



CARDINAL STRITCH
UNIVERSITY

2013-2014 Graduate Catalog Addendum 1
Effective August 1, 2013

Change to page 6

THE MISSION OF CARDINAL STRITCH UNIVERSITY

Correction to approval date

The official University mission statement was approved September 2013.

Addition to page 9

ADMISSION PROCEDURE AND REQUIREMENTS

- The print date of official transcripts must not exceed one year from the date of application.
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Addition to page 9

RE-ENTRY STUDENTS IN THE DOCTORATE OF LEADERSHIP PROGRAMS

Students who have been out of courses for less than six months may be readmitted upon receipt of a written request. The student and Chair of the Doctoral Leadership Department will jointly determine the appropriate timeframe for joining a new cohort group.

Students who have been out of courses for more than six months and who have courses other than the dissertation to complete are required to complete a re-entry application and must submit transcripts for courses taken since leaving the University. All re-entry students will be required to meet the University degree requirements and doctoral program requirements in effect at the time of re-entry and pay current tuition rates, as well as be accepted by the Admissions Committee of the Doctoral Leadership Department. This policy includes students who have not completed the requirements of ED 761.

Additions to page 20

ACADEMIC REGULATIONS

LIVETEXT STATEMENT

Cardinal Stritch University uses LiveText, (student subscription assessment software), to assist with student learning outcomes assessment for accreditation purposes and continuous improvement of the student experience. All students will be required to purchase a 5-year, \$98 subscription when they begin their studies at Cardinal Stritch University. LiveText will allow students to create a portfolio of work that highlights their own growth and improvement in key student learning outcomes specific to their major course of study.

CONCENTRATIONS

A concentration is a sub-set of a discipline organized in clusters of focused courses taken within an undergraduate or graduate major. A minimum of nine semester credit hours must be earned in the concentration with no more than 17 credits.

- The number of concentrations allowed in a major will be limited to no more than two.
- Concentrations within a major shall have no more than 1/3 of their courses in overlap.
- Minors shall not have concentrations.

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TRANSFER CREDIT

Up to nine credits may be accepted from another regionally accredited school toward a master's degree earned at Cardinal Stritch University. Each college has residency requirements for the major that may be above and beyond what is articulated for the University. Program residency requirements are published in the each college's program materials. Once credits are accepted in transfer at the University, the credits will be applied to any college based on the college's major/program requirements (subject to further restrictions by individual departments). These credits may include credits which have already been applied toward completion of another graduate degree program. No coursework may be applied toward a degree if it is more than seven years old at the time of graduation. Students must provide Cardinal Stritch University official transcripts substantiating transfer coursework. All coursework must have a letter grade ("A" to "F" or equivalent) to be considered. Only graduate coursework with an equivalent grade of "B-" and above will qualify for transfer to graduate degree programs at Stritch.

Undergraduate courses recognized as meeting graduate prerequisite requirements must have a grade of "C" or better. Undergraduate courses used to meet post-baccalaureate certification requirements must have a grade of "C-" or above. (Subject to further restrictions by individual Colleges.)

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Academic Warning

Students who receive a grade below "C" will be placed on Academic Warning by the department. Certain degree programs may have higher grade requirements, which are stipulated in the respective program sections. These students will be required to meet with an advisor to plan a strategy to improve future success. Required courses with unsatisfactory grades must be retaken. The second grade earned in the course will replace the first grade when computing the cumulative GPA.

Section replacement to pages 34-35

FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT (FERPA)

What is FERPA?

The Family Educational Rights and Privacy Act (FERPA) is a federal law designed to protect the privacy of a student's educational records. It limits the type of student information that may be released without a student's permission. It also helps to ensure accuracy in any educational records that are maintained on a student.

What are a student's rights under FERPA?

FERPA grants four central rights to students related to those records, files, documents, and other materials that contain information directly related to them that are maintained by the University.

- The right to inspect and review education records maintained by the school;
- The right to seek to amend these records;
- The right to have some control over the disclosure of information from these records; and
- The right to file a complaint with the U.S. Department of Education concerning an allegation that the institution has failed to comply with the Act.

If the student believes anything in his or her record is inaccurate, misleading, or otherwise violates one's rights, that student has the right to challenge the content of those records. If a student's suggested corrections are not made by the University, that student may insert into his or her records a written explanation respecting the contents of such records.

The students' access and review are subject to the following conditions:

1. The University has 45 days to comply with a student's written request to review his or her records.
2. All information declared confidential by the act is not available for inspection.
3. After reviewing their records, students may request that the unit maintaining the record remove or modify the information they believe is misleading, inaccurate or inappropriate. If the student's requests are refused, that student may insert in his or her records a written explanation regarding the contents to which he/she objects, or file an appeal with the President's Office, which will be heard by a person or committee designed by the President.

What information may be released without a student's permission?

The following information is construed to be directory information, which may be released to the public without a student's permission.

- Name
- Address
- Telephone listing
- E-mail address
- Date and place of birth
- Major field of study
- Participation in officially recognized sports and activities
- Weight and height of members of athletic teams
- Dates of attendance
- Degrees and awards received
- The most recent educational agency or institution attended
- Photograph

Even though this information is deemed to be public information, all students have the right to inform the University that any or all of the above information should not be released without one's prior consent. If students wish to restrict the release of information, they must complete a written request to that effect to the Registrar's Office. After the student has filed the required written request, the University will notify the

appropriate offices and begin to comply with the request as soon as possible. The request is effective for the duration of the academic year for which it was requested.

What are the conditions under which other student information may be released without permission?

1. Release to school officials who have a legitimate educational interest in the records. A school official is a person employed by the University in an administrative, supervisory, academic, research, or support staff position; a person or company employed by or under contract to the University to perform a special task, such as an attorney or auditor; a student serving on an official committee, such as a disciplinary or grievance committee or a faculty/student committee; or a student worker. A school official has a legitimate educational interest if the official needs to review an educational record in order to fulfill his or her professional responsibilities for the University.
2. Release to officials of another school, in connection with a student's efforts to enroll.
3. Release to federal and state educational officials, in connection with certain audits.
4. In connection with a student's request for or receipt of financial aid.
5. Release to federal, state and local law enforcement officials, in connection with certain criminal investigations.
6. Release to organizations conducting studies for or on behalf of educational agencies or institutions
7. To accrediting organizations to carry out their functions.
8. Release to parents of a student who is their "dependent" within the meaning of the Internal Revenue Code.
9. To comply with a judicial order, lawfully issued subpoena, or in the case of legal action between the University and the student or his/her family.
10. To appropriate parties in a health or safety emergency.
11. Release of directory information (see section above for details on what Cardinal Stritch University designates as directory information)
12. To the student him or herself
13. The results of any disciplinary proceeding conducted by the University against an alleged perpetrator of a crime of violence to the alleged victim of that crime.
14. Parents of students younger than twenty-one years old may be contacted when students use or possess alcohol or other drugs.
15. In compliance with the U.S. Patriot Act, Stritch may be required to provide to selected U.S. government agencies the following information about international students: name, address, visa classification, academic status, and any disciplinary action taken against the student because of his/her participation in a crime.

Where may one call for more information?

The University registrar can be reached at (414) 410-4080.

How does one file a complaint?

If a student believes that the University is not in compliance with FERPA, she or he may file a written complaint with the:

Family Policy Compliance Office
U.S. Department of Education
Washington, D.C. 20202-4605

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COLLEGE OF BUSINESS AND MANAGEMENT

MISSION STATEMENT

Our mission is to prepare adaptive business leaders for the 21st Century shaped by a Franciscan moral worldview who balance people, planet, and profit in service to a greater good. Our graduates use their innovative, global, cross-cultural, collaborative, and critical thinking abilities to advance corporate social responsibility and sustainability.

FOCUS

The graduate degree programs offered through the College of Business and Management (CBM) operate in accordance with the Mission Statement of Cardinal Stritch University and, in doing so, subscribe to the following principles:

- CBM and its graduate programs are committed to the experienced adult learner;
- CBM programs are oriented toward career preparation and enhancement;
- CBM programs emphasize ethics and values;
- CBM programs strongly emphasize respect for students as individuals and the dignity of every person;
- CBM encourages personal attention and a commitment to student-teacher interaction;
- CBM programs emphasize top-quality instruction with faculty members who are active practitioners as well as scholars;
- CBM faculty members are committed to helping students translate knowledge into action;
- CBM emphasizes an instructional model utilizing small groups working in teams to solve problems in the workplace.

Cardinal Stritch University's business-oriented graduate programs for working adults are offered through the College of Business and Management. Like its undergraduate counterparts, the College of Business and Management master's degree programs allow working adults to advance their personal and professional educational goals while maintaining a career. Graduate degree programs offered by CBM include the Master of Science in Management (MSM) and the Master of Business Administration (MBA).

REGIONS

The College of Business and Management offers graduate programs at off-campus sites as well as at the University. Enrollment in these programs is possible at any suitable location within the states of Wisconsin and Minnesota, whenever a group of interested students can be brought together. The programs are offered in three regions: Region I with headquarters in Milwaukee, Region II with headquarters in Madison, and Region III with headquarters in Eden Prairie, Minn. Offices and telephone numbers for the three regions are:

Region I

6801 North Yates Road, Milwaukee, WI 53217
(414) 410-4422 or 1-800-347-8822, ext. 4422

Region II

2310 Crossroads Dr. Suite 3000
Madison, WI. 53718
(800) 347-8222 Ext. 8726

Region III

11010 Prairie Lakes Drive, Suite 300, Eden Prairie, MN 55344-3881
(414) 410-8871 or 1-800-347-8822 ext. 8871

HOW THE PROGRAMS WORK

Whether on campus, off campus or online, instructional activities in the CBM graduate programs are scheduled in sequences of six - to eight-week courses, presented one weekday evening per week. Capstone courses are 12 weeks (delivered in two consecutive six-week courses in the MBA). All courses are based on a facilitative model of education in which the students assume responsibility for self-directed, lifelong learning. Orientation meetings, at which the overall program is explained, are held prior to class start dates.

Designed for working adults, the CBM graduate programs combine theory with practice. Students draw upon their professional experience in classroom discussions and in small-group projects in order to integrate theoretical knowledge with the demands of the workplace. An integral part of all CBM master's programs is the capstone course in which students write a significant paper addressing a strategic issue, problem, or concern that they face in their workplace. This culminating activity enables the student to recognize the validity and value of using learned problem-solving methods in a professional environment.

A key objective of each program is to integrate values and ethical decision-making into the process of developing competency – an essential ingredient in managing today's world of rapid economic and technological change.

WHICH PROGRAM IS MOST SUITABLE?

Students who seek the MSM degree are likely to be interested in the internal operations of an organization. The MSM curriculum has a focus on the management of people and is appropriate for managers in either for-profit or non-profit organizations. Those who wish to remain in their specialty field but who want to advance to a managerial role or enhance their managerial skills would find the MSM program suitable.

The MBA is aimed at those interested in management of a total enterprise or leadership of a major division of an organization. Students who seek the degree are more likely to be interested in the external relationships of the firm: how it operates in the larger context of global business, and how it deals with environmental, economic, competitive, technological, regulatory and cultural factors. This program gives more emphasis to the financial aspects of organizational management and, as such, requires that applicants demonstrate appropriate levels of knowledge in the areas of economics, statistics, accounting, and finance.

ADMISSIONS PROCEDURES

In addition to the general admissions procedures detailed under Admission to Graduate Programs, the following requirements must be met by any student who applies for admission to the CBM master's degree programs:

- A bachelor's degree from a regionally-accredited college or university;
- A cumulative grade point average (GPA) of 2.5 on a 4.0 scale in all undergraduate work;
- Three years of management and/or related post-high school experience, which may include volunteer or military experience. Management experience includes planning, budgeting, organizing, staffing, leading, training, analyzing and controlling;
- Satisfactory completion of the prerequisite courses required for the program, or approved equivalents, before taking the master's level courses for which they are a prerequisite.

Good standing (Full Acceptance): Applicants who meet or exceed the University and College of Business and Management admission requirements are admitted to the University in good standing, without conditions or stipulations.

Provisional: Students who have completed all admission requirements but whose official current transcripts (less than one year old) from all other schools attended have not yet been received may be admitted provisionally. Students are allowed to remain in a provisional admission status for up to 4 credits. Provisional students would be responsible for tuition. During the first course for which the student is registered, the student's admission file will be checked. If it is complete and all requirements are met, the student will receive notice of acceptance or denial.

If the file is not complete after the student has completed four credits, or if the evaluation shows deficiencies, the student will be allowed to complete the current course, and the coursework will be graded, but the student will be withdrawn from the program and the student's provisional admission status would be rescinded. The student would pay tuition for the course. The student would be eligible to receive an official transcript after all tuition and fees have been paid. When the file is complete and the deficiencies have been made up, the student is granted admission as a degree seeking student.

Conditional: Students applying for a master’s program with a GPA below 2.5 may be admitted on probation.

Students who have been suspended or dismissed from another college will not be considered for admission until the period of suspension has expired and facts relating to the dismissal or suspension are provided.

Prospective students whose final academic status was probationary at the college last attended are placed on probation for the first four courses in their program (excluding remedial and developmental courses, but including prerequisite courses) and are subject to all policies of probation at the University.

Graduate students not meeting their conditional admission requirement will be dismissed from the University and will be sent a letter of dismissal from the University by the Vice President for Academic Affairs and may not be allowed to continue in the program. Students may submit an appeal to the Vice President for Academic Affairs no later than 30 days after the letter of dismissal has been mailed. For graduate students on conditional admission, completion of nine graduate credits with a “B” or better in each course (as required in the letter of acceptance) will give the student full acceptance and eligibility for continuation in the program.

Graduate students admitted conditionally who are given a grade of Incomplete in one of their probationary courses may not proceed to subsequent courses until they have removed the Incomplete. If they have already begun their next course before receiving the Incomplete grade, they may complete that course, but may take no other courses until the Incomplete grade is removed.

Evaluating Students Who Delay Starting Their Program

Once students have been admitted to the University, permission to enroll in the College of Business and Management will be in effect for one year. During that time, students may enroll in the program to which they have been admitted without submitting new transcripts or admission materials to the University, unless they have attempted additional coursework for credit at another institution since they were admitted to the program. However, if the admission takes place prior to the beginning of the academic year on August 1, and enrollment is delayed until after August 1 and there have been changes in the academic requirements for the program, the transcripts will be reevaluated by the University Assessor and a new advising worksheet will be completed. Students are responsible for notifying the University regarding any additional college coursework attempted since the original application. If additional coursework has been attempted, the transcripts will be reevaluated.

Orientation

Orientation is the first official night of the program and is required. Orientation is a critical first encounter with the cohort and is designed to acquaint students with Cardinal Stritch University, the College of Business and Management and its resources. Students are held responsible for knowing and being familiar with the information.

Prerequisites

Students may meet a prerequisite course requirement by completing one of the following options:

- Successfully completing (with a grade of “C” or better) a course from a regionally accredited institution. The course must have been completed within ten years prior to the start of the course for which it is a prerequisite. The course must be judged by the College as equivalent to the prerequisite course offered by the College.
- Taking the College of Business and Management undergraduate-level prerequisite course and passing it with a grade of “C-” or better for undergraduate programs. The prerequisite courses are scheduled within the program course sequence. Students must achieve the required grade before beginning the course for which it is a prerequisite.
 - a. Students earn 3 undergraduate credits for each prerequisite taken.
 - b. Tuition is based on the current undergraduate rate per credit.
 - c. Tuition payment and the Educational Resources Fee are due prior to the start of the course.

Note: Students who have not met the prerequisite requirements prior to entering their program, as determined by the College Assessor, will be automatically registered for the prerequisite course within their

College program. Students who have made other arrangements for completing these requirements must contact the regional office in writing.

- Taking the College prerequisite Challenge Exam and passing it with a score of 75% or better.

MBA

None

MSM

Undergraduate Statistics

Undergraduate Economics

Individuals who seek admission to a CBM master's degree program should contact the CBM office in the appropriate Region.

FINANCIAL INFORMATION

Information on tuition and payment procedures can be obtained from the appropriate Regional CBM Office, and tuition refund policies (in the case of withdrawal) are defined in the CBM Student Handbook. The amounts vary according to the program. Information on financial aid can be obtained from the Financial Aid Office at Cardinal Stritch University in Milwaukee. Students should also check with their employers, as many organizations offer tuition reimbursement programs as an employee benefit.

TIME LIMIT

All graduate credits applied to a College of Business and Management master's degree must have been earned within seven years prior to the time of graduation. The seven years start with the date of the first class counted toward the degree, NOT from the date of completion of the last class. Credits on a student's record earned more than seven years prior to the master's graduation date will not be accepted toward the master's degrees without the permission of the Graduate Academic Standards Committee. Students who have not been enrolled at the University for six months or more must reapply to the University and to the program.

TRANSFER CREDITS

Because of the specialized nature of the master's programs, only one degree-related graduate-level course of three semester credits will be accepted from another regionally-accredited college or university in transfer. Only courses with grades of B or better will be considered.

For the graduate degree programs, only graduate courses that had a significant computer application as part of the course will be considered for transfer. There is no credit for prior learning (CPL) option available at the graduate level.

All credits applying towards a graduate degree must have been earned within the seven (7) years prior to the awarding of the graduate degree.

GRADING SYSTEM/ PERFORMANCE REQUIREMENTS

CBM uses the quality point system defined by the University. Performance requirements are as follows:

Graduate students enrolled in a CBM master's degree program are required to maintain a cumulative grade point average (GPA) of 3.0.

If a student's GPA falls below 3.0, he/she will be considered on "academic probation" and must re-establish a GPA of 3.0 within the next six graduate credits or face dismissal.

No course grade lower than a "C" will be accepted for credit in a CBM graduate-level course. If a grade of "C-" or lower is earned, the student is required to retake the course and repay the required tuition fee. The student must contact his/her Academic Counselor to make arrangements to retake the course in a timely

manner. Receipt of two grades of “C-” or lower will be judged as cause for dismissal from the program. Each course may be repeated only once, unless it is appealed to the Regional Associate Dean.

PROGRAM REQUIREMENTS

In order to receive a master’s degree in the College of Business and Management, the following requirements must be met:

- All graduate coursework at Cardinal Stritch University has been completed with a cumulative GPA of 3.0 (4.0 scale) or better;
- Cardinal Stritch University coursework has been completed with no grade lower than a “C” counted toward the degree;
- All financial obligations to the University have been met;
- 34 credits earned in the MSM degree program or 36 credits in the MBA degree program;
- Faculty recommendation for graduation;
- All graduate credits applied to the degree must have been completed within seven (7) years of the time of graduation;
- Application for graduation must be submitted by March 1 for May graduation, by Aug. 15 for August graduation, and by Oct. 1 for December graduation. Formal commencement ceremonies are held in May and in December. Minnesota Region candidates attend commencement ceremonies in Minnesota in June.

See Graduation Information section of the catalog for more requirements.

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MASTER OF BUSINESS ADMINISTRATION

“We need MBA graduates who understand the big picture of business.”

“MBA graduates need to have strong critical thinking skills and must be able to assimilate information and make connections across all functional areas of business.”

“Leaders in our organization must have strong communication skills and must be effective in a global, multi-cultural environment.”

These comments reflect what the College of Business and Management heard during an extensive data-driven review of the MBA program. Research into 21st Century skills and employer needs; and listening sessions, surveys and interviews with business executives, current MBA students, MBA alumni, and members of the faculty, all provided data used to conduct a complete review of the Stritch MBA program.

The result of this research is a **new and innovative MBA program**. The Stritch MBA breaks down the traditional academic silos to help students better understand the interconnectedness and complexity of business. MBA students will study business through an ***integrated approach focused on application of business knowledge, systems and processes, leadership, and strategic human resource and customer relationship management.***

The new MBA has several themes embedded throughout the program:

- an integrated understanding of the global, cross cultural, and ethical context of business
- Make the business case for leading organizations that value people, planet, and profit
- Seeing and responding to the business “big picture” in new, innovative, and adaptive ways

The MBA delivers integrated business content in ***four areas of competence, each having nine credits.***

- **Leadership competence.** The program opens with a focus on success in graduate studies, self-awareness of strengths and weaknesses, and areas for improvement, and preparation for business leadership. Two leadership courses examine the principles of leadership and help the student prepare to lead self, others, and systems inside an organization. The three courses in personal

competence for leadership focus on aligning values, purpose, and practice to establish a framework for ethical leadership; development and communication of vision and mission; and creation of a values-based organizational culture that is nimble, innovative, and creative.

- **Business technical strategies.** Three courses focus on the tools and techniques of business efficiency and effectiveness. Included is a course on the principles of continuous process improvement and quality management strategies; strategically managing information resources, data and systems; and strategic development and management of the organization's workforce.
- **Business financial competence.** Three courses develop competencies relating to strategic finance, measurement, and control of a business's bottom line. These courses focus on strategic financial analysis forecasting and budgeting; sources of capital; and policies, procedures and strategic control systems that businesses use to measure success in a highly competitive global environment.
- **Competence in business strategy** and sources of competitive advantage in the business environment. Students will bring together concepts of data analysis and uses of customer and competitive data to make strategic organizational decisions. The MBA ends with two courses that together help the student integrate all of the learning into a single business related project. This final integrative experience provides the student with an opportunity to think critically to solve a practical business problem and demonstrate understanding of the comprehensive relationships between the various elements of business.

The MBA degree program in the College of Business and Management is accredited by the Accreditation Council for Collegiate Business Schools and Programs (ACBSP), a specialized business program recognition whose standards are based on the Malcolm Baldrige Quality Program Criteria. A student who graduates with an MBA degree from Cardinal Stritch University will have the proficiencies and confidence needed to advance their careers and assume the duties of middle-and upper-level managers and become successful business leaders.

PROGRAM CURRICULUM

Master of Business Administration (MBA)

MBA 500 – Graduate Success Seminar (3 cr. six weeks)

MBA 501 - Leading self, others and systems I (3 cr. six weeks)

MBA 502 - Leading self, others and systems II (3 cr. six weeks)

MBA 510 - Principles of continuous process improvement and quality management (3 cr. six weeks)

MBA 511 - Strategic management of information resources and systems (3 cr. six weeks)

MBA 512 - Planning, hiring and deploying a strategic workforce (3 cr. six weeks)

MBA 520 - Principles of organizational financial planning and business development (3 cr. six weeks)

MBA 521 – Strategic business financial management and control I (3 cr. six weeks)

MBA 522 – Strategic business financial management and control II (3 cr. six weeks)

MBA 530 - A systems approach to strategic planning and strategy development (3 cr. six weeks)

MBA 531 - Capstone I - Creating strategic responses to business challenges and opportunities I (3 cr. six weeks)

MBA 532 - Capstone II - Creating strategic responses to business challenges and opportunities II (3 cr. six weeks)

MASTER OF BUSINESS ADMINISTRATION WITH A CONCENTRATION IN INFORMATION SECURITY

Conventional computer science and information systems programs provide a foundation and knowledge of computer architecture, programming, and networking. It is increasingly necessary for programs to also focus on Information Security within the context of complex business systems and operations. An Information Security graduate must balance information availability with information security at a time when there is a vast amount of data being collected and stored electronically. Graduates must be prepared to assess and

manage risk by identifying security threats and vulnerabilities, and then designing and implementing appropriate safeguards and controls.

Employers seek MBA graduates who understand the “big picture” of business and can make information security decisions with an understanding of the needs of the complete business enterprise, as well as its customers, suppliers and other stakeholders. Businesses also demand highly ethical graduates for mission-critical areas like Information Security. Graduates will help employers protect their reputations and achieve a balance of profit, people and planet with sustainable business practices.

Mission and Vision of the College of Business and Management:

- *Our mission is to prepare adaptive business leaders for the 21st Century shaped by a Franciscan moral worldview who balance people, planet, and profit in service to a greater good. Our graduates use their innovative, global, cross-cultural, collaborative, and critical thinking abilities to advance corporate social responsibility and sustainability.*
- *Our vision is to become the best choice business school in the Midwest, known for innovative best practices, where the student experience forms the basis for all decision-making.*

The MBA-Information Security Graduate will be able to:

1. Develop the capacity for adaptive and innovative leadership strategies.
2. Create sustainable organizational structures, systems, and processes that produce high quality business solutions and ethical business decisions.
3. Evaluate and synthesize research, business analytics, and data analyses to make informed and effective data driven business decisions.
4. Design critical thinking strategies to successfully manage complex local and international relationships within diverse populations, corporations, and organizations.
5. Evaluate and apply effective communication strategies for internal and external stakeholders across cultural and geographical boundaries.
6. Create continuous improvement through teamwork, innovation, and pragmatic responses to business challenges and opportunities.
7. Create Information security strategies that align ethics, social responsibility and civic engagement to support people, planet, and profit in local and global communities.
8. Design information security systems and business practices in compliance with applicable laws and regulations that ensure the privacy, confidentiality, and integrity of business information and communications.
9. Assess and manage risk in information security systems by identifying security threats, vulnerabilities, and economic consequences and implementing safeguards and controls.

The MBA with a concentration in Information Security is designed to align with industry standards for Information Security best practices. The National Institute of Standards and Technology (NIST) established 33 technical standards that represent industry best practices. The MBA Concentration in Information Security provides high-level knowledge to assist students in planning and designing security systems that are consistent with these industry standards.

The MBA with a concentration in Information Security degree program in the College of Business and Management is accredited by the Accreditation Council for Collegiate Business Schools and Programs (ACBSP), a specialized business program recognition whose standards are based on the Malcolm Baldrige Quality Program Criteria. A student who graduates with an MBA degree from Cardinal Stritch University will have the proficiencies and confidence needed to advance their careers and assume the duties of middle-and upper-level managers and become successful business leaders.

PROGRAM CURRICULUM

Master of Business Administration with a concentration in Information Security

MBA 500 – Graduate Success Seminar (3 cr. six weeks)

MBA 515 - Introduction to Information Security Governance & Risk Analysis (3 cr. six weeks)
MBA 516 - Information Security in Practice: Risk Policy and Incident Management (3 cr. six weeks)
MBA 501 - Leading self, others and systems I (3 cr. six weeks)
MBA 502 - Leading self, others and systems II (3 cr. six weeks)
MBA 517 – Information Security Program Development (3 cr. six weeks)
MBA 520 - Principles of organizational financial planning and business development (3 cr. six weeks)
MBA 521 – Strategic business financial management and control I (3 cr. six weeks)
MBA 522 – Strategic business financial management and control II (3 cr. six weeks)
MBA 535 – Information Security Program Management and Compliance (3 cr. six weeks)
MBA 531 - Capstone I - Creating strategic responses to business challenges and opportunities I (3 cr. six weeks)
MBA 532 - Capstone II - Creating strategic responses to business challenges and opportunities II (3 cr. six weeks)

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MASTER OF ARTS IN LANGUAGE AND LITERACY; MASTER OF ARTS IN LITERACY AND ENGLISH AS A SECOND LANGUAGE; READING TEACHER CERTIFICATION (316)

Cardinal Stritch University's literacy master's degree program, founded in 1956, was one of the nation's first graduate degrees to respond to the need for well-prepared teachers and specialists in reading. In 1987, in response to the national need for well-prepared teachers in writing, the University expanded the program to include reading and language arts.

The Language and Literacy Department offers several programs that lead to extended certification.

- Master of Arts (M.A.) in Language and Literacy
 - Leads to Wisconsin Department of Public Instruction (DPI) certifications #316 Reading Teacher and #17 Reading Specialist
- Master of Arts (M.A.) in Literacy and English as a Second Language
 - Leads to DPI certifications #316 Reading Teacher and #395 English as a Second Language

Standards from the International Reading Association, the Wisconsin Department of Public Instruction and the Mission Statement of Cardinal Stritch University and the College of Education and Leadership guide the curriculum and instruction for the department. In addition, each program has been carefully constructed around program outcomes and student performance indicators. All programs involve practical experiences whereby students apply what they have learned in their classroom, school, district, or the Cardinal Stritch University Literacy Center.

PROGRAM STRUCTURE

Each of these master's degree programs are 35 credit programs. For the M.A. in Language and Literacy, students first complete the program of study for the #316 Reading Teacher certification, a total of 20 credits. Following completion of the master degree, a 17 Reading Specialist license can be obtained with an additional three credits. Students in the M.A. in Literacy and English as a Second Language program will receive preparation for the #395 English as a Second Language certification as part of their program in addition to 316 Reading Teacher Certification. All students completing a master's degree must complete a final action research project and present their research to their peers and faculty members. All programs also require the completion key assessment assignments in the areas of planning, instruction, and assessment which are embedded into the coursework throughout the programs.

PROGRAM FORMAT

Students enter the program as a cohort and stay with the cohort for the duration of the program. Courses are eight weeks in duration. Students meet once a week for three hours with the instructor and then meet for an additional 2.5 hours with their study team

M.A. in Language and Literacy

RL 502 Issues of Diversity in the Literacy Classroom (3 cr.)
RL 558 Reading and Writing with Children (3 cr.)
RL 519 Word Recognition (2 cr.)
RL 507 Emergent Literacy (3 cr.)
RL 559 Comprehension (3 cr.)
RL 510 Language, Cognition and Literacy (3 cr.)
RL 509 Practicum: Assessment and Instruction of Literacy Difficulties (3 cr.)
RL 516 Supervision of K-12 Literacy Programs (3 cr.)
RL 517 Literacy Development in the Content Area (3 cr.)
RL 550 Readings and Research in Literacy and Language Disability (3 cr.)
RL 552 Action Research (3 cr.)
CEDU 549 Technology Based Research and Statistics (3 cr.)

M.A. in Literacy and English as a Second Language

RL 510 Language, Cognition and Literacy (3 cr.)
RL 507 Emergent Literacy (3 cr.)
ESL 503 Second Language Acquisition (3 cr.)
ESL 533 Bilingualism in Home and School (3 cr.)
RL 519 Word Recognition (2 cr.)
ESL 509 Primary Level Practicum (2 cr.)
ESL 521 Assessment and Program Design (3 cr.)
ESL 520 Sociocultural Linguistics (3 cr.)
RL 558 Reading and Writing with Children (3 cr.)
RL 559 Comprehension (3 cr.)
ESL 529 Secondary Practicum (3 cr.)
ESL 546 Linguistics (3 cr.)
ESL 566 Action Research (1 cr.)

Reading Teacher (#316) certification

This program will not result in a master's degree. The requirements for this certification are as follows:

RL 517 Literacy Development in the Content Area (3 cr.)
RL 558 Reading and Writing with Children (3 cr.)
RL 519 Word Recognition (2 cr.)
RL 507 Emergent Literacy (3 cr.)
RL 559 Comprehension (3 cr.)
RL 510 Language, Cognition and Literacy (3 cr.)
RL 509 Practicum: Assessment and Instruction of Literacy Difficulties (3 cr.)

ADMISSIONS REQUIREMENTS

To qualify for admission to these programs, students must have:

- A bachelor's degree from a regionally-accredited college or university.
- A cumulative GPA of at least 2.75 on a 4.0 scale (probationary acceptance may be granted).
- A valid Wisconsin teaching license Two Attitude and Disposition Questionnaires.
- Access to struggling readers.
- ESL foreign language requirement (for M.A. in Literacy and English as a Second Language program only).

GRADUATION REQUIREMENTS

To qualify for graduation from these programs, students must:

- Successfully complete the Foundations of Reading Test
- Complete required coursework with a 3.0 overall grade point average on a 4.0 scale with no individual grade below a “C.”
- Satisfactorily complete and present an action research project.
- Satisfactorily pass key assessment assignments in the areas of instruction, planning, and assessment which are embedded into courses throughout the program.
- Obtain recommendation for graduation from the program chair.
- Satisfactorily complete all requirements for the master’s degree within seven consecutive academic years

316 READING TEACHER CERTIFICATION INFORMATION

- Successfully complete the Foundations of Reading Test
- Complete required coursework with a 3.0 overall grade point average on a 4.0 scale with no individual grade below a “C.”
- Satisfactorily pass key assessment assignments in the areas of instruction, planning, and assessment which are embedded into courses throughout the program.

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MASTER OF ARTS IN URBAN EDUCATION

The Master of Arts in Urban Education program is specifically designed for post-baccalaureate students who frequently bring previous experience from another career field, as well as those students who have a desire to teach in diverse settings, urban environments, and with underrepresented populations. The program has two possible tracks: teacher certification in Early Childhood-Middle Childhood (birth-age 11) or Middle Childhood-Early Adolescence (age 6-approx. 12-13) with a Special Education certification with an emphasis in Learning Disabilities or a teacher certification in K-6 with bilingual certification.

PROGRAM FORMAT

Courses will follow the K-12 academic calendar. Full-time students can complete the certification portion of the program in just three semesters, then complete their master’s degree and the remaining requirements for the LD certification or the bilingual certification during subsequent semesters. There are 32-34 credits required for certification depending on the program, which requires a student teaching placement.

General Education and LD License

MUE 502 Assessment and Instruction in Mathematics
MUE 504 Assessment and Instruction in Fine Arts
MUE 506 Assessment and Instruction in Science
MUE 508 Assessment and Instruction in Social Studies
MUE 512 Language, Literacy, and Learning
MUE 514 Literacy and Learning in the Upper Grade Levels
MUE 522 Identifying and Supporting Children with Learning Disabilities
MUE 524 Adaptations for Students with Learning Disabilities
MUE 530 Student Teaching in Urban Settings
MUE 532 Student Teaching in Urban Settings II
MUE 540 Seminar in Urban Education I
MUE 542 Seminar in Urban Education II
MUE 544 Seminar in Urban Education III

General Education and Bilingual License

MUE 514 Literacy and Learning in the Upper Grade Levels
MUE 512 Language, Literacy, and Learning
MUE 594 Culture, Language and Education
MUE 512 Literacy Development PK-3
MUE 502 Assessment and Instruction in Mathematics
MUE 508 Assessment and Instruction in Social Studies
MUE 542 Seminar in Urban Education II
MUE 531 Student Teaching in the Bilingual Classroom
MUE 504 Assessment and Instruction in Fine Arts
MUE 506 Assessment and Instruction in Science
MUE 540 Seminar in Urban Education I
MUE 544 Seminar in Urban Education III
MUE 596 Bilingual Methods and Assessment

The preceding courses complete the requirements for Initial Certification. For the Master's degree, four additional courses must be completed:

- CEDU 549 Technology-Based Research and Statistics
- MUE 602 Connecting Assessment and Instruction for Students with Learning Disabilities
- MUE 603 Introduction to Case Study Research
- MUE 620 Case Study Research

In addition to the General Education and Bilingual License courses, for the Master's degree, four additional courses must be completed:

- MUE 590 History and Politics of Bilingual Education
- MUE 592 Applied Linguistics
- MUE 614 Teacher Research
- MUE 616 Case Study Research

ADMISSIONS REQUIREMENTS

To qualify for admission to graduate studies at Cardinal Stritch University, you must have:

- A bachelor's degree from a regionally- accredited college or university
- A GPA of 2.75 on a 4.0 scale (probationary acceptance may be granted)
- Passing scores on two of three sections of the Pre-Professional Skills Test (PPST) or passing score on the ACT, SAT, or GRE test prior to program admission within 5 years of application. See program handbook for required scores. All three sections of the PPST must be passed during the first semester of enrollment. No exceptions are made to this requirement. Students may retake test sections as many times as necessary to achieve a passing score.
- Access to classroom environment for at least 3.5 hours per day (either through current employment working under emergency licensure, as a paraprofessional or volunteer hours) and full-day access for one semester of student teaching.

To gain full admission to the Urban Educator Initial Certification program, you must also provide:

- Two attitude and disposition questionnaires
- A personal essay, not more than two pages in length, outlining your reasons for seeking teacher certification, life experiences that may have affected this career choice, and why you'd like to become an urban educator

GRADUATION REQUIREMENTS

To qualify for graduation from this program, you must:

- Complete master's coursework with a 3.0 overall grade point average on a 4.0 scale (with no individual grades lower than a B-)
- Complete professional portfolio and student teaching practicum
- Obtain recommendation for graduation from the program chair

- Successfully complete and present an action research project
 - For Bilingual certification: Proof of language proficiency
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MASTER OF ARTS IN URBAN SPECIAL EDUCATION

PROGRAM REQUIREMENTS

Cross Categorical Special Education License

- MUE 511 Language, Literacy, and Learning
 - MUE 515 Building Classroom Communities
 - MUE 513 Field Experiences in Special Education Settings
 - MUE 525 Supporting Individual Student Needs
 - MUE 518 Social Studies for Special Educators
 - MUE 523 Field Experience in Special Education Settings
 - MUE 535 Advocacy
 - MUE 506 Assessment and Instruction in Science
 - MUE 557 Literacy Assessment and Strategies for the Special Educator
 - MUE 555 Collaborating with Families and Communities
 - MUE 545 Supporting Students in the School Environment
 - MUE 533 Field Experience in Special Education Settings
 - MUE 565 Formal and Informal Assessment
 - MUE 521 Math Methods for Special Educators
 - MUE 543 Student Teaching
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