 524 | COMMUNICATING YOUR LEADERSHIP POINT OF VIEW
Units: 1.5

Contemporary research demonstrates that effective leaders articulate a clear and consistent Leadership Point of View. Students will explore the importance of developing a clear leadership point of view in an organizational context. In addition, students will reflect on the principle of Servant Leadership and its application as the foundation for any leadership point of view. Each student will be asked to present his or her leadership point of view in oral and written formats. The teaching methods include self-diagnosis, role-plays, case studies and presentations by both faculty and students. The MSEL program as a whole provides a framework for leadership with six specific areas of concentration. MSEL524 concludes the formal self-leadership segment of the MSEL curriculum and focuses primary attention on Leadership and Best Business Practices.

MSEL 526 | CULTURE AT WORK: PUTTING PRINCIPLES INTO PRACTICE
Units: 1.5 Repeatability: No

This course takes you through the practical elements of building a workplace culture where people engage in work each day, contribute to something bigger than themselves, learn and feel they belong, are liberated by values, and go home happy. Students will learn strategies and tools for identifying and developing people's capabilities so that they can design a culture that promotes individual needs and behaviors as well as managing performance and developing potential. Research shows that making sure the right people are moving at the right pace and into the right jobs at the right time can significantly impact the sustainability and competitive advantage of any business enterprise. Topics include leading a purpose-driven organization; leadership development and succession planning; importance of vision, values and culture; employee engagement; leadership competencies; and coaching fundamentals. The content focuses on best practices that help ensure sustained employee fit, effectiveness and mastery. You will leave the course with specific insights for changes and enhancements to your workplace culture and an implementation strategy for people's growth and success.

MSEL 527 | PARTNERING FOR PERFORMANCE USING SLII®
Units: 1.5 Repeatability: No

This course explores the issues, possibilities and prescriptions when ethically leading in a one-on-one context. Topics include defining leadership in the one to one context, diagnosis of employee competence and commitment, the use of directive and supportive behaviors, the consequences of over and under supervision, assessment-based feedback on leadership style, leader behaviors and employee satisfaction and the dynamic impact of an individual's DiSC® profile on leader effectiveness. Teaching methods include assessments, role plays, case studies and one paper demonstrating the application of these tools and techniques in the student's workplace.

MSEL 528 | PROBLEM SOLVING & NEGOTIATION
Units: 1.5

Business people operate in environments in which political and economic pressures are strong and in which resources–natural, human, time and money–may be scarce. Moreover, various diverse and competing groups (both within and outside of the organization) often do all they can to influence the goals and direction of the organization. Given such circumstances, negotiation is a central skill in managing conflict, creating value and distributing resources. This course explores the science and art of negotiation. The "science" is learned largely through seminar style discussions and lectures. The "art" is learned by experience in simulated negotiations. Multi-faceted negotiation simulations provide opportunities to develop multi-party and cross-cultural negotiation skills and engage in open discussion and direct feedback requiring special attention to issues of leadership, ethics and trust.

MSEL 529 | LEADERSHIP IN A TEAM CONTEXT
Units: 1.5 Repeatability: No

This course examines the challenges and possibilities of leading teams and developing the skills to lead teams successfully. Topics include stages of team development; team dynamics and observation skills; leadership interventions; team chartering; conflict management; and the effects of social diversity on leading teams. Teaching methods are highly experiential and include assessments, role-plays, case studies, simulations, skill practice and a writing project documenting a team leadership experience.

MSEL 530 | LEADERSHIP IN A GLOBAL CONTEXT
Units: 1.5

Managing organizations and people of diverse national cultures is a critical leadership skill that enriches organizations and contributes to success in a global business environment. Emphasis is placed on viewing global awareness as a necessary operational tool to global business strategy. Attention will be devoted to critical interpersonal skills of the Global Leader, including among other things, multi-cultural communication, ethics, managing hierarchy in mixed cultures and differing views on time. Also, the course will explore the complex decision-making processes associated with cross-cultural management, the context of international business, the economic and social impact of corruption and culturally consistent leadership. Teaching methodology includes case studies, video examples, experiential exercises, role plays and discussions.

MSEL 531 | LEADING ORGANIZATIONAL CHANGE
Units: 1.5 Repeatability: No

Change agents play a critical role in organizations. This course explores the problems and possibilities when leading an organizational change effort. Students will learn the stages of concern that individuals experience when dealing with change and why people resist change. In addition, several models of change are shared and students will identify successful and unsuccessful change efforts in their own organizations and do a final project on leading a change initiative. Topics include change management strategies, alignment of organizational systems and theories of change. The main intent of this course is to design and develop your own "tool kit" with strategies and models to help you make change comfortable or even exciting for others in your organizations. Teaching methods include simulations, guest speakers, videos, lecture and small group discussion and facilitator-assisted analysis of the group's learning.

MSEL 532 | DESIGNING ORGANIZATIONAL CULTURE: VALUES & ALIGNMENT
Units: 1.5

Culture is explored as an expression of how things get done within an organization, with the aim of distinguishing why some cultures become a source of competitive advantage, while others don't. The course explores the abstract concept of culture - what it is, how it is created, how it evolves and how it can be changed - and practical tools that managers and leaders can use to understand the dynamics of organizations. Leaders learn to assess how members read their organizational culture to identify embedded values and norms. Intervention strategies are developed to realign cultural elements with mission, vision and strategic direction. Class materials and activities demonstrate the crucial role leaders play in successfully applying the principles of culture to understand organizational effectiveness and achieve organizational goals. Topics include: accountability, belief systems, boundary systems, communication in organizations, control systems, motivation, organizational behavior, organizational development and values.

MSEL 533 | INNOVATION AND ORGANIZATIONAL LEARNING
Units: 1.5 Repeatability: No

Common business processes and skills practiced will assisting defining, understanding and developing a learning organization. The focus is on optimizing leadership so individuals in organizations can out-learn, out-think and out-create competitors while maximizing individual and organizational performance. Topics include systems thinking, customer feedback, diagnostic control systems, employee development, employee empowerment, entrepreneurial management, innovation, interactive control systems, knowledge management and knowledge transfer. Teaching methods include assessment tools, role-plays, lecture, participant presentations and an "Action Learning" project.

MSEL 534 | MARKETING STRATEGY, STRUCTURE & PROCESS
Units: 2.25 Repeatability: No

An examination of the integrated set of commitments, decisions and actions designed to give a firm competitive advantage. Drawing from Designing Organizational Culture students continue their analysis of organizational core competence. The focus is on an exploration of the marketing process in the firm and in society in relation to identified organizational strategies. The most important objective of this course is for each participant to develop an understanding of the scope, challenges, opportunities and limitations of strategic marketing. Topics include customer value, satisfaction and loyalty; consumer research; market analysis; market segmentation and targets; brand equity; designing and managing services; pricing; and integrated marketing communications.

MSEL 535 | ACCOUNTING FOR ORGANIZATIONAL LEADERS
Units: 2.25 Repeatability: No

This course introduces the financial reporting system that business entities use to measure and communicate their financial results. Together with MSEL 539, this course presents the responsibilities, analytical approaches and leadership strategy implications of the accounting and financial officer of a company. This course integrates the external (investor) and the internal (financial leadership) perspectives, and explores the role of ethical decision making in financial reporting and capital markets. Learning methods include lecture, in-class case analysis, discussion, an ethics essay and a comparative analysis project.

MSEL 537 | EXECUTING STRATEGIC INITIATIVE
Units: 1.5

Execution is essential for all great strategies. As such, the focus of this course will be on developing excellence in execution and the breakthrough thinking and leadership foundations which that requires. Focus will be on integrating individual, interpersonal, team and organizational leadership with the critical financial, customer and strategic initiatives explored in the preceding courses. This will lead to a richer understanding of the complexity associated with organizational leadership and the mastery of executing organizational strategy. The purpose of this course is to help you develop a better understanding of the layers of complexity associated with being an 'executive' and the link between execution and strategy.

MSEL 538 | LEADERSHIP FOR THE FUTURE
Units: 1.5

As the culmination to a 22-month journey, students are provided the opportunity to synthesize and bring closure to this formal stage of their learning. Students review their learning goals and assess the extent to which they have developed the necessary competencies to perform as high potential executive leaders who impact high performing organizations. The role of leaders in defining and building socially responsible organizations is explored. Students also present and discuss their final portfolio submission (embedded assessment) containing their personal leadership plan, leading others plan and current business plan. Teaching methods include lecture, presentations, simulation and guest lecturers. Note: Course offerings and descriptions are subject to change.

MSEL 539 | FINANCE FOR ORGANIZATIONAL LEADERS
Units: 2.25 Repeatability: No

Prerequisites: MSEL 535 with a minimum grade of C- (Can be taken Concurrently)

This course covers the responsibilities, analytical approaches, and leadership strategy implications of financial officers in public and private organizations. The course will review how investors view the corporation as an investment, and the responsibilities of the financial manager in maximizing the company's shareholders' wealth. To help guide manager's strategic direction decision-making, we will develop valuation techniques and processes in capital allocation, with emphasis on data analytics using a spreadsheet program. Learning methods primarily include lecture, problem solving, in-class case analysis and discussion, and a comprehensive valuation project.

MSEL 540 | INTRODUCTION TO LEADERSHIP THEORIES
Units: 1.25 Repeatability: No

Leadership is a reciprocal process expressed through individuals, groups, and organizations. This course provides a survey of leadership theories, including behavioral and trait-based leadership approaches, situational and transformational leadership philosophies, and adaptive and integral leadership methodologies. The leadership frameworks covered in this program will set a foundation for the leadership discussions throughout the program. Learning methods include contemporary readings, self-assessment, lecture/dialogue, experiential exercises, case studies, and film.

MSEL 541 | ANALYTICS FOR STRATEGIC DECISION MAKING
Units: 1.75 Repeatability: No

This course introduces basic techniques for analyzing data and using data effectively for strategic decisions. Teaching methods include lecture, case studies and projects. The objective of this course is to apply decision tools and analytical techniques to evaluate and resolve decision problems faced by organizational leaders. Understanding these quantitative and non-quantitative decision techniques will enable leaders to evaluate alternatives, understand risk and achieve optimal results when faced with complicated decision problems.

MSEL 542 | ENTREPRENEURIAL STRATEGIES FOR ORGANIZATIONAL LEADERS PART 1
Units: 1.5 Repeatability: No

Leaders of organizations need to be successful corporate entrepreneurs to take their corporations to the next levels of growth. The focus in this course will be on enabling organizational leaders to develop their individual skills as corporate entrepreneurs, as well as how to develop their organization's competences for innovation by designing organizational cultures and structures to foster corporate entrepreneurship. Topics include entrepreneurial mindset, entrepreneurial orientation, different roles in the corporate entrepreneurial process and the roles that leaders must play well, designing effective cultures and structures. This capstone course is offered in two parts and includes an experiential learning project.

MSEL 543 | ENTREPRENEURIAL STRATEGIES FOR ORGANIZATIONAL LEADERS PART 2
Units: 0.75 Repeatability: No

Prerequisites: MSEL 542 with a minimum grade of C-

Leaders of organizations need to be successful corporate entrepreneurs to take their corporations to the next levels of growth. The focus in this course will be on enabling organizational leaders to develop their individual skills as corporate entrepreneurs, as well as how to develop their organization's competences for innovation by designing organizational cultures and structures to foster corporate entrepreneurship. Topics include entrepreneurial mindset, entrepreneurial orientation, different roles in the corporate entrepreneurial process and the roles that leaders must play well, designing effective cultures and structures. This capstone course is offered in two parts and includes an experiential learning project.

Master of Science in Finance (MFIN)

MFIN 500 | INTRO TO PYTHON FOR FINANCE
Units: 1 Repeatability: No

Python has become the most popular programming language for data science and Fintech. This course equips a motivated student who has little or no prior programming experience with a working knowledge of the Python programming language and the Pandas package to conduct basic data analytics in finance. These skills are foundational for the subsequent seminar courses in the Master's in Finance program. Basic Python syntaxes, such as conditional statements, functions and loops, and most commonly used data types including lists, dictionaries, tuples, and data frames are introduced in this course. Students learn to apply their Python programming skills in many practices and projects during the course.

MFIN 501 | QUANTITATIVE METHODS
Units: 2

This course covers a variety of tools used in a number of different areas of finance. It starts with the time value of money concepts, where student learns how to interpret rates of return, calculate present and future values of single sums, annuities, growing annuities, perpetuities and growing annuities, all under various compounding regimes. Next, the course covers relevant probability and statistics concepts; from the definition of a random variable, through a treatment of conditional and unconditional probability, joint probability, conditional expectations, tree diagrams, computation of expected value and variance of a single random variable to application in portfolio mathematics. The course ends with a rigorous treatment of topics in sampling, estimation and hypothesis testing, with an emphasis on the identification of the problem, selection of a relevant test and interpretation of the results in a comprehensive hypothesis-testing problem.

MFIN 502 | ECONOMICS FOR FINANCE
Units: 2

The microeconomics part of this course focuses on the basic graphical and calculation toolkit of microeconomics, building the well-known supply and demand framework from more basic assumptions about consumer and firm behavior. The first unit covers supply and demand: how buyers and sellers interact to determine market price of a good, and how the market responds to shocks and restrictions. The second unit covers consumer choice at an intermediate level, developing consumer demand from the utility maximization/ budget constraint/ indifference curve framework, and including income/substitution effects, etc. The third unit builds up supply in a perfectly competitive economy from a multi-input production function through cost minimization and profit maximization. The final unit extends this analysis to alternative market structures (monopoly, oligopoly, etc.). In the macroeconomic part of this course, we study the operation of the American economy in an international setting, examining the interaction of households, business firms, government, and the rest of the world in resource, product, and financial markets. Topics include national income accounting and analysis, business fluctuations, inflation, unemployment, and monetary and fiscal policy.

MFIN 503 | FIXED INCOME
Units: 2

This course examines the fundamentals of fixed-income investments. It presents an overview of the market, describing the primary issuers, sectors and types of bonds; discusses the calculation and interpretation of various important terms, including prices, yields and spreads; and explains spot rates, forward rates, and alternative definitions of a yield curve. The course also introduces securitization and describes the characteristics of various types of asset-backed securities. An important component of this course is to analyze the risks associated with fixed-income securities, specifically interest rate and credit risks. It examines how investors measure risks and their effects on the value of fixed-income investments.

MFIN 504 | DERIVATIVES
Units: 2

This course studies derivative markets including call and put options, futures and forward contracts, swaps and credit derivatives. Topics include the economic role of derivatives, valuation of derivatives, derivative trading strategies and the management of risk with derivatives. The aim of the course is for students to gain proficiency in the use and valuation of a variety of derivative products.

MFIN 505 | ETHICS
Units: 1

This course covers topics in ethical decision-making from a perspective of a multitude of jobs in financial industry. It employs CFA® Code of Ethics and Standards of Professional Conduct, which strive to further the ethical standards beyond what current laws and regulations require. Standards include (1) Professionalism; (2) Integrity of Capital Markets; (3) Duties to Clients; (4) Duties to Employers; (5) Investment Analysis, Recommendations and Actions,; (6) Conflict of Interests; and (7) Responsibilities as a CFA Institute Member of CFA Candidate.

MFIN 506 | PORTFOLIO MANAGEMENT
Units: 1

Portfolio management is the process of applying a portfolio approach to investments. The course covers the different types of investors and professionally managed portfolio products available to them. In addition, students will learn the steps in the portfolio management process as well as the process of developing a portfolio strategy, asset allocation, and performance measurement. The course provides an understanding of the most important financial theories related to portfolio management, including Markowitz's mean-variance analysis, multi-factor models, asset pricing theory, the Treynor-Black Model.

MFIN 507 | FINANCIAL REPORTING AND ANALYSIS
Units: 3

This course introduces the tools that a financial analyst may use in analyzing the financial performance of a company. It will focus on understanding the information provided in the principal financial statements (the income statement, balance sheet, cash flow statement, and statement of changes in owners' equity), as well as the notes to those statements, and management's discussion and analysis of results. Students will learn to compare the different accounting choices that may affect the financial reporting results. Students will also learn to evaluate financial reporting quality and apply the financial statement analysis to make debt and equity investments decisions. The analytical framework and practical tools of this course will help students to improve the ability to read and analyze financial statements, which should be useful for students with career interests in finance, marketing, strategy, consulting, accounting, operations, or entrepreneurship.

MFIN 508 | CORPORATE FINANCE
Units: 1

This course will cover corporate finance topics including capital budgeting (NPV/IRR), weighted average cost of capital, risk adjusted discount rates, measurement operating and financial leverage, and working capital management.

MFIN 509 | ALTERNATIVE INVESTMENTS
Units: 1 Repeatability: No

Investors are increasingly using alternative investments to seek diversification benefits and/or higher returns. This course describes the common types of alternative investments, their valuation, their unique risks and opportunities, their relation to traditional investments, and their role in portfolio construction and management. More in-depth coverage will focus on private equity, hedge funds, and real estate. Private equity, including venture capital, and hedge funds are examined from the perspectives of their structure, investment strategies, performance measures, and exit opportunities. Real estate, both direct investment and investment through publicly traded securities (such as real estate investment trusts), is examined from an institutional investor's perspective to assess how it affects the risk and return of a multi-asset portfolio.

MFIN 510 | INTERNATIONAL FINANCE
Units: 1

This course introduces students to the global currency markets, the international monetary system, and trade and capital flows. Topics include usage of currency instruments, exchange rate regimes, theory and politics of international trade, balance of payments, and currency forecasting.

MFIN 511 | ADVANCED FINANCIAL REPORTING AND ANALYSIS
Units: 3 Repeatability: No

This course builds on the knowledge in the International Financial Reporting and Analysis I and examines more complicated financial transactions and their impacts on financial statements. Such transactions may include inter-corporate investment, mergers and acquisitions, post-employment pension obligations, and foreign currency translation exposure in multinational corporations. Students will learn the effects that different accounting methods in these transactions that can have on financial statements and ratios. Students will also compare the different accounting standards (GAAP vs. IFRS) and evaluate the impact on the financial reporting results. This course will also explain the identification of red flags and warning signs related to earnings management.

MFIN 512 | EQUITY VALUATION AND MODELING
Units: 3

This course is a detailed, hands-on examination of financial modeling techniques applied to optimal decision-making in the areas of corporate finance and investment banking. Topics include the construction of comprehensive valuation models (including capital structure and dividend policy modifications), using precedent transactions and comparable companies in valuation, strategic industry examination and application of valuation in the context of mergers and acquisitions. The course makes an extensive use of the Microsoft Excel©.

MFIN 513 | ADVANCED PORTFOLIO MANAGEMENT
Units: 2 Repeatability: No

The advanced portfolio concepts concentrate on hands-on management practices of constructing equity, bond, passive, active, exchange-rate and alternative investments portfolios. Other topics include asset allocation strategies, institutional asset management, management of portfolio of global fixed assets, equity portfolio management and risk management through currency hedging.

MFIN 514 | FINANCIAL ECONOMETRICS
Units: 1 Repeatability: No

This course extends basic results from introductory statistics to cover the specific tools used in empirical finance. The first section of the course covers tools used in corporate finance and studies of the cross-section of asset returns (multiple regression, deviations from OLS assumptions, and basic panel methods). The second section focuses on tools used in the study of asset returns over time, tests of the efficient market hypothesis, and derivatives pricing (time series decomposition, ARIMA modeling, GARCH volatility modeling).

MFIN 515 | ADVANCED CORPORATE FINANCE
Units: 2 Repeatability: No

The course will cover capital structure decision-making, sensitivity analysis and real options in capital budgeting, dividends and share repurchase policies, mergers and acquisitions and corporate governance.

MFIN 516 | ADVANCED SEMINAR AND RESEARCH METHODS IN CORPORATE FINANCE
Units: 1 Repeatability: No

This course has the objective of introducing master students to theoretical and empirical research in corporate finance. The first part of the course will examine the fundamentals of corporate finance such as the theory of firm's choice of capital structure, payout policy, corporate governance, executive compensation, and mergers & acquisitions. Various topics such as moral hazard, the agency problem, adverse selection, and signaling will be discussed in the context of the corporate finance topics. Students will be exposed to the classical corporate finance literature, as well as recent empirical research from the leading journals (e.g., Journal of Finance, Journal of Financial Economics, and Review of Financial Studies). The second part of the course will give students exposure to conducting empirical research by introducing common research methods (cross-sectional regressions, panel regressions, matching estimators, etc.), databases (WRDS, Compustat, CRSP), and common tools (SAS, Stata).

MFIN 517 | ADVANCED FIXED INCOME AND STRUCTURED FINANCE
Units: 2 Repeatability: No

This course studies fixed income markets and their associated derivatives. Topics include the valuation of fixed income investments, the analysis of credit risk, and the process of securitization and analysis of asset-back securities. The course aims for students to understand both the broad structure of fixed income markets, including term structure and interest rate dynamics, and the specific terms and pricing of the various products in those markets.

MFIN 518 | ADVANCED SEMINAR IN ASSET PRICING
Units: 1 Repeatability: No

This course surveys contemporary research on the cross-section of stock returns. It covers the theory and evidence behind several prominent stock market anomalies including momentum, value, and investments. Students use financial databases and econometric methods to test these anomalies.

MFIN 519 | FINANCIAL MARKETS AND INSTITUTIONS
Units: 1

This course introduces students to various financial markets (money, bond, equity, mortgage, and foreign-exchange markets) and institutions (banks, mutual funds, hedge funds, insurance companies, investment banks and venture capital/private equity firms). Emphasis is on what skills and expectations are associated with a job in each of these markets, what kind of decisions may one make while still a student to prepare themselves best for the desired path.

Master of Science in Global Leadership (MSGL)

MSGL 501 | PREPARING FOR GLOBAL BUSINESS LEADERSHIP
Units: 2 Repeatability: No

This course provides students with the essential knowledge about their leadership strengths and weaknesses so that they can lead and follow more effectively and ethically. It will launch the journey of leadership self-discovery to strengthen important leadership skills and discover students' hidden potential for leadership. Equally, this course will develop a greater sensitivity to the ethical dimensions of leadership. Learning to recognize the importance of questions of purpose and to understand leadership as a form of service to others is an important insight and a balance to one's personal ambitions.

MSGL 502 | GLOBAL BUSINESS LEADERSHIP ETHICS
Units: 2 Repeatability: No

Prerequisites: MSGL 501 with a minimum grade of C-
This course emphasizes the essential concepts associated with business practices and ethical values that prevail for the most effective and successful global leaders. Course objectives include recognizing your own ethical viewpoint and its implications for decision making; appreciating the value inherent in the ethical viewpoints and decision making of others; distinguishing differences in ethical foundations around the globe; identifying the pitfalls of human decision making and their effects in organizations; recognizing the fit between your values and those of an organization.

MSGL 506 | LEADING DIVERSE GLOBAL TEAMS
Units: 1 Repeatability: No

This course expands on the multiple leadership models evaluated in the 1st semester and examines their applicability to varied global situations. It provides concepts, mental frameworks, and skills for socially responsible and ethical leadership of international teams. Topics covered include leading multicultural and virtual teams, creative problem solving and conflict resolution, appreciating and capitalizing on cultural diversity, moral considerations in power and politics, promoting multi-national visions, and creating socially responsible organizational cultures.

MSGL 508 | GLOBAL BUSINESS COMMUNICATIONS AND STRATEGY
Units: 2

This course focuses on the critical thinking, analysis, and practical skills essential to developing and implementing communications strategies that advance an organization's strategic goals and mission in a highly competitive global business environment. Students will be introduced to various core strategic management concepts and models. The course further emphasizes elements of persuasive communication; how to design messages for culturally diverse and possibly resistant audiences, and how to present that information in a credible, convincing, and professional manner.

MSGL 512 | GLOBAL POLITICS, POLICY AND LAW
Units: 2 Repeatability: No

This course examines the complex array of political, legal, historical and ethical concerns within the global business environment. Coverage includes non-market strategy; business ethics; diverse interests of various stakeholders; individual versus societal interests; public policy; globalization; and government regulation of, and support for, business.

MSGL 513 | UNDERSTANDING INTERNATIONAL BUSINESS
Units: 3

This course develops an understanding of the global environment in which international business takes place as well as the role and behavior of the international firm as it responds to the environment. The course provides the knowledge, skills and sensitivities that help manage business operations more proactively in the turbulent international environment. Through cases and discussions, within a social and ethical framework in the international marketplace, aspects of production, research, marketing and finance—along with their interrelationships—are studied.

MSGL 514 | CHANGE MANAGEMENT FOR GLOBAL LEADERS
Units: 2 Repeatability: No

This course is designed to assist students in the practice of ethical leadership and management of change of international organizations. As a result of actively participating in this course, students will develop their leadership potential and their understanding of the challenges, techniques, and burdens associated with initiating and implementing major change in a global organization. The course will compare organizational development and planned change with other forms of international organizational change, and evaluate the steps associated with a planned organizational change process.

MSGL 515 | GLOBAL SUPPLY CHAIN MANAGEMENT
Units: 3 Repeatability: No

This course examines the operational processes of the logistical chain from acquisition of materials through conversion to physical distribution of goods and services. Topics include supply systems, workflow systems, inventory systems, quality systems logistics systems, cost estimation, optimization tools, and continuous improvement. Common business processes and business skills practiced are production planning, workflow scheduling, cost estimation, resource allocation, work methods design, inventory management and continuous improvement methods.

MSGL 516 | INTERNATIONAL COMPARATIVE LEADERSHIP AND HUMAN RESOURCES MANAGEMENT
Units: 3 Repeatability: No

This course prepares participants to recognize the differences in cultural value systems and behaviors in the global environment, and how they affect leadership. Practical suggestions on how to succeed as a manager in foreign cultures and as a manager of foreign nationals will be examined. The course compares and contrasts the styles and effectiveness of leadership practices of contemporary and historical leaders. This course also provides an overview of the field of Human Resource Management by highlighting such topics as recruitment, selection, benefits, performance appraisal, compensation, labor relations and recent trends within the context of relevant international laws.

MSGL 523 | FINANCE FOR GLOBAL LEADERS
Units: 3 Repeatability: No

This course introduces the student to the major topics in corporate finance. The student will learn some of the financial tools used by professionals, and also increase their understanding of the tasks and issues that are relevant to conducting business globally. The emphasis is on applied decision making relevant to the financial manager: investment decision (capital budgeting), financing decision (capital structure), project/asset valuation and using derivatives in managing global management risks. Specific topics include financial accounting principles that provide the foundation for the measurement and communication of financial data (basic statements, financial statement and ratio analysis, analysis of free cash flow), time value of money, valuation of financial instruments (stocks and bonds), capital budgeting, an introduction to capital markets, capital structure issues, dividend policy, global financial markets, and using derivatives to hedge global currency risks.

MSGL 525 | INTERNATIONAL NEGOTIATIONS
Units: 1 Repeatability: No

This course examines – in a cross-cultural context – the key features of integrative (i.e., pie expanding) and distributive (i.e., pie slicing) negotiations, such as BATNAs, target points, anchoring, resistance points, and creating options. It also explores critically important methods of persuasion, how to use such methods effectively, and how to defend against them. This course also focuses on issues of leadership, ethics and trust and how these issues may be further complicated when negotiating in a cross-cultural context.

MSGL 526 | ADVANCED INTERNATIONAL NEGOTIATIONS
Units: 1 Repeatability: No

Prerequisites: MSGL 525 with a minimum grade of C-

This second course in negotiations builds upon the knowledge delivered in the first Negotiations course and focuses on difficult people and circumstances, problem solving and creativity, multi-party negotiations, and team negotiations – and how these issues may be further complicated when negotiating in a cross-cultural context. In an increasingly interdependent world, the ability to negotiate with people with diverse socio-cultural backgrounds and in different regions of the world is crucial for managers and leaders. This course will offer practical skills to navigate these complex negotiations scenarios.

MSGL 527 | INTERNATIONAL STRATEGIC PLANNING AND MANAGEMENT
Units: 3 Repeatability: No

Prerequisites: MSGL 523 with a minimum grade of C-

This course examines strategic planning, including the development of global analyses, the establishment of prioritization matrices, and the development of appropriate key performance indicators to fulfill strategic objectives. Students will practice strategic problem solving and decision-making from the perspective of global leaders, who are culturally consonant, ethical and innovative. Building on international mergers and acquisitions, the second part of the course is dedicated to strategic implementation tools, including, but not limited to integration tools, implementation matrices, synergistic analyses, and innovation tools.

MSGL 531 | MARKETING FOR GLOBAL BUSINESS
Units: 2

This course examines the key elements of marketing and the opportunities and the challenges of operating in a rapidly changing global marketplace. This course will cover topics such as the cultural environment in which marketers operate, market research, segmentation, positioning, promotion, and pricing. Further, this course will focus on practical decision making within a socially responsible and ethical framework.

MSGL 540 | GLOBAL LEADERSHIP CAPSTONE PROJECT
Units: 2 Repeatability: No

Prerequisites: MSGL 502 with a minimum grade of C- and MSGL 513 with a minimum grade of C- (Can be taken Concurrently) and MSGL 523 with a minimum grade of C- and MSGL 527 with a minimum grade of C- and MSGL 531 with a minimum grade of C-

This course is the capstone of the global leadership degree. Each student will participate in a project that will model the leadership challenges and behaviors of a corporate manager involved in the global business arena. These projects may involve areas and challenges of finance, marketing, international business, or management. The project will serve to exercise ethical global leadership skills and distinct knowledge gained during the entire curriculum.

Master of Science in Humanitarian Action (MSHA)

MSHA 500 | FOUNDATIONS: PEACE, JUSTICE AND SOCIAL CHANGE
Units: 3 Repeatability: No

The course introduces students to a series of big ideas for making the world more peaceful and just, and how to apply them in shaping their own lives and careers of purpose. The first half of the course features lectures and discussion sections that explore foundational theories behind peace, justice, and social innovation; where they overlap; and where they are in tension. The second half of the course explores specific fields of inquiry and practice in a more intimate setting, with an emphasis on comparing diverse approaches to common problems. Throughout the course, students will be challenged not simply to learn a spectrum of ideas and practices, but to understand how they fit together, where and how to learn more, and how to craft their own educational and professional trajectories so that they can be part of the change they want to see in the world.

MSHA 501 | FOUNDATIONS OF HUMANITARIAN ACTION
Units: 3 Repeatability: No

The distinction between development aid and humanitarian aid is fast dissolving as complex humanitarian emergencies (CHEs) become protracted and global climate change leads to the increasing scope and frequency of natural disasters. This course will discuss the principles and politics that shape humanitarian practice and give students the tools to pursue positive outcomes in an increasingly complex humanitarian space. The course will provide an overview of the evolution of humanitarian assistance and an analysis of how this evolution shaped the current humanitarian regime. It will give students a sophisticated sense of the current humanitarian landscape and its different actors, from government donors to UN agencies and local and international NGOs. It will discuss best practices in key humanitarian sectors and give students the knowledge necessary to engage the key conversations and controversies currently shaping humanitarian practice and policy.

MSHA 513 | PROGRAM DESIGN, MONITORING AND EVALUATION
Units: 3 Repeatability: No

Prerequisites: MSHA 500 with a minimum grade of C- and MSHA 501 with a minimum grade of C-

Humanitarian interventions take place in conflict-affected and politically-sensitive contexts. Humanitarian actors have the ethical responsibility to ensure that their work has a positive impact and avoids doing harm. Moreover, there is increasing pressure from donors that limited resources are used in programs to maximize relevance, effectiveness, efficacy, efficiency, impact, and sustainability of funded programs. Accordingly, design, monitoring, and evaluation (DME) have become indispensable parts of humanitarian and peacebuilding programming. This course is designed to prepare students to design, monitor, and evaluate humanitarian interventions. It will feature case studies, hands-on exercises, and specialist guest lectures to develop familiarity with planning tools, evaluation types and designs, metrics and indicators, data collection methods, and human subjects research ethics. Students will be required for their final project to produce an evaluation plan for an appropriate intervention of their choosing.

MSHA 520 | DISASTER MANAGEMENT AND PREVENTION
Units: 3 Repeatability: No
Prerequisites: MSHA 500 with a minimum grade of C- and MSHA 501 with a minimum grade of C-
Climate change and ecological collapse pose growing threats to people, states, and economies. It has been estimated that a 1-degree increase in global temperatures would require a near tripling in disaster response spending over 15 years just to match the current level of humanitarian coverage. However, it has also been shown some truth to the old proverb about ounces of prevention: for every dollar spent on reducing vulnerability to disaster, two dollars are avoided on future damages. This course is designed to introduce students to the basic theories, strategies, and best practices for reducing the risk of hazards and technological disasters in an age of environmental and political instability. Along the way, it will encourage students to think critically about the so-called "triple nexus" between humanitarianism, development, and peacebuilding.

MSHA 530 | HUMANITARIAN DIPLOMACY
Units: 3 Repeatability: No
Prerequisites: MSHA 500 with a minimum grade of C- and MSHA 501 with a minimum grade of C-
This course is designed to provide students with two critical frameworks for accessing and operating in humanitarian crises. On the one hand, it explores official, state-level (Track I) bi- or multi-lateral diplomatic efforts to prevent, mitigate, or resolve humanitarian crises. On the other hand, it explores the unofficial (Track II) and micro-level initiatives of humanitarian negotiations engaged in by non-state actors to obtain access to crisis-affected populations, facilitate dialogue among parties to conflict or rivals for resources, and even broker truces, peace agreements, or other arrangements with the potential to reduce human suffering in Complex Humanitarian Emergencies.

MSHA 540 | DISPLACEMENT, CLIMATE AND HUMANITARIAN ACTION
Units: 3 Repeatability: No
Prerequisites: MSHA 500 with a minimum grade of C- and MSHA 501 with a minimum grade of C-
Climate change is one of the urgent challenges of our time, and disaster displacement is one of its most devastating consequences. Populations worldwide are suffering the impacts, affecting people living in some of the most fragile and conflict-affected countries disproportionately. This course is designed to address the increasingly important links between climate change and mass migration, illustrating key challenges to, and new horizons of, humanitarian action in the coming decades.

MSHA 550 | HUMANITARIAN SAFETY AND SECURITY
Units: 3 Repeatability: No
Prerequisites: MSHA 500 with a minimum grade of C- and MSHA 501 with a minimum grade of C-
This course will introduce students to basic concepts, strategies, and practices for promoting safety and security in a humanitarian emergency. It will include modules on international humanitarian law, the system of global governance designed to tackle "problems without passports," the responsibility to protect (R2P), humanitarian access negotiations, and best practices in the field.

MSHA 590 | DATA VISUALIZATION AND ANALYTICS FOR HUMANITARIAN ACTION
Units: 3 Repeatability: No
Prerequisites: MSHA 500 with a minimum grade of C- and MSHA 501 with a minimum grade of C-
Long considered a "soft" area of practice, more art than science, humanitarianism and adjacent professional fields increasingly rely on using data to design, garner support for, and evaluate their initiatives. Data visualization comprises a powerful set of tools and techniques used to explore and present information. Combined with program research skills and fluency in statistics, it can help us understand problems we confront, interventions we craft to solve them, and the effects of those interventions. It can help us to communicate, telling visual stories that can convince our target audience, be they colleagues, policymakers, funders, or the general public. This course is designed to cultivate basic data visualization and statistical skills that can provide a solid professional advantage in the job market.

MSHA 592 | NEW STUDENT ORIENTATION
Units: 0 Repeatability: No
This orientation course introduces students to the University of San Diego and provides important information about the program. Throughout the orientation, students will learn to successfully navigate through the online learning environment and locate helpful resources. Students will practice completing tasks in the online learning environment as preparation for success in their online graduate courses. This orientation course will be available to students as a reference tool throughout the entirety of your program.

MSHA 595 | LOGISTICS FOR HUMANITARIAN RELIEF
Units: 3 Repeatability: No
Prerequisites: MSHA 500 with a minimum grade of C- and MSHA 501 with a minimum grade of C- and MSHA 520 with a minimum grade of C- and MSHA 530 with a minimum grade of C- and MSHA 540 with a minimum grade of C- and MSHA 550 with a minimum grade of C- and MSHA 513 with a minimum grade of C- and MSHA 590 with a minimum grade of C-
This course serves as an introduction to many of the most common technical aspects of humanitarian aid delivery, including camp coordination and camp management (CCCM), water & sanitation, food aid, public health planning, and rapid needs assessments.

MSHA 599 | HUMANITARIAN CRISIS SIMULATION
Units: 3 Repeatability: No
Prerequisites: MSHA 500 with a minimum grade of C- and MSHA 501 with a minimum grade of C- and MSHA 520 with a minimum grade of C- and MSHA 530 with a minimum grade of C- and MSHA 540 with a minimum grade of C- and MSHA 550 with a minimum grade of C- and MSHA 513 with a minimum grade of C- and MSHA 590 with a minimum grade of C-
This multi-day simulation will begin with a workshop on humanitarian standards for delivery, operations, and accountability, and culminate in an online simulation of a complex humanitarian emergency in a virtual environment.

Master of Science in Nursing Degree (MSNC)

MSNC 503 | NURSING PRACTICE WITH DIVERSE FAMILIES IN COMMUNITIES
Units: 2 Repeatability: No
Corequisites: MSNE 546
Examines philosophical, theoretical, and conceptual bases for care of diverse families and groups in community settings. Analysis of community perspectives provides a foundation for general and advanced practice and research with families across the lifespan. The national health objectives provide a framework for family and community health promotion and risk reduction. Issues that affect family, aggregate, and community health and wellness are examined using an ecological perspective that includes social, political, cultural, and economic aspects of the environment. Addresses intervention strategies with families to achieve desired health outcomes in their community.

MSNC 503P | NURSING PRACTICE WITH DIVERSE FAMILIES IN COMMUNITIES PRACTICUM
Units: 2 Repeatability: No
Corequisites: MSNC 503
Focus is on the family within the community and access to the health care system. Frameworks used to assess families include developmental, systems, and structural-functional. Interventions with families emphasize promotion and maintenance of health as well as resolution of existing health problems. Students have clinical opportunities in official and voluntary agencies to integrate selected theories and concepts using the nursing process as they interact with clients and families in their homes and community settings.

MSNC 507 | STATISTICS
Units: 3 Repeatability: No
Provides students with necessary skills to perform statistical analysis of data in order to present information in a meaningful way. Emphasizes basic understanding of probability concepts, common probability distributions, and inferential statistical methods. Includes identification of data requirements and statistical method to answer specific research questions. Incorporates SPSS statistical software as well as statistical calculations. Explores methods to display data and findings. Assists students to interpret SPSS output, and effectively present findings. Also focuses on critical review of scientific manuscripts and interpretation of findings.

MSNC 510 | CLINICAL NURSE LEADERSHIP: THEORY AND PRACTICE
Units: 6 Repeatability: No
Corequisites: MSNC 534P
Explores and integrates concepts of leadership that are central to the practice of the clinical nurse leader (CNL) including: horizontal leadership, effective use of self, reflective practice, advocacy, lateral integration of care, change theory, and role analysis and implementation. Oversees patient care provided by staff, in collaboration with RN preceptor or mentor, to improve patient outcomes. Serves as a role model for staff in anticipating risks and providing comprehensive care to individuals and clinical cohorts. Reviews and modifies, if necessary, standards of care for specific patient populations. Designs and proposes an implementation and evaluation plan for an evidence-based project designed to effect change in patient/staff outcomes.

MSNC 510P | CLINICAL NURSE LEADER PRACTICUM
Units: 0 Repeatability: No
This is the practicum section of course MSNC 510.

MSNC 511 | EVIDENCE BASED PRACTICE: ROLE OF THEORY AND RESEARCH
Units: 3 Repeatability: No
Focuses on the critical links between nursing theory, research and evidence based practice. Examines the theoretical foundations of nursing science including how theory has influenced the history and current practice of nursing. Emphasizes the importance of research for building an evidence base for nursing practice. Reviews the components of evidence-based practice, with emphasis placed on knowledgeable appraisal of theory and research to evaluate the evidence base for clinical practice.

MSNC 512 | INFLUENCING THE HEALTH CARE ENVIRONMENT: POLICY AND SYSTEMS
Units: 3 Repeatability: No
Provides an understanding of nursing's leadership role in the analysis and evaluation of policy, organization, and financing of health care. Focuses on the organization of health care systems, the political and economic forces that influence health care delivery, and the formulation of policies affecting health care.

MSNC 518 | PHYSICAL ASSESSMENT AND DIAGNOSIS FOR RNS
Units: 4 Repeatability: No
Prerequisites: APNC 520 with a minimum grade of B-
Corequisites: MSNC 518L
Focuses on theoretical and clinical skill development in physical assessment and diagnosis, across the life span. Designed to prepare the advanced generalist registered nurses with the knowledge and skills to make appropriate focused assessments and draw accurate conclusions about physiological/psychosocial instability/complications/sequelae of disease processes and/or therapeutic interventions.

MSNC 518L | PHYSICAL ASSESSMENT AND DIAGNOSIS FOR RNS LAB
Units: 0 Repeatability: No
Corequisites: MSNC 518
This is the lab section for MSNC 518.

MSNC 534 | CLINICAL NURSE LEADERSHIP: THEORY AND PRACTICE
Units: 6 Repeatability: No
Corequisites: MSNC 534P
Explores and integrates concepts of leadership that are central to the practice of the clinical nurse leader (CNL) including: horizontal leadership, effective use of self, reflective practice, advocacy, lateral integration of care, change theory, and role analysis and implementation. Oversees patient care provided by staff, in collaboration with RN preceptor or mentor, to improve patient outcomes. Serves as a role model for staff in anticipating risks and providing comprehensive care to individuals and clinical cohorts. Reviews and modifies, if necessary, standards of care for specific patient populations. Designs and proposes an implementation and evaluation plan for an evidence-based project designed to effect change in patient/staff outcomes.

MSNC 534P | CLINICAL NURSE LEADER PRACTICUM II
Units: 0 Repeatability: No
This is the practicum section of course MSNC 534.

MSNC 540 | INTRODUCTION TO HEALTH CARE INFORMATION MANAGEMENT
Units: 3 Repeatability: No
This course provides the learner with necessary skills to understand the basis for health care informatics. This course emphasizes basic understanding of computer hardware, network architecture, clinical application of electronic health records, and health care software applications. It also addresses relevant regulatory, patient privacy, security, and reimbursement issues and examines current trends in meaningful use and electronic health record (EHR) certification as a foundation for understanding emerging issues in health care informatics.

MSNC 590 | ESSENTIALS OF CRITICAL CARE NURSING
Units: 3 Repeatability: No
Focuses on the concepts and frameworks that impact and support critical care nursing of the adult patient. Explores the pathophysiology, clinical manifestations, and collaborative management of disorders commonly seen in critically ill patients. Emphasizes evidence-based therapeutic interventions to manage complex patient problems and prevent complications.

MSNC 599 | INDEPENDENT STUDY
Units: 6

MSNC 610 | SPECIALTY ROLE AND PRACTICE FOUNDATIONS
Units: 4 Repeatability: No
The course introduces the foundational underpinnings of advanced professional nursing practice. The acquisition and use of nursing knowledge are discussed. An overview of person-centered care, population health, quality improvement, safety, and informatics is presented. The concepts of clinical judgment, compassionate care, ethics, diversity, equity, and inclusion, and social determinants of health are emphasized.

MSNC 611 | KNOWLEDGE FOR NURSING PRACTICE
Units: 3 Repeatability: No
This course focuses on the generation, translation, synthesis, application, and dissemination of nursing knowledge. The theoretical foundations of nursing and other sciences are discussed including how theory has influenced the practice of nursing and clinical decision-making. An evidence based practice approach is used to answer a clinical question. The concepts of clinical judgment, ethics, and evidence-based practice are emphasized.

MSNC 612 | POPULATION HEALTH
Units: 3 Repeatability: No
This course focuses on population health from disease prevention to disease management. Collaborative partnerships, advocacy strategies, and health policies for improved population health outcomes are also discussed. Emergency preparedness for public health emergencies is explored. The concepts of health policy, social determinants of health, and diversity, equity, and inclusion, are emphasized.

MSNC 613 | HEALTHCARE LEADERSHIP I
Units: 2 Repeatability: No
This course focuses on leadership and the acquisition of leadership skills. The theoretical and practical perspectives of the role are discussed. An introduction to interprofessional partnerships and systems-based practice is presented. A more detailed discussion of the nurse leader's role with population health is examined. The concepts of ethics, communication, health policy, and diversity, equity and inclusion are emphasized.

MSNC 614 | HEALTHCARE LEADERSHIP II
Units: 1 Repeatability: No
Prerequisites: MSNC 613 with a minimum grade of C-
This course expands on the concepts of leadership and the acquisition of leadership skills with an emphasis on the application of systems work and cost-efficiency. A more detailed discussion of the nurse leader's role with informatics is examined. The concepts of ethics, communication, health policy, diversity, equity and inclusion are emphasized.

MSNC 615 | ADVANCED PATHOPHYSIOLOGY, PHYSICAL ASSESSMENT, AND PHARMACOLOGY IN PATIENTS AND POPULATIONS
Units: 4 Repeatability: No
This course applies an evidence-based approach to understanding common pathophysiological processes across the lifespan, employing physical examination techniques to distinguish abnormal and normal disease presentation, and applying pharmacotherapeutics for monitoring treatment plans in patients and populations. Emphasis is on an integrated approach to mastery of advanced scientific knowledge, vital to clinical judgment and practicing in an advanced specialty role. Concepts of compassionate care, clinical judgement, and ethics of health are emphasized.

MSNC 640 | HEALTH CARE INFORMATION AND COMMUNICATION MANAGEMENT
Units: 3 Repeatability: No
This course focuses on using information and communication technologies to improve patient care, enhance healthcare outcomes, and optimize healthcare processes. The technologies, the users interacting with the technologies, and the work product are discussed, along with the impact of the data collected, information formed, decisions made, and the knowledge generated. It also addresses regulatory, patient privacy, information security, and reimbursement issues. The concepts of clinical judgment, communication, social determinants of health, and ethics are emphasized.

MSNC 655 | SYSTEMS MANAGEMENT
Units: 3 Repeatability: No
This course focuses on managing complex healthcare systems to optimize system effectiveness. The theoretical underpinnings of systems theory and its application to healthcare are explored. Strategic planning, healthcare policy, and healthcare economics are discussed. Interprofessional partnerships and professional development are examined. The concepts of evidence-based practice, ethics, diversity, equity, and inclusion, and health policy are emphasized.

MSNC 655P | SYSTEMS MANAGEMENT PRACTICUM
Units: 3-4 Repeatability: No
Prerequisites: MSNC 655 with a minimum grade of C- (Can be taken Concurrently)
This practicum focuses on managing complex healthcare systems to optimize system effectiveness. The practical aspects of leading an interprofessional team, implementing and evaluating a system-wide initiative, and developing a policy are experienced. Leadership and advocacy skills in a complex environment is mastered. The concepts of evidence-based practice, ethics, and health policy are emphasized.

MSNC 656 | MANAGEMENT OF QUALITY AND SAFETY
Units: 3 Repeatability: No
This course focuses on the evaluation and management of quality and safety issues from individual and systems perspectives. The theoretical and methodological foundations for understanding, identifying, and managing quality and safety concerns are explored. The application of quality improvement initiatives and the development of a culture of safety for patients and healthcare personnel are discussed. The concepts of communication, evidence-based practice, and diversity, equity, and inclusion are emphasized.

MSNC 656P | MANAGEMENT OF QUALITY AND SAFETY PRACTICUM
Units: 3-4 Repeatability: No
Prerequisites: MSNC 656 with a minimum grade of C- (Can be taken Concurrently)
This practicum focuses on the evaluation and management of quality and safety issues from an individual and systems perspective. The practical aspects of identifying and managing quality and safety concerns in the clinical setting are experienced. The application of quality improvement initiatives and the development of a culture of safety for patients and healthcare personnel are mastered. The concepts of communication, evidence-based practice, and ethics are emphasized.

Master of Science in Nursing Elective (MSNE)

MSNE 532 | THEORY OF NURSING EDUCATION
Units: 3-6
Preparation for teaching in a variety of institutional settings. Focuses on the nature of professional nursing education, faculty role, curriculum design, the instructional process, evaluation and issues in nursing education. Examines the nature of higher education, nursing education and components of the faculty role. Components of the instructional process are presented including learning theories, design and organization of classroom and clinical learning experiences, and methods of evaluation. In preparation for teaching in a variety of settings, students analyze the dimensions of curriculum design and evaluate currently used operational curriculum models. Current issues in nursing education are analyzed in relation to the learning process and current nursing practice.

MSNE 546 | CARE OF THE FAMILY FIELD EXPERIENCE
Units: 2 Repeatability: No
Corequisites: MSNC 503
Focus is on the family within the community and access to the health care system. Frameworks used to assess families include developmental, systems, and structural-functional. Interventions with families emphasize promotion and maintenance of health as well as resolution of existing health problems. Students have clinical opportunities in official and voluntary agencies to integrate selected theories and concepts using the nursing process as they interact with clients and families in their homes and community settings.

MSNE 590 | ESSENTIALS OF CRITICAL CARE NURSING
Units: 3 Repeatability: No
Focuses on the concepts and frameworks that impact and support critical care nursing of the adult patient. Explores the pathophysiology, clinical manifestations, and collaborative management of disorders commonly seen in critically ill patients. Emphasizes evidence-based therapeutic interventions to manage complex patient problems and prevent complications.

MSNE 592 | EDUCATION PRACTICUM
Units: 3
Directed learning experiences in nursing education in clinical or academic settings.

MSNE 600I | INTRODUCTION TO GLOBAL HEALTH
Units: 3 Repeatability: No
This course provides a broad introduction to global health. A culturally sensitive social justice lens will be used to explore key topics including: the global burden of disease, social and environmental determinants of health, collaboration and communication using a de-colonial ethical approach. Introduction to global/public health indicators needed to measure health status will be a focus of the course.

MSNE 632 | THEORY OF NURSING EDUCATION
Units: 3 Repeatability: No
This course focuses on the theories and implementation of higher education, nursing education, and the faculty role. The impact of social, technological, economic, political, ethical, and institutional factors on the instructional process are presented. Analysis of program and curriculum design, outcome assessment and evaluation strategies are examined. The concepts of the nurse educator as change agent and leader, diversity, equity, and inclusion in education, and interprofessional collaboration are emphasized.

MSNE 633 | CURRICULUM DEVELOPMENT
Units: 3 Repeatability: No
This course focuses on evidence-based curriculum development and revision strategies that support diverse learners, promote professional development, and foster a culture of scholarly inquiry. Analysis of the use of assessment and evaluation strategies in the curriculum design process and the evaluation of program outcomes are examined. The impact of social, technological, economic, political, ethical, and institutional factors on curriculum development are emphasized.

MSNE 633P | NURSE EDUCATION CLINICAL PRACTICUM I: CURRICULUM DEVELOPMENT
Units: 2 Repeatability: No
This course focuses on evidence-based curriculum development and revision strategies that support diverse learners, promote professional development, and foster a culture of scholarly inquiry. The use of assessment and evaluation strategies in the curriculum design process and the evaluation of program outcomes are practiced. The impact of social, technological, economic, political, ethical, and institutional factors on curriculum development are emphasized.

MSNE 634 | ASSESSMENT AND EVALUATION STRATEGIES FOR NURSING EDUCATION
Units: 3 Repeatability: No
This course focuses on the development of evidence-based assessment and evaluation strategies in nursing education across the cognitive, psychomotor, and affective domains. Varied data analysis techniques that facilitate learner development and review of program plans will be covered. The impact of social, technological, economic, political, ethical, and institutional factors on learners, assessment, and evaluation are emphasized.

MSNE 634P | NURSE EDUCATION CLINICAL PRACTICUM 2: ASSESSMENT AND EVALUATION STRATEGIES FOR NURSING EDUCATION
Units: 2 Repeatability: No
This course focuses on the development of evidence-based assessment and evaluation strategies in nursing education across the cognitive, psychomotor, and affective domains. Practical application of analysis of data, both assessment and evaluation, that facilitate learner development and support review of program plans are experienced. The impact of social, technological, economic, political, ethical, and institutional factors on learners, assessment, and evaluation are emphasized.

Master of Science in Real Estate (MSRE)

MSRE 500 | THE REAL ESTATE PROCESS
Units: 2
This course is an intensive week-long introduction to real-estate fundamentals to help students establish a solid foundation. It covers the major property types and the key players/institutions in the commercial real estate business. It highlights the crucial role of being a socially responsible, ethical real estate professional in shaping communities for future generations. A number of workshops are offered to help students review/improve important skills. This course is the start of team-building and networking within the student cohort. Prominent real estate professionals serve as guest speakers and highlight the many different disciplines comprising the real estate process.

MSRE 502 | REAL ESTATE LAW AND PUBLIC POLICY
Units: 3 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
This course covers the fundamental legal principles affecting real estate. It uses case studies and current events to explore critical issues in real estate law and public policy. Special emphasis is given to transactions, investments and development of real estate as related to contracts, ownership, transfer, land use and environmental issues. Readings, document reviews, class discussions, presentations and outside speakers enable a practical understanding of legal issues that impact real estate.

MSRE 503 | COMMERCIAL REAL ESTATE FINANCE AND INVESTMENT
Units: 3 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
This course introduces core concepts, principles, analytical methods and tools useful for making investment and financing decisions regarding commercial real estate assets. It studies the key parameters an investor takes into consideration when analyzing the financial feasibility of a commercial real estate investment opportunity, including property characteristics, market conditions, leverage, taxation and the tradeoff between risk and return. The course also examines the traditional capital sources that provide financing for real estate investment and development projects.

MSRE 505 | NEGOTIATIONS
Units: 2 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
Negotiations are central to most decisions made about a real estate asset starting from the original acquisition agreement to the lease agreement, operations and management, as well as disposition. These negotiations often present ethical dilemmas for the parties involved. This course explores the science and art of negotiation with "science" learned largely through readings and discussions, and "art" learned through experience gained in simulated real estate negotiations in which students examine the ethical dilemmas facing various parties to a transaction.

MSRE 506 | PROPERTY MANAGEMENT
Units: 1 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
This course provides an overview of various levels of real-estate management, including property management, asset management and portfolio management. It examines how managers of real estate assets help owners achieve their goals and enhance the value of their investments. Topics include: owner/tenant relations, marketing and leasing strategies, budgeting and reporting, management of improvement projects, maintenance, compliances and risk management. This course also compares the management of residential and nonresidential properties (e.g. office, industrial and retail).

MSRE 507 | REAL ESTATE DEVELOPMENT
Units: 3 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
This course provides a step-by-step analysis of the phases involved in the real estate development process, including original product conceptualization based on market research, site acquisition, entitlement process and strategies, financing and marketing (lease-up or sale) of the property with the goal of creating net positive value. Leadership, management and control of the development teams are highlighted along with emphasis on overcoming the myriad land use regulations and hurdles in a given location. Metropolitan development patterns and planning agencies, transportation and environmental issues are also discussed. The course culminates in a real-life project and its presentation.

MSRE 508 | COMMERCIAL REAL ESTATE VALUATION
Units: 2 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
This course focuses on the theory and practice of real property valuation beginning with fundamental concepts of real estate appraisal, then gaining practical experience by completing various appraisal projects. All modern methods of appraisal are considered, including investment perspectives and risk considerations. Land residual valuation is explicitly reviewed.

MSRE 509 | COMMERCIAL REAL ESTATE CAPITAL MARKETS
Units: 3 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
This course examines the major capital sources for commercial real estate investment and highlights the recent trends in the capital markets. It compares and contrasts the four categories of real estate capital—private debt, private equity, public debt and public equity and discusses the instruments and deal structures in each category. Students will learn how to arrange the capital stock for a real estate transaction and how different structures allocate investment risk and return to various parties. Topics in this course include mezzanine financing, real estate syndication, private real estate funds, real estate investment trusts (REITs), commercial mortgage-backed securities (CMBS), and global real estate capital markets.

MSRE 510 | REAL ESTATE CAPSTONE
Units: 2 Repeatability: No
Prerequisites: MSRE 502 with a minimum grade of C- and MSRE 503 with a minimum grade of C-
This course helps refine problem-solving, career and business planning skills. It integrates the lessons learned from all prior coursework with life experiences. Speakers will address topics on leadership and provide general advice for young professionals. Each student develops a business plan focused on either adding value to an existing firm or starting a new business in the real estate industry. Teams also work on real projects in the San Diego region providing a professional presentation and a report at the end of the term. Projects will vary so that the class will be exposed to different kinds of real estate challenges.

MSRE 512 | TECHNOLOGY AND DATABASES FOR REAL ESTATE ANALYSIS
Units: 1 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
This course focuses on using technologies to facilitate the financial, market and feasibility analyses in commercial real estate. It introduces students to software applications and data sources commonly used in the commercial real estate business: ARGUS Enterprise, ARGUS Developer, CoStar, among others. It also provides advanced training in financial modeling using Microsoft Excel. These tools help improve the efficiency and effectiveness in commercial real estate analysis and decision making. Hands-on projects will be used to facilitate student learning.

MSRE 513 | REAL ESTATE MARKET ANALYSIS
Units: 3 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
This course provides the foundation for the program's development course and eventually the capstone course. It examines the sources of demand and supply for various property types, as well as the forces that drive rents; it covers transportation and land economics and examines how these influence land values; and it explores changes in transportation costs and the impact of public transit. It also looks at how regulations affect the real estate market. Experts on market and feasibility analysis present at various points in the course.

MSRE 514 | STRATEGIC ASSET MANAGEMENT
Units: 2 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
This course examines the long-term strategic decisions in managing real estate assets. It focuses on the financial implications of these decisions by assessing their impact on a real estate investment's future cash flow stream, the riskiness of these cash flows, and the asset's underlying value. Specific topics include identifying and analyzing refinancing and recapitalization opportunities; planning capital expenditures such as renovation and expansion; developing and implementing repositioning strategies; and evaluating disposition options. This course will also consider the role of real estate in a corporation and in a multi-asset portfolio.

MSRE 516 | REAL ESTATE FEASIBILITY ANALYSIS
Units: 3 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
This is a project-based course involving several real life cases. For example, finding a site for a new concept urban grocer, determining site values using land residual techniques, re-using a retail big box, and proposing the best use for a development site. Student teams perform a comprehensive analysis to assess the feasibility of various concepts and best strategies. Key components may include: conducting market analysis, reviewing the entitlement requirements/challenges, designing the site layout, estimating construction and site costs, performing a pro forma budget for both construction and stabilized occupancy. Students also spend time evaluating risks in the development process, and pricing, managing and/or mitigating such risks.

MSRE 517 | SUSTAINABLE REAL ESTATE
Units: 2 Repeatability: No
Prerequisites: MSRE 500 with a minimum grade of C-
This course investigates the economics of sustainable design, development and management and discusses net zero buildings and features that save resources or provide better environments. As the United States focus on carbon emissions, high energy prices and climate change, the real-estate industry is responding with environmentally sensitive, "green" and sustainable development practices. Property owners are recognizing sustainable real estate as an economic opportunity to attract and retain tenants; tenants are demanding buildings that incorporate sustainable features and provide greater productivity, healthy environments and a reduced carbon footprint. Students also attend a LEED training workshop, followed by the opportunity to sit for LEED accreditation.

MSRE 594 | SPECIAL TOPICS
Units: 1-3 Repeatability: Yes (Repeatable if topic differs)
Prerequisites: MSRE 500 with a minimum grade of C-
Topics of current interest in real estate. Course content and structure will differ depending on instructor. Consult your advisor for course description for any given semester. Additional prerequisites may be added depending on topic selected.

Master of Science in Supply Chain Management (MSCM)

MSCM 501 | SUPPLY CHAIN STRATEGY AND DESIGN
Units: 3 Repeatability: No
Introduces the concept of a supply chain as a complete system that begins with raw materials and delivers value to the end customer. The student will learn to use a variety of conceptual models to describe and classify supply chains in terms of how they are designed and configured to maximize that value, with the emphasis always being on the entire system rather than any individual component. The objective is to recognize and correct supply chain designs that are mismatched to their environments and to direct attention to the critical elements that must be managed. Discusses current trends in Supply Chain Management in terms of how they contribute to maximizing customer value.

MSCM 502 | LOGISTICS AND DISTRIBUTION MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: MSCM 501 with a minimum grade of C- or GSBA 506 with a minimum grade of C-
Distribution and logistics management is a critical element of supply chain management because distribution and logistics expenses often represent the largest single category of costs faced by a company and logistics activities touch all aspects of supply chain performance, creating value and competitive differentiation. Students will gain an in-depth understanding of basic distribution and logistics management principles and be able to identify those distribution and logistics issues critical to supply chain managers in today's business environment and to project their likely impact on overall business performance. Students will become familiar with contemporary concepts and techniques and be able to use these for analyzing and resolving distribution and logistics problems.

MSCM 503 | SUPPLY MANAGEMENT
Units: 3 Repeatability: No
Examines the challenges of integrating the members of an organization's supply management system. Such improvements reduce time-to-market and improve quality and the inflow of technology from the firm's supply base, thereby increasing market share and profitability. These improvements also result in reductions in the total cost of ownership for purchased materials, services and equipment. Addresses supply management's role in: social responsibilities; buyer-supplier relationships; ethics; cross-functional teams; quality, price and cost analysis; methods of compensation; total cost of ownership; the development of requirements; acquisition of services and equipment; outsourcing; global sourcing; post-award activities; and legal issues.

MSCM 504 | OPERATIONS MANAGEMENT
Units: 3 Repeatability: No
Examines operational processes of the supply chain from acquisition of materials through conversion to physical distribution of goods and services. Topics include workflow systems, inventory systems, quality systems, production systems, logistics systems, cost estimation, optimization and continuous improvement. Common business processes and business skills addressed include: production planning, workflow scheduling, cost estimation, resource allocation, work methods design, inventory management and continuous improvement methods.

MSCM 505 | INTERNATIONAL NEGOTIATIONS
Units: 2 Repeatability: No
Addresses the art and science of negotiation with the "science" learned through readings and the "art" learned through experience gained in simulated negotiations. These negotiations frequently are set in a foreign country, exposing participants to nuances of conducting business abroad. These mock or simulated negotiations are conducted both online and during the residence sessions held on campus.

MSCM 505A | INTERNATIONAL NEGOTIATIONS I
Units: 1 Repeatability: No
Addresses the art and science of negotiation with the "science" learned through readings and the "art" learned through experience gained in simulated negotiations. These negotiations frequently are set in a foreign country, exposing participants to nuances of conducting business abroad. These mock or simulated negotiations are conducted both online and during the residence sessions held on campus. (Part I).

MSCM 505B | INTERNATIONAL NEGOTIATIONS II
Units: 1 Repeatability: No
Addresses the art and science of negotiation with the "science" learned through readings and the "art" learned through experience gained in simulated negotiations. These negotiations frequently are set in a foreign country, exposing participants to nuances of conducting business abroad. These mock or simulated negotiations are conducted both online and during the residence sessions held on campus. (Part II).

MSCM 506 | LAW, ETHICS AND CONTRACTS FOR SUPPLY CHAIN MANAGEMENT
Units: 2 Repeatability: No
Prerequisites: (MATH 130 or MATH 150)
Explores the legal context of supply chain management in areas of contract formation, obligations, remedies and dispute resolution in an international setting. Examines the overlapping roles of ethics and regulation in defining socially responsible business enterprise and standards for behavior. Three basic ethical theories are applied to supply chain management, especially purchasing. Current issues of social and environmental justice are introduced as catalysts for proactive policy formation and world-class supply chain performance. Ethics, diversity and legal issues are of paramount concern to organizations that operate in today's global environment that pits supply chain against supply chain. Proactive companies recognize that striving for diversity and maintaining ethical policies and actions help enable world-class supply chain management. Topics addressed include diversity suppliers, protecting the physical environment, workplace values, ethics in business, contract formation and the legal context of supply chain management.

MSCM 507 | LEADERSHIP AND CHANGE MANAGEMENT FOR SUPPLY CHAIN MANAGERS
Units: 2 Repeatability: No
This course is designed to assist students in the practice of ethical leadership and management of change. As a result of actively participating in this course, students will understand theories and practices of leadership, the properties of influence and strategies to control internal and external perceptions. Students will begin to map their current and future organizations, suppliers and e involvement in organization change interventions.

MSCM 511 | FINANCE AND RISK MANAGEMENT
Units: 2 Repeatability: No
Supply Chain Managers require knowledge of finance tenable analysis of projects, the justification for proactive investments and estimation of supply chain costs. Topics addressed include: financial statements analysis, valuation, capital budgeting (net present value, internal rate of return, management of working capital, international financial markets and risk management (options, futures contracts, forward contracts).

MSCM 512 | STRATEGIC COST MANAGEMENT
Units: 3 Repeatability: No
Investigates the highly dynamic, timely and little understood area of cost management in the supply chain. Promotes cost reduction as a critical tool in competitive business strategy redirecting emphasis from price to the total cost of ownership. Identifies costs throughout the supply chain system and methods of measuring costs and determining cost drivers. Develops written strategies on reducing or managing costs.

MSCM 513 | SUPPLY CHAIN ANALYTICS
Units: 2 Repeatability: No
This course introduces the data analytics process (acquisition, exploration, pre-processing, analysis) and concepts (structured vs. unstructured data, descriptive / prescriptive / predictive analytics). It will also introduce commonly used analytical and modeling approaches and demonstrate their applications to various domains of a supply chain, including, for example, logistics, production and sourcing, inventory management and forecasting.

MSCM 514 | SUSTAINABLE GLOBAL SUPPLY CHAIN MANAGEMENT
Units: 2 Repeatability: No
Sustainability and social responsibility are rapidly evolving issues facing supply chain professionals' organizations in all sectors. Further, global challenges within increasingly extended supply chains means that it is now impossible for an organization to ignore regulatory, economic, environmental and reputational pressures to address the sustainability agenda of 'people, planet and profits'. The evolving agenda for sustainable practice presents both opportunities and significant risk to upstream and downstream supply chain decision making. The aim of this course is to equip students with a deeper understanding of the CSR agenda, providing them with the wherewithal to have a positive impact on their organization and to raise their awareness of the moral and ethical concerns facing global organizations within this agenda. This course will focus on the nature, definition and evaluation of issues relating to CSR. Students will be introduced to the core issues faced in environmental sustainability from a robust total systems perspective and incorporating a basic review of the scientific evidence pertaining to environmental impact. Students will also be introduced to the social, health and safety risks and remedies available to supply professionals when sourcing internationally, including trends in global regulatory requirements. Further, specific measurement and reporting protocols will be examined in order to provide a proactive compliance strategy.

MSCM 515 | VALUE NETWORK MANAGEMENT
Units: 3 Repeatability: No
Prerequisites: (GSBA 506 with a minimum grade of C- or MSCM 504 with a minimum grade of C-) and ((GSBA 563 with a minimum grade of C- or MSCM 514 with a minimum grade of C-) or (GSBA 561 with a minimum grade of C- or MSCM 503 with a minimum grade of C-))
"Competition does not take place between organizations, but between competing value networks." This course is concerned with examining the nature and development of strategic advantage through networks of coordinating and collaborating partners. The course serves as a capstone for the MS-SCM and adopts a critical perspective to the fields of strategic management, human relations, behavioral science and innovation. It is intended to both consolidate prior studies and develop strategies for future personal development. This course begins by analyzing contemporary understanding of human behavior within the context of complex network relationship interactions. It addresses the theories and mechanics involved in development and management of dyadic and triadic relationships, including the economics of trust and the various schools of thoughts associated with strategic capabilities. This course also addresses the complex nature of innovation set within networks, specifically exploring the Schumpeterian approach to strategies for collaborative innovation. Students will learn about developing and managing integrated relationships, knowledge and resources, identifying opportunities for strategic improvement and developing their understanding of strategic value network through reflective learning and join problem-solving.

MSCM 516 | SUPPLY CHAIN SEMINARS
Units: 1 Repeatability: No
This course provides an overview of the latest trends and best practices in supply chain management. It covers a range of topics including supply chain design, logistics, inventory management, demand forecasting, and supplier management. The course also focuses on current issues such as sustainability, digitalization, and globalization in supply chain management. Students will learn from leading professionals in the field through interactive sessions with guest speakers from industry and academia.

MSCM 531 | PROJECT MANAGEMENT PRINCIPLES
Units: 2 Repeatability: No
The ability to apply project management knowledge, tools and principles to the effective execution of process improvement or system implementation projects is central to modern supply chain management. This course provides students with the foundational capabilities required to be effective project managers in a supply chain context. Topics addressed include team formation, team sponsorship and team governance, developing charters, project management, quantifying financial impacts and presentation skills.

MSCM 533 | SUPPLY CHAIN CAPSTONE PROJECT
Units: 3 Repeatability: No
The advanced integrative project is a supply chain-based project course. Students are encouraged to identify and scope the project (with assistance from the instructor if necessary) and the project should be approved by the course instructor. Depending on scope, a project may be conducted in a team environment upon instructor approval. Topics addressed in this course also include team formation, developing charters, project management, quantifying financial impacts and presentation skills. This course is often split into two parts across multiple terms.

MSCM 533A | INTEGRATIVE PROJECT I
Units: 1 Repeatability: No
The advanced integrative project is a supply chain-based project course. Students are encouraged to identify and scope the project (with assistance from the instructor if necessary) and the project should be approved by the course instructor. Depending on scope, a project may be conducted in a team environment upon instructor approval. Topics addressed in this course also include team formation, developing charters, project management, quantifying financial impacts and presentation skills. This course is often split into two parts across multiple terms.

MSCM 533B | INTEGRATIVE PROJECT II
Units: 2 Repeatability: No
The advanced integrative project is a supply chain-based project course. Students are encouraged to identify and scope the project (with assistance from the instructor if necessary) and the project should be approved by the course instructor. Depending on scope, a project may be conducted in a team environment upon instructor approval. Topics addressed in this course also include team formation, developing charters, project management, quantifying financial impacts and presentation skills. This course is often split into two parts across multiple terms.

MSCM 599 | ADVANCED INTEGRATIVE PROJECT
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
The advanced integrative project is a sponsor-based, supply chain-based project. Projects are approved by management of the sponsoring organization and the director of S CMI and have the potential of contributing significantly to the sponsors' bottom lines. The projects may be conducted in a team environment if the project value exceeds the combined tuition of the team members. Topics addressed include team formation, developing charters, project management, quantifying financial impacts and presentation skills.

Marine Science (MARS)

MARS 500 | CORE SEMINAR I
Units: 2
An introduction to the infrastructure of the Marine Science graduate program and to those critical skills useful in graduate studies. Students will be exposed to a range of research areas through a series of seminars presented by the Marine Science faculty, allied university faculty in other departments and scientists from other institutions. Students also will choose a thesis committee chair and develop a written preliminary plan for their own research in pursuit of the master's degree.

MARS 510 | OCEANOGRAPHY I: GEOLOGICAL OCEANOGRAPHY
Units: 4
The origin and geologic history of the ocean basins, with a detailed investigation of the theory of plate tectonics, ocean sedimentation and paleoceanography. Examination of how geological processes affect physical, chemical and biological processes in the ocean will be emphasized. Students will present and discuss primary literature pertinent to the topics covered in the course. Three lectures and one laboratory per week. One cruise and one additional weekend field trip may be required. Prerequisite: a course in introductory geology, with laboratory, is recommended.

MARS 511 | OCEANOGRAPHY II: BIOLOGICAL OCEANOGRAPHY
Units: 4
Biological oceanography is covered from an integrated, functional perspective. Unifying themes will be factors that affect marine ecosystems and the relationship between environmental characteristics and biological communities. Nearshore, open ocean and deep sea environments will be covered. Ecological, behavioral, physiological and biochemical adaptations of marine organisms also will be considered. Primary literature, scientific writing and experimental design will be emphasized. Three lectures and one laboratory per week. One cruise and additional fieldwork may be required. Prerequisite: one year of general biology, with laboratory.

MARS 512 | OCEANOGRAPHY III: MARINE GEOCHEMISTRY
Units: 4
Why are the oceans salty? This course begins by tracing the path of material sources to the ocean reservoir; from river, groundwater, atmospheric and hydrothermal vent pathways. A significant emphasis is placed on chemical processes operating within the ocean reservoir, such as carbonate equilibrium, trace element distributions in sea water and particulate matter reactivity. The course concludes with an analysis of geochemical processes occurring within material sinks in the oceans, which are largely controlled by sediment redox and diagenetic processes. Three lectures and one laboratory per week.

MARS 513 | OCEANOGRAPHY IV: MARINE COMMUNITY ECOLOGY
Units: 4
This course is intended to introduce students to the fundamentals of marine community ecology, provide students with field experiences so that they may become familiar with various ecological sampling designs and methods and expose students to the diversity of coastal marine environments in the San Diego area. Students will read and discuss classic marine ecology papers and conduct marine ecological studies in field and laboratory settings. Students will also be required to participate in a semesterlong research project.

MARS 520 | STATISTICS
Units: 3

This course is intended to build on a basic understanding of statistical analysis gained at the undergraduate level. The course will review methods of hypothesis testing and the statistical tests most commonly used in oceanography. It will introduce multivariate techniques and modern nonparametric methods. The main emphasis will be experimental design and choosing the most appropriate methods of statistical analysis to answer specific questions. Students will learn how to use the statistical software package R and will have the opportunity to work with their own data, if applicable. Three hours per week. Prerequisite: an undergraduate course in statistics or consent of instructor.

MARS 552 | ELECTRON MICROSCOPY
Units: 4

An introduction to the theory, development and operation of the electron microscope with emphasis on development of knowledge of cellular fine structure. The laboratory portion of the course will focus on tissue preparation, microscope operation and evaluation and presentation of electron microscopic data.

MARS 562 | BIOLOGY OF FISHES
Units: 4

Prerequisites: BIOL 300

Course examines the various aspects of ichthyology encompassing the anatomy, physiology, ecology, evolution, ethology and natural history of fishes. Lab includes techniques of identification and a general survey of fish systematics and zoogeography. Three hours of lecture and one laboratory per week.

MARS 565 | MARINE MAMMALS
Units: 3

An examination of the biology of whales, pinnipeds and other marine mammals. Topics will include general adaptations to a marine existence; systematics and biogeography; reproduction; diving physiology; communication and echolocation; feeding and migratory behavior; and marine mammal-human interactions. Some emphasis will be placed on species occurring in the North Pacific Ocean. Necropsies of a beach-stranded marine mammal may occur. Special projects will also be assigned. Three hours of lecture per week. Prerequisites: one year of introductory biology and at least two upper-division courses in zoology or ecology, or consent of instructor.

MARS 567 | DEEP SEA BIOLOGY
Units: 3

This course explores the biology of organisms inhabiting the deep ocean, especially as their biology is influenced by the environment in which they live. Topics will include the physical, chemical and geological setting; instrumentation used in deep-sea research; the systematics and ecology of deep-sea fauna; physiological and biochemical adaptations to the conditions in the deep ocean; and impacts of humans on the deep-sea environment. Three hours of lecture per week. Prerequisites: one year of introductory biology and at least two upper-division courses in ecology or zoology, or consent of instructor.

MARS 573 | CLIMATOLOGY
Units: 4

Prerequisites: BIOL 300 with a minimum grade of C-

A course to cover principles of climatology and methods of climatic data analysis. The fundamentals of climatology, methods and technologies used in acquiring and analyzing climatic data and current issues such as human-induced climatic changes will be discussed. This course will cover the Earth's energy budget and temperature, moisture in the atmosphere and precipitation, winds and the general circulation and climates in different regions of the world. Three lectures and one laboratory per week. Prerequisites: a course in meteorology or earth science and a course in statistics, or consent of instructor.

MARS 574 | HISTORY OF THE EARTH AND CLIMATE
Units: 3

Prerequisites: MARS 510 with a minimum grade of C- or MARS 512 with a minimum grade of C-

A survey of the history of the earth system focusing on ocean-atmosphere-ice sheet dynamics and their interaction on past global climate change. Topics include geologic record of past climate cycles, causal mechanisms of past climate change and the scientific basis of global warming. Three hours of lecture per week.

MARS 574L | HISTORY OF THE EARTH AND CLIMATE LABORATORY
Units: 1

Prerequisites: MARS 510 with a minimum grade of C- or MARS 512 with a minimum grade of C-

A laboratory course designed to introduce students to methods and techniques used in historical geology and paleoclimatology including: a) identification of depositional environments; b) identification of invertebrate fossils and modes of fossilization; c) correlation and sequence stratigraphy; d) radiometric dating; and e) isotopic proxies of climate. The laboratory may include field trips.

MARS 585 | ENVIRONMENTAL GEOLOGY
Units: 4

This course will provide an in-depth examination of the geological principles and issues pertinent to the environmental consulting industry. It will include a discussion of geologic hazards, including floods, mass wasting, earthquakes and erosion. An examination of the geology of groundwater occurrence, groundwater flow and groundwater development and management also will be addressed. Specific examples from the San Diego region will be emphasized. Three lectures and one laboratory per week. Prerequisite: a course in introductory geology, with laboratory, or consent of instructor.

MARS 587 | SURFACE WATER HYDROLOGY
Units: 4

A course to cover principles of surface water hydrology and methods to solve hydrologic problems related to urbanization, soil and water conservation and water resources management. The components of the hydrologic cycle and the concept of water balance will be discussed in detail. This course also will cover various methods of hydrologic computation, the basics of watershed modeling, applications of GIS in hydrology and issues especially relevant to Southern California. Three lectures and one laboratory per week and some field trips. Prerequisites: a course in introductory geology, with laboratory, or consent of instructor. An introductory course in statistics is recommended.

MARS 594 | SPECIAL TOPICS
Units: 2-4

Topics of special interest or unique opportunity. Prerequisites may be listed for these offerings.

MARS 595 | DIRECTED READINGS
Units: 1-3

Specific sets of readings tailored to address particular needs of a student. Generally, this course would be related to the research interests of a student and would be under the guidance of a member of the student's thesis committee. Typically, a maximum of three units may be used toward the degree requirements without consent of the director.

MARS 596 | RESEARCH
Units: 0.5-6 Repeatability: Yes (Can be repeated for Credit)

Research toward the master's thesis. This research will be under the general supervision of a thesis advisor. No more than three units may be taken prior to candidacy. Pass/Fail only. A passing grade is contingent upon participation in the annual Graduate Student Colloquium during the same academic year.

MARS 597 | THESIS
Units: 0.5-1 Repeatability: Yes (Can be repeated for Credit)
Independent writing of the thesis with consultation of the major advisor. Master's candidates must be enrolled in this course to turn in a thesis. It may be taken more than once, but only 1 unit will be counted toward the degree requirements.

Marital & Family Therapy (MFTS)

MFTS 500 | EVIDENCE BASED PRACTICE IN FAMILY THERAPY
Units: 3 Repeatability: No
By the end of the class, the student will have the motivation, knowledge and skills necessary to use research successfully in a variety of ways in their clinical work.

MFTS 523 | FAMILY THERAPY THEORIES I
Units: 3 Repeatability: No
Students are exposed to the fundamental assumptions and ideas of general systems theory and the basic premises of the various theoretical orientations within the family therapy field. Family theories I covers Structural Family Therapy, Strategic Family Therapy, Bowen Family Therapy, and Behavioral Family Therapy.

MFTS 524 | FAMILY THERAPY THEORIES II
Units: 3 Repeatability: No
Students are exposed to the fundamental assumptions and ideas of general systems theory, and the basic premises of the various theoretical orientations within the family therapy field. Family Theories II covers Experiential family therapies, Narrative Therapy, Solution-focused Therapy, Internal Family Systems Therapy, and the process of theory integration.

MFTS 528 | PSYCHOPATHOLOGY IN THE FAMILY
Units: 3 Repeatability: No
An examination of the developmental factors that lead to the emergence and maintenance of various psychological and interpersonal disorders. Emphasis is on developing skills in recognizing inappropriate and maladaptive behaviors and in selecting appropriate techniques for counseling and referral. The course focuses on integrating psychopathology and family diagnosis.

MFTS 529 | ETHICAL, LEGAL, & PROFESSIONAL ISSUES IN FAMILY THERAPY
Units: 3 Repeatability: No
An examination of the most important areas of legal, ethical, and professional concern to marriage and family therapists and other mental health practitioners in California. Among the topics covered are: confidentiality; psychotherapist-patient privilege; child, elder and dependent adult abuse; reporting laws; treating dangerous patients; treating minors with and without parental consent; dual relationship issues; selected areas of family law, licensing law and regulations, scope of practice issues; ethical standards of the MFT profession; and professional identity.

MFTS 532 | HUMAN DIVERSITY IN FAMILY THERAPY
Units: 3 Repeatability: No
Issues related to various ethnic and cultural backgrounds are examined, including the influence of minority characteristics, racism and discrimination in the therapeutic process. Emphasis is placed on the interplay between social issues and the therapeutic process.

MFTS 533 | FAMILY DEVELOPMENT
Units: 3 Repeatability: No
This course uses a biopsychosocial, systemic framework to examine various topics central to families and their development across the life span. The course examines a wide range of developmental issues important to understanding family functioning (mate selection, marriage, parenting, divorce), with special attention on diversity in family types (stepfamilies, single-parent families, immigrant families). An emphasis will be placed on the clinical application of concepts.

MFTS 541 | SYSTEMIC TREATMENT OF CHILDREN
Units: 3 Repeatability: No
The study of the major methods used to assess and treat child and adolescent problems from an integrated systemicdevelopmental perspective. The treatment of both normative and non-normative developmental problems in children and adolescents is emphasized.

MFTS 542 | FAMILIES OF CHILDREN WITH SPECIAL NEEDS
Units: 1 Repeatability: No
When parents are confronted with the news that their child has a disability, life changes immediately, dramatically and permanently. Families with a child who has a disability or who is chronically ill confront challenges and bear burdens unknown to other families and, at times, unknown to the professionals who are entrusted with the responsibility of providing services and support. In addition to having to learn how to adjust to and cope with a new reality after receiving a diagnosis, families need also to learn how to access and navigate a number of systems of care including the medical, mental health and educational systems, as well as a host of government agencies such as the Regional Center and Social Security.

MFTS 543 | DEVELOPMENTAL PSYCHOPATHOLOGY
Units: 3 Repeatability: No
This course presents key concepts and theories in child and adolescent development. The course addresses both normative development and developmental psychopathology. Developmental concepts are discussed in relationship to the family context and how these concepts can inform clinical work with children and families. Prerequisite: An undergraduate course in human development.

MFTS 544 | PSYCHOPHARMACOLOGY AND SYSTEMS
Units: 2 Repeatability: No
Prerequisites: MFTS 528 with a minimum grade of C- (Can be taken Concurrently)
An introduction to medication and its use in treating mental disorders. Students learn how medications function in managing mental disorders and the positive and negative effects of these medications on human functioning. A psychoeducational perspective is used to integrate the family systems perspective with biological considerations.

MFTS 546 | COUPLES AND SEX THERAPY
Units: 3 Repeatability: No
The study of the major methods used to assess and treat couple problems, with an emphasis on sexual issues and the treatment of sexual disorders. Both behavioral and nonbehavioral methods and strategies are presented.

MFTS 562 | RECOVERY-ORIENTED CASE MANAGEMENT
Units: 1 Repeatability: No
This course will focus on the components and principles of Recovery Oriented Case Management. The course will examine the strength based, client centered advocacy and resiliency models in Recovery Oriented Case Management. The course will look at various systems of care including community, public, and private mental health and social services including how they can support Recovery Oriented Case Management. The course will address how diversity, socio-economic status, and poverty may affect, and be affected by, the implementation of Recovery Oriented Case Management. The course will examine how marriage & family therapists in their clinical practice can use Recovery-oriented Case Management to more fully serve and benefit Individuals, Couples, and Families.

MFTS 563 | COLLABORATIVE CARE
Units: 1 Repeatability: No
This course examines various models of collaborative care and the clinical competencies and skills MFT's need to work successfully on collaborative care teams. This course will also examine the biopsychosocialspiritual aspects of illness and how MFT's can assess and manage common mental health, psychosocial, and health behavior issues in primary care settings and recovery oriented practice environments. Contextual issues such as race/ethnicity, age, sexual orientation, religion, and socioeconomic status (SES) and how they inform collaborative care practices will also be discussed.

MFTS 566 | INDIVIDUAL, FAMILY, AND COMMUNITY TRAUMA
Units: 1 Repeatability: No
This course is designed to introduce students to how trauma affects individuals, families, and communities, including the nature of trauma (e.g., abuse, combat, natural disasters), grief reactions, and traumatic stress. Also included in this class is an exploration of the therapist's response to trauma, crisis intervention, comorbid disorders and general treatment issues. Students will review evidence-based practices in the trauma field. The instructor uses a culturally-informed perspective to teach the class.

MFTS 567 | INDIVIDUAL, FAMILY AND COMMUNITY TRAUMA
Units: 2 Repeatability: No
This course is designed to introduce students to how trauma affects individuals, families, and communities, including the nature of trauma (e.g., abuse, combat, natural disasters), grief reactions, and traumatic stress. Also included in this class is an exploration of the therapist's response to trauma, crisis intervention, comorbid disorders and general treatment issues. Students will review evidence-based practices in the trauma field. The instructor uses a culturally-informed perspective to teach the class.

MFTS 570 | SYSTEMIC TREATMENT OF SUBSTANCE ABUSE
Units: 2 Repeatability: No
A critical evaluation of the complex and sometimes contradictory information available in drug and alcohol abuse treatment. A biopsychosocial model of organization is presented along with both individual and family assessment, diagnosis and treatment techniques.

MFTS 571 | FAMILY VIOLENCE
Units: 1 Repeatability: No
This course will focus on the dynamics, assessments and interventions regarding family violence and child abuse. The course will examine theories, multiple assessments, treatments & interventions, as well as social & scientific controversies regarding family violence and child abuse. The course will encourage self reflection regarding the definition, function, & various experiences of abuse and violence in society and the family. The course will address gender and cultural issues regarding both victims and perpetrators of family violence and child abuse. The course will examine how marriage & family therapists in their clinical practice can assess for and treat families experiencing violence and abuse.

MFTS 572 | GENDER ISSUES IN FAMILY THERAPY
Units: 1 Repeatability: No
Gender issues and their impact on societal norms and values, the development of problems and the process of therapeutic intervention are examined.

MFTS 573 | GROUP THERAPY
Units: 1 Repeatability: No
The ability to work with groups is increasingly becoming an essential skill for family therapists. This course will provide a survey of types of groups in clinical practice. Students will be exposed to a variety of group experiences to enrich their understanding of group structures and dynamics.

MFTS 574 | AGING ISSUES IN FAMILY THERAPY
Units: 1 Repeatability: No
Issues relevant to family therapists working with adults in later life and their families are addressed. Special attention is given to assessment skills, including intergenerational history and patterns, ethnicity, SES, gender and cultural factors. Common life-cycle issues, such as retirement, are addressed, as are problems experienced by a significant number of elderly people, including illness, long-term care and loss.

MFTS 575 | SOCIAL NEUROSCIENCE FOR FAMILY THERAPISTS
Units: 1 Repeatability: No
Social Neuroscience seeks to understand the psychological and biological bases of social behavior. How does the brain support our social relationships and how do our social experiences affect the brain, body and physical health? Family life is a primary incubator for brain development, especially for children. In this course, topics such as attachment, stress and coping, empathy, emotional regulation, family emotional environment and aging will be explored with a focus on application of research findings into clinical interventions.

MFTS 576 | SELF OF THE THERAPIST
Units: 1 Repeatability: No
This experiential learning course focuses on the student's own family experiences and the impact of these experiences on the student's work as a family therapist.

MFTS 577 | TREATMENT OF SEVERE MENTAL ILLNESS
Units: 3 Repeatability: No
The purpose of this course is to teach MFT students effective strategies for the treatment of severe mental illness through a balanced exploration of current trends in treatment planning and delivery, research and outcomes, various theoretical perspectives and the specific needs of this unique population of clients. An emphasis will be placed on principles of mental health recovery-oriented care and methods of service delivery in recovery-oriented practice environments.

MFTS 578 | SPIRITUAL ISSUES IN FAMILY THERAPY
Units: 1 Repeatability: No
Spiritual issues and their impact on the treatment of marital and family therapy problems are examined. The importance of individual and family spiritual development in its various forms is emphasized.

MFTS 579 | SOLES EXPERIMENTAL TOPICS
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This course number is used by SOLES for experimental topics courses. The title and content of each 579 course will vary by topic and program/department. If more than one 579 course is offered during a single semester, section numbers will allow for identification of the course.

MFTS 592 | PRACTICUM IN MFT
Units: 0 Repeatability: No
Students receive group supervision on issues relevant to the treatment process including client-therapist match, resistance and change, assessment, treatment planning and the self of the therapist.

MFTS 595P | PRACTICUM IN MFT 1
Units: 5 Repeatability: No
Non-Core Attributes: Public Service
In the didactic portion of the course, issues relevant to the beginning clinician are addressed including refinement of interviewing skills and the application of treatments to specific problems. Students also receive group supervision and individual supervision based on either videotaping or live observation of their work.

MFTS 596P | PRACTICUM IN MFT 2
Units: 5 Repeatability: No
Non-Core Attributes: Public Service
Issues relevant to the treatment process are covered including client-therapist match, resistance and change, assessment, treatment planning and the self of the therapist. Students also receive group supervision and individual supervision based on either videotaping or live observation of their work.

MFTS 597P | PRACTICUM IN MFT 3
Units: 5 Repeatability: No
Non-Core Attributes: Public Service
Issues relevant to the involvement of schools, protective services and other groups and agencies during the treatment process are covered. Students also receive group supervision and individual supervision based on either videotaping or live observation of their work.

MFTS 598P | PRACTICUM EXTENSION
Units: 1-5 Repeatability: No
This course provides continuing group supervision for students who need to complete a substantial number of clinical hours after completing three semesters of Practicum.

MFTS 599 | INDEPENDENT STUDY
Units: 6
Independent study designed for individual student needs. Students must complete the Application for Independent Study or Research form and obtain the signatures of the faculty supervisor, Program Director/Department Chair and the Associate Dean prior to registering for the course.

Nurse Practitioner Track Course (NPTC)

NPTC 535 | PRIMARY ADULT-GERONTOLOGY HEALTH CARE: MANAGEMENT OF OLDER ADULTS WITH LONG-TERM HEALTH PROBLEMS
Units: 1-6 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C- and NPTC 602 with a minimum grade of C- and NPTC 604 with a minimum grade of C-
Focuses on assessment and management of complex long-term health problems in older adults by the adult/gerontology nurse practitioner. Evaluates the evidence base for screening, differential diagnosis, and management of long-term health problems, including pharmacological and non-pharmacological treatment modalities in a culturally appropriate manner. Incorporates theoretical perspectives of chronicity including chronic illness trajectories, psychological impact, role adaptations, and lifestyle adjustments required of long-term health problems for individuals, families, and caregivers. Analyzes the structure, regulation, and financing of the U.S. long-term health care system and the impact of various settings and support services within that system on older adults and families experiencing long-term health problems. Uses technology and information systems to improve patient outcomes and access to care. Related classroom, lab, and clinical experiences in selected primary care and long-term care settings provide opportunity for application of these concepts. Note: Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 541 | SELECTIVE CLINICAL PRACTICUM
Units: 1-15 Repeatability: No
Clinical experiences in a primary care setting selected by the student to meet individual learning needs/career goals. Focus is on more in-depth experiential learning of the NP role in a general or more specialized area of primary care practice. Clinical supervision provided by nurse practitioner faculty and on-site preceptors and can be arranged in a variety of ambulatory care settings.

NPTC 602 | PRIMARY CARE I
Units: 1-6 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C-
Analyzes principles of health promotion, health maintenance, and risk assessment across the lifespan by the nurse practitioner in primary care. Emphasizes assessment of development and health behaviors among individuals and families in the context of ethnicity, culture, and community. Related classroom, lab, and clinical experiences in selected health care and community settings provide opportunity for application of these concepts. Note: Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 604 | PRIMARY CARE IIA
Units: 1-6 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C- and NPTC 602 with a minimum grade of B-
Focuses on assessment and management of common acute health problems with less emphasis on chronic health problems in individuals across the lifespan in primary care settings by the nurse practitioner. Evaluates the evidence for screening, differential diagnosis, and management of health problems, including pharmacological and non-pharmacological treatment modalities in a culturally appropriate manner. Incorporates technology and information systems to improve patient outcomes and access to care. Related classroom, lab, and clinical experiences in selected primary care setting provide opportunity for application of these concepts. (This course is the first part of the primary Care II series). Note: Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 605 | PRIMARY CARE IIB
Units: 1-6 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C- and NPTC 602 with a minimum grade of B- and NPTC 604 with a minimum grade of B-
Focuses on assessment and management of common chronic health problems with less emphasis on acute health problems in individuals across the lifespan in primary care settings by the nurse practitioner. Evaluates the evidence for screening, differential diagnosis, and management of health problems, including pharmacological and non-pharmacological treatment modalities in a culturally appropriate manner. Technology and information systems are incorporated to improve patient outcomes and access to care. Related classroom, lab, and clinical experiences in selected primary care setting provide opportunity for application of these concepts. (This course is the second part of the primary Care II series.). Note: Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 608 | PRIMARY CARE IIIA
Units: 1-7 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C- and NPTC 602 with a minimum grade of B- and NPTC 604 with a minimum grade of B- and NPTC 605 with a minimum grade of B-
Focuses on assessment and management of common complex and/or unstable acute and chronic health problems in individuals across the lifespan in primary care settings by the nurse practitioner. Evaluates the evidence base for screening, differential diagnosis, and management of health problems, including pharmacological and non-pharmacological treatment modalities in a culturally appropriate manner. Uses technology, information systems, and business principles to improve patient outcomes and access to care. Related classroom, lab, and clinical experiences in selected primary care and long-term care settings provide opportunity for application of these concepts. (This course is the first part of the Primary Care III series.). Note: Successful completion of both the theory and clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 609 | PRIMARY CARE IIIB
Units: 1-7 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C- and NPTC 602 with a minimum grade of B- and NPTC 604 with a minimum grade of B- and NPTC 605 with a minimum grade of B- and NPTC 608 with a minimum grade of B-
Focuses on assessment and management of common complex and/or unstable acute and chronic health problems and emergencies in individuals across the lifespan in primary care and long-term care settings by the nurse practitioner. Evaluates the evidence base for screening, differential diagnosis, and management of health problems, including pharmacological and non-pharmacological treatment modalities in a culturally appropriate manner. Incorporates an innovative approach to a clinical problem using technology, information systems, and business principles. Related classroom, lab, and clinical experiences in selected primary care and long-term care settings provide opportunity for application of these concepts. (This course is the second part of the Primary Care III series.). Note: Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 611 | FOUNDATIONS OF PSYCHIATRIC ASSESSMENT
Units: 3 Repeatability: No
Corequisites: APNC 520, APNC 521
First of three courses providing fundamental conceptual basis for the APRN-PMH clinical sequence of courses. Focuses on the knowledge necessary for the comprehensive assessment and identification of common and complex psychiatric conditions. Emphasis is on interviewing, differential diagnosis, and oral and written presentation of findings. Explores the role of the psychiatric nurse practitioner related to interdisciplinary practice. Note: Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved to successfully complete the course.

NPTC 612 | FOUNDATIONS OF PSYCHOPHARMACOLOGY
Units: 5 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C- and NPTC 611 with a minimum grade of B-
Corequisites: APNC 523
Second of three courses providing fundamental conceptual basis for the APRN-PMH clinical sequence of courses. Provides an evidence-based understanding of neuroscience and pharmacotherapeutics for patients with mental health conditions. Builds on previous knowledge of assessment and differential diagnosis of psychiatric disorders. Establishes a foundation for decision-making necessary for initiating, monitoring, and modifying pharmacological treatment plans for mental health conditions. Incorporates the legal and regulatory requirements related to NP practice in California.

NPTC 613 | FOUNDATIONS OF PSYCHOTHERAPY
Units: 5 Repeatability: No
Prerequisites: NPTC 611 with a minimum grade of B- and NPTC 612 with a minimum grade of B- and NPTC 521 with a minimum grade of C- and NPTC 523 with a minimum grade of C-
Third of three courses providing fundamental, conceptual basis for the APRN-PMH clinical sequence of courses. Introduces the management of individuals with mental health disorders focusing on integration of selected evidence-based psychotherapy modalities. Teaches case formulation and treatment planning based on the recovery and biopsychosocial models. Incorporates an understanding of the individual client in the context of family, sociocultural and group systems.

NPTC 614 | APPLIED PSYCHOTHERAPEUTICS ACROSS THE LIFESPAN I
Units: 5 Repeatability: No
Prerequisites: NPTC 611 with a minimum grade of B- and NPTC 612 with a minimum grade of B- and NPTC 613 with a minimum grade of B-
The 1st course in a series of three courses introducing the management of mental health disorders in individuals across the lifespan. This course focuses on the integration of selected evidence-based interventions from psychotherapy and psychopharmacology. Cognitive-behavioral psychotherapy case conceptualization and treatment planning skills will be developed. Appropriate treatment interventions for individuals with mood, anxiety, obsessive-compulsive and trauma/stress-related disorders will be examined.

NPTC 615 | APPLIED PSYCHOTHERAPEUTICS ACROSS THE LIFESPAN II
Units: 6 Repeatability: No
Prerequisites: NPTC 611 with a minimum grade of B- and NPTC 612 with a minimum grade of B- and NPTC 613 with a minimum grade of B- and NPTC 614 with a minimum grade of B-
The 2nd course in a series of three courses on the management of mental health disorders in individuals across the lifespan. Focuses on the integration of selected evidence-based interventions from psychotherapy and psychopharmacology. Supportive and group psychotherapy case conceptualization and treatment planning skills will be developed. Treatment interventions for individuals with psychotic disorders, substance use disorders, personality disorders, co-morbid medical disorders with psychiatric symptoms, and neurocognitive disorders will be examined. The course focuses on the integration of selected evidence-based interventions from psychotherapy and psychopharmacology with a focus on special populations. The course expands students' knowledge of legal and regulatory requirements related to NP practice in California.

NPTC 617 | APPLIED PSYCHOTHERAPEUTICS ACROSS THE LIFESPAN III
Units: 6 Repeatability: No
Prerequisites: NPTC 611 with a minimum grade of B- and NPTC 612 with a minimum grade of B- and NPTC 613 with a minimum grade of B- and NPTC 614 with a minimum grade of B- and NPTC 615 with a minimum grade of B-
The 3rd course in a series of three courses on the management of mental health disorders in individuals across the lifespan. Integration of evidence-based interventions from psychotherapy and psychopharmacology with a focus on special populations will be examined. The course incorporates family systems in the assessment and treatment of individuals and their families. Treatment interventions for individuals with neurodevelopmental disorders, behavioral disorders, somatic disorders, gender dysphoria, and eating disorders are applied to patient care.

NPTC 619 | PEDIATRIC PRIMARY CARE I: DEVELOPMENTAL AND BEHAVIORAL PEDIATRICS IN PRIMARY PEDIATRIC HEALTH CARE
Units: 1-3 Repeatability: No
Prerequisites: APNC 521 with a minimum grade of C- or NPTC 602 with a minimum grade of C-
Focuses on assessment and management of selected developmental, mental health, and behavioral topics in children from birth through adolescence by the pediatric nurse practitioner in a variety of collaborative primary care settings. Evaluates the evidence for screening, differential diagnosis, and management of pediatric developmental and behavioral health problems, including pharmacological and non-pharmacological treatment modalities in a culturally appropriate manner. Builds upon a foundation of knowledge of well child care; and normal development to understand the provision of primary care to children with special health care needs, and the in-depth management of conditions commonly managed in primary care. Analyzes the structure, regulation, and financing of the U.S. health care and educational systems and the impact of various settings and support services within those systems on children and families experiencing developmental, behavioral, and mental health conditions. Emphasis will be placed on social determinants of health from sociocultural, ethical, and health policy perspectives. Uses technology and information systems to improve patient outcomes and access to care. Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 620 | PEDIATRIC PRIMARY CARE II: COMPLEX AND CHRONIC CONDITIONS IN PEDIATRIC PRIMARY CARE
Units: 1-4 Repeatability: No
Prerequisites: NPTC 605 with a minimum grade of C- or NPTC 619 with a minimum grade of C-
Focuses on assessment and management of selected topics in children from birth through adolescence by the pediatric nurse practitioner in a variety of collaborative primary care settings. Evaluates the evidence base for screening, differential diagnosis, and management of pediatric health problems, including pharmacological and non-pharmacological treatment modalities in a culturally appropriate manner. Builds upon a foundation of knowledge of well child care; variations in growth, development, and behavior; and the in-depth management of both common and uncommon complex and chronic pediatric problems. Analyzes the structure, regulation, and financing of the U.S. health care system and the impact of various settings and support services within that system on children and families experiencing chronic health problems. Uses technology and information systems to improve patient outcomes and access to care. Emphasis will be placed on the impact of social determinants of health on children with complex and chronic medical conditions exploring these issues from sociocultural, ethical, and health policy perspectives. Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course. In addition, a minimum 80% examination average must be achieved in order to successfully complete the course.

NPTC 621 | FNP IN EMERGENCY CARE I
Units: 1-8 Repeatability: No
Prerequisites: NPTC 605 with a minimum grade of C- or NPTC 605 with a minimum grade of C-
Corequisites: NPTC 608
Focuses on the nurse practitioner's assessment and management of emergent complex and/or unstable acute and chronic health problems and emergencies in individuals across the lifespan in emergent care and urgent care settings.. Evaluates the evidence base for screening, triage, differential diagnosis, medical-decision-making, disaster preparedness, and management of health problems, including pharmacological, non-pharmacological, and procedural treatment modalities in a culturally appropriate manner. Incorporates an innovative approach to a clinical problem using technology, information systems, and business principles. Related classroom, procedural skills lab, simulation, and clinical experiences in selected emergent care, urgent care, pre-hospital emergency services, and correctional settings provide opportunity for application of these concepts. (This course is the first part of the Emergency/Trauma Care II series.). Note: A minimum 80% examination average must be achieved in order to successfully complete the course. Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course.

NPTC 622 | FNP IN EMERGENCY CARE II
Units: 1-8 Repeatability: No
Prerequisites: NPTC 608 with a minimum grade of C- or NPTC 608 with a minimum grade of C-
Corequisites: NPTC 609
Focuses on the nurse practitioner's assessment and management of emergent complex and/or unstable acute and chronic health problems and emergencies in individuals across the lifespan in emergent care and urgent care settings.. Evaluates the evidence base for screening, triage, differential diagnosis, medical-decision-making, disaster preparedness, and management of health problems, including pharmacological, non-pharmacological, and procedural treatment modalities in a culturally appropriate manner. Incorporates an innovative approach to a clinical problem using technology, information systems, and business principles. Related classroom, procedural skills lab, simulation, and clinical experiences in selected emergent care, urgent care, pre-hospital emergency services, and correctional settings provide opportunity for application of these concepts. (This course is the second part of the Emergency/Trauma Care II series.). Note: A minimum 80% examination average must be achieved in order to successfully complete the course. Successful completion of both the theory and the clinical components of the course with a letter grade of B- or higher is necessary to pass the course.

Peace and Justice Studies (KROC)

KROC 500 | FOUNDATIONS: PEACE, JUSTICE & SOCIAL CHANGE
Units: 3 Repeatability: No
The course introduces students to a series of big ideas for making the world more peaceful and just, and how to apply them in shaping their own lives and careers of purpose. Foundations sets out to both 1) introduce foundational theories behind peace, justice, and social innovation and to 2) apply these concepts to specific fields of inquiry and practice. Throughout the course, students will be challenged not simply to learn a spectrum of ideas and practices, but to understand how they fit together, where and how to learn more, and how to craft their own educational and professional trajectories. This process has four essential elements: 1) building an inclusive, resilient, and productive culture; 2) getting everyone up to speed on the defining aspects of our field; 3) introducing the unique expertise and experience of Kroc School faculty and staff; and 4) helping you to see how your passion for positive social change is linked to particular issues and interventions.

KROC 510 | LEADERSHIP AND ORGANIZATIONS
Units: 3 Repeatability: No
This course focuses on the interplay between individuals, organizations, and change, providing multiple perspectives of leadership theories and their application to solving complex problems. It prepares students to become influential leaders in organizations pursuing social transformation and peacebuilding, locally and abroad. Students in this course explore their purpose, goals, and leadership style and begin to create their plan to achieve agency and grow as leaders, emphasizing adaptive change. In-class students expand their knowledge to discern and balance competing demands and tensions inherent in organizations and gain skills for addressing challenging situations and capitalizing on opportunities. Building peace and justice in communities worldwide involves leaders capable of articulating a compelling vision, mobilizing resources, and working effectively with diverse groups of people. It includes working in organizational settings with particular structures, strategies, and practices, whether nonprofits, for-profits, government, or hybrids. The course prepares students for peace and justice work in various economic, social, and cultural settings by bringing core concepts and theories about leadership, organizations, and change alive through experiential learning, case analysis, individual assessment, and self-reflection. In team exercises, students experience specific challenges and opportunities that leaders and team members face and obtain techniques for solving problems and getting things done.

KROC 512 | INTERNATIONAL JUSTICE & HUMAN RIGHTS
Units: 3 Repeatability: No
In modern history, the momentum behind the idea of human rights has grown tremendously. What began as a marginal utopian discourse has today become an important moral and political narrative in domestic and global affairs. At the same time, rights remain controversial and contested, and gaps in enforcement of human rights norms are conspicuous. At the current moment, there is a heavy shadow over the future of human rights as a global project, with challenges coming from both the political left and right, to say nothing of the shifting of the global political geotectonic plates. This course examines the actors, organizations, and ideas behind these developments, as well as the vast challenges we face today in attempting to enforce human rights norms globally.

KROC 513 | PROGRAM DESIGN, MONITORING & EVALUATION
Units: 3 Repeatability: No
Starting with a solid understanding of the evolution of thinking and practice among key development and peacebuilding actors, this course is designed to prepare students to design, monitor and evaluate peacebuilding programs and project. Students will not only understand best practices in project design and management but also learn the skills and tools necessary to effectively carry out projects.

KROC 514 | INTERNATIONAL SYSTEM
Units: 3 Repeatability: No
In a rapidly globalizing world, problems such as financial crises, poverty, violent conflicts, humanitarian disasters, pandemics and cybercrime are increasingly transnational in nature and cannot be solved solely by sovereign states acting individually or collectively. This course is designed to provide a big picture analysis of global governance and its interlocking elements. This includes an introduction to international organizations and multilateralism in a state-based international system and an examination of the political dynamics and key players of global governance in the post-Cold War era. It aims to enable students to understand the system's strengths and limitations and how to make it work better at the micro, meso and macrolevels.

KROC 515 | ENVIRONMENTAL PEACE & JUSTICE
Units: 3 Repeatability: No
Evidence is mounting that unprecedented economic growth experienced by human societies has induced a state of crisis for the Earth's ecological systems. Many of the public goods provided by them – fresh water, clean air, abundant fisheries, nutritious soils, low sea levels, and moderate weather, to name a few – are increasingly at risk. Their failure poses existential threats to the societies humans have collectively built over millennia, and heightens the risk of violent conflict. This course will critically examine connections between the three legs of the proverbial sustainable development stool: environment, economy, and peace. We will explore specific issues in an applied, place-based framework, focusing on ways of understanding larger challenges as they manifest themselves in the San Diego region. We will also ask fundamental questions about environmental sustainability: How do current development paradigms create environmental conflicts? What role can we expect technology to play in offsetting our ecological impact or solving our conflicts over scarce resources? What does environmental justice look like? And ultimately, what are our prospects for peace and progress in the face of environmental peril?.

KROC 521 | SOCIAL INNOVATION
Units: 3 Repeatability: No

A SOCIAL INNOVATION IS A "novel solution to a social problem that is more effective, efficient, sustainable, or just than current solutions" (Phills, Deiglmeier, & Miller 2008). The value created accrues primarily to society rather than to private individuals. In this course, you will develop your own definition of social innovation, will develop your own theory of change that social innovation is embedded in, and will learn about a number of strategies for understanding and creating social change for the greater good. You will gain knowledge and experience through engagement with individuals, organizations, and institutions that are implementing a wide range of social innovations. Cases of social impact through different organizational platforms – in the market, in government, within the nonprofit sector, and increasingly in the space between these three sectors – will be analyzed and discussed in this class. This course is additionally optimized to prepare you for clarifying your own SI contribution. You will have the opportunity to understand how social innovations are ideated and developed in different sectors. Through a combination of readings, guest lectures, and case studies, you will gain knowledge on diverse ways organizations are implementing social innovations as well as analyzing successes and failures. Participants will get to see social innovators as they are finding solutions to critical issues in our own backyard, and ask questions like: What defines a social innovator? Who do they involve in the process of achieving transformative social change? How do they learn? Social Innovation requires a unique and transferable set of skills. Through the course's field-based learning process, and through practical analytical tools, student participants will gain experience in analyzing others approaches and in developing their own approaches to social change.

KROC 522 | IMPACT EVALUATION
Units: 3 Repeatability: No

Social innovations are about novel solutions or approaches to solve social problems and they must be translated into actionable initiatives to achieve their intended goals. This course is designed to prepare students to design, monitor and evaluate social innovation initiatives. It provides essential knowledge for program design and management, including needs and impact assessment, as well as logic frameworks. Innovation involves transforming or creating new processes, services, products, policies, community dynamics, among others. But how do we know that a particular social innovation creates the desired impacts or value for individuals, communities, and society? How large are those impacts? How long do they last? This course introduces the basic concepts of 'program evaluation' in order to equip students with tools to answer these and similar questions for the purposes of enhancing the quality of initiatives. The course includes case studies, hands-on exercises, and opportunities to interact with guest speakers to develop familiarity with planning tools, evaluation types and designs, metrics and indicators, data collection methods, and human subjects research ethics.

KROC 523 | SOCIAL ENTREPRENEURSHIP
Units: 3 Repeatability: No

Globalization and rapidly increasing communications make us painfully aware of the intractable problems facing humanity and our planet today. Thankfully, we find that there is a growing number of talented, ambitious, and courageous individuals known as social entrepreneurs, and organizations known as social enterprises, that are creating initiatives that attempt to mitigate some of these problems on a scale - and with far more ambition - than ever seen before. These individuals and organizations are creating models of urgent, systemic change rather than more traditional incremental improvement, which are being advanced globally in what has come to be known as Social Entrepreneurship. In this course, we will get to know who these people are and what their organizations do, how they think and work, and why they represent more than just a ray of hope for our world today. Social entrepreneurship is a rapidly developing and evolving field in which nonprofit and business leaders design, grow, and lead mission-driven enterprises. As the traditional lines blur between nonprofit enterprises, government, and business, it is critical that students understand the opportunities and challenges in this new landscape. This course considers the full spectrum of social business models, including strictly non-profit organizations, enterprises developing revenue-generating products or services for a social goal, and socially responsible for-profit companies. This course will expose you to theory regarding entrepreneurship, models of social change, definitions of social entrepreneur and social entrepreneurship, management skills and the leadership required for social entrepreneurial organizations, scaling of social impact, the various possible legal structures, forms of financing and impact measurement for social mission organizations. We will also take an in-depth look at the history and evolution of a classic example of social entrepreneurship - microfinance. Social entrepreneurs address problems where the government, private sector, and traditional non-profit sector fail to achieve systemic impact. The course takes a global perspective, including organizations from San Diego, around the US, and abroad. It is designed to be highly participatory and engage students through readings, classroom discussions, videos, case studies, site visits and speakers from leading social enterprises. This course is designed for students who want to explore social enterprise start-ups, as well as those students who are just curious about the field and want to learn more about entrepreneurship and explore career opportunities.

KROC 524 | SOCIAL INNOVATION PRACTICUM
Units: 3 Repeatability: No

This is a course where students integrate theory and practice to address real-world problems faced by organizations and communities seeking to create social change. Acting as consultants, students acquire knowledge of real-world constraints and opportunities faced by organizations leading social change. Students learn ways to work in teams with organization or community partners for effective co-design of solutions, as they practice resourcefulness and creativity in problem-solving.

KROC 525 | REIMAGINING CAPITALISM: BUSINESS AS A FORCE FOR GOOD
Units: 3 Repeatability: No

Is the capitalist system the evil of our time or the savior of our future? Are businesses the cause of society's most pressing problems, or could they be part of the solution instead? How can business and entrepreneurial ingenuity reduce poverty and wealth inequality, protect the environment and natural resources, create community and social values, provide education and health services, and reduce gender inequality and migration? Can the capitalist system, powered by individualism, ambition, and a competitive spirit, evolve to be more humane and conscious of social problems? In a nutshell, what paradigms must change in the business world and society to make the market system a pillar for lasting positive peace? Working with real-life business cases, students in this course will be able to examine and critically analyze the above questions. The course will provide tools to tackle social issues using proven and innovative business techniques and models, from big businesses to small entrepreneurial examples. In short, this course focuses on the recently explored intersection between business and social innovation. Phills et al. define social innovation as "a novel solution to a social problem that is more effective, efficient, sustainable or just than existing solutions and for which the value created accrues primarily to society as a whole rather than private individuals." Social innovation is about generating transformative ideas and initiatives that meet unmet needs and attempt to create a "new equilibrium" that is socially superior to the status quo. By the end of the course, students work in teams to develop a sustainability project for an existing company or a new entrepreneurial venture. The business initiative must create social value for all relevant stakeholders and society and show how it contributes to positive peace. The projects must be cross-functional so that students use the full spectrum of knowledge and skills acquired during this course.

KROC 526 | DESIGN THINKING
Units: 1-3 Repeatability: No

This workshop provides an opportunity for students to experience the process of Design Thinking. Students in this course gain insight and understanding of the mindsets needed to engage in the design process. It prepares students to use Design Thinking strategies to engage in social change and social innovation projects.

KROC 530 | CONFLICT ANALYSIS & RESOLUTION
Units: 3 Repeatability: No

In all human societies, conflict is an integral part of daily life at interpersonal, intra-group, inter-group, and inter-national levels. Conflict can be constructive, focusing attention on neglected voices or social injustice and driving cultural and political change. It can also be destructive, damaging relationships, polarizing societies, or escalating into violence and war. In our increasingly interconnected world, it is crucial to develop effective methods to understand the sources and dynamics of conflicts and to deal with conflict productively. This course is designed to familiarize students with the interdisciplinary fields of peace and conflict studies, providing an overview of core concepts of contemporary theory and practice, as well as of the recent critical turn. We examine frameworks for analyzing the origins and processes of social conflict and violence and leading practical approaches to the conduct and evaluation of conflict resolution interventions. The course employs diverse methods and media, including lectures, discussions, interactive exercises, film, written assignments, and a conceptualization of an intervention. The course features experiential learning activities that provide opportunities for practical application of course concepts. Active participation in every class is essential; readings are always necessary but not sufficient for learning the material.

KROC 531 | INTERVENTION DESIGN
Units: 3 Repeatability: No

The Intervention Design course provides a framework for students to synthesize and apply knowledge and practical skills gained during the program to create a specific conflict management/resolution project. The course is also a chance to create a key Kroc School Portfolio item that students can showcase to prospective employers, donors, or partners. The course is a requirement for the MS in Conflict Management & Resolution (MS-CMR) program and an elective option for the Graduate Certificate in Mediation & Conflict Resolution.

KROC 532 | NEGOTIATIONS
Units: 3 Repeatability: No

Negotiation is the most widely used means of conflict management. This course aims to develop your understanding of the principles, strategies, and tactics of effective negotiation in emotionally charged conflict situations. The role of identity – culture, gender, religion, nationality, class – will be mainstreamed throughout the course. Case studies and hands-on simulations will cover a variety of multi-issue, multi-party negotiations involving territorial and ethnic conflict, environmental justice, and post-conflict reconciliation. Each case involves both material concerns and underlying social-psychological interests. This course emphasizes the power of symbols, rules and norms, and regime and relationship building for cooperative ventures, governance, and conflict prevention.

KROC 533 | MEDIATION
Units: 3 Repeatability: No

This course will focus on skills-building in mediation. Students will learn and practice a variety of tools and methods of mediating conflicts and disputes. Our experiential class will be divided between learning the traditional mediation skills, practice, and theory, including the benefits and limitations of mediation as a dispute resolution method on the one hand, and alternative approaches to mediation on the other. The alternative models will include the needs analysis-based Problem-Solving Workshop, the narrative analysis-based Mediation of History, and the Evolving Designs model aimed at work in multi-party environments. After taking this course, students will be able to: differentiate among various mediation processes; distinguish between interest-based and needs-based approaches; differentiate between the traditional and alternative mediation practices; demonstrate awareness in regard to ethical dilemmas of mediation practices; possess the skills to serve as a mediator; design and lead context-appropriate mediation processes.

KROC 534 | MEDIA, NATIONALISM, AND CONFLICT
Units: 3 Repeatability: No

Regarded collectively, media is a means of mass communication. It is also the plural form of a "medium" or the means through which social phenomena such as nations and conflicts within and between them are (re)produced. The agencies and structures that (re)produce nationalism and other forms of social solidarity and conflict do not simply transmit reality as it happens. Even the most impartial and multidimensional transmission is selective and therefore subjective: since it represents a particular ideology, a particular lens, a particular angle, a particular frame, a particular cut, and a particular timeframe. In other words, what we receive through media is inevitably a representation of an event and not the event itself. The course will look into an array of media ranging from museums and architectures to cinema, literature, and social and mass media. We will explore the storytelling process that includes framing, selecting, narrating, plot construction, and other mechanisms which (re)produce and transform ideologies and other conflict discourses. We will learn to critically analyze a wide variety of texts and visual materials, differentiate between narrative structures that (re)produce violence and those that (re)produce peace, and envision discursive interventions.

KROC 570 | WAR, GENDER AND PEACEBUILDING
Units: 2-3 Repeatability: No
Non-Core Attributes: Experiential
This course explores the peacebuilding roles that women play in conflict zones around the world. Like traditional courses, it will include an introduction to gender and peacebuilding and an analysis of women's leadership in human rights activism and conflict resolution. However, this unique course is built around the involvement of women peacemakers from conflict zones around the world who will play an active role in the classroom and help us explore how power, oppression, and gendered identities contribute to war and peace from the personal to the societal levels. Through a series of expert lectures, case studies, interactive exercises, and mixed media presentations, students will gain an increased understanding of gender and peacebuilding, including the gendered drivers of conflict, and the different roles women and men play supporting, preventing, mitigating, and resolving conflict.

KROC 571 | IMMIGRATION AND ASYLUM IN PRACTICE
Units: 3 Repeatability: No
Non-Core Attributes: Community Engagement, Experiential
The course begins with an overview of U.S. immigration and asylum policy and how it interfaces with global migration, war, revolution, and climate change. We examine the critical role that race, class, ethnicity, country of origin, and gender played in the development of U.S. immigration law and policy, and how they impact policies today. We look at U.S. asylum policy and examine the role of international law in its implementation. Does the United States comply with the 1951 Refugee Convention and its 1967 Protocol? Turning to immigration issues confronting us today, we examine immigration policies of current and prior administrations, including DACA (Deferred Action for Childhood Arrivals), family separation, the criminalization of immigration, asylum, and other topics. We look at issues specific to our Mexican-American border at San Ysidro, CA.

KROC 572 | TRANSITIONAL JUSTICE
Units: 3 Repeatability: No
Transitional Justice is a somewhat new field of policy, practice, and study that focuses on the moral, legal, and political dilemmas encountered as individuals, communities, and nations attempt to grapple with historical legacies of war crimes, crimes against humanity, genocide, and other large-scale human rights violations. In such circumstances: Who must be punished and who may be pardoned? Do vigorous efforts to promote legal accountability jeopardize the emerging and fragile peace? What is the proper role and responsibility of the so-called international community in such circumstances? In this class, we will examine the complementarity and conflict between the often-overlapping demands that nations face in the wake of large-scale human rights abuses, including retribution, reconciliation, restitution, memory, and other forms of accountability. This will include study of the traditional range of transitional justice tools and interventions that have evolved, including international tribunals from Nuremburg to the ICC, truth commissions, reparations programs, public memorials, vetting and lustration initiatives, and broader institutional reform. Along the way, we will probe the blind spots, assumptions, and limitations of varying transitional justice mechanisms, together with the transitional justice project in general.

KROC 574 | HUMAN RIGHTS ADVOCACY
Units: 3 Repeatability: No
An examination of the actors and organizations conducting modern-day human rights advocacy and the techniques central to their work, including fact-finding, monitoring, report writing and media work. The course provides a balance of practical skill development (interviewing, press release writing) and critical-reflective examination of the ethical and strategic dilemmas faced by human rights advocates today.

KROC 576 | PEACE & SPIRITUALITY
Units: 2 Repeatability: No
The purpose of this class is to support students in cultivating a practice of reflection and resilience. Students and the instructor together will explore faith, spirituality, and contemplative practice in the context of their personal experience as peacebuilders, activists, changemakers, and social entrepreneurs. Spiritual concepts will be accompanied by insights drawn from more secular philosophical perspectives, as well as science. The course will begin at the micro level with an examination of the self, the nature of consciousness, and other existential introspective themes, before moving to the more meso and macro levels where we will investigate the relationship between inner peace and outer peace. The latter will include the ways in which spiritual faith and practice can both motivate and sustain peacebuilding work, including by helping to cope with issues of stress and burnout; and the ways in which spiritual practices can be integrated into peacebuilding programs. While students will be encouraged to pursue a wide variety of spiritual practices, as a class we will spend a significant amount of time together learning and practicing mindfulness and other forms of meditation.

KROC 577 | INTERCULTURAL COMPETENCY
Units: 2 Repeatability: No
Based on the extensive research in anthropology, cross-cultural psychology, leadership, and organizational behavior, the course reviews the impact of culture on leaders and their followers at the national, group, and organizational levels. It provides a thorough review of relevant theories. It applies them to helping students develop the cultural mindset essential to effective peace leadership in today's global and interconnected world. This course will focus on building an awareness of cultural differences, cultural biases, and cultural adaptation. Students will develop cultural sensitivity that encompasses verbal, physical, and emotional differences in cultural expression.

KROC 578 | DATA VISUALIZATION
Units: 3 Repeatability: No
Long considered a "soft" area of practice, more art than science, peacebuilding and its adjacent professional fields increasingly rely on using data to design, garner support for, and evaluate their initiatives. Data visualization comprises a powerful set of tools and techniques used to explore and present information. Combined with program research skills and fluency in statistics, it can help us understand problems we confront, interventions we craft to solve them, and the effects of those interventions. It can help us to communicate, telling visual stories that can convince our target audience, be they colleagues, policymakers, funders, or the general public. This course is designed to cultivate basic data visualization and statistical skills that can provide a solid professional advantage on the job market.

KROC 590 | SPECIAL TOPICS SEMINAR
Units: 2 Repeatability: Yes (Can be repeated for Credit)
A course focusing on a special topic in peace and justice studies, conflict management and resolution, or social innovation. The course content and structure will differ depending on instructor. See learning objectives for more information about the specific course, and consult your advisor for the full course description.

KROC 592 | WORKSHOPS
Units: 1 Repeatability: Yes (Can be repeated for Credit)
A workshop focusing on a special topic or unique opportunity in peace and justice, conflict management and resolution, or social innovation. Workshop content and structure will differ depending on the instructor. See the learning objectives for more information about the course, and consult your advisor for the workshop's course description.

KROC 593 | FIELD-BASED PRACTICUM
Units: 3 Repeatability: Yes (Can be repeated for Credit)
Non-Core Attributes: International
The Kroc School's field-based courses create a space for students to apply classroom knowledge in the field within creative and structured environments. The field-based course includes three common elements: a) an applied curriculum, b) the opportunity to interact with practitioners from communities affected by violence and injustice, and c) experience in implementing collaborative projects in the field. Students' work will be guided by USD's core humanistic principles, emphasizing how to look at individuals and communities in a holistic manner. See learning objectives for more information about the course, and consult your advisor for the course description.

KROC 594 | SPECIAL TOPICS COURSE
Units: 3 Repeatability: Yes (Can be repeated for Credit)
A course focusing on a special topic in peace and justice studies, conflict management and resolution, or social innovation. The course content and structure will differ depending on instructor. See learning objectives for more information about the specific course, and consult your advisor for the full course description.

KROC 595 | READING GROUP
Units: 1 Repeatability: Yes (Can be repeated for Credit)
A reading group on a special topic in peace and justice, conflict management and resolution, or social innovation. The reading group's content and meeting times will differ depending on the instructor. See learning objectives for more information about the specific course, and consult your advisor for the reading group's description.

KROC 597 | PROFESSIONAL PORTFOLIO
Units: 1 Repeatability: No
The Kroc School equips changemakers. This course will help you to link the concepts, skills, and work-products developed in your time here with the professional requirements of the industry you wish to enter or return to upon graduation. In particular, this course will provide the time and support required to compile a professional portfolio comprised of the items specified by your degree program. The Portfolio contains a Curriculum Vitae highlighting your accomplishments to date, a cover letter, and a reflective essay, which serves as a coherent framework for drawing together lessons learned from your studies, and articulates your professional goals and trajectory. The rest of the Portfolio is comprised of work products from portfolio-eligible projects in your courses such as policy memos, strategy memos, articles, and grant applications. During class meetings we will work to identify and refine these work products, and how to showcase your accomplishments for a professional audience.

KROC 599 | INDEPENDENT STUDY
Units: 1-3 Repeatability: Yes (Repeatable if topic differs)
An independent study for up to three units provides students an opportunity to research a topic of particular interest to them relevant to Peace and Justice Studies. The faculty supervisor, program director and Dean of the Joan B. Kroc School of Peace Studies must approve the project proposal prior to the beginning of the relevant semester. This course may be repeated up to a maximum of three units.

PhD in Nursing (PHDN)

PHDN 601 | PHILOSOPHY OF SCIENCE IN NURSING
Units: 3 Repeatability: No
Explores epistemological and ontological foundations of science and how they influence the development of the science of nursing. Examines specific philosophical traditions such as empiricism, phenomenology, and emancipatory paradigms for their relevance to nursing. Incorporates the social and historical bases of these paradigms for nursing science.

PHDN 602 | THEORY DEVELOPMENT IN NURSING
Units: 3 Repeatability: No
Focuses on theory building, the nature of theory formation, critical analysis and synthesis of theoretical frameworks.

PHDN 607 | APPLIED STATISTICS AND QUANTITATIVE RESEARCH METHODS
Units: 3 Repeatability: No
Examines a variety of quantitative research designs, data collection and statistical analysis procedures appropriate to each. Students interpret statistical computer output.

PHDN 608 | APPLICATIONS OF MULTIVARIATE STATISTICS
Units: 3 Repeatability: No
Prerequisites: PHDN 607 with a minimum grade of B-
Statistical methods for multivariate problems in health care including regression diagnostics, probability testing, measurement theory and modeling, cluster analysis, discriminate analysis, and principal components. Computer applications included.

PHDN 609 | DATA MANAGEMENT
Units: 3 Repeatability: No
This course is designed to enhance the student's competence in management of data in the conduct of research. It provides interactive experiences to create datasets or analyze existing data sets. Students input and analyze data, read outputs, and report data in table and narrative formats. Students gain experience in preparing data based presentations using tables, graphs, and charts.

PHDN 610 | MIXED METHODS RESEARCH
Units: 3 Repeatability: No
Prerequisites: PHDN 670 with a minimum grade of B- and PHDN 673 with a minimum grade of B-
Overviews mixed methods research (MMR) approaches and explores the epistemological and paradigmatic implications of MMR. Examines the types of research problems addressed by mixing quantitative and qualitative methods of inquiry, the major types of MMR designs, data collection strategies, data analysis and integration of quantitative and qualitative data in reporting findings. Prepares students to critique, design and, conduct mixed methods research. Throughout the course attention will be given to the process of developing a MMR proposal and producing publishable mixed methods studies.

PHDN 612 | SEMINAR IN PATIENT ENGAGEMENT AND HEALTH TECHNOLOGY
Units: 3 Repeatability: No
This course provides an interdisciplinary examination of the principles and concepts of patient engagement and patient activation as they relate to health, health care, and research methodology. Students will also become more familiar with the concurrent and related growth of patient centered outcomes research and the proliferation of health – related technology, including the electronic health record, the patient portal, personalized health data trackers (e.g. Fitbits), and computer/telephone applications. In addition, students will have an opportunity to apply this knowledge to their own area of research by creating a participatory research project proposal addressing an element of patient engagement and patient-centered outcomes methodology applicable to their scholarly expertise or organizational need.

PHDN 640 | BIOETHICAL ISSUES IN NURSING
Units: 3 Repeatability: No
Focuses on the process of ethical inquiry and its relevance for contemporary nursing practice, education, and research. Ethical theories and frameworks are explored as the basis for professional decision-making and public policy determination and include justice, caring, consideration of the common good, and feminist points of view. Contemporary bioethical issues are examined using case analysis and narrative approaches.

PHDN 649 | RESEARCH SEMINAR IN HEALTH POLICY
Units: 3 Repeatability: No
Explores the evolution of nursing scholarship and its current and potential influence on health policy. Provides an overview of the history of the U.S. health care system including the controversies and challenges of health policy reform and health disparities. Implications for social justice are addressed in view of rising health care costs, increasing health care inequities and modest health care outcomes.

PHDN 650 | NURSING RESEARCH SEMINAR
Units: 1 Repeatability: No
Provides socialization to the PhD nurse scholar role, with an emphasis on scientific writing and textual reading at the PhD level.

PHDN 651 | NURSING RESEARCH SEMINAR
Units: 1 Repeatability: No
Provides the ethical implications and application for research, policy, education, and practice.

PHDN 652 | DISSERTATION RESEARCH
Units: 1 Repeatability: No
Development of original research with faculty mentor. An emphasis on the preparation of a critique-based literature review and methodological issues.

PHDN 653 | DISSERTATION RESEARCH
Units: 3 Repeatability: No
Ongoing development of original research with faculty mentor. An emphasis on the development of an in-depth, detailed plan for data collection for the dissertation.

PHDN 654 | NURSING RESEARCH SEMINAR
Units: 3 Repeatability: No
Provides support for the actual conduct of the dissertation with emphasis on commonly encountered challenges to data collection and management. Addresses the process and procedures for proposal presentation, IRB submission, final presentation and submission of the dissertation.

PHDN 655 | NURSING RESEARCH SEMINAR
Units: 1 Repeatability: Yes (Can be repeated for Credit)
Provides support for the finalization of the dissertation. After the completion of 15 units of dissertation research (six units of PHDN 650-653, three units of PHDN 654, and six units of PHDN 695), candidates must continue to register for PHDN 695 (1 unit) and PHDN 655 (1 unit) each semester to maintain candidacy until the dissertation is completed.

PHDN 670 | QUANTITATIVE DESIGNS IN RESEARCH
Units: 3 Repeatability: No
Prerequisites: PHDN 601 with a minimum grade of C- and PHDN 607 with a minimum grade of C-
Critical analysis of scientific inquiry using advanced nonexperimental (descriptive and correlational) and experimental (quasi- and true experimental) quantitative research designs. Emphasizes application of advanced statistical analyses related to specific research designs.

PHDN 672 | PSYCHOMETRIC THEORY AND MEASUREMENT
Units: 3 Repeatability: No
Prerequisites: PHDN 602 with a minimum grade of B- and PHDN 608 with a minimum grade of B- and PHDN 673 with a minimum grade of B-
Provides an overview of concepts, theories, measurement theories, and instruments. Includes critical analysis of relationships between concepts, theories and measurements as well as critical examination of existing instruments based on principles of instrument construction and evaluation. Emphasis is also placed on evaluating instruments in terms of cultural bias, sensitivity and ethical issues.

PHDN 673 | INTRODUCTION TO QUALITATIVE RESEARCH: BACKGROUND, PROCESSES, AND APPROACHES
Units: 3 Repeatability: No
This course is designed as an introduction to qualitative methodologies. It will explore some of the distinguishing characteristics, techniques/methods of data collection and analysis, ethical considerations, and diversity of methodological approaches.

PHDN 676 | THE PRACTICE OF QUALITATIVE RESEARCH
Units: 3 Repeatability: No
Prerequisites: PHDN 673 with a minimum grade of B-
Focuses on the craft of conducting qualitative research. Involves practicing methods of data collection and data analysis. Course content will include issues related to evaluating, communicating (oral and written), (re)presenting, and publishing qualitative research findings. Ethical dimensions of qualitative research in human research studies will be emphasized. Throughout the course the contribution of qualitative research to nursing, social, and health sciences and nursing practice will be considered.

PHDN 677 | ADVANCED QUANTITATIVE DESIGNS IN RESEARCH
Units: 3 Repeatability: No
Prerequisites: PHDN 670 with a minimum grade of B-
Critical analysis, synthesis, and application of advanced quantitative research designs. Areas of emphasis include: testing the relationship between multiple independent variables and a single dependent variable, between multiple independent and multiple dependent variables; grouping variables or individuals; and analysis of linear structural relations.

PHDN 683 | COMMUNICATING NURSING KNOWLEDGE
Units: 3 Repeatability: No
An in-depth exploration of the role of teaching in communicating nursing scholarship in academic settings in nursing. Students will critically analyze all aspects of courses design and evaluate the evidence behind different recommended best practices. Through designing and presenting a variety of knowledge dissemination approaches and critiquing other's presentations, student will gain experience and confidence in matching dissemination strategies to identified learning objectives.

PHDN 684 | SEMINAR IN GRANT WRITING
Units: 3 Repeatability: No
Addresses all aspects of grant writing, including funding sources, proposal writing and management of funded projects.

PHDN 685 | WRITING FOR PUBLICATION
Units: 3 Repeatability: No
Focuses on scholarly writing in professional nursing. Emphasizes manuscript development for submission for publication. Address multiple venues and publication formats, as well as ethical and legal issues in publishing.

PHDN 687 | INNOVATIONS IN NURSING EDUCATION
Units: 3 Repeatability: No
Explores theoretical foundations and educational philosophies fundamental to nursing education. Innovative teaching strategies and technological approaches to professional education are presented. Experienced faculty/students discuss challenges encountered in teaching nursing students in diversified classrooms.

PHDN 688 | PALLIATIVE CARE : THEORY AND PRAXIS
Units: 3 Repeatability: No
An in-depth exploration of the roles of the Nurse Researcher and Advanced Practice Nurse in the palliative care setting. Theories of palliative care will be explored as a basis for praxis, the conduct of research, and public policy determination. Symptom management, patient-family communication, and cultural perspectives of chronic illness are major course themes. Analysis and critique of contemporary research on palliative care is integrated throughout the course.

PHDN 689 | SEMINAR IN HEALTH PROMOTION
Units: 3 Repeatability: No

Examines theoretical and empirical explanation of health promotion on the well-being of individuals, families, and communities. The course encourages students to complete reviews of evidence-based research and the effectiveness of health promotion programs, health counseling, and communication including health education principles, evaluation methods, and funding opportunities. Synthesis of the literature in relation to student research interest is required to support the development of a dissertation/project relevant to a health promotion concern.

PHDN 690 | THEORY AND RESEARCH IN EXECUTIVE LEADERSHIP
Units: 3 Repeatability: No

This course focuses on select theories and research regarding executive leadership. It emphasizes the internal and external factors substantively affecting executive leadership. Interactive learning experiences encourage self-reflection regarding positive and negative aspects of one's leadership style and potential methods for enhancing these skills. Students will have the opportunity to participate in a pilot study regarding executive leadership to enhance interviewing, data gathering, and analytic expertise.

PHDN 693A | RESEARCH RESIDENCY
Units: 3 Repeatability: No

This experience is related to the research focus of the mentor. The mentor may be a USD faculty member or researcher in another institution. Students are expected to participate in all aspects of the researcher role, including but not limited to grant development, data collection, data management, data analysis, team meetings, clinical aspects, and poster or manuscript preparation.

PHDN 693B | TEACHING RESIDENCY
Units: 3 Repeatability: No

Students are expected to participate in classroom and clinical teaching experiences and all facets of the educator role including planning, implementation, and evaluation aspects of teaching-learning experiences. Lesson plans and development of web-based course materials are part of this experience.

PHDN 693C | EXECUTIVE NURSE LEADER RESIDENCY
Units: 3 Repeatability: No

Designed for 1. Knowledge acquisition of the nurse scientist role in executive practice (practice, the academy, and policy); and 2. To develop the knowledge and skills necessary to apply leadership concepts, skills, and decision making in the design, implementation, oversight, and accountability in complex systems. The student is expected to participate in all aspects of the executive role and/or a specific research project as mutually defined.

PHDN 694 | SPECIAL TOPICS IN NURSING RESEARCH
Units: 3 Repeatability: No

In-depth study of a research method, targeted review of the literature or a dissertation related topic under the guidance of the dissertation chairperson. A publishable paper or poster presentation is an expected outcome.

PHDN 695 | DISSERTATION
Units: 1-9 Repeatability: Yes (Can be repeated for Credit)

Development and implementation of original research. Provides support for the finalization of the dissertation. After the completion of 15 units of dissertation research (six units of PHDN 650-653, three units of PHDN 654, and six units of PHDN 695), candidates must continue to register for PHDN 695 (1 unit) and PHDN 655 (1 unit) each semester to maintain candidacy until the dissertation is completed.

PHDN 697 | SEMINAR IN HEALTH EQUITY AND DISPARITY RESEARCH
Units: 3 Repeatability: No

This course examines the concept of social determinants of health and their role in achieving population health equity. Several theoretical frameworks used in studying health disparities will be explored with a comprehensive overview of risk factors related to social determinants of health and their role in observed health disparities in the United States will be provided. In addition, students will consider trends and patterns of disparity and inequity that impact health care access, quality of health care, and health outcomes within social, cultural, political, economic, and environmental contexts using a systematic, multidisciplinary approach.

Political Science (POLS)

POLS 521 | COMPARATIVE LEGAL SYSTEMS
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)

This course examines legal systems from a comparative perspective. Students will study how scholars, lawyers, and policy makers construct and manage formal and informal measures to ensure societal compliance with the law, the legal accountability of state actor, and the provision of basic rights and access to justice under the law. In the process, students will learn about key case studies and cross-national comparisons to understand the differences in legal systems employed around the world. Students may repeat the seminar for credit when the specific topic changes.

POLS 523 | INTERNATIONAL LAW ENFORCEMENT
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)

This course examines the methods and approaches used to enforce laws internationally, including the use of international conventions, extradition, mutual legal assistance mechanisms, police and judicial cooperation, and other types of international law enforcement cooperation. Students may repeat the seminar for credit when the specific topic changes.

POLS 527 | INTERNATIONAL LAW AND POLITICS
Units: 1-3 Repeatability: No

This topics survey course provides an overview of the politics, theory, and practice of international law, including building of international legal frameworks; the negotiation, ratification, and enforcement of treaties; the role and functioning of multinational legal institutions (such as the International Court of Justice, the International Criminal Court, International Criminal Tribunals, United Nations Rapporteurs, etc.); the domestic options available in the adjudication of international legal controversies; and comparative legal systems. Relevant topics include the development of legal regimes and strategies for dealing with human rights, corruption, war crimes, crimes against humanity, terrorism, drug trafficking, and similar issues. Students may repeat the seminar for credit when the specific topic changes.

POLS 528 | INTERNATIONAL POLITICAL BOUNDARIES AND BORDER POLITICS
Units: 3 Repeatability: Yes (Can be repeated for Credit)

This course provides an examination of international political boundaries, border politics, and related policies, including trade, economic development, migration, law enforcement and security, and international diplomacy. This course considers comparative border dynamics of various regions, such as U.S.-Mexico, U.S.-Canada, China-Russia, India-Pakistan, Spain-Morocco, and the European Union.

POLS 529 | LAW OF THE SEA
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course examines regimes of the sea including fisheries, seabed mining, and coastal management zones. The politics of ocean regulation will be examined with emphasis on the Third United Nations Conference on the Law of the Sea. The seminar will consider Law-of-the-Sea negotiations from three perspectives: 1) the development of international law; 2) the processes of international bargaining and negotiation; and 3) the decision-making processes associated with the formulation of maritime policies in individual countries.

POLS 530 | RESEARCH DESIGN & ANALYSIS
Units: 3 Repeatability: No
This seminar helps students to formulate empirical research questions and introduces basic research strategies to answer them. Through hands-on experience, students learn to develop theories and to test them using basic research designs and uni- and multivariate analyses. In the end, students should be able to conduct and to critically evaluate basic research in the field.

POLS 535 | RESEARCH DESIGN
Units: 1.5
This course is a brief introduction to the principles of research design and analysis in the field of political science and international relations. The course discusses the nature of the scholarly community, the development of middle range theories and hypotheses, conceptualizing and operationalizing variables, and testing hypotheses.

POLS 536 | RESEARCH SKILLS
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This course enables students to develop understanding and skills in utilizing specialized research methods and tools such as bibliographic research, data gathering, data visualization, qualitative field methods, statistical analysis, and other advanced research methods. Students may repeat the seminar for credit when the specific topic changes. Lectures may be augmented by computer lab time.

POLS 550 | POLITICS & POLICIES AROUND THE WORLD: FOUNDATIONS OF COMPARATIVE POLITICS
Units: 3 Repeatability: No
This course offers in an in-depth look at the policies and politics of countries around the world. The purpose of the course is to examine the major theoretical approaches to comparative politics as well as the political histories of individual countries. It is designed to introduce students to a variety of themes central to this field, including state-society relations, state capacity, the role of institutions, nationalism, cultural/ethnic pluralism, political culture, and democracy. This course is a degree requirement.

POLS 555 | POLITICS IN EUROPE
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This course surveys the political cultures, institutions, and parties of the United Kingdom, France, and Germany. Foreign and defense policies, including those relating to European integration, will receive special attention.

POLS 556 | POLITICS OF AFRICA
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This course provides an in-depth analysis of political development in Africa. It is designed to introduce students to the challenges African states have faced during the pre-colonial, colonial, and post-colonial eras. Particular emphasis is placed on how different countries have sought to develop strong institutions, democratic processes, and national integration in the context of scarce resources and civil conflict. Students may repeat the seminar for credit when the specific topic changes.

POLS 557 | POLITICS IN LATIN AMERICA
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This course uses a variety of theories to examine the dynamics of political and economic change in Latin America. Particular emphasis is placed on the causes and consequences of cyclical economic development and recurrent waves of democratization and authoritarianism.

POLS 559 | POLITICS IN THE MIDDLE EAST
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This course explores political developments in the Middle East with particular attention to the contemporary era.

POLS 561 | POLITICS IN SOUTH AFRICA
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course examines the major issues and challenges that face South Africa. The goal of the course is to introduce students to contemporary South African politics and to place the current political challenges into the broader historical context.

POLS 565 | POLITICS IN RUSSIA
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course offers an examination of the political institutions and forces of change in Russia and the Soviet successor states with particular attention to the difficulties of democratization, modernization, and capitalist transformation.

POLS 566 | POLITICS IN MEXICO
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course examines the trajectory of political development in Mexico from the twentieth century to the present. We will examine the Mexican revolution, the origins of the dominant party system, the transition to democracy and current prospects for democratic and economic stability.

POLS 568 | POLITICS IN CHINA
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course offers an examination of politics and selected policy issues in contemporary China including political institutions, the policy-making process, and citizen political behavior. Special attention is given to prospects for political reform in China.

POLS 570 | GLOBAL CONFLICT & COOPERATION: FOUNDATIONS OF INTERNATIONAL RELATIONS
Units: 3 Repeatability: No
This core course provides students with a foundation in the main theories of international relations. In Global Conflict and Cooperation, we tackle some of the most consequential questions in the world: Why do countries go to war? How will countries cooperate to solve problems like global warming? How does global capitalism affect politics? How is foreign policy made? To find answers, we read influential texts, analyze competing ideas, and apply them to case studies. The course also gives students space to explore their own research interests and build a theory framework for their projects. This course is a degree requirement.

POLS 571 | UNITED STATES FOREIGN POLICY
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This class offers an examination of the challenges and opportunities facing U.S. foreign policy in the 21st century, the institutional context of foreign policy decision-making, and the application of theories of international politics and foreign policy to the empirical analysis of contemporary American U.S. policy.

POLS 572 | RUSSIAN FOREIGN POLICY
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course explores foreign policy in the U.S.S.R. and its successor states focusing on competing institutions within the foreign policy establishments, changing security preoccupations, and the difficulties of realigning regional and global relationships in a structurally changed international system.

POLS 573 | CHINESE FOREIGN POLICY
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course offers an analysis of the foreign policy of the People's Republic of China. Foreign policy-making and China's relations with other international actors will be examined.

POLS 574 | U.S.-LATIN AMERICA RELATIONS
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course provides an analysis of historical and contemporary relations between the U.S. and Latin America. Policy issues examined include trade, immigration, drug trafficking, military intervention, and relations with Cuba.

POLS 575 | U.S.-MIDDLE EAST RELATIONS
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course examines the influences and interests that shape U.S. relations toward the Middle East. Rooted in the study of international relations and foreign policy decision-making, the course critically examines the past, present, and future of relations between the United States and a contested and dynamic region. Students may repeat the seminar for credit when the specific topic changes.

POLS 576 | U.S. NATIONAL SECURITY
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course examines contemporary U.S. security policy, including military technology, nuclear strategy and arms control, recent U.S. military interventions, biological and chemical weapons, domestic security politics , the defense industry and budget, and terrorism.

POLS 577 | REGIONAL SECURITY
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course examines security dynamics in important regions of the world, such as West Europe, Latin America, East Asia, and the Islamic countries running from Northwest Africa to Southeast Asia. The course addresses issues like military technology, war, diplomatic relations within the region, political economy, drug trafficking, and terrorism, among others. Students may repeat the seminar for credit when the specific topic changes.

POLS 578 | TRANSNATIONAL CRIME AND TERRORISM
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course focuses on how the law enforcement community has responded to the unprecedented increase in crimes and terrorist acts that cross international borders. The course examines those factors that have led to this increase in transnational crime and terrorism, the types of crimes that pose the greatest threat to lawful societies, the responses that have been developed to combat transnational crime, and the extent to which transnational crime threatens the national security interests of the United States and the world community.

POLS 580 | INTERNATIONAL POLITICAL ECONOMY
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course examines the international and national political strategies affecting economic growth and global distribution of wealth.

POLS 581 | POLITICS OF DEVELOPMENT
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course examines the challenge of development, and the domestic and international institutions and policies that seek to promote development around the world. A course subtitle may be modified to reflect a focus on a particular country (e.g., The Politics of Development: South Africa). Students may repeat the seminar for credit when the specific topic changes.

POLS 582 | INTERNATIONAL HUMAN RIGHTS
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This course considers theoretical foundations, historical development, and applications of human rights in differing parts of the world. The seminar will focus on contending approaches to human rights.

POLS 583 | INTERNATIONAL ORGANIZATIONS
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course offers an examination of the development of contemporary intergovernmental political organizations with emphasis on the United Nations system and the functional agencies. The future of supranationalism will be investigated with particular attention to the European Communities.

POLS 584 | INTERNATIONAL ENVIRONMENTAL GOVERNANCE
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course examines the policy decisions that determine human responses to environmental challenges. The course explores three foundational topics: environmental ideologies, the global commons, and natural resources valuation. Students apply these core concepts to environmental sectors, such as climate change, sustainable development, marine resources management, environmental negotiations, and conservation.

POLS 585 | INTERNATIONAL DIPLOMACY
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This topics course examines the theory and use of diplomacy in international relations and world politics. Students will learn about different diplomatic approaches, forums, techniques, and tools used by states, international governmental organizations, non-governmental organizations, and other entities working internationally. Students may repeat the seminar for credit when the specific topic changes. Students may repeat the seminar for credit when the specific topic changes.

POLS 586 | POLITICS OF INTELLIGENCE
Units: 3 Repeatability: Yes (Can be repeated for Credit)
This course is designed to provide students with an understanding of the history and institutional structure of the US intelligence community, the intelligence production cycle, how intelligence contributes to policymakers, how intelligence agencies are managed and controlled, the ethical debate about intelligence activities, current intelligence issues facing US policy makers, and counterintelligence concerns.

POLS 589 | POLITICS OF DISASTER AND CRISIS MANAGEMENT
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This topics course examines the problem of natural disasters, crises, and catastrophic events, and the political and policy responses to these phenomena. Students will learn about different types of hazards, such as earthquakes, tornadoes, fires, nuclear disasters, and famines. Students will also learn about the political, economic, and societal factors that contribute to human vulnerability to hazards, such as poverty, corruption, a lack of preparedness, and other issues of governance. Students will also learn about the strategies and practices employed to mitigate hazards and their effects, as well as the ethical dilemmas and moral hazards involved in disaster relief efforts. Finally, and most important, students will have the opportunity to consider the human toll and other implications of catastrophic events. Students may repeat the seminar for credit when the specific topic changes.

POLS 591 | MIGRATION AND IMMIGRATION POLITICS
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
This topics course examines theories, trends, and policies related to migration and immigration. The course reviews historical and contemporary global migration trends, as well as the specific contexts, aspects, and drivers of migration and immigration policy. In the process, students will learn about differing views in different nations about complex and contentious issues related to the politics of migration and immigration, including citizenship and naturalization, the rights of migrants and immigrants, the problem of unauthorized migration, border security and interior enforcement, anti-immigrant sentiment and immigrant advocacy, the cost and contributions of migrants and immigrants, crimes committed by and against immigrants, the "assimilation" or integration of new immigrant groups, and the consequences of migration and immigration for the affected countries and communities. Students may repeat the seminar for credit when the specific topic changes.

POLS 593 | INTERNATIONAL RELATIONS INTERNATIONAL TRAVEL COURSE
Units: 0.5-3 Repeatability: Yes (Can be repeated for Credit)
International travel courses come in different formats and schedules, including seminars, field studies, lectures, simulations, and short travel courses. By traveling to sites of relevance to the course topic, students have the opportunity to meet with policy makers and practitioners, visit locations of interest, and gather information in the field. 593 courses can be repeated for credit provided the topics are substantially different.

POLS 594 | SPECIAL TOPICS IN INTERNATIONAL RELATIONS
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
A current issue or topic in the discipline will be the focus of the course. The course can be repeated if the topic changes.

POLS 595 | MAIR CAPSTONE SEMINAR
Units: 3 Repeatability: No
Prerequisites: POLS 550 with a minimum grade of C- and POLS 570 with a minimum grade of C-
The Master of Arts in International Relations (MAIR) program at the University of San Diego hosts a capstone seminar for its graduating students to prepare and present a major research project. This capstone seminar is designed to allow students to integrate the knowledge obtained from their course of study in the program and apply that knowledge to the analysis of contemporary issues in international relations. Research topics are determined by the students in consultation with the capstone instructor and other faculty members who serve as external advisors on the student's project. Students present their work at a formal symposium that is open to the public. The final paper and presentation produced for this seminar allow students to fulfill the main learning objectives of the MAIR program, and help to orient them towards a career in international affairs. Students must have completed at least 24 units prior to enrollment in the MAIR Capstone Seminar.

POLS 596 | SHORT COURSE IN IR: SPECIAL TOPICS
Units: 0.5-1.5 Repeatability: Yes (Can be repeated for Credit)
Short courses come in different formats and schedules, including academic seminars, professional workshops, and short travel courses. They allow the department to offer courses on topics and/or on schedules that would not be suitable for three units and they give students greater options and more flexibility in load management and scheduling. 596 courses can be repeated for credit provided the topics are different.

POLS 598 | INTERNSHIP IN INTERNATIONAL RELATIONS
Units: 0.5-3 Repeatability: Yes (Can be repeated for Credit)
Students can receive credit for internships with the government, nongovernment agencies, corporations, and other suitable entities involved in international relations. Students are required to have a writing component in the internship. Students must have completed at least 15 units in the program and have an overall GPA of 3.33 to request an internship for credit. Internships for credit must be approved by the graduate director.

POLS 599 | INDEPENDENT STUDY IN INTERNATIONAL RELATIONS
Units: 0.5-3 Repeatability: Yes (Can be repeated for Credit)
Directed research can be conducted under the supervision of one of the permanent graduate faculty members in the Department. Students must have completed 15 units in the program and have an overall GPA of 3.5. Project proposals must be approved by a faculty sponsor and the graduate director.

Special Education (EDSP)

EDSP 570P | ASSESSMENT IDENTIFICATION TO TRANSITION SPECIAL EDUCATION
Units: 3
Candidates develop skills in using a wide variety of assessment instruments and techniques to inform identification, placement, planning, monitoring and transitioning of students academically, socially and/or behaviorally at-risk. Students will administer formal assessment tests, construct, administer and evaluate informal assessments appropriate from preschool to adulthood in home, school and community settings. Focus is on criteria for becoming competent assessors of at¿risk individuals with mild to moderate disabilities. Legal procedures, nondiscriminatory practices (including analysis of CELDT proficiency levels of ELL) and engagement in a district multidisciplinary team provide the framework for making valid assessment decisions. Case studies provide a problem-based opportunity to collaboratively explore the case management role of an education specialist. Candidates will use emerging understanding of assessment as an instructional informant to design, use and analyze formal and informal assessments that help monitor and plan instruction based on response to intervention (RtI). Overarching outcome is to become reliable competent consumers of assessment information to analyze assessment results to inform the IFSP, IEP & ITP decision¿making process and ongoing instruction.

EDSP 571P | POSITIVE BEHAVIOR AND INSTRUCTION MANAGEMENT IN SPED
Units: 3
Self- regulatory knowledge and strategies to provide teachers and students with skills to identify manage and monitor their own behavior and the behavior of others across learning settings and social situations is emphasized. A cross section of theories, models, legal and ethical variables relevant to orchestrating learning across K-22 settings where individuals with mild to moderate disabilities are receiving instructional, social, behavioral and transition life-skill services. This includes English Language Learners with concomitant special education needs, student exhibiting traits associated with autism spectrum disorder, other health impaired, traumatic brain injury, learning disabilities and mild to moderate retardation. The use of positive behavioral interventions and functional behavior analysis will be discussed and students will demonstrate appropriate skills using these strategies.

EDSP 573P | COLLABORATION WITH FAMILIES AND PROFESSIONALS
Units: 3
This course is designed to provide students with the skills required to work effectively with the families of children and youth with disabilities and with the network of service providers and community agencies with which these families interact. Focus will be on understanding family coping processes, development of communication and problem solving skills, active listening, utilization of parent interview techniques in family assessment and methods for accessing educational and developmental service delivery systems. There will be a strong emphasis on the development of cultural competence as candidates learn to understand family systems and family life stages, transition challenges, the importance of collaborative parent-professional relationships, parent advocacy, and development of cooperative intervention programs.

EDSP 574 | GLOBAL PERSPECTIVES AND FOUNDATIONS IN SPED
Units: 3

Focus is on identification and distinction of characteristics and needs that qualify an individual for special education services according to federal and state law. The principles of action research and global perspectives of special needs frame an investigation of the academic, social and behavioral needs of individuals. Candidates use a global historical lens to understand the philosophy, education foundations and evidenced-based research that underpin the legal and ethical definition and service delivery options for individuals with exceptional needs. Emphasis is placed on individuals with a primary disability of specific learning disabilities, mild/moderate mental retardation, other health impairment, emotional disturbance, and autism spectrum disorders within the disability area, in kindergarten, grades 1 through 12, and classes organized primarily for adults in services across the continuum of program options available. Candidates explore how cultural, community and individual diversity and the needs of English learners influence classification and placement.

EDSP 575P | EVIDENCE BASED INCLUSIVE PRACTICES MILD/ MODERATE 5-22
Units: 1-3

Focus is on curriculum and instruction planning and delivery that addresses the individual needs of students with mild to moderate exceptionality that maintains the integrity of age appropriate state mandated content area standards. The course also focuses on the dual instructional planning and delivery needs for individuals with a primary disability of specific learning disabilities, mild/moderate mental retardation, other health impairment, emotional disturbance and autism spectrum disorders within the disability area, in kindergarten, grades 1 through 12 and classes organized primarily for adults in services across the continuum of program options available. Planning and delivery of instruction concurrently attends to the needs of English Language Learners and the diversity of student, parent and community norms. Theory, practice and research are integrated into activities designed to provide education specialists with a multiplicity of strategies and techniques for working with students, paraeducators, general educators and ancillary professionals across the spectrum of inclusive education options. This course stresses the development and implementation of individual educational plans (IEPs) and individual transition plans (ITPs). Fieldwork: A 25-hour fieldwork commitment in order to complete the assignments and meet the performance–based competencies for this course is required. The regular consistent field-experience must provide sufficient time to complete the PACT project. Intern candidates must meet with the instructor to determine if their district contract special education placement meets all or some of the fieldwork requirements for this course.

EDSP 579 | LEGAL ETHICAL & PROFESSIONAL PRACTICES IN DIVERSE SOCIETY
Units: 2-3

This course will explore policy and procedures pertinent to the special education system within the cultural diversity of California. It will examine such system elements as assessment, case management, finance, individualized program planning, regulations, and professional ethics. Under consideration will be other relevant compliance requirements as contained in federal and state regulations.

EDSP 589I | HEALTHY ENVIRONMENTS AND INCLUSIVE EDUCATION IN A GLOBAL SOCIETY
Units: 3

Non-Core Attributes: International

This course provides candidates an overview of two critical areas relative to teaching school-age populations in contemporary schools: (I) creating supportive, healthy environments for student learning, and (2) teaching special populations in general education. Personal, family, school, community and environmental factors related to students' academic, physical, emotional and social well being are addressed as well as the effects of student health and safety on leaning. Candidates learn and apply skills for communicating and working constructively with students, their families and community members and how to access site-based and community resources and agencies in order to provide integrated support to meet the individual needs of each student. Characteristics and service delivery needs of individuals with disabilities from birth through adulthood are also investigated. Legally mandated categorical disabilities are discussed in terms of the individual, family, education, and ancillary service issues. There is a primary focus on how educational, behavioral, social, ecological, transitional, and vocational needs of exceptional students can be addressed in general education settings. Discussion covers a multiplicity of strategies and techniques recommended for integrated service delivery for individuals with special needs in general education and in local communities.

EDSP 589P | HEALTHY ENVIRONMENTS AND INCLUSIVE EDUCATION IN A GLOBAL SOCIETY
Units: 3

This course provides candidates an overview of two critical areas relative to teaching school-age populations in contemporary schools: (1) creating supportive, healthy environments for student learning, and (2) teaching special populations in general education. A comparative international perspective of the foundations, pedagogy practices and service delivery options for individuals with disabilities and their families builds an understanding of cultural and personal considerations for service delivery within a classroom. Personal, family, school, community and environmental factors related to students¿ academic, physical, emotional and social well being are addressed as well as the effects of student health and safety on learning. Candidates learn and apply skills for communicating and working constructively with students, their families and community members and how to access site-based and community resources and agencies in order to provide integrated support to meet the individual needs of each student. Characteristics and service delivery needs of individuals with disabilities from birth through adulthood are also investigated. Legally mandated categorical disabilities will be discussed in terms of the individual, family, education, and ancillary service issues. There is a primary focus on how educational, behavioral, social, ecological, transitional, and vocational needs of exceptional students can be addressed in general education settings. Discussion covers a multiplicity of strategies and techniques recommended for integrated service delivery for individuals with special needs in general education and in local communities.

EDSP 590P | STUDENT TEACHING MILD TO MODERATE DISABILITIES
Units: 1-7 Repeatability: Yes (Can be repeated for Credit)
Supervised full day semester long student teaching in settings serving individuals with mild to moderate disabilities. This includes individuals with a primary disability of specific learning disabilities, mild/moderate mental retardation, other health impairment, emotional disturbance, and autism spectrum disorders within the disability area, in kindergarten, grades 1 through 12, and classes organized primarily for adults in services across the continuum of program options available. Focus is on curriculum and instruction planning and delivery that addresses the individual needs of students while maintaining the integrity of age appropriate state mandated subject matter standards. Competency is demonstrated in relation to referral, assessment, IEP/ITP/BIP process, instruction, intervention, intervention, program, instructional and materials modification, consultation, coteaching, teacher inservice, behavior planning, and intervention. Theory, practice and research are integrated into activities designed to provide education specialists with a multiplicity of strategies and techniques for working with students, paraeducators, and general educators and ancillary professionals across the spectrum of inclusive education options. This course stresses the development and implementation of individual educational plans (IEPs) and individual transition plans (ITPs). Planning and delivery of instruction concurrently attends to the need of English Language Learning and the diversity of student, parent and community norms.

EDSP 590S | STUDENT TEACHING MILD TO MODERATE DISABILITIES SEMINAR
Units: 1
Concurrent Enrollment in EDSP 590P and this seminar are required. The seminar will provide students enrolled in student teaching with additional support with their placements. Class meeting will also include reviews of instructional strategies and pedagogical competencies designed to support students with their student teaching experience.

EDSP 591P | MCC SPED EXTENDED PRACTICUM
Units: 1 Repeatability: No
Supervised extended practicum in secondary settings serving individuals with mild to moderate disabilities. This includes individuals with a primary disability of specific learning disabilities, mild/moderate mental retardation, other health impairment, emotional disturbance and autism spectrum disorders within the disability area, in ages 5-22 and classes organized primarily for adults in services across the continuum of program options available. Focus is on curriculum and instruction planning and delivery that addresses the individual needs of students while maintaining the integrity of age appropriate state mandated subject matter standards.

EDSP 593S | PRACTICUM SEMINAR FOR INDIVIDUAL INDUCTION PLAN IIP
Units: 2
The purpose of the Practicum Seminar for Individual Induction Plan is support participants in sharing, discussing, analyzing and evaluating their current practice in creating positive classroom environments. Through sharing of personal student teaching experiences, participants will address current educational issues affecting children in our schools. Topics that may be discussed are effective classroom management, instructional methods for all children, parent involvement, professional development, education law, resume writing, interview strategies, and professional collaboration.

EDSP 599 | INDEPENDENT STUDY
Units: 1-3
Independent study designed for individual student needs. Students must complete the Application for Independent Study or Research form and obtain the signatures of the faculty supervisor, Department Chair and the Associate Dean prior to registering for the course.

Teacher Education (EDTE)

EDTE 500P | DIVERSITY, INCLUSION & SCHOOLING
Units: 3 Repeatability: No
This course explores how social inequities related to disability, social class, race and ethnicity, language, class, gender, national origin, and sexual orientation are often perpetuated in schools. The course is organized around three dimensions of schooling and social inequality: (1) Public schools in the U.S. are a project of nation-building, expansion, and imperialism that developed a sociocultural hierarchy via curriculum, instruction, and organization. (2) Historically, to maintain privileges among the dominant cultural group, schools and school systems are organized to track, segregate, and exclude based on socially constructed norms regarding language, ability, and race. (3) Addressing contemporary inequalities requires ongoing advocacy and cultural understanding among educators and community members at all levels. Within this context, candidates critically explore how their own social and political location vis-a-vis schooling impacts their assumptions about the purposes and processes of formal education.

EDTE 501P | METHODS FOR LANGUAGE & LITERACY
Units: 3 Repeatability: No
This course is designed to support candidates in developing as literacy instructors within PK-12. Teacher candidates will develop a critical literacy lens through examination of theories and current practices from local, national, and global perspectives. Teacher candidates will develop foundational literacy knowledge to support assessing, diagnosing, and supporting readers at all levels and within content specific contexts. Candidates will practice and implement (1) evidence based literacy instruction via Culturally Responsive and Universally Designed Lesson plans, (2) literacy goal writing, (3) embedding literacy into content, and (4) aligning literacy practices to content standards. The course includes current research, lectures, analysis of student work and literacy profiles, discussions, and field experience requirements.

EDTE 502P | ELEMENTARY METHODS I: MATH & SCIENCE
Units: 3 Repeatability: No
This course provides elementary PK-6 teacher candidates an overview of key dimensions of curriculum and instruction theory and practice in mathematics and science in accordance with State and National STEM Standards. Using pertinent contributions from research in learning theory, motivation, social#emotional learning, individual differences, candidates will be provided with opportunities to observe, teach and self-reflect on student learning in culturally diverse and inclusive settings. Emphasis will be placed on demonstrating understanding of content-specific pedagogical practices including reasoning, questioning, modeling, developing arguments, and communicating conclusions. Candidates will learn to build equitable learning environments through Universal Design for Learning (UDL), to plan inclusive lessons and units using backward design process, to construct formative and summative assessments, to use appropriate digital tools, and to provide for accommodations and/or modifications to promote student access to the curriculum.

EDTE 503P | ELEMENTARY METHODS II: HUMANITIES
Units: 3 Repeatability: No
Prerequisites: EDTE 502P with a minimum grade of C- or EDTE 523P with a minimum grade of C- and EDTE 524P with a minimum grade of C-
This course provides PK-3, ECE and Multiple Subject teacher candidates an overview of key dimensions of curriculum and instruction theory and practice in social studies and The Arts in accordance with State and National Standards. Using pertinent contributions from research in learning theory, motivation, readiness, and individual differences, candidates will be provided with opportunities to observe, teach and self-reflect on student learning in culturally diverse and inclusive settings. Emphasis will be placed on demonstrating understanding of content-specific pedagogical practices of asking questions; analyzing texts, photographs, films, internet resources, books, historical artifacts and documents; developing arguments, and communicating conclusions, and examines the central role of the arts in learning. The course focuses on the creation of interdisciplinary lessons and units that promote student access to the curriculum and promotes historical understanding, social justice, civic participation in a democratic society, and the development of students' creativity and imagination in and through the arts.

EDTE 504P | SECONDARY METHODS I
Units: 3 Repeatability: No
This course provides an overview of curriculum theory and instructional practice at the secondary level. Candidates will trace the evolution of curriculum theory in the United States beginning with early emphases on science and progress at the turn of the 20th century to present-day foci on inclusion, culturally relevant pedagogy, and learning technology. Within this theoretical framing, students are introduced to contemporary research-based practices in teacher education. Specific topics covered include unit and lesson planning, Universal Design Learning (UDL), assessment theory, state curriculum frameworks, teacher inquiry and reflection, and accommodations for diverse learners. This course provides a theory-to-practice foundation for content specific teaching methods in the following semester.

EDTE 505P | SECONDARY METHODS II: SOCIAL SCIENCE
Units: 3 Repeatability: No
Prerequisites: EDTE 504P with a minimum grade of C- or EDTE 525P with a minimum grade of C- and EDTE 526P with a minimum grade of C-
This methods course explores the purposes, challenges, complexities, and practical approaches to teaching about the social world at the secondary level. Students will have extensive opportunities to develop, implement, reflect upon, and refine units of study in history and social science. Candidates will collaborate on sourcing and evaluating potential lesson materials and developing original units of study on movements, moments, places, populations, structures, and issues relevant to today's global society. A variety of content delivery models will be presented and practiced, including student- and teacher-centered instruction; inquiry-, project-, and problem-based approaches; and cooperative learning strategies. Special emphasis is placed on strategies for accommodating diverse learners and learning needs.

EDTE 506P | SECONDARY METHODS II: SCIENCE
Units: 3 Repeatability: No
Prerequisites: EDTE 504P with a minimum grade of C- or EDTE 525P with a minimum grade of C- and EDTE 526P with a minimum grade of C-
This course is a continuation of EDTE 504P: Secondary Methods I, building on candidate's fundamental knowledge of science teaching and learning. This course has a focus on using educational technologies to support science lessons, integrating other subject matter areas with science content (math, literacy, special education), designing lessons that include all students in learning science, and assessing student understanding of science and the nature of science. Candidates use lesson study to plan and teach lessons for students to learn science, observe K-12 students learning science, and conduct research on students' scientific learning. In addition, candidates consider the role and equity of gender, ethnicity, learning needs, and socio-economic status of scientists and science learners as well as controversial science topics in the news.

EDTE 507P | SECONDARY METHODS II: MATHEMATICS
Units: 3 Repeatability: No
Prerequisites: EDTE 504P with a minimum grade of C- or EDTE 525P with a minimum grade of C- and EDTE 526P with a minimum grade of C-
Secondary Methods II- Mathematics prepares students for providing high quality instruction in single subject mathematics classrooms. In the course students will explore why they plan to teach as well as how they plan to teach mathematics. The course exposes students to cultural, social and psychological theories of learning; the development of children's mathematical thinking; and research-based instructional practices that promote mathematics success across a range of students including those who have been identified as having a learning difference or disability. Students will develop their philosophy of mathematics teaching, design a humanizing mathematics syllabus, solve mathematical problems using a variety of methods, practice giving mathematics lessons, engage in continual instructional improvement activities, grapple with issues of equity as they pertain to mathematics teaching and learning, and explore digital resources and technologies related to teaching mathematics for understanding.

EDTE 508P | SECONDARY METHODS II: ENGLISH
Units: 3 Repeatability: No
Prerequisites: EDTE 504P with a minimum grade of C- or EDTE 525P with a minimum grade of C- and EDTE 526P with a minimum grade of C-
This methods course explores the purposes, challenges, complexities, and practical approaches to teaching English Language Arts at the secondary level. Teacher candidates will have extensive opportunities to develop, implement, reflect upon, and refine units of study aligned with the Common Core Standards for the teaching of English. Candidates will design and implement assessments and rubrics to practice analyzing student work and learning. A variety of content delivery models will be presented and practiced, including student- and teacher-centered instruction; inquiry-, project-, and problem-based approaches; and cooperative learning strategies. Special emphasis is placed on strategies for accommodating diverse learners and learning needs, and using instructional technology.

EDTE 509P | SECONDARY METHODS II: WORLD LANGUAGE
Units: 3 Repeatability: No
Prerequisites: EDTE 504P with a minimum grade of C- or EDTE 525P with a minimum grade of C- or EDTE 526P with a minimum grade of C-
This methods course explores the purposes, challenges, complexities, and practical approaches to teaching world languages at the secondary level. Teacher candidates will have extensive opportunities to develop, implement, reflect upon, and refine units of study aligned with the ATCFL Standards for the teaching of foreign languages. Candidates will design and implement assessments and rubrics to practice analyzing student work and learning. This course has been designed to provide you with the theoretical background of most recent trends in foreign language teaching methodologies. The theoretical foundation will be applied to the teaching of the four communicative skills such as speaking, listening, reading and writing and the teaching of culture to help you develop a repertoire of teaching techniques and strategies in any of these areas. This will further allow you to develop your own philosophy of foreign language teaching, matching your own teaching style with the needs of a diverse student body. This course takes a combination of pragmatic and theoretical approaches to training you as a foreign language teacher.

EDTE 510P | EDUCATIONAL PSYCHOLOGY
Units: 3 Repeatability: No
This course synthesizes aspects of developmental and educational psychology to prepare candidates to work with the wide range of individual student differences in skills, motivation, experience and development that are encountered in public and private schools. Students become familiar with cognitive, physical, social/emotional, and moral development of children and adolescents. Students examine research that informs teachers to make connections between theory, empirical research, and educational practice with regard to learning.

EDTE 511P | EQUITY & ADVOCACY IN EDUCATIONAL SYSTEMS
Units: 3 Repeatability: No
Prerequisites: EDTE 500P with a minimum grade of C-
This course explores how teachers can promote equity through advocacy in educational systems. Candidates engage with current and historical perspectives about federal, state, and local bodies of educational resource allocation and decision-making; legal and policy implications of laws and important court decisions (i.e. ESEA, IDEA, Section 504, and ELL/ELD laws, Williams Case, Serrano v. Priest, Lau v. Nichols, Brown v. Board, Plessy v. Ferguson, and California's Prop. 187, 209, 227, 58) and reflect on how these play out in the classrooms they observe at practicum sites. With a firm grounding in understanding the institutionalized inequities within the systems (schools, class, community), candidates learn about models of reform and create plans for connecting stakeholders and advocating for students. Candidates critically analyze policies that impact LGBTQ families, immigrants (documented and undocumented), English-language learners, those with disabilities, those in poverty, etc. and propose improvements to practice.

EDTE 512P | METHODS FOR MULTILINGUAL LEARNERS
Units: 3 Repeatability: No
Non-Core Attributes: Community Engagement
This course intends to provide teacher candidates with knowledge and skills so they can provide a supportive learning environment for students' second language acquisition by using research based instructional approaches such as G.L.A.D, English Language Development (ELD), and Specially Designed Academic Instruction in English (SDAIE) in the four domains; Listening, speaking, reading, and writing development. Candidates learn how to informally assess English learners (Multilingual learners or MLs) in the domains and design instruction that is linguistically, culturally and academically appropriate and addresses the needs of individual students. Candidates practice scaffolding for ELD in language arts, and for structured English immersion. They learn how to plan ELD/ELA standards-aligned lessons and to employ a variety of instructional strategies, including comprehensible input, scaffolding, and critical inquiry for the different language proficiency levels. Candidates also demonstrate an understanding about the differences between students whose only instructional need is to acquire Standard English proficiency and students who may have an identified disability affecting their ability to acquire standard English proficiency. They learn about the interrelatedness among the four domains of language (listening, speaking, reading, and writing) and to know language forms and functions. The course helps candidates develop socio-cultural knowledge, pedagogical skills and dispositions to support multilingual learners (MLs), and skills to create effective and supportive welcoming environments. This course reviews policy that has had an impact on MLs and reviews the theoretical perspectives of second language (L2) acquisition and programs for this student population.

EDTE 513P | POSITIVE BEHAVIOR SUPPORTS FOR FAMILY, SCHOOL, AND COMMUNITY ENGAGEMENT
Units: 3 Repeatability: No
PK-12 schools serve students and families from culturally and linguistically diverse backgrounds, various ranges of ability, and differing levels of resources. This course is designed to provide educators with the skills required to work effectively with the families, school, and community in creating a safe, positive, and engaging environment to meet the needs of all learners. A cross section of theories, models, legal and ethical variables relevant to orchestrating learning across PK-12 settings where individuals with and without individualized education plans (IEPs) are receiving instructional, social, behavioral and transition life-skill services. Candidates will learn and apply positive behavioral interventions and supports (PBIS) and functional behavior analysis (FBA) to understand that all behavior has communicative intent and is open to cultural interpretation, and to develop ways to respond to behavior that are reflective, proactive and supportive towards students' growth. Additional focuses will include collaboration, understanding family coping processes, development of communication and problem-solving skills, active listening, utilization of parent interview techniques in family assessment, and methods for accessing educational and developmental service delivery systems. There will be a strong emphasis on the development of cultural competence as candidates learn to understand family systems and family life stages, transition challenges, the importance of collaborative parent-professional relationships, parent advocacy, and development of cooperative intervention programs. The course uses a disability studies lens, focusing on a strengths-based understanding of families and the influence of social and cultural factors on the lived experience of disability. Through this course, candidates will demonstrate effective and professional collaborative strategies in working with stakeholders (families, other educators, paraprofessionals, administration, district personnel, community-based organizations, and outside agencies).

EDTE 514 | EDUCATIONAL RESEARCH METHODS
Units: 3 Repeatability: No

This course is an introduction to research methods with an emphasis on reflective, practitioner-directed inquiry. The course surveys quantitative, qualitative and mixed-methods educational research studies, focusing on the nature of action research and action research methodology. A primary goal of the course is to prepare educational professionals to access and critically consume educational research findings to support and extend their own inquiries. Candidates will complete a certification through the Institutional Review Board (IRB) in understanding the principles and policies of ethical research on human subjects. Candidates will use the "plan-teach-assess-reflect-apply" framework of educational action research in their credential performance assessment requirement to assess their classroom and students' needs, conduct a literature review, identify classroom-focused research questions, design appropriate instructional projects using a variety of data sources, and initiate those projects in their field placement. They will analyze the findings and reflect on their own instructional style towards becoming teacher-researchers.

EDTE 515S | CAPSTONE SEMINAR
Units: 3 Repeatability: No

Prerequisites: EDTE 514 with a minimum grade of C-

In keeping with the re-iterative structure of action research, in this course, candidates will complete a second cycle of the "plan-teach-assess-reflect-apply" framework of educational action research in their credential performance assessment requirement. Candidates will reflect on their implementation of the first cycle, make appropriate modifications and conduct a second cycle of implementation. This course will support candidates as they work to analyze data collected in their field placements, and as they continue on their journey as teacher-researchers. This capstone course culminates in the dissemination of candidates' research through a written paper that maintains appropriate academic tone and style and a presentation to a professional audience.

EDTE 516 | TECHNOLOGY & LEARNING
Units: 3 Repeatability: No

Instructional technology integration (sometimes called EdTech) is a crucial part of preparing our PK-12 students for their futures. New and emerging technologies are what your students will be using to learn and complete projects. It can also be a means to enhance learning, improve motivation, increase accessibility, individualize instruction, and improve communication with parents and stakeholders. This course will support you in developing your skills as you implement technology to support the full range of needs of your own students now and in the future. This course guides candidates in learning and applying the most current uses of technology in the classroom to support instruction, progress monitoring, and communication between students, teachers, and families. Candidates will effectively incorporate technology and assistive technology using the principles of Universal Design for Learning (UDL), Multi-Tiered System of Support (MTSS), and the standards from the International Society for Technology in Education (ITSE) to support access to and engagement of the curriculum for learners within multiple settings. Candidates will learn about community resources and agencies supporting assistive technology for learners and families.

EDTE 517P | ASSESSMENT: PRE-REFERRAL TO COLLABORATIVE SUPPORT
Units: 3 Repeatability: No

This course applies developmental, psychological, academic, social, and behavioral characteristics of learners in PK-12 to recommend academic, social, and behavioral supports for learning. Candidates are instructed on comprehensive (formal/informal), unbiased, non-discriminatory assessment of learners; collaborative multidisciplinary decision-making approach; and the application of learning theories in development of an academic support program (IFSP, IEP, and/or ITP). Candidates will review school records (such as ELPAC/CELDT, High Stakes Tests, etc.); assess a student's present levels of performance using norm-referenced, criterion referenced, curriculum-based measures, observations, and interviews; and gather information from multiple sources to inform identification, placement, planning, monitoring, and transitioning of students academically, socially and/or behaviorally. Candidates are trained on administration of assessments, data-driven decision making, and working with stakeholders in designing an academic, behavioral, and social/emotional support system at home, school, and within the community settings. This course provides hands-on experience with case studies / management, informed instruction, progress monitoring, and collaboration in support of diverse learning needs. The holistic assessment of diverse learners supports candidates in learning the skills necessary in teacher performance expectations and the standards of the CalTPA in a legal and ethical manner.

EDTE 518C | EDUCATING THE LATINX STUDENT: HISTORY & CULTURE
Units: 3 Repeatability: No

This course will address the needs of students interested in teaching heritage Spanish language learners in bilingual/dual language programs in both elementary and secondary school settings. It provides Bilingual Authorization teacher candidates with the knowledge of the history, policies, programs, and research on the effectiveness of bilingual education and bilingualism in the United States. This course provides knowledge on the cultural aspects of bilingualism and biliteracy from a local and international perspective. A focus is on the traditions, roles, status, and communication patterns of the culture of emphasis (LatinX) as experienced in the country or countries of origin and in the United States. Themes include Crosscultural, intercultural and intracultural relationships and interactions, family-school, community engagement, and partnerships and resources, and assist in identifying and using community resources as assets, as well as contributions of the Chicano/LatinX culture in California and the United States.

EDTE 519P | METHODS FOR LANGUAGE AND LITERACY IN SPANISH
Units: 3 Repeatability: No

Bilingual candidates explore research, develop and apply knowledge of metacognitive, metalinguistic and developmental processes of bilingualism and biliteracy. Candidates gain knowledge about appropriate language use and usage when interacting with students at different developmental stages of bilingualism and biliteracy. They use contrastive analysis to facilitate development of listening, speaking, reading, and writings skills in Spanish. They learn strategies to provide differentiated instruction in primary language instruction based on student proficiency levels and acquire effective strategies for teaching listening, speaking, reading and writing in Spanish. Candidates demonstrate knowledge of strategies for aligning instruction with California K-12 content standards and frameworks appropriate to grade-level expectations and students' language proficiency in Spanish. They also practice using standardized and non-standardized primary language assessments. The course provides opportunities for skill development in planning, selecting and using a variety of strategies for developing students' literacy in Spanish and how to write language and grade-level content objectives in lessons, providing linguistic scaffolding and activating background knowledge and experiences.

EDTE 520P | BILINGUAL ELEMENTARY CURRICULUM METHODS I: MATH AND SCIENCE
Units: 3 Repeatability: No

This course provides elementary (TK-6) teacher candidates an overview of key dimensions of curriculum and instruction theory and practice in mathematics and science in accordance with State and National STEM Standards. Using pertinent contributions from research in learning theory, motivation, social#emotional learning, individual differences, candidates will be provided with opportunities to observe, teach and self-reflect on student learning in culturally diverse and inclusive dual language settings. Emphasis will be placed on demonstrating understanding of content-specific pedagogical practices including reasoning, questioning, modeling, developing arguments, and communicating conclusions. Candidates will learn to build equitable learning environments through Universal Design for Learning (UDL), to plan inclusive lessons and units using backward design process, to construct formative and summative assessments, to use appropriate digital tools, and to provide for accommodations and/or modifications to promote student access to the curriculum. They learn how to plan, develop, implement and assess standards-aligned content instruction in the primary and target language. Candidates are prepared to employ a variety of instructional and assessment strategies, appropriate to student language proficiency levels, that foster higher-order thinking skills. Candidates acquire knowledge of bilingual instructional models, instructional strategies and materials to appropriately apply them to their instructional and assessment practices. They select and use a variety of strategies for developing students' content-area knowledge and skills in bilingual education settings including language and grade-level content objectives in lesson, providing linguistic scaffolding and activating background knowledge and experiences. They learn how to evaluate, select, use and adapt state-board adopted and state-board approved materials, as well as other supplemental instructional materials in the primary and target language. This course will model practices of blended learning (also known as hybrid learning) that allows students to integrate face-to-face learning with technology-based, digital instruction. Learning takes place in settings (or in a combination of settings) that include the classroom, home, or mobile environments and gives students an element of control over the time and the pace of their learning. A portion of our classroom activities will include blended/digital learning and will adhere to the ISTE Standards. This course will be taught 50% in English and 50% in Spanish, with class sessions and presentations conducted in Spanish.

EDTE 521P | BILINGUAL ELEMENTARY CURRICULUM METHODS II: HUMANITIES
Units: 3 Repeatability: No

Prerequisites: EDTE 520P with a minimum grade of C-

This course provides elementary (TK-6) teacher candidates an overview of key dimensions of curriculum and instruction theory and practice in social studies the Visual and Performing Arts and Physical Education in accordance with State and National Standards. Using pertinent contributions from research in learning theory, motivation, readiness, and individual differences, candidates will be provided with opportunities to observe, teach and self-reflect on student learning in culturally diverse and inclusive settings. Emphasis will be placed on demonstrating understanding of content-specific pedagogical practices of asking questions; analyzing texts, photographs, films, internet resources, books, historical artifacts and documents; developing arguments, and communicating conclusions, and examines the central role of the arts in learning. The course focuses on the creation of interdisciplinary lessons and units that promote student access to the curriculum and promotes historical understanding, social justice, civic participation in a democratic society, and the development students' creativity and imagination in and through the arts and through physical education and movement. They learn how to plan, develop, implement and assess standards-aligned content instruction in the primary and target language. Candidates are prepared to employ a variety of instructional and assessment strategies, appropriate to student language proficiency levels, that foster higher-order thinking skills. Candidates acquire knowledge of bilingual instructional models, instructional strategies and materials to appropriately apply them to their instructional and assessment practices. They select and use a variety of strategies for developing students' content-area knowledge and skills in bilingual education settings including language and grade-level content objectives in lesson, providing linguistic scaffolding and activating background knowledge and experiences. They learn how to evaluate, select, use and adapt state-board adopted and state-board approved materials, as well as other supplemental instructional materials in the primary and target language. This course will be taught 50% in English and 50% in Spanish, with class sessions and presentations conducted in Spanish.

EDTE 522 | FOUNDATIONS IN TRAUMA AWARENESS, RESILIENCE, AND RESTORATIVE APPROACHES ACROSS THE PROFESSIONS
Units: 3 Repeatability: No

This interdisciplinary Foundations Course, central to the "Certificate of Trauma Awareness, Resilience and Restorative Approaches Across the Professions," is designed to provide an integrative lens on stress and trauma, restorative practice and approaches, and individual and community resilience. The course combines an academic understanding of the science of trauma with an experiential learning of skill-building practices which emphasize self-reflection, social and emotional awareness, resilience-centered trauma literacy for application in non-clinical settings, and a practical knowledge of restorative approaches across various disciplines. This Foundations Course is designed for professionals as well as USD graduate students interested in developing their understanding of stress, trauma, development, and adaptive capacity; expanding trauma awareness and cultural sensitivity in context; learning core principles of restorative practice working with communities; and exploring how the integration of trauma awareness, resilience, and restorative approaches can be implemented across professions.

EDTE 523P | RESIDENCY: ELEMENTARY METHODS IA: MATH & SCIENCE
Units: 1.5 Repeatability: No

This course provides elementary (TK-6) teacher candidates an overview of key dimensions of curriculum and instruction theory and practice in mathematics and science through the lenses of social justice, access, and equity and in accordance with State and National STEM Standards. Using pertinent contributions from research in learning theory, motivation, social#emotional learning, and individual differences, candidates will be provided with opportunities to observe, teach, and self-reflect on student learning in culturally diverse and inclusive settings. Emphasis will be placed on demonstrating understanding of content-specific pedagogical practices including reasoning, questioning, modeling, developing arguments, and communicating conclusions. Candidates will learn to build equitable learning environments through Universal Design for Learning (UDL), to plan inclusive lessons and units using backward design process, to construct formative and summative assessments, to use appropriate digital tools, and to provide for accommodations and/or modifications to promote student access to the curriculum.

EDTE 524P | RESIDENCY: ELEMENTARY METHODS IB: MATH & SCIENCE
Units: 1.5 Repeatability: No

Prerequisites: EDTE 523P with a minimum grade of C-

This course provides elementary (TK-6) teacher candidates an overview of key dimensions of curriculum and instruction theory and practice in mathematics and science through the lenses of social justice, access, and equity and in accordance with State and National STEM Standards. Using pertinent contributions from research in learning theory, motivation, social#emotional learning, and individual differences, candidates will be provided with opportunities to observe, teach, and self-reflect on student learning in culturally diverse and inclusive settings. Emphasis will be placed on demonstrating understanding of content-specific pedagogical practices including reasoning, questioning, modeling, developing arguments, and communicating conclusions. Candidates will learn to build equitable learning environments through Universal Design for Learning (UDL), to plan inclusive lessons and units using backward design process, to construct formative and summative assessments, to use appropriate digital tools, and to provide for accommodations and/or modifications to promote student access to the curriculum.

EDTE 525P | RESIDENCY: SECONDARY METHODS IA
Units: 1.5 Repeatability: No

This course provides a brief overview of curriculum theory and instructional practice at the secondary level. Candidates will understand various learning theories and curriculum theory including the present-day focus on inclusion, culturally relevant pedagogy, and learning technology. Within this theoretical framing, students are introduced to contemporary research-based practices in teacher education. Specific topics covered include building community, the science of learning, reading and understanding IEPs, accommodations for diverse learners, social emotional learning, understanding by design, backwards mapping, state curriculum frameworks, writing learning objectives, formative and summative assessment, lesson and unit planning, rubrics, and pedagogical approaches focused on equity. This course provides a theory-to-practice foundation for content-specific teaching methods in the following semester.

EDTE 526P | RESIDENCY: SECONDARY METHODS IB
Units: 1.5 Repeatability: No

Prerequisites: EDTE 525P with a minimum grade of C-

This course provides a brief overview of curriculum theory and instructional practice at the secondary level. Candidates will understand various learning theories and curriculum theory including the present-day focus on inclusion, culturally relevant pedagogy, and learning technology. Within this theoretical framing, students are introduced to contemporary research-based practices in teacher education. Specific topics covered include Learning & Teaching models (PBL, Inquiry, Portfolios, Flipped Classroom, etc.), Literacy strategies across the content areas (reading, writing, speaking & listening), Refining Unit Plan and UDL lesson plans, teacher inquiry and reflection. This course provides a theory-to-practice foundation for content-specific teaching methods in the following semester.

EDTE 527S | RESIDENCY: CAPSTONE SEMINAR A
Units: 1.5 Repeatability: No

Prerequisites: EDTE 514 with a minimum grade of C-

Candidates enrolled in the Action Research Capstone Seminar will design and implement an original piece of classroom action research. This course is designed to foster critical self-reflection, promote a deep understanding of data, and develop classroom practices that support student learning. Each candidate is expected to start from the research proposal submitted in EDTE 514, though some may need to modify their research based on their placements this term or evolving research ideas. Each candidate will put theory into practice via an action research study and a presentation of the research in a public forum. Guidelines for the capstone papers are provided in the DLT Research Handbook. Close collaboration with your course instructor is required throughout EDTE 515S. The readings from the list of resources provided, lectures and online videos will assist candidates in developing research questions, creating appropriate research designs, addressing issues of validity, and strengthening their academic writing. Class time will operate as a seminar.

EDTE 528S | RESIDENCY: CAPSTONE SEMINAR B
Units: 1.5 Repeatability: No

Prerequisites: EDTE 514 with a minimum grade of C- and EDTE 527S with a minimum grade of C-

Candidates enrolled in the Action Research Capstone Seminar will design and implement an original piece of classroom action research. This course is designed to foster critical self-reflection, promote a deep understanding of data, and develop classroom practices that support student learning. Each candidate is expected to start from the research proposal submitted in EDTE 514, though some may need to modify their research based on their placements this term or evolving research ideas. Each candidate will put theory into practice via an action research study and a presentation of the research in a public forum. Guidelines for the capstone papers are provided in the DLT Research Handbook. Close collaboration with your course instructor is required throughout EDTE 515S. The readings from the list of resources provided, lectures and online videos will assist candidates in developing research questions, creating appropriate research designs, addressing issues of validity, and strengthening their academic writing. Class time will operate as a seminar.

EDTE 529 | THEOLOGY AND CATHOLIC EDUCATION
Units: 3 Repeatability: No
This course explores the many dimensions of American Catholic education about which teachers should be informed. The topics may include the history of Catholic education, current developments, issues and practices in Catholic education, the content of Catholic faith, spiritual and liturgical practices, and the participation of teachers in Catholic schools and their missions. This course will introduce members of the Academy of Catholic Teaching to the basic concepts of Catholic theology and explore their application to Catholic school teaching. Theology, biblical studies, spirituality, sociology, and Catholic Social Teaching will all be addressed. The subject matter will be addressed by experts in the field from the Franciscan School of Theology.

EDTE 551P | CLINICAL EXPERIENCE 1: PRACTICUM
Units: 1 Repeatability: No
This course is an introductory field-based practicum designed to provide classroom experiences that will enhance understanding of instructional methods and curriculum design. Students will have the opportunity to observe teaching and learning in progress and connect theories discussed in class with classroom practices. Field Requirement: 2-3 hours/week across 8-10 weeks (total: 20-30 hours) at an assigned school site under the supervision of a mentor teacher.

EDTE 552P | CLINICAL EXPERIENCE 2: EXTENDED PRACTICUM
Units: 2 Repeatability: No
Prerequisites: EDTE 551P with a minimum grade of P
This course is a field-based practicum designed to provide classroom experiences that will enhance understanding of instructional methods and curriculum design in both general and special education. Students will have the opportunity to observe teaching and learning in progress and connect theories discussed in class with classroom practices. The mentor teachers will serve as a resource for students, providing a professional model, discussing practices with the teacher candidate, and supporting the student as they "try-out" lesson planning and classroom teaching at least 4 times throughout the semester. Field Requirement: 20 hours/week for the full semester (total: 260 hours) at an assigned school site under the supervision of a mentor teacher and university supervisor. NOTE: this course follows the USD semester schedule.

EDTE 553F | GENERAL EDUCATION STUDENT TEACHING AND SEMINAR
Units: 3 Repeatability: No
EDTE 553F is a field-based course with an in-person seminar meeting to support the requirements of student teaching. Some semester meetings will be based on modules to support the completion of the California Teacher Performance (CalTPA). While teacher candidates are completing multiple or single subject (e.g., general education) student teaching, a multitude of necessary skills and steps are required for successful completion. In addition to daily field work in a student teaching setting, student teachers must utilize EdThena for formal observations from their university supervisor, complete CalTPA cycles 1 and 2, and build their Individual Development Plan (IDP) to bring with them into their future induction program. Candidates will use the "plan-teach-assess-reflect-apply" framework of CalTPA in their student teaching classrooms. The purpose of the student teaching seminar is also to allow participants to share, discuss, and evaluate their current practice in creating positive classroom environments. Through readings, observations, reflections, and sharing of personal student teaching experiences, participants will address current educational issues affecting children in our schools with an emphasis on diverse populations. Topics that may be discussed are classroom observation, classroom management, classroom environment, home-school connections, legal requirements and restrictions, continuing professional development, and professional collaboration.

EDTE 554F | EDUCATION SPECIALIST STUDENT TEACHING AND SEMINAR - MILD MODERATE
Units: 3 Repeatability: No
EDTE 554F is a field-based course with an in person seminar meeting to support the requirements of the Education Specialist student teaching. Other semester meetings will be based on modules to support the Education Specialist teacher candidates' roles as future teachers. While Education Specialist teacher candidates are completing multiple or single subject (e.g., general education) student teaching, a multitude of necessary skills and steps are required for successful completion. In addition to daily field work in a student teaching setting, student teachers must utilize EdThena for formal observations from their university supervisor. They will write their Individual Development Plan (IDP) to bring with them into their future induction program as well as complete an Education Specialist Transition Plan from Pre-school, primary to middle, from middle to high school, and from highs school to postsecondary. They will also be introduced to the California Teacher Performance Assessment (CalTPA) as they transition to adding a General Multiple or Single Subject credential authorization while student teaching the following semester Candidates will use the "plan-teach-assess-reflect-apply" framework of CalTPA in their student teaching classrooms as a framework as CalTPA for Education Specialist is currently being designed. The purpose of the student teaching seminar is also to allow Education Specialist student teachers to share, discuss, and evaluate their current practice in creating positive classroom environments. Through readings, observations, reflections, and sharing of personal student teaching experiences, participants will address current inclusive education educational issues affecting children in our schools with an emphasis on diverse populations. Topics that may be discussed are classroom observation, classroom management, classroom environment, home-school connections, legal requirements and restrictions, continuing professional development, and professional collaboration within inclusive classrooms.

EDTE 555F | FIELD PLACEMENT SUPPORT
Units: 1 Repeatability: Yes (Can be repeated for Credit)
This seminar runs concurrent with the field experience of a teacher of record either through internship at a public TK-12 setting or full-time teacher place at a private TK-12 institution. The seminar provides candidates an opportunity to share and discuss their experiences of being a teacher of record, make connections with what they learned in their university classrooms and what they are learning in the schools and their placement, and address special topics as they work towards meeting the teacher performance expectations set out by the state of California, University of San Diego, and their school placement.

EDTE 556F | BILINGUAL/DUAL LANGUAGE CLINICAL EXPERIENCE: STUDENT TEACHING
Units: 3 Repeatability: No
Prerequisites: EDTE 518C with a minimum grade of B- and EDTE 519P with a minimum grade of B- and EDTE 520P with a minimum grade of B- and EDTE 521P with a minimum grade of B-
EDTE 556F is a field-based course with an in-person seminar meeting to support the requirements of student teaching. This course is specific to candidates seeking a Multiple Subject credential with a bilingual authorization. Some semester meetings will be based on modules to support the completion of CalTPA and to help propel teacher candidates into the teaching profession. While teacher candidates are completing student teaching, a multitude of necessary skills and steps are required for successful completion. In addition to daily fieldwork in a student teaching setting, student teachers must complete formal observations with their university supervisor, submit CalTPA Cycles 1 and 2, and write their Individual Development Plan (IDP) to bring with them into their future new teacher induction program. Candidates will use the "plan-teach-assess-reflect-apply" framework of CalTPA in their student teaching classrooms. The purpose of the student teaching seminar is also to allow participants to share, discuss, and evaluate their current practice in creating curriculum and positive classroom environments. Through readings, observations, reflections, and sharing of experiences, students will address current educational issues affecting children in our schools with an emphasis on diverse populations. Topics that may be discussed are classroom observation, classroom management, classroom environment, home-school connections, legal requirements and restrictions, continuing professional development, and professional collaboration.

EDTE 557F | RESIDENCY SEMINAR
Units: 1 Repeatability: Yes (Can be repeated for Credit)
Completing any teacher credential and master's program, especially a residency, requires a fast-paced schedule of theoretical and field-based learning. Residency Seminar will weave together learnings and the day-to-day experiences in the field to provide a community of support, a safe place to address problems of practice, and a sounding board of fellow residents. Seminar will also educate residents in the practical requirements of becoming a credentialed teacher, including testing requirements (e.g., CalTPA) and Residency expectations throughout their program.

EDTE 558P | FIELD SUPPORT
Units: 1.5 Repeatability: Yes (Can be repeated for Credit)
This course provides field-based university supervision designed to enhance understanding of instructional methods and curriculum design for teacher candidates and teachers-of-record, such as Academy of Catholic Teachers (ACT) Fellows. Students enrolled in this course will have the opportunity to be observed and receive feedback on their teaching and learning progress and connect theories discussed in-class with classroom practices. The university supervisors will serve as a resource for students, providing a professional model, discussing practices with the supervised candidate, and supporting the student throughout the semester.

EDTE 559F | CALTPA SEMINAR
Units: 1.5 Repeatability: Yes (Can be repeated for Credit)
This seminar runs concurrent with an approved Internship at a partner school setting. The seminar provides candidates an opportunity to share and discuss their experiences of being a teacher-of-record, to make connections with what they learned in their university classrooms and what they are learning in the schools and their placement, and will also address special topics in teaching and learning as Interns work toward meeting the teacher performance expectations set out by the State of California.

EDTE 579 | EXPERIMENTAL TOPICS
Units: 3 Repeatability: Yes (Repeatable if topic differs)
This course number is used by SOLES for experimental topics courses. The title and content of each 579 course will vary by topic and program/department. If more than one 579 course is offered during a single semester, section numbers will allow for identification of the course.

EDTE 599 | INDEPENDENT STUDY
Units: 1-3 Repeatability: Yes (Can be repeated for Credit)
Independent study designed for individual student needs. Students must complete the Application for Independent Study or Research form and obtain the signatures of the faculty supervisor, Department Chair and the Associate Dean prior to registering for the course.

Theatre (THEA)

THEA 501 | TEXT AND CONTEXT: MODERN DRAMA
Units: 3
A survey course in drama from Ibsen to the present. Provides students with a reading background in the period as a context for their winter and/or spring productions.

THEA 502 | TEXT AND CONTEXT: RENAISSANCE DRAMA
Units: 3
A study of the cultural background of the English Renaissance, with an emphasis upon the works of William Shakespeare. Readings in the drama of the period may be supplemented by social, political or artistic material.

THEA 503 | TEXT AND CONTEXT: RESTORATION DRAMA
Units: 3
A study of the cultural background of Moliere, the Restoration and the 18th century. Readings in the drama of these eras may be supplemented by social, historical, political or artistic material.

THEA 506 | GRADUATE COLLOQUIUM
Units: 3
Workshop exploring the particular skills required to perform a chosen genre of dramatic literature. The theatrical genres and skills studied vary from year to year.

THEA 511 | MOVEMENT I
Units: 3
Course that uses the concepts of Laban and Weight/Time/Space as the basis for physical/vocal explorations and movement-based techniques for the actor. Yoga and private tutorials in the Alexander Technique included and continue throughout the program.

THEA 512 | MOVEMENT II
Units: 3
An introduction to stage combat that focuses on the skills needed to execute safe and dramatically effective stage violence. Class addresses the unique focus necessary for the integration of combat skills into the actor's process.

THEA 513 | MOVEMENT III
Units: 3
Course that gives actors the opportunity to apply movement concepts and principles directly to their acting process, strengthening the development of an integrated movement-based acting technique.

THEA 514 | MOVEMENT IV
Units: 3
In-depth study of acting staged violence, incorporating numerous stage combat disciplines. Work includes fight scenes from Classical, Shakespeare, and Contemporary plays.

THEA 521 | ACTING I
Units: 3
An exploration of the Stanislavski technique and application of its analytical process to texts in Modern Drama. Extra-curricular performance assignments are an integral part of this course and all acting courses throughout the program.

THEA 522 | ACTING II
Units: 3
Applies techniques and exploration begun in Acting I to a focus on the performance of Shakespeare, verse and heightened language. Individual emphasis will be placed on practicing alternative techniques that support growth and range of performance.

THEA 523 | ACTING III
Units: 3
Course that concentrates on performing scenes from a range of periods such as French neo-classical, English restoration and 19th century. Individual emphasis will be placed on practicing alternative techniques that support growth and range of performance.

THEA 524 | ACTING IV
Units: 3
Course that prepares actors for professional theatre careers. Focuses on scene work in contemporary drama, audition technique, monologue preparation, on-camera performance and the business of acting.

THEA 531 | GLOBE PRODUCTION I
Units: 3
Independent study practicum under the supervision of the Director of the program. Includes rehearsal and performance participation, as well as discussions and seminars with professional company members at The Old Globe Theatre. This course is Pass/Fail.

THEA 532 | GLOBE PRODUCTION II
Units: 3
Independent study practicum at The Old Globe under the supervision of the Director of the program. This course is Pass/Fail.

THEA 533 | GLOBE PRODUCTION III
Units: 3
Independent study practicum at The Old Globe under the supervision of the Director of the program. This course is Pass/Fail.

THEA 541 | VOICE AND SPEECH I
Units: 3
Course develops awareness and health of the vocal instrument and builds skill in breath support, rich vocal resonation, precise articulation, stage worthy vocal presence, the International Phonetic Alphabet, scansion and the speaking of rhetoric.

THEA 542 | VOICE AND SPEECH II
Units: 3
Course focuses on individually designed vocal warm-ups. IPA is used to identify and differentiate the speech styles of General American, Standard American and Standard English.

THEA 543 | VOICE AND SPEECH III
Units: 3
Focuses on The Four Components of Voice: Quality, Force, Time and Pitch. Students practice and perform speeches from Shakespeare and contemporary plays, to speak with variety, specificity, expressiveness and intention.

THEA 544 | VOICE AND SPEECH IV
Units: 3
Focuses on stage dialects and accents, providing practice in the process of identifying, analyzing and learning to speak English with the appearance of an authentic dialect or accent for performance. Studies include phonetic sound changes, pitch patterns, rhythms and speeds, tone placements and cultural expectations of those societies.

THEA 595 | TEXT AND CONTEXT: THESIS PROJECT
Units: 1-6
Workshop dedicated to producing the program thesis, an original solo performance piece. Coursework includes research, writing and rehearsal.

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