Concordia University Wisconsin is accredited by the Higher Learning Commission.

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Concordia University 2012-2013 Academic Catalog

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Concordia University Wisconsin admits qualified students of any age, sex, race, color, national or ethnic origin, physical or mental conditions, or developmental disability, to all the rights, privileges, programs, and activities generally accorded or made available to students at the school. Concordia University Wisconsin does not discriminate on the basis of race, color, national or ethnic origin, age, sex, physical or mental condition, or developmental disability in the administration of its admission policies, education policies, scholarship and loan programs, athletic and extra-curricular programs or other school-administered programs.

Concordia University does not discriminate on the basis of handicap. (c.f. Section 504 of the Rehabilitation Act of 1973).
Concordia University Wisconsin

MISSION STATEMENT
Concordia University Wisconsin is a Lutheran higher education community committed to helping students develop in mind, body, and spirit for service to Christ in the Church and the world.

STUDENT LEARNING OUTCOMES
Concordia’s student learning outcomes reflect the knowledge, skills, attitudes, competencies, and habits of mind that our students are expected to acquire. These outcomes highlight student learning at three levels: the overall university level, the department/major level; the core curriculum program level. Concordia’s student learning outcomes flow from our mission of helping students develop in mind, body and spirit in service to Christ in the Church and in the World.

UNIVERSITY WIDE OUTCOMES
Concordia University Wisconsin students will apply a biblical understanding of the world that includes truth, vocation, ethical principles, and servant leadership as they:

• demonstrate habits of the mind, body, and spirit that are rooted in an understanding of the liberal arts (Liberal Arts);
• demonstrate the ability to analyze and apply their discipline’s theoretical, methodological, ethical, and practical foundations (Disciplinary Thinking); and
• demonstrate a readiness to embrace their opportunities and obligations as citizens in a complex world (Global Citizenship).
STATEMENT OF PURPOSE

Concordia University's Centers are charged with carrying the mission of the University to the non-traditional adult student. Like the traditional degree programs, the programs offered at our Centers are founded in the Christian Liberal Arts tradition of the University.

However, the program is very much tailored to the needs and unique capabilities of the mature adult learner. For instance, classes are offered at locations near students' homes or work. Classes are offered in an accelerated evening format with most classes meeting once per week with our enhanced online component course design. This designed was developed with adult learning methodology in mind to encourage the most beneficial learning environment. In addition, students can earn credit in a variety of modalities from the traditional classroom setting to college level learning experiences obtained through their career or even hobbies.

The Accelerated Learning Center student and the traditional post high school age student differ in that the former has benefited from years of life experience and then sought the academic education, while the traditional student first receives the education and then the life experience. Thus, the needs of the mature adult learner are different; socialization, for instance, plays a much greater role in the academic life of the traditional student and, indeed, accounts for much of the necessity for extended contact hours. The mature adult learners, on the other hand, are interested in cutting right to the essence of a topic and are capable of processing greater amounts of material over much shorter periods of time.

We are often asked what the difference is between Concordia’s programs and those of other accelerated degree programs. We are also asked how we get as much accomplished in a six week schedule as one does in a traditional semester. The programs offered at our Accelerated Learning Centers are not just an accelerated version of a traditional semester, they are more like an instructor facilitated, practitioner based format which includes a number of hours of classroom experience. It is expected and required that the much of the learning will occur outside the classroom through more of a directed independent study.

A hallmark of the mature adult education degree programs is a strong emphasis on the direct applicability of the course material to the students’ careers. Our majors accomplish this admirably. In addition, and this is the key difference, our entire program is infused with the liberal arts conveyed in a Lutheran Christian context.

The goal for our mature adult learners is personal development. The University has identified six competencies or areas in which this should occur: aesthetic sensibilities, communication skills, cultural understanding, numeracy, problem solving, physical development, spiritual development, scientific literacy, and citizenship. Growth in these areas occurs throughout the program of study and is measured and documented by the school’s comprehensive assessment plan.

Accreditation

Concordia University Wisconsin is accredited by the Higher Learning Commission and is a member of the North Central Association of Colleges and Schools. In addition, the School is accredited by the educational agencies in the states in which it has centers.

The Higher Learning Commission
230 South La Salle Street, Suite 7-500
Chicago, IL 60604-1413
312-263-0456
Accelerated Learning Center Program Information

Admission Procedures

ACCELERATED PROGRAMS
Programs in Accounting, Business Management, Criminal Justice, Health Care Management, Human Resource Management, Liberal Arts, and Theology

Admission Requirements

1. Submit the online application along with a non-refundable $50 application fee at www.cuw.edu/apply.
2. Official transcripts from all post-secondary institutions attended must be sent directly to the CUW Center at which you are enrolling. In cases where the student has less than 12 transferable credits, an official high school transcript or proof of GED must also be submitted. Generally students will be required to have a 2.00 GPA.
3. International students should visit www.cuw.edu/international to view additional admission requirements.

Admission Decisions

When an applicant’s file is complete, the file is forwarded to the Admission Committee for review. The Admission Committee can make one of four decisions. An official decision letter is sent to the applicant, giving the decision of the Admission Committee.

1. The student is fully admitted to the program.
2. The student is admitted as a conditional student, whose admission and/or continuation in the program is contingent upon meeting certain conditions that are stipulated in the acceptance letter the student receives.
3. The student is admitted as a Special Student Status - Non Degree Seeking. This applies to students who wish to enroll in courses but do not plan to seek a degree. Students enrolled in a certificate program will be admitted as Special Status.
4. The student is denied admission.

MEDICAL ASSISTANT PROGRAM

Applicants must be high school graduates or have earned an HSED or GED.

Admission Requirements

1. Meet with the Program Director for a personal interview.
2. Pass the Wonderlic Scholastic Level Exam with a score of 20 or higher, given three attempts.
3. Provide official GED, high school, or college transcripts.
4. Submit the written application and application fee to the Program Director.
5. Pass a background check.
6. Complete a physical prior to beginning Clinic and Lab classes.

Admission Decisions

The applicant will be sent an official acceptance letter after they have passed the Wonderlic Scholastic Level Exam and the Program Director receives the application, fee, and official transcripts.

1. Anyone who does not pass a background check may be admitted into the program, but must sign a waiver that they are aware that they may not be able to be placed at a practicum site.
2. Students may transfer up to 12 credits into the Medical Assistant program. The official transcripts and course descriptions need to be provided to the Program Director for approval.

RN-BSN COMPLETION PROGRAM

Students must already be a licensed RN to apply to the BSN Completion program.

Admission Requirements

1. Submit the online application along with a non-refundable $20 background check fee at www.cuw.edu/apply.
2. Provide official transcripts from all post-secondary institutions attended must be sent directly to the CUW Center at which you are enrolling. Students need to have a minimum cumulative GPA of 2.75.
3. Provide copies of current WI nursing license and CPR card.
When an applicant’s file is complete, the file is forwarded to the Admission Committee for review. The Admission Committee can make one of three decisions. An official decision letter is sent to the applicant, giving the decision of the Admission Committee.

1. The student is unconditionally admitted to the program.
2. The student is admitted as a conditional student, whose admission and/or continuation in the program is contingent upon meeting certain conditions that are stipulated in the acceptance letter the student receives.
3. The student is denied admission.

GRADUATE PROGRAMS

Admission Requirements

1. Submit the online application along with a non-refundable $50 application fee at www.cuw.edu/apply.
2. Two letters of recommendation from individuals who can attest to the applicant’s ability to pursue graduate work.
3. Official transcripts from all post-secondary institutions attended. Generally students will be required to have a cumulative 3.00 GPA in their undergraduate work.
4. Current résumé including educational and work experience.
5. An essay stating the reasons for choosing to enroll in Concordia’s graduate studies and for selecting the particular program.
6. International students should visit www.cuw.edu/international to view additional admission requirements.

*Students should contact the program Admission Counselor for information on where documents should be mailed for graduate programs.

In addition to these general admission requirements, each program may have other requirements. All students enrolling in a graduate degree program must have an earned baccalaureate degree from a regionally accredited institution.

Admission Decisions

When an applicant’s file is complete, the file is forwarded to the Graduate Admission Committee for review. The Graduate Admission Committee can make one of three decisions. An official decision letter is sent to the applicant, giving the decision of the Admission Committee.

1. The student is unconditionally admitted to the program.
2. The student is admitted as a conditional student, whose admission and/or continuation in the program is contingent upon meeting certain conditions that are stipulated in the acceptance letter the student receives.

If there are conditions to be met prior to admission, the candidate must provide documentation of having met those requirements to the Graduate Admission Counselor.

3. The student is denied admission.

Readmission Policy- Undergraduate and Graduate Programs

Students who wish to resume their studies after an absence of one year or more must submit a new application. Students will re-enter the program under the rules and regulations of the current catalog. A new evaluation form will be completed at that time. Any new course requirements in either the major or the core must be met.

E-Learning

Business Management, Criminal Justice, Health Care Management and the Human Resource Management Degree Programs are offered and may be taken entirely in an E-Learning format.

Degree requirements are met by completing the online course content. The student will work one on one with their instructor, submitting all assignments online. Many exams are taken fully online and other courses may require the exam to be proctored at a test site convenient to the student.

All students that wish to take an online course, or their entire program online, will need to complete an online orientation. This orientation will walk you through the expectations of online learning, how to work in an online environment and test your computer for all the needed programs in order to be successful in this format.
Tuition/Textbooks Tuition for EL courses is the same as on campus courses. Once your registration has been processed, you will receive an email with instructor information, and instructions on how to access your course in ANGEL and how to order your texts online. Registration/Course Guidelines

Once you register for an EL course, you will have four weeks in which to order your textbooks and turn in your first assignment. If the first assignment is not turned in within the first four weeks, a non-refundable $50 drop/withdrawal fee will be charged to your account and you will be given an administrative withdrawal for the course. Each course is to be completed in 8-10 weeks. You have up to 12 weeks from registration to finish the course. Please note the following timetable:

4 weeks after registration: Must have started class. An administrative withdrawal will be given if there is no record of the first assignment turned in and the $50 drop/withdrawal fee will be assessed. 12 weeks after registration: A failing grade (F) will be assigned if course is not completed by this time. The student must request an extension from their instructor for special circumstances. Up to 4 weeks more can be granted.

Transfer Credits

Within the Accelerated Learning Center’s bachelor’s degree programs, a student’s grade point average on the Concordia transcript will be based on the credits taken after entering Concordia University Wisconsin. It does not include the GPA for coursework taken prior to entering Concordia. College level courses in which the student earned a “C-” or better will be accepted in transfer from regionally accredited colleges and universities.

STUDENT TRANSCRIPT EVALUATION

Upon receipt of all official transcripts, a “transcript evaluation” of previously earned credits and the courses needed to complete your degree will be provided. This evaluation will show how transfer credits were applied to the core, major, and elective requirements. Students are responsible for checking their official transcript evaluation. This document is the school’s statement of what is required to complete your degree. If you have questions about your transcript evaluation, talk to your advisor.

Students should use their transcript evaluation to track progress throughout the program by recording the grade received for each module. By using the evaluation as a tracking tool, you will know when the required credits have been completed.

When you anticipate graduation, contact your advisor to schedule a meeting to review your file and assure that you have met the requirements of your degree. This meeting is the first step in the graduation process.

COURSE WAIVER

In cases where a student has acquired a great deal of knowledge in a subject through work experience, but has never earned credits in the subject, a waiver may be granted. A student may request a waiver by writing a letter to the Dean responsible for the course (Dr. David Borst, School of Business Administration or Dr. Gaylund Stone, School of Arts and Sciences) and providing documentation showing that he/she has knowledge of the material covered in the module.

Be aware that no credit for this subject will be granted – the credits need to be replaced; 48 Concordia University credits must be earned and a total of 64 credits for AA and 128 credits for BA must be earned.

Waivers are limited to the major courses only, and are not available for core courses inside or outside the major. The request for waiver should be submitted well in advance of the course to allow time for approval.

Non-Traditional Approaches to Earning Credit

(not applicable for all programs)

Prior approval must be obtained before enrolling in any of the options listed below. All transcripts must be on file at Concordia to ensure there will be no duplication of coursework.
INDEPENDENT STUDY
Independent Study allows students to develop a course of study in a subject area for which there is not already a module or credits on the student’s transcript. Through the completion of the proposal, the student will state goals and objectives, materials to be used, and means of assessing the learning. An advisor will be assigned to the study. It is the responsibility of the advisor to supervise the completion of the study and to report to Concordia satisfactory completion of the work, at which time credit will be awarded.

TRAVEL STUDIES
Travel opportunities are available to non-traditional students through CUW’s International Studies Department. Travel study participants must contact the sponsor of the trip to obtain the required forms and must complete an Add/Drop form. Credits earned through travel experience may apply to the core or elective areas.

Students may be eligible to receive a grant for global education if they have earned at least 60 undergraduate credits or 21 graduate credits from Concordia University Wisconsin. Applications for this grant must be submitted by the 15 of May, prior to the trip’s departure date. See your advisor for the proper forms and look at our website for specific requirements and a listing of available studies. http://www.cuw.edu/Departments/international/studyabroad.html

PORTFOLIO ASSESSMENT
Portfolio Assessment experiential learning allows students to document college-level knowledge and competence acquired outside a classroom setting. Portfolio Development Workshops are periodically conducted at each center and an online portfolio workshop is also available. During these sessions the students are guided through the process of determining what constitutes college-level learning, the process of developing each petition for credit, and the means to use for providing documentation. Portfolio credits apply only to the elective area, though 2 of the 21 credits may apply to the physical development core requirement. For an AA degree, a maximum of 7 credits may be applied toward the degree. For a BA degree, a maximum of 21 of the required elective credits may be earned through the portfolio. A per credit fee is charged for portfolio credit requests.

Attendance at a Portfolio Development Workshop or completion of the Online Portfolio Workshop is required. These workshops guide the student through the process of determining what constitutes college level learning, the development of each petition for credit, and the documentation of the learning. Contact your advisor to schedule a Portfolio Development Workshop or to be registered for the Online Portfolio Workshop.

All official transcripts should be on file prior to submitting a portfolio to avoid duplication of credits. Students should submit portfolios by the first of each month to be reviewed by the Portfolio Committee. Portfolio petitions should be submitted for only the number of credits needed and should be for all credits the student seeks to have granted. The evaluation fee per credit, $50, must be submitted with the portfolio.

Students will be notified by mail of the committee’s decision. Credits denied may be resubmitted for reconsideration in certain cases. In the case of a new credit petition, the charge is $50; in the case of a revision, there is no charge. Portfolio credits should be submitted at least three months prior to the anticipated graduation date.

COLLEGE LEVEL EXAMINATION PROGRAM (CLEP) AND DEFENSE ACTIVITY FOR NON-TRADITIONAL EDUCATION SUPPORT (DANTES)
These programs serve students who want recognition for college level achievement acquired outside the conventional classroom. Students must complete a Transfer Request Form so that the individual record can be checked to be sure that the proposed credits will be accepted. Students will need to allow at least two weeks for these requests to be processed. To receive credit for either CLEP or DANTES tests students may not have credit for similar coursework on their transcripts. CLEP and DANTES credits are not accepted for Core credit, except in the areas of Physical Development and Mathematics.

AMERICAN COUNCIL ON EDUCATION (ACE) AND NATIONAL PROGRAM ON NON-COLLEGIATE SPONSORED INSTRUCTION (PONSI)
ACE and PONSI are organizations which validate for-credit coursework completed through non-collegiate education and training programs. The student must have official copies of the educational transcripts sent to Concordia.

LIFE OFFICE MANAGEMENT ASSOCIATION (LOMA) AND AMERICAN INSTITUTE OF BANKING (AIB)
LOMA and AIB provide means to receive college credit for company training professional development programs through an employer. The student must have official copies of the educational transcripts sent to Concordia.
MILITARY CREDITS
Military Credits are granted based on the evaluation of an official AARTS or SMART transcript, or for military service prior to 1981, DD 214 documentation.

Academic Requirements
Students must maintain at least a 2.0 GPA (CUW grades only) to be considered in good academic standing and to graduate. If a student’s GPA falls below 2.0 at the end of a term, s/he is placed on academic probation. After two consecutive terms below 2.0, a student may be removed from the program.

An academic dismissal may be appealed to the Center Director who will collaborate with CUW’s Chief Academic Officer or designee and the appropriate Dean to determine the merit of the appeal. Dismissed students must wait at least six months before reapplying to the University; during which time they should address their deficiency and then be able to demonstrate that the deficiency has been removed (testing, a life change, course work at another university, etc.) in their application.

GRADING
The following grade point system is used in connection with these grades:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.00</td>
</tr>
<tr>
<td>A–</td>
<td>3.67</td>
</tr>
<tr>
<td>B+</td>
<td>3.33</td>
</tr>
<tr>
<td>B</td>
<td>3.00</td>
</tr>
<tr>
<td>B–</td>
<td>2.67</td>
</tr>
<tr>
<td>C+</td>
<td>2.33</td>
</tr>
<tr>
<td>C</td>
<td>2.00</td>
</tr>
<tr>
<td>C–</td>
<td>1.67</td>
</tr>
<tr>
<td>D+</td>
<td>1.33</td>
</tr>
<tr>
<td>D</td>
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</tr>
<tr>
<td>D–</td>
<td>.67</td>
</tr>
<tr>
<td>F</td>
<td>0.00</td>
</tr>
</tbody>
</table>

A candidate who achieves a cumulative grade point average of 3.90 or better will be graduated Summa Cum Laude; one who achieves a cumulative grade point average of 3.80 or better will be graduated Magna Cum Laude; and one who achieves a cumulative grade point average of 3.60 or better will be graduated Cum Laude.

INCOMPLETES
It is expected that the required work be handed in the day it is due. Occasionally an emergency or extenuating circumstance may prevent a student from completing the assigned work.

If all the requested material has not been handed in by the final session, the student may, at the discretion of the instructor, request to receive an “I” for the module. The instructor, through the use of a Grade Change/Incomplete Report, will inform the student of the work that needs to be completed and the due date. The due date can be no later than three weeks after the last module session date.

If the “I” has not been satisfied by the due date, the student will receive a grade for the course based on what they had previously submitted with “zero” points for all missing work of the module. This grade will remain on the transcript, though a student repeating the module who receives a higher grade will have that grade computed into the GPA.

ACADEMIC GRIEVANCE PROCEDURE
“If your brother sins against you, go and show him his fault, just between the two of you. If he listens to you, you have won your brother over. But if he will not listen, take one or two others along, so that every matter may be established by the testimony of two or three witnesses. If he refuses to listen to them, tell it to the church.” Matthew 18:15-17

Students, faculty, and administrators share the vision of creating a just environment which fosters maximum growth and development of the student. How to attain that goal may require dialogue when no clear guidelines or policies apply. Grievances will be handled so as to respect each of the parties' viewpoints and involve the participants as directly as possible in the solution. Following Matthew 18, first, discuss the matter directly with the person involved. If the parties cannot work out an agreement, they may decide to bring it to the Center Director. Below are the steps to be taken in resolving a grievance (as stated in the Faculty Handbook section 5.060 General Academic Grievances).

1. The student meets with the instructor to resolve the matter informally.
2. If not satisfied with the outcome, the student may file a written grievance with the Center Director within 10 working days after meeting directly with the instructor. Upon receipt of the student’s written grievance the Center Director will notify the instructor, who will then have 10 working days to submit a written explanation of the incident. Within 5 working days of receiving the instructor’s written explanation the Center Director will send a written response to the student and instructor.
3. If the student is still not satisfied, s/he may file a written complaint with the appropriate Dean within 10 working days of receiving the step two report. The Dean will render a decision and send a written response to the student, the instructor, and the Center Director within 10 working days of receiving the grievance.

4. Finally, the student may appeal a step three decision in writing to the Academic Grievance Committee (ACG) who will meet with the student within 10 working days of receiving the grievance and render an immediate decision. The ACG will submit a written report of their decision to the Academic Office, the appropriate Dean, the Center Director, the instructor, and the student.

**ABSENCES AND TARDINESS**

Because courses in the program are only six weeks in length, it is strongly encouraged that students attend each session. Students are expected to attend all class periods of the courses for which they are registered. Absence from a course may result in a lower grade, depending on the professor’s grading policy. The determination of what constitutes excessive absence in any course rests with the instructor conducting that course. If emergency circumstances dictate missing a session, please notify the Center and the instructor. If a student knows that absence is inevitable (proposed surgery, long planned vacation, etc.) it is better to discuss with your instructor what your best options would be regarding successful completion of the course.

**DROPPING A CLASS**

Students who withdraw before the first class session, but within 48 hours before the class, will be assessed a $50 drop fee plus a charge for books not returned in good condition. Students who withdraw after the first week of class but before the second week will be charged 25% of the class tuition. If a student drops a module after the second session, he or she will receive a “F” or a “W/F.” There will be no refund for those withdrawing after the second class session.

**WITHDRAWAL FROM THE PROGRAM**

If a student finds it necessary to withdraw completely from the program, he/she should inform the Center Director in writing, carefully explaining the circumstances surrounding the decision to withdraw. The Business and Financial Aid Offices will then make adjustments to the account and financial aid package.

If the student has not been enrolled in courses for twelve months or more, he/she will re-enter under the policies and academic requirements in effect at that time.

**E-LEARNING REFUND POLICY**

If a student wishes to withdraw from a class after the first assignment has been completed but before the second assignment is turned in, there will be a 50% refund of tuition. If the student wishes to withdraw from a class any time after the second assignment is turned in, there will be no refund of tuition.

**GRADUATION**

The policies and procedures for graduation at CUW are as follows:

1. Students receiving a degree from Concordia University must have completed the required credits prior to participating in graduation.

2. The Commencement Exercise is a part of the total academic experience and students are encouraged to participate. Students in off-campus centers are encouraged to participate in the exercises on the main campus in Mequon, held in December and May. The St. Louis center holds its own graduation ceremonies.

3. All graduates pay the graduation fee of $50.00 regardless of participation in the graduation exercise.

4. The diploma will be issued after all fees are paid and the exit essay is completed.

5. The following steps must be taken prior to graduation to assure that your name will appear in the graduation program.

   • At the beginning of the term in which you hope to graduate, notify your advisor. If you are eligible for graduation in that term, you will receive further information.

   • All official transcripts for transfer credits, CLEP/DANTES test scores and Independent Study grades must be received at the Concordia University Wisconsin’s main Campus in Mequon, Wisconsin.
• Once you have completed all courses, submit a completed “Request to Graduate” form with the graduation fee. Return it to your center. These forms must be completed even if you do not plan to participate in the graduation exercise.

Exit Essay: When you complete the program at Concordia, you will be required to write an essay in which you evaluate the entire time you spent learning, in and outside of the classroom, while attending our adult accelerated program. We will ask you to describe specific changes in your knowledge, skills, and attitudes that occurred in your program’s competency areas. To reflect on your planned and unplanned learning, we suggest you keep a diary or “learning journal” to track major changes and benchmarks you experience during your educational journey. Being conscious of what one knows is an important part of gaining knowledge.

CAREER SERVICES
Career Services provides assistance to all students and alumni by offering various resources and tools to help them accomplish their career goals. Available resources include resume and cover letter assistance, job search and salary negotiation strategies, career counseling, and an on-line job board. Career Services has adapted its services to meet the needs of off-campus students and now offers an e-critique resume option, Skype appointments and on-line tools. See the additional handout or visit the Career Services website at www.cuw.edu/careers to view a complete list of resources and services available.

Financial Aid

STUDENT FINANCIAL RESPONSIBILITIES
Tuition is due for payment on or before the first night of class. The responsibility for making these payments rests with the student, not the Center, the Office of Financial Aid or the Business Office.

Each month, a statement will be e-mailed to the student documenting payments in the account and payments due. Regardless of whether or not a statement is received, tuition is due on or before the first night of each course. Checks may be mailed to the Business Office, delivered to the Cashier’s Office, or turned in to the Center. Checks should include the student’s identification number (F00 number) to ensure proper credit. Students can view their account on the CUW Portal (click on ‘Student Services’ tab, ‘My Statement’) and pay bills online.

Students anticipating to receive grants or loans must have completed the FAFSA application for these loans with the Financial Aid Office to begin class.

Financial aid takes approximately 4-6 weeks to process from when a student has registered for at least 6 credits and has submitted all necessary paperwork to the Financial Aid Office. Financial aid is awarded based on grade level and the number of credits a student registers for each term. At Concordia University, a student is considered full-time if he/she attends and is enrolled in 12 credits per term (Fall: July 1st - December 31st; Spring: January 1st- June 30th). Students who take less than 12 credits per term may be eligible for financial aid. Students receiving financial aid must be enrolled and have turned in one or more assignments in at least 6 credits each term to qualify for halftime status.

All questions regarding eligibility should be directed to the Financial Aid Office.

Grade level is based on the below completed credits:
- Freshmen 0-29 credits
- Sophomore 30-59 credits
- Junior 60-89 credits
- Senior 90+ credits

A student’s financial aid eligibility may change if a student changes their schedule after the term has begun by adding or dropping courses. It is highly recommended students meet with their academic advisor prior to registering for courses to avoid any schedule changes during the term. If a student fails to meet academic standards (maintain a 2.0 or better cumulative GPA), he/she will become ineligible for financial aid.

Concordia University offers Federal Title IV funding in the form of Federal grants and Federal Subsidized and Unsubsidized Loans. To apply for financial aid, students must complete the “Free Application for Federal Student Aid” (www.fafsa.ed.gov) each academic year.
FEDERAL PELL GRANT – This federal grant is awarded to undergraduate students on the basis of financial need and is prorated per class enrollment. The maximum amount of this grant per year is $5,550.

FEDERAL DIRECT SUBSIDIZED LOAN – This federal loan may be offered up to $5,500 per year depending on financial need and grade level. A Subsidized Loan does not accrue interest until repayment which begins 6 months after separation from the University or when a student is enrolled less than half-time (6 credits per term). The interest rate for the 2012-2013 academic year is at a fixed rate of 6.8%.

FEDERAL DIRECT UNSUBSIDIZED LOAN – This federal loan is an additional loan for educational expenses of up to $7,000 per year depending on eligibility and grade level. Interest with a fixed rate of 6.8% begins when the loan is disbursed. Payments may be deferred while the student is enrolled at least half-time but interest does accrue during this time. Repayment with interest begins 6 months after separation from the University or when enrollment drops to less than half-time (6 credits per term).

Eligibility for Financial Assistance for the 2012-13 academic year:

A student is considered independent for financial aid eligibility if any one of the following questions can be answered “yes”:

1. Were you born before January 1, 1989?
2. As of today, are you married? (Also answer “yes if you are separated but not divorced.)
3. At the beginning of the 2012-13 school year, will you be working on a master’s or doctorate program (such as MA, MBA, MD, JD, PhD, EdD, graduate certificate, etc)?
4. Are you currently serving on active duty in the U.S. Armed Forces for purposes other than training?
5. Are you a veteran of the U.S. Armed Forces?
6. Do you have children who will receive more than half of their support from you between July 1, 2012 and June 30, 2013?
7. Do you have dependents (other than your children or spouse) who live with you and who receive more than half of their support from you, now and through June 30, 2013?
8. At any time since you turned age 13, were both your parents deceased, were you in foster care or were you a dependent or ward of the court?
9. Are you or were you an emancipated minor as determined by a court in your state of legal residence?
10. Are you or were you in legal guardianship as determined by a court in your state of legal residence?
11. At any time on or after July 1, 2011 did your high school or school district homeless liaison determine that you were an unaccompanied youth who was homeless?
12. At any time on or after July 1, 2011 did the director of an emergency shelter or transitional housing program funded by the U.S. Department of Housing and Urban Development determine that you were an unaccompanied youth who was homeless?
13. At any time on or after July 1, 2011, did the director of a runaway or homeless youth basic center or transitional living program determine that you were an unaccompanied youth who was homeless or were self-supporting and at risk of being homeless?

Independent students may qualify for the following amounts of student loans:

<table>
<thead>
<tr>
<th>Credits earned</th>
<th>Subsidized</th>
<th>Unsubsidized</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-29</td>
<td>$9,500 annually</td>
<td>$3,500</td>
</tr>
<tr>
<td>30-59</td>
<td>$10,500 annually</td>
<td>$4,500</td>
</tr>
<tr>
<td>60 or more</td>
<td>$12,500 annually</td>
<td>$5,500</td>
</tr>
</tbody>
</table>

VETERANS BENEFITS – Veteran students can check on their eligibility for benefits by calling the Veterans Affairs Office in St. Louis at 888-442-4551. Students may research useful information concerning veteran benefits on the Concordia University website at www.cuw.edu/Departments/veterans. Students attending campuses outside of Wisconsin should contact their Center Directors for more information. All other students may contact Barb Ellmaker, VA Certifying Official. Barb Ellmaker is located at the Mequon Center and can be reached at 262-243-4350.

EMPLOYEE REIMBURSEMENT – Many employers offer tuition reimbursement for students advancing their education. Students using Employer Reimbursement must have either the payment for each class or have financial aid in place on the start day of the class.
Student Academic Support Services

ACADEMIC SKILLS DEVELOPMENT
The Academic Skills Development program offers assistance with developing proficiencies vital to a successful college career, such as time management, note-taking, reading comprehension, test-taking, and using and citing sources in research papers. Students able to travel to the Mequon campus should contact the LRC about attending the face-to-face workshops offered every semester. Students who are off-site and unable to travel to the Mequon campus should contact the LRC about online workshops and other academic skill resources.

LEARNING RESOURCE CENTER
The Learning Resource Center (LRC) offers both on-campus and online academic support for accelerated learning students. Students can access Smarthinking online tutoring and Concordia’s Online Writing Lab (OWL). Contact the Learning Resource Center at 262-243-2623.

SMARTHINKING
Smarthinking online tutoring is staffed by trained online instructors who can tutor students in the general undergraduate subject areas of Mathematics (Algebra, Geometry, Trigonometry, and Calculus), Science (General and Organic Chemistry, Physics, Biology, and Anatomy & Physiology), Business (Intro to Accounting, Economics, Statistics, and Finance), and Spanish. Please visit www.smarthinking.com to view the disciplines for which Smarthinking offers academic support.

Students may access the following Smarthinking tutoring options:

- Real-time chat with online instructors who specialize in select disciplines
- Pre-arranged chat appointments offered for a variety of subject areas
- Submission of coursework-related questions to Smarthinking online instructors
- Access to an electronic library of academic resources

Students who wish to register for Smarthinking should contact Emily Blanchard by email at emily.blanchard@cuw.edu.

ONLINE WRITING LAB (OWL)
The OWL is maintained by trained Writing Center staff, and writing consultants offer constructive comments about students projects. The OWL staff reviews essays and focuses on higher order writing concerns such as argumentation, organization, evidence usage, and flow. Consultants also can assist with citation and grammar, but the OWL staff strives to give students holistic feedback on assignments beyond simply proofreading drafts. To submit an essay to the OWL, visit the Writing Center channel on the Portal (my.cuw.edu). The Writing Center channel is found under the Student Services tab. A link at the bottom of the channel will direct you to the OWL main page.

TUTORS
Each Center has tutors for writing, mathematics, finance, and accounting. Off campus students should contact the Center Director to request tutoring. Mequon students should contact the Learning Resource Center.

ATOMIC LEARNING - COMPUTER PROGRAM TUTORIALS
Commonly used computer program tutorials are available under the Atomic Learning channel of the Resources tab of the CUW Portal. Atomic Learning provides web-based software training for more than 100 applications students and educators use every day. Short tutorials answer the common questions people have when learning popular software packages. Atomic Learning provides thousands of short, easy-to-understand tutorial movies and resources.

LIBRARY USE
All students are welcome to use the Rincker Memorial Library in person as well as the other libraries in the SWITCH library consortium. All students, regardless of which center they attend, can access all the online resources from home, work, or center computers. See “Library Resources & Services.”

All students have access to the Rincker Memorial Library using their Falcon One card and are encouraged to call the CUW library for help with searches, in addition to using local libraries for other work. Each center maintains a list of local cooperating libraries in their respective cities.
Student Support Services

The university provides a variety of services for students which include: Chaplain services, tutoring, career and counseling/testing. Tutorial and chaplain services are available to all students, free of charge, at all centers.

CHAPLAIN SERVICES
Each Center has spiritual guidance, advice, and support available to the student and his/her family at no cost. The Mequon Center has the services of the resident campus pastor, and all other Centers have designated Chaplains. The Center chaplain is an ordained Lutheran (LCMS) pastor who is available to all students for confidential spiritual guidance and support. He is available by appointment for spiritual guidance, comfort, and/or counseling on an individual basis for the student and members of the student’s family. His service is free and confidential. He does not report to the director, staff, or faculty. Please contact your local center for his name, phone number and email address.

DISABILITY SUPPORT SERVICES (DSS)
DSS is committed to making the University academically accessible to students with disabilities. DSS assists students with obtaining and implementing reasonable accommodations in accordance with Section 504 of the Rehabilitation Act, the Americans with Disabilities Act, and relevant regulations and case law. Students should contact DSS immediately upon enrolling (262-243-4299) for further information about securing accommodations.

Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990 prohibit discrimination against individuals with disabilities. If you are a student with a documented disability and need accommodations for any course, please provide the instructor with the appropriate letter for that course from The Coordinator of the Learning Resource Center at the Mequon campus. Contact the Coordinator by calling 262 243 2623.

Additional Accelerated Learning Center Information

NAME/PHONE/ADDRESS CHANGES
Students frequently have name, phone number and address changes. Please notify your center of such changes as soon as they occur to enable the university offices to contact you about matters in your best interest.

CUW E-MAIL ACCOUNT & PORTAL ACCESS
As a student at Concordia University Wisconsin, there are some important web systems you will need to access. The my.cuw.edu portal provides a secure, single sign-on to CUW’s online information systems. The Portal allows students to check email, pay account balances, register for classes, look up grades, do research, and much more, all in one convenient location. Students are encouraged to check their CUW email regularly as it is the primary account used by staff and other students.

Students need a user name and password to start using the my.cuw.edu Portal. Students can visit https://student2.cuw.edu/passwords to set their password. Then go to: http://my.cuw.edu. Your student ID # (F00) will be your user name. If you have problems or questions, contact the Information Technology Help Desk at ithelpdesk@cuw.edu or (262)243-HELP (4357).

FALCON ONE CARD (LIBRARY CARD)
Students on the Mequon Campus obtain their picture ID card (Falcon One Card) in the Library during regular office hours and on evenings and weekends when a Reference Librarian is available. Please check librarian availability on the library portal page or call 262-243-4330 prior to coming in to have your ID made. All other students will be issued cards without pictures, through your center.

Your Falcon Card contains a barcode 450…. (located on the back of the card) for accessing the library catalog or the reference databases to which Concordia subscribes. The first time you log into the website to access your TOPCAT account you will be prompted to create a PIN number (PIN must be a minimum of four characters). This is to ensure your account information is private and secure. For instructions on how to set up a PIN, please see the following site: http://topcat.switchinc.org/screens/help_pin.html#howlog. If necessary, a replacement card can be obtained for $25.00.

The library website is available at http://www.cuw.edu/Departments/library/index.html or through the CUW Portal.
ABOUT INSTRUCTORS
Instructors teaching at the Accelerated Learning Centers have work experience in the area of their competency and a minimum of a Master’s degree. They meet Concordia’s expectations for instruction in an accelerated learning environment. Some instructors are employed full-time at Concordia while others are employed full-time either at other academic institutions or in the business world. Part-time faculty is hired to teach at Concordia because of the competency they bring to the classroom. The author of the module is not necessarily the instructor who is teaching the class. Concordia reserves the right to schedule any of its qualified instructors for a given module.

Concordia is committed to providing academic excellence for students in attending programs at the Accelerated Learning Centers. Each module and instructor is evaluated by the students. The Center Directors and the Executive Director/Dean review these evaluations. Instructors submit a comment sheet each time they teach to provide their feedback on the materials used.

Instructors who, on a regular basis, do not meet student/director expectations are not allowed to continue to teach in the program. Periodically, the Center Directors and the Executive Director/Dean review the quality of teaching in the classroom and meet with instructors to develop more effective learning environments.

CLASS CANCELLATION
Weather conditions can develop making it necessary to cancel class for the evening. The decision to cancel class will be made no later than 3:00 p.m. and a notice posted on the Portal, Accelerated Learning Centers tab. If there is a question about whether or not classes will be held, please call your center.

TEXTBOOK LOAN PROGRAM
Concordia provides textbooks to students of some Accelerated Learning Center programs through a book loan program (**Exclusions apply - see note below). Please take care of your textbooks and keep them in good condition. You may highlight in them as you study but please do not write in them. The Office of Continuing and Distance Education provides the information on how the students order those books after they register.
Accelerated Learning Center textbook loan program course textbooks must be picked up at your center before the class begins to allow for completion of homework due the first night. Textbooks must be checked out in person. If you plan to have someone else pick up your books for you, someone in the center office must be notified in advance. Loaned textbooks should be returned to your center within two weeks of course completion. If, after two weeks, books are not returned in usable condition, your account will be billed the cost of replacement.

**Textbooks are NOT provided for the following programs offered at Concordia’s Accelerated Learning Centers: semester based undergraduate Accounting courses, undergraduate Nursing courses, the Teacher Certification program, the Medical Assistant certificate program and all master’s level courses.

CELL PHONES & OTHER ELECTRONIC DEVICES
Cellular phones and other electronic communication devices should be turned off or silenced when entering a classroom. If you need to exit the classroom to respond to an emergency call, please do so with a minimum of disturbance.

ETHICS/DISCIPLINE
Out of respect for academic excellence and moral responsibility, each student is expected to employ the highest ethical standards in taking tests, writing papers and projects, and using material from the library. Should a student violate the ethics code by plagiarism, cheating or theft, he/she will be subject to penalties up to and including dismissal from the program.

CUW ACADEMIC INTEGRITY POLICY
CUW expects all students to display honest, ethical behavior at all times and under all circumstances. Academic dishonesty is defined as follows:

- Cheating: includes, but is not limited to:
  - a) the use of unauthorized assistance in taking any type of test or completing any type of classroom assignment;
  - b) assisting another student in cheating on a test or class assignment, including impersonation of another student.

- Plagiarism: includes, but is not limited to:
  - a) failure to give full and clear acknowledgement of the source of any idea that is not your own;
  - b) handing in the same assignment for two different courses without the consent of the instructors.
• Fabrication: the forgery, alteration, or misuse of any University academic document, record, or instrument of identification.
• Academic Misconduct: intentionally or recklessly interfering with teaching, research, and/or other academic functions.

For more information on academic integrity, please see the Academic Policies section of the Student Handbook, which can be accessed at the following link: https://www.cuw.edu/Departments/residencelife/assets/studentconductcode.pdf

**HONOR PLEDGE**
Students taking courses from the School of Business and Management are asked to inscribe the Honor Pledge at the end of each assignment submitted (or on the cover page), using handwriting when possible. This pledge reminds students of their commitment to academic integrity.

“As I develop in mind, body, and spirit, I pledge on my honor that I have not given, received, witnessed, nor have knowledge of unauthorized aid on this or any [assignment, quiz, paper, test]” [Signature of Student]

**School Safety**

**JEANNE CLERY CAMPUS SAFETY AND CAMPUS CRIME REPORT**
The safety of all members of our campus community is a high priority at Concordia University Wisconsin. Become an informed member of our campus community to protect yourself and welcome visitors.

A copy of Concordia University’s annual campus security report includes statistics for the previous three years concerning reported crimes that occurred on campus; in certain off-campus-building or property owned or controlled by the University; and on public property within, or immediately adjacent to and accessible from the campus. This report also includes institutional policies concerning campus security/safety, such as alcohol and drug use, crime prevention, the reporting of crimes, sexual assault, and other matters.

You may obtain a copy of this report through the Concordia University portal on the Resources tab, Campus Safety channel. If you have further questions, you can contact Mario Valdez, head of Campus Safety at (262)243 4344 or Concordia University of Wisconsin, Campus Safety Office, 12800 North Lake Shore Drive Mequon, Wisconsin 53097.

**WEAPONS PROHIBITED**
All persons are prohibited from possessing or carrying a firearm, ammunition or weapons of any kind, as determined in CUW’s sole discretion, regardless of whether the person has a permit to carry a firearm. Any employee, faculty, student or other representative of the University who violates this policy shall be notified of the violation and subject to disciplinary action, up to and including termination or expulsion.

**Legal Notices**

**THE FAMILY EDUCATION RIGHTS AND PRIVACY ACT**

Consistent with the Family Educational Rights and Privacy Act (FERPA) or 1974, as amended by S. J. Res 40 (12-30-74), the following statement represents the position of Concordia University Wisconsin with respect to the confidentiality of student records.

The Act assures students “the right to inspect any and all official records, files, and data directly related...” to themselves, and assures the student an opportunity for debate or correction of inaccurate, misleading, or otherwise inappropriate data in the student’s file.

The Act provides that no party may review a student’s record with the exception of the following, who do not need written consent of the student to view a record: other school officials, officials of other schools or systems in which the student intends to enroll, authorized representatives of (1) the Comptroller General of the U.S., (2) the Secretary
of H.E.W., (3) administrative head of an education agency and (4) state educational authorities. Persons working in connection with a student’s application for, or receipt of, financial aid. Any other than those listed above can obtain access to a student’s file only upon written release from the student. This record will be available for inspection only by the student. The following procedure has been established for CUW students.

A written request, signed by the student shall be presented to the Registrar or appropriate office. The Registrar, or other appropriate office will arrange a time and date, within 45 days after receipt of the request, for the student to review the record.

The following types of information are considered directory information and may be included in publications or disclosed upon request without consent of the student, but only after public notice of these categories of information has been given in order to allow sufficient time for the student to inform the institution that any and all of this information should not be released without prior consent; such requests can be made in writing to the Registrar’s Office:

- student’s name
- address including e-mail
- telephone number
- dates of attendance
- photo
- class standing and class schedules
- previous institution(s) attended
- major field of study
- awards
- honors (including Dean’s List)
- degree(s) conferred (including date)
- past and present participation in official recorded sports activities
- physical factors (height, weight of athletes)
- date and place of birth

The Act provides the student the right to file with the U.S. Department of Education a complaint concerning alleged failures by the education institution to comply with the requirements of FERPA. The name and address of the Office that administers FERPA is:

Family Policy Compliance Office - U.S. Department of Education
600 Independence Avenue, SW - Washington, DC 20202-4605
CERTIFICATE PROGRAM

Major: Medical Assistant

Concordia University Wisconsin’s Nationally Accredited Medical Assistant Program will train you for an exciting career in the healthcare field. Certified Medical Assistants are in high demand. The Medical Assistant profession is one of the fastest growing occupations in the country today. If you enjoy working with people, and are interested in healthcare, the CUW Medical Assistant Program is a great place to start!

There are three skill areas of training: Clinical Procedures, Laboratory Procedures, and Administrative Procedures. There are several other medical related courses and a liberal arts component, which will enhance your education. There are 45 credits in the CUW Medical Assistant program. There is a five week practicum experience where the student works full-time in a Medical Office. Successful completion of the practicum experience is required for graduation from the program.

The CUW Medical Assistant program incorporates Christian Values and Ethics that are important in the healthcare field.

Graduates of the CUW Medical Assistant program are eligible to take the American Association of Medical Assistants National Certification Exam to become Certified Medical Assistants.

The CUW Medical Assistant program is a Certificate program and has a daytime class track and also an evening class track. The evening classes, at our Mequon campus, begin each January and run through the following January. The daytime classes, at our Miller Park Way Center, begin each August and run through the following September. Both programs can be completed in 13 months.

Course work includes:
- Laboratory Procedures I & II
- Clinical Procedures I & II
- Administrative Procedures I & II
- Anatomy and Physiology I & II
- Pharmacology
- Medical Law and Ethics
- Interpersonal Communication
- Psychology
- CPR
- Practicum
- The Bible as Literature

Upon successful completion of the Medical Assistant Program, you are awarded 45 semester hours of college credit.
MEDICAL ASSISTANT CERTIFICATE COURSE DESCRIPTIONS

MA 100 INTERPERSONAL COMMUNICATION
presents an overview of interpersonal communication and analyzes personal communication interactions. Exercises are designed to improve
the student's ability to initiate, recognize, and respond to verbal, nonverbal, and written communication. This course will help students to
recognize communication barriers and identify techniques for overcoming them. 3 credits.

MA 110 PSYCHOLOGY
is an introductory course acquainting the student with the procedures, principles, theories and vocabulary of psychology as a science. It
includes basic principles, developmental stages of the life cycle, and mental health. Also covered are the effects of heredity, environment,
and culture on development. 3 credits.

MA 130 CARDIOPULMONARY RESUSCITATION
provides instruction in the American Heart Association training for Healthcare Providers. Covers rescue breathing, cardiopulmonary
resuscitation, use of an AED, and how to care for choking victims. Techniques for caring for infants, children and adults are covered.
1 credit.

MA 140 MEDICAL LAW AND ETHICS
presents legal guidelines and requirements for health care, personal attributes, job readiness, workplace dynamics, and allied health
professions and credentialing. It identifies the roles and functions of personnel within the medical office practice setting. Medical ethics and
bioethics are discussed as well as risk management issues as they relate to the practice of medical assisting. Students will learn to identify and
respond to issues of confidentiality, perform within legal and ethical boundaries, establish and maintain the medical record, and document
appropriately. 2 credits.

MA 150 PHARMACOLOGY
provides students with an introduction to pharmacology. It covers all categories of drugs, their generic equivalents, and their actions, as well
as the body systems affected by them. The course includes dosage calculation, adverse reactions, contraindications, precautions, interactions,
administration, and patient management. 3 credits.

MA 210 ADMINISTRATIVE PROCEDURES I
introduces basic medical office functions. The student will learn how to utilize computer software for scheduling, maintaining records, and
preparing professional communications. It includes setting up a medical record, telephone techniques, medical records management, and
written communication. 3 credits.

MA 220 ADMINISTRATIVE PROCEDURES II
continues information related to the medical office. This course covers ICD-9 and CPT coding, insurance plan information, and managing
practice finances. It includes job interviewing techniques and resume preparation. Prerequisite: Administrative Procedures I 3 credits.

MA 230 ANATOMY AND PHYSIOLOGY I
teaches the basic structure of medical terms and how to build words from word parts. This course also includes applications of medical
terminology, pronunciation and definitions. It covers the anatomy and physiology of body systems including the digestive, urinary, and
musculoskeletal. It presents common pathology and diseases of each body system along with diagnostic and treatment modalities. 3 credits.

MA 240 ANATOMY AND PHYSIOLOGY II
covers body systems including respiratory, cardiovascular, blood and lymphatic, integumentary, endocrine and sense organs. It integrates
the medical terms with each body system. It also includes pathology and diseases of each system along with diagnostic and treatment
modalities. Prerequisite: Anatomy and Physiology I. 3 credits.

MA 250 LABORATORY PROCEDURES I
covers the collection and preparation of laboratory specimens. It includes information about the laboratory setting, including CLIA.
Routine laboratory testing in the areas of hematology and blood chemistry will be performed on specimens collected in class by the
venipuncture or skin puncture methods. 3 credits.

MA 260 LABORATORY PROCEDURES II
students will learn the importance of quality control, and proper collection techniques. Male and female reproductive health is covered,
along with colon procedures. Routine laboratory testing in the areas of urinalysis, pregnancy testing, fecal occult blood, microbiology, and
serology will be performed on collected specimens. Prerequisite: Laboratory Procedures I. 3 credits.

MA 270 CLINICAL PROCEDURES I
presents information about medical asepsis and infection control, sterilizing and sanitizing equipment, and obtaining and recording vital
signs. Students learn proper patient preparation for, and how to and assist the physician with, different types of examinations. There is also
a section that deals with cardiopulmonary procedures and electrocardiography, as well as information on radiology and diagnostic imaging.
Students demonstrate their ability to perform skills through competency testing. Theory is presented in conjunction with planned student
activities. 3 credits.

MA 280 CLINICAL PROCEDURES II
instructs students in administration of medication, assisting with minor office surgery, performing eye and ear assessments, the use of
physical agents to promote tissue healing, and emergency medical procedures. Students demonstrate their ability to perform skills through
competency testing. Theory is provided in conjunction with planned student activities. Prerequisite: Clinical Procedures I. 3 credits.

MA 300 MEDICAL ASSISTANT PRACTICUM
provides the student with an opportunity to demonstrate application of learned concepts, principles, and procedures required to assist the
physician in daily office activities within a supervised ambulatory health care setting. Each student must complete at least 200 hours.
6 credits.
## Bachelor’s Degree Programs

### The Standard Core Curriculum

<table>
<thead>
<tr>
<th>Bible Content</th>
<th>Creative Arts</th>
<th>Philosophical Foundations</th>
</tr>
</thead>
<tbody>
<tr>
<td>AL 159 Heritage of Faith</td>
<td>AL 102 Art</td>
<td>AL 356 Critical Thinking &amp; Creativity</td>
</tr>
<tr>
<td>AL 159 Heritage of Faith (EL)</td>
<td>AL 103 Music</td>
<td>AL 357 Classical Antiquity: The Heritage of Ancient Greece</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Christian Doctrine</th>
<th>Lab Science</th>
<th>Theology Elective</th>
</tr>
</thead>
<tbody>
<tr>
<td>AL 210 Theology</td>
<td>AL 153 Forensic Science</td>
<td>REL 388 Varieties of Belief (EL)*</td>
</tr>
<tr>
<td>AL 210 Theology (EL)</td>
<td>AL 153 Forensic Science (EL)</td>
<td>AL 395 Life of Christ</td>
</tr>
<tr>
<td>REL 204 Biblical Theology</td>
<td>AL 175 Intro to Environmental Science (EL)</td>
<td>REL 410 World Religions*</td>
</tr>
</tbody>
</table>

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<thead>
<tr>
<th>Citizenship</th>
<th>Language</th>
<th>Mathematics</th>
</tr>
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<tbody>
<tr>
<td>AL 235 Voices in Democracy (EL)</td>
<td>AL 201 English Language</td>
<td>AL 125 Mathematics</td>
</tr>
<tr>
<td>AL 284 Civil War (EL)</td>
<td>AL 201 English Language (EL)</td>
<td>AL 125 Mathematics (EL)</td>
</tr>
<tr>
<td>AL 310 Constitutional Law</td>
<td>AL 391 Contemporary Studies</td>
<td>AL 128 College Algebra</td>
</tr>
<tr>
<td>AL 347 Macroeconomics</td>
<td>REL 312 Office of the Professional Church Worker</td>
<td>REL 383 The Gospel of Luke (EL)</td>
</tr>
<tr>
<td>AL 387 The Age of Enlightenment</td>
<td>REL 376 Christian Ethics</td>
<td>REL 387 Christ’s People through the Aages</td>
</tr>
<tr>
<td>ECON 200 General Economics (EL)</td>
<td>REL 233 Communicating Bible Messages</td>
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<thead>
<tr>
<th>Culture</th>
<th>Mathematics</th>
<th>Physical Development</th>
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<tbody>
<tr>
<td>AL 270 Intercultural Communication</td>
<td>AL 158 Science</td>
<td>AL 275 Fit and Well (2 credits)</td>
</tr>
<tr>
<td>AL 270 Intercultural Communication (EL)</td>
<td>AL 330 World of Chemistry (EL)</td>
<td></td>
</tr>
<tr>
<td>AL 286 Faces of Culture (EL)</td>
<td>Language</td>
<td>Social Science</td>
</tr>
<tr>
<td>AL 377 Americas (EL)</td>
<td>AL 204 Interpersonal Communication</td>
<td>AL 271 Social Psych in the Workplace</td>
</tr>
<tr>
<td>AL 378 Africa: History and Culture</td>
<td>AL 234 Speech Communication</td>
<td>AL 271 Social Psychology in the Workplace (EL)</td>
</tr>
<tr>
<td>AL 381 The World of Islam</td>
<td>AL 275 Fit and Well (EL)</td>
<td>AL 322 Criminology</td>
</tr>
<tr>
<td>AL 382 The Orient: History &amp; Culture*</td>
<td>Theology Elective</td>
<td>JPP 105 Criminology (EL)</td>
</tr>
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</table>

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<thead>
<tr>
<th>Communication</th>
<th>Writing</th>
</tr>
</thead>
<tbody>
<tr>
<td>AL 180 Interpersonal Communication</td>
<td>AL 204 College Writing</td>
</tr>
<tr>
<td>AL 180 Interpersonal Communication (EL)</td>
<td>AL 204 College Writing (EL)</td>
</tr>
<tr>
<td>AL 234 Speech Communication</td>
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</tr>
</tbody>
</table>

(EL) = E-Learning

Modules required in the major sequence do not fulfill additional core required outside the major.*No duplication between REL 388 and REL 410.
# THE ADVANCED TRANSFER CORE

**Humanities/The Arts**
- AL 102 Art
- AL 103 Music
- AL 103 Music (EL)
- AL 105 Literature
- AL 136 Literary Vision (EL)
- AL 161 World History
- AL 161 World History (EL)
- AL 201 English Language
- AL 201 English Language (EL)
- AL 206 American Cinema (EL)
- AL 208 Art of Western World (EL)
- AL 284 Civil War (EL)
- AL 285 Historical Methods
- AL 356 Critical Thinking/Creativity
- AL 356 Critical Thinking/Creativity (EL)
- AL 379 Classical Antiquity: The Heritage of Ancient Greece
- AL 386 Renaissance & Reformation
- AL 389 The Romantic Age
- AL 390 Modernism: 1850-1950
- AL 391 Contemporary Studies

**Science**
- AL 153 Forensic Science
- AL 153 Forensic Science (EL)
- AL 175 Intro to Environmental Science
- AL 158 Science
- AL 350 World of Chemistry (EL)

**Social Science**
- AL 255 Voices in Democracy (EL)
- AL 270 Intercultural Communication
- AL 270 Intercultural Communication (EL)
- AL 271 Social Psychology in the Workplace
- AL 271 Social Psychology in the Workplace (EL)

**Mathematics & Communication**
- AL 125 Mathematics
- AL 125 Mathematics (EL)
- AL 128 College Algebra
- AL 204 College Writing
- AL 204 College Writing (EL)
- AL 286 Faces of Culture (EL)
- AL 310 Constitutional Law
- AL 310 Constitutional Law (EL)
- AL 322 Criminology
- JPP 103 Criminology (EL)
- AL 340 Health Care Ethics
- AL 342 Eldercare
- AL 342 Eldercare (EL)
- AL 347 Macroeconomics
- AL 387 The Age of Enlightenment
- AL 424 Abnormal Psychology (EL)
- ECON 200 General Economics (EL)

**Bible Content**
- AL 159 Heritage of Faith
- AL 159 Heritage of Faith (EL)

**Christian Doctrine**
- AL 210 Theology
- AL 210 Theology (EL)
- REL 204 Biblical Theology

**Transfer Core Requirements:**
- Social Sciences: 9 Credits
- Humanities and The Arts: 6 Credits
- Mathematics & Communication: 6 Credits
- Theology: 6 Credits
- Science: 3 Credits

**Total Transfer Core Requirement:**
- **30 Credits**

1. Students presenting an Associate Degree would be granted **Advanced Transfer** status upon entry into the program.

2. **Transfer** status upon entry into the program.

3. Students presenting at least 63 acceptable transfer credits from an accredited college (but not holding an associate degree) would be granted **Advanced Transfer** status upon entry into the program.

(EL) = E-Learning
Major: Accounting

The Accounting major provides Accelerated Learning Center students with the opportunity to take accounting courses in the full-length semester format along with accelerated courses in other areas of the major to complete an undergraduate degree in Accounting. Those who want to sit for the CPA exam would continue with three additional semester length undergraduate courses (ACCT360, ACCT441, and ACCT432) and graduate courses and credits toward an MBA to meet the 150 credit hour CPA requirement.

The undergraduate program leading to a 128 credit B.S. in Accounting consists of the 81 credit major sequence which includes 27 credits of semester length accounting courses and 54 credits of accelerated courses including five courses (15 credits) that also count toward the core, 32 additional credits in the core, and 15 elective credits. Semester long classes meet 2.5 hours one night per week. There is no associate degree option for this major.

Student learning goals for the Accounting major include the ability to:

- Create and analyze financial statements prepared in accord with Generally Accepted Accounting Principles (GAAP) and perform basic managerial accounting analyses.
- Understand and correctly use, at an entry-level of business, the basic terms and concepts of the marketing profession, as applied in actual marketing activities.
- Understand and apply basic financial management techniques in order to make sound quantitative/systematic business decisions.
- Evaluate business situations and recommend effective managerial action.
- Demonstrate an understanding of the legal and social environment of business.
- Demonstrate an understanding of the economic environment of business.
- Demonstrate sound quantitative analytical reasoning
- Demonstrate an understanding of MIS appropriate to entry level business positions.
- Demonstrate an understanding of the ethical responsibilities of businesses and businesspersons from a Christian perspective.

ACCOUNTING MAJOR SEQUENCE (81 CREDITS)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
<th>Weeks</th>
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<tbody>
<tr>
<td>ACCT201/EL</td>
<td>Accounting Principles I</td>
<td>3</td>
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<tr>
<td>ACCT202/EL</td>
<td>Accounting Principles II</td>
<td>3</td>
<td>16</td>
</tr>
<tr>
<td>ACCT223/EL</td>
<td>Managerial Accounting</td>
<td>3</td>
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<tr>
<td>ACCT310</td>
<td>Intermediate Accounting I</td>
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<td>16</td>
</tr>
<tr>
<td>ACCT311</td>
<td>Intermediate Accounting II</td>
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</tr>
<tr>
<td>ACCT323</td>
<td>Cost Accounting</td>
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<tr>
<td>ACCT330/EL</td>
<td>Advanced Accounting I</td>
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<tr>
<td>ACCT420/EL</td>
<td>Auditing</td>
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<td>16</td>
</tr>
<tr>
<td>ACCT350/EL</td>
<td>Income Tax I</td>
<td>3</td>
<td>16</td>
</tr>
<tr>
<td>AL107</td>
<td>Student Success Strategies</td>
<td>3</td>
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<tr>
<td>AL152</td>
<td>Computer Communication</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>AL272</td>
<td>Organizational Management Principles</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>AL204*</td>
<td>College Writing</td>
<td>3</td>
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</tr>
<tr>
<td>AL345</td>
<td>Business Law</td>
<td>3</td>
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</tr>
<tr>
<td>AL169</td>
<td>Statistical Methods</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>AL159*</td>
<td>Heritage of Faith</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>AL180*</td>
<td>Interpersonal Communication</td>
<td>3</td>
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<tr>
<td>AL355</td>
<td>Management Information Systems</td>
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<tr>
<td>AL128*</td>
<td>College Algebra</td>
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<tr>
<td>AL366</td>
<td>Marketing Management</td>
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<td>AL359</td>
<td>Human Resource Management</td>
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<tr>
<td>AL348</td>
<td>Microeconomics</td>
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<td>AL347*</td>
<td>Macroeconomics</td>
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<td>AL368</td>
<td>Philosophy of Values and Ethics</td>
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<td>Business Finance</td>
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<td>AL367</td>
<td>Global Dimensions in Business</td>
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<tr>
<td>AL371</td>
<td>Business Policy</td>
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</tbody>
</table>

*Core courses taken in the Major Sequence
ADDITIONAL CORE REQUIREMENTS: 32 CREDITS (ACCELERATED)

- Civilization and World Views: History (3 credits)
- Civilization and World Views: Literature (3 credits)
- Language and Culture (3 credits)
- Physical Development (2 credits)
- Theology Elective (3 credits)
- Culture (3 credits)
- Christian Doctrine (3 credits)
- Social Science (3 credits)
- Philosophical Foundations (3 credits)
- Creative Arts (3 credits)
- Lab Science (3 credits)

Elective Requirements: 15 credits
Major: Business Management

The Business Management major includes study from a variety of disciplines which will enable the student to develop knowledge, skills, and attitudes to more effectively deal with managerial, human, and financial dynamics within an organization. Student learning goals for the Business Management major include the ability to apply:

- Critical and creative thinking skills in the business context;
- Strategic decision-making skills;
- Knowledge of operations and management – planning, organizing, leading and controlling the resources of an organization;
- Knowledge of human resource issues within the business organization;
- Dynamics of the marketing function, including product planning, pricing, promotion, channel management, and competition analysis;
- Basic accounting principles and construct and interpret financial statements;
- Knowledge of business financing strategies and processes.
- Knowledge of effective communication, in writing and presentations.

48 CREDIT MAJOR SEQUENCE (BACHELOR OR ASSOCIATE DEGREE)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>AL 107</td>
<td>Student Success Strategies</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 234*</td>
<td>Speech Communication</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 204*</td>
<td>College Writing</td>
<td>3 credits</td>
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<tr>
<td>AL 159*</td>
<td>Heritage of Faith</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 169</td>
<td>Statistical Methods</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 356*</td>
<td>Critical Thinking and Creativity</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 272</td>
<td>Organizational Management Principles</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 359</td>
<td>Human Resource Management</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 347*</td>
<td>Macroeconomics</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 367</td>
<td>Global Dimensions in Business</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 368</td>
<td>Philosophy of Values and Ethics</td>
<td>3 credits</td>
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<tr>
<td>AL 365</td>
<td>Accounting</td>
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<tr>
<td>AL 346</td>
<td>Business Finance</td>
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<tr>
<td>AL 371</td>
<td>Business Policy</td>
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<tr>
<td>AL 474</td>
<td>Integrative Project: The Business Plan</td>
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</table>

*Starred courses fulfill core requirements inside the major.

ADDITIONAL CORE REQUIREMENTS: 32 CREDITS (ASSOCIATE: 9 CREDITS)

<table>
<thead>
<tr>
<th>Core Requirement</th>
<th>Credits</th>
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<tbody>
<tr>
<td>Civilization and World Views: History</td>
<td>3 credits</td>
</tr>
<tr>
<td>Civilization and World Views: Literature</td>
<td>3 credits</td>
</tr>
<tr>
<td>Mathematics</td>
<td>3 credits</td>
</tr>
<tr>
<td>Language and Culture</td>
<td>3 credits</td>
</tr>
<tr>
<td>Physical Development</td>
<td>2 credits</td>
</tr>
<tr>
<td>Theology Elective</td>
<td>3 credits</td>
</tr>
<tr>
<td>Christian Doctrine</td>
<td>3 credits</td>
</tr>
<tr>
<td>Culture</td>
<td>3 credits</td>
</tr>
<tr>
<td>Creative Arts</td>
<td>3 credits</td>
</tr>
<tr>
<td>Social Science</td>
<td>3 credits</td>
</tr>
<tr>
<td>Lab Science</td>
<td>3 credits</td>
</tr>
</tbody>
</table>

**Required for Associate Degree.

ELECTIVE REQUIREMENTS: 48 CREDITS (ASSOCIATE: 7 CREDITS)

The Business Management major is available in an E-Learning format.
**Major: Health Care Management**

Health Care Management program addresses supervisory skills essential to fields of management and administration throughout the acute, community and long term systems of care. These skills are integrated with concepts and themes from a variety of disciplines working collaboratively to understand, make decisions, and direct change within the health care setting. Opportunities to enhance personal growth and promote professional development are encouraged to help build the foundation for continued growth.

The Health Care Management Bachelor’s Degree program is a State of Wisconsin approved “regular course of study,” qualifying the graduate to take the Nursing Home Administrator examination. Students graduating with the Bachelors Degree in Health Care Management in states other than Wisconsin may be required to take additional classes and/or participate in an externship in order to qualify for the examination.

The goals of the Health Care Management program are to:

- Analyze health care demonstrating acceptance of individuals as holistic beings,
- Created by God, respecting the dignity, worth, and rights of the individual;
- Synthesize knowledge from the sciences, humanities, and management theories as a basis for problem-solving and decision-making in health care;
- Evaluate research results applicable to health care practice;
- Demonstrate a willingness to work cohesively and communicate interpersonally with members of the interdisciplinary health care team;
- Create a reflective self-plan for personal and professional growth;
- Recognize current trends and issues relative to health care management;
- Respect diversity within the health care community for both those who are served and the providers of care.
- Demonstrate effective communication, in writing and presentations.

**48 CREDIT MAJOR SEQUENCE (BACHELOR OR ASSOCIATE DEGREE)**

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>AL 107</td>
<td>Student Success Strategies</td>
<td>3</td>
</tr>
<tr>
<td>AL 234*</td>
<td>Speech Communication</td>
<td>3</td>
</tr>
<tr>
<td>AL 204*</td>
<td>College Writing</td>
<td>3</td>
</tr>
<tr>
<td>AL 159*</td>
<td>Heritage of Faith</td>
<td>3</td>
</tr>
<tr>
<td>AL 169</td>
<td>Statistical Methods</td>
<td>3</td>
</tr>
<tr>
<td>AL 356*</td>
<td>Critical Thinking &amp; Creativity</td>
<td>3</td>
</tr>
<tr>
<td>AL 331</td>
<td>Management Principles in Health Care</td>
<td>3</td>
</tr>
<tr>
<td>AL 341</td>
<td>Health Care Marketing</td>
<td>3</td>
</tr>
<tr>
<td>AL 359</td>
<td>Human Resource Management</td>
<td>3</td>
</tr>
<tr>
<td>AL 365</td>
<td>Accounting</td>
<td>3</td>
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<tr>
<td>AL 338</td>
<td>Financial Issues in Health Care</td>
<td>3</td>
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<tr>
<td>AL 340</td>
<td>Health Care Ethics</td>
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<tr>
<td>AL 342*</td>
<td>Eldercare</td>
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<tr>
<td>AL 334</td>
<td>Strategic HC Planning and Evaluation</td>
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<tr>
<td>AL 444</td>
<td>Health Care Practicum</td>
<td>6</td>
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</table>

*Core courses taken in the Major Sequence.

**ADDITIONAL CORE REQUIREMENTS: 32 CREDITS (ASSOCIATE DEGREE: 9 CREDITS)**

- Civilization and World Views: History (3 credits)**
- Civilization and World Views: Literature (3 credits)**
- Mathematics (3 credits)
- Language and Culture (3 credits)
- Physical Development (2 credits)
- Theology Elective (3 credits)
- Christian Doctrine (3 credits)
- Culture (3 credits)
- Citizenship (3 credits)
- Creative Arts (3 credits)**
- Lab Science (3 credits)

**ELECTIVE REQUIREMENTS: 48 CREDITS (ASSOCIATE DEGREE: 7 CREDITS)**
Major: Human Resource Management

The Human Resource Management major develops the knowledge and skills necessary for management of the human resource function within an organization. Students develop interpersonal as well as technical skills in areas such as employment practices, staffing, compensation and benefits, training, and change management. Student learning goals for this major include the ability to:

- Demonstrate effective writing, public speaking, and interpersonal communication skills;
- Apply business management skills that successfully create a diverse workforce to achieve organizational goals;
- Recognize, clarify and apply important federal and state legislation, case law decisions, and executive orders that affect the employment relationship;
- Analyze a compensation plan that identifies and describes plan objectives, salary structure and fringe benefits;
- Identify organizational needs for safety plans in multiple areas governed by OSHA related to employee health, safety, and security;
- Engage management techniques that integrate employee and organizational development with leadership;
- Organize strategies for the recruitment, selection, training, retention, and development of employees;
- Gain an understanding of the elements of strategic planning for workforce and human resource development;
- Identify and describe the elements of servant leadership which apply to the work of the human resource professional.

51 CREDIT MAJOR SEQUENCE (BACHELOR OR ASSOCIATE DEGREE)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tr>
<td>AL 107</td>
<td>Student Success Strategies</td>
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<tr>
<td>AL 234*</td>
<td>Speech Communication</td>
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<td>AL 180</td>
<td>Interpersonal Communication</td>
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<td>Heritage of Faith</td>
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<td>AL 272</td>
<td>Organizational Management Principles</td>
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<td>AL 270*</td>
<td>Intercultural Communication</td>
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<td>AL 271*</td>
<td>Social Psychology in the Workplace</td>
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<td>Human Resource Management</td>
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<td>AL 265</td>
<td>Employment and Labor Relations</td>
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<td>AL 266</td>
<td>Staffing</td>
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<td>AL 267</td>
<td>Compensation and Benefits</td>
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<td>AL 269</td>
<td>Workplace Health and Safety</td>
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<td>AL 300</td>
<td>Training and Employee Development</td>
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<td>AL 368</td>
<td>Philosophy of Values and Ethics</td>
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<td>AL 472</td>
<td>Managing Change</td>
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<td>AL 473</td>
<td>Integrative Project: HR Management</td>
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</table>

*Starred courses fulfill core requirements inside the major.

ADDITIONAL CORE REQUIREMENTS: 32 CREDITS (ASSOCIATE: 9 CREDITS)

<table>
<thead>
<tr>
<th>Category</th>
<th>Course Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>Civilization and World Views: History</td>
<td>Creative Arts</td>
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<tr>
<td>**</td>
<td>Christian Doctrine</td>
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<tr>
<td>Civilization and World Views: Literature</td>
<td>Physical Development</td>
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<tr>
<td>**</td>
<td>Lab Science</td>
<td>3</td>
</tr>
<tr>
<td>Philosophical Foundations</td>
<td>Citizenship</td>
<td>3</td>
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<tr>
<td>Language and Culture</td>
<td>**Required for Associate Degree.</td>
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</tr>
<tr>
<td>Mathematics</td>
<td>**Required for Associate Degree.</td>
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</tr>
<tr>
<td>Theology Elective</td>
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</table>

**Required for Associate Degree.

ELECTIVE REQUIREMENTS: 45 CREDITS (ASSOCIATE: 4 CREDITS)

The Human Resource Management major is available in an E-Learning format.
Major: Liberal Arts

The Liberal Arts curriculum provides core credits and electives for all career-field majors, or it stands by itself as a major or minor. The major sequence consists of integrated studies of mankind and civilization. The courses combine the history, literature, world view, great works, and major figures of each culture studied.

The goals of Liberal Arts are depth, breadth, creative thinking, and leadership development in all the disciplines and areas of the competencies. These are transferable skills that prepare the student for change and never go out of date.

Liberal Arts modules foster student development in each of the six university-wide core outcomes that comprise the CUW curriculum. In addition, the Liberal Arts major includes the following major specific goals, enabling students better to “gauge” the world we live in by being able to:

Program Outcome 1: Spiritual Development
The student will develop an understanding of and appreciation for Christianity in terms of its foundations and worldview.

- The student will demonstrate competence in Bible reading.
- The student will demonstrate an understanding of Christian theology.
- The student will demonstrate an ability to describe a Christian understanding of the world and the human condition, in a contemporary and historical context.

Program Outcome 2: Communication
The student will demonstrate the ability to communicate effectively.

- The student will demonstrate the ability to write clearly and cogently, using correct grammar and the appropriate reference or citation style.
- The student will demonstrate the ability to utilize effectively various media (including images, technology, print, etc.) for a variety of purposes and audiences.
- The student will demonstrate the ability to speak to a group intelligently, substantively, and confidently.
- The student will demonstrate the ability to communicate interpersonally.
- The student will demonstrate the ability to work collaboratively with others.

Program Outcome 3: Problem Solving
The student will demonstrate the ability to think rationally and critically, to analyze and to research a problem, and to propose potential solutions.

- The student will demonstrate the ability to identify a problem and to restate it clearly and succinctly.
- The student will demonstrate the ability to frame a problem within a particular academic discipline, including, but not limited to, History, Literature, Mathematics, Computer Science, Philosophy, Political Science, Psychology, and Science.
- The student will demonstrate the ability to analyze a problem and to conduct research leading to information regarding the background of the problem and potential solutions to it.
- The student will demonstrate the ability to propose and select solution strategies, which may include, but are not limited to, logical/rational, numeric, and/or scientific.
- The student will demonstrate the ability to evaluate potential solutions and to propose his/her own solutions.

Program Outcome 4: Physical Development (Wellness)
The student will develop an understanding of and appreciation for their God-given bodies and physical abilities.

- The student will develop and train his/her motor skills, both gross and fine.
- The student will demonstrate his/her physical abilities.
- The student will demonstrate an understanding of human health and knowledge of what constitutes wellness.
- The student will demonstrate the ability to use various forms of physical activity for fitness, stress reduction, and recreation.
Program Outcome 5: Aesthetic Sensibility
The student will develop an individual perception of beauty through experience, reflection and expression in and by means of various media.

- The student will demonstrate knowledge of the formal elements of a work of art or piece of literature or music (i.e., plot, character, dialogue, line, color, shape, texture, dynamics, etc.)
- The student will be able to identify and to describe the messages, moods, tones, voices, and contents communicated by a work of art or piece of literature or music.
- The student will demonstrate the ability to describe the worldview that a work of art or piece of literature or music reflects, by identifying its characteristics of time and place, political or social setting, and literary or cultural convention. Major worldviews constitute Ancient, Classical, Medieval, Early Modern, Modern and Contemporary.
- The student will demonstrate knowledge of the differences between long-term greatness and popular success, critical success, artistic success, personal expression, and private satisfaction.

Program Outcome 6: Global Citizenship
The student will demonstrate an understanding of what constitutes citizenship and how various societies have organized and identified themselves across time and space.

- The student will demonstrate an understanding of the terms, concepts and histories that explain political and economic systems in the United States and abroad.
- The student will develop cultural understanding, which constitutes an awareness and appreciation of, and sensitivity toward, the similarities and differences of individuals, groups, and societies - past, present and future.
- The student will demonstrate the ability to apply cultural understanding to fulfill and appreciate their duties, obligations, and functions as Christian citizens in a complex nation and world.

48 CREDIT MAJOR SEQUENCE (BACHELOR OR ASSOCIATE DEGREE)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>AL 107</td>
<td>Student Success Strategies</td>
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<tr>
<td>AL 204*</td>
<td>College Writing</td>
<td>3</td>
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<td>AL 378</td>
<td>Africa: History and Culture</td>
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<td>AL 379</td>
<td>Classical Antiquity: The Heritage of Ancient Greece</td>
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<td>AL 159*</td>
<td>Heritage of Faith</td>
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<tr>
<td>AL 381</td>
<td>The World of Islam</td>
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<tr>
<td>AL 382</td>
<td>The Orient: History and Culture</td>
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<td>AL 384</td>
<td>Medieval History and Literature</td>
<td>3</td>
</tr>
<tr>
<td>AL 386</td>
<td>Renaissance and Reformation</td>
<td>3</td>
</tr>
<tr>
<td>AL 387*</td>
<td>The Age of Enlightenment</td>
<td>3</td>
</tr>
<tr>
<td>AL 389</td>
<td>The Romantic Age</td>
<td>3</td>
</tr>
<tr>
<td>AL 390</td>
<td>Modernism: 1850-1950</td>
<td>3</td>
</tr>
<tr>
<td>AL 391</td>
<td>Contemporary Studies</td>
<td>3</td>
</tr>
<tr>
<td>AL 285*</td>
<td>Historical Methods</td>
<td>3</td>
</tr>
<tr>
<td>AL 103</td>
<td>Music</td>
<td>3</td>
</tr>
<tr>
<td>AL 158*</td>
<td>Science</td>
<td>3</td>
</tr>
</tbody>
</table>

*Starred courses fulfill core requirements inside the major.

ADDITIONAL CORE REQUIREMENTS: 32 CREDITS (ASSOCIATE: 9 CREDITS)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>Civilization and World Views: Literature (3 credits)</td>
<td>Christian Doctrine (3 credits)</td>
<td></td>
</tr>
<tr>
<td>Communication (3 credits)**</td>
<td>Language and Culture (3 credits)</td>
<td></td>
</tr>
<tr>
<td>Mathematics (3 credits)</td>
<td>Philosophical Foundation (3 credits)</td>
<td></td>
</tr>
<tr>
<td>Social Science (3 credits)**</td>
<td>Creative Arts (3 credits)**</td>
<td></td>
</tr>
<tr>
<td>Physical Development (2 credits)</td>
<td>Culture (3 credits)</td>
<td></td>
</tr>
<tr>
<td>Theology Elective (3 credits)</td>
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</tbody>
</table>

**Required for Associate Degree.

ELECTIVE REQUIREMENTS: 48 CREDITS (ASSOCIATE: 7 CREDITS)
Major: Management of Criminal Justice

The Management of Criminal Justice program provides professional growth and knowledge by affording the student the opportunity to analyze critical legal, operational, and managerial issues in the criminal justice field. The curriculum is designed to develop highly-skilled individuals by providing a practical and applied course of instruction in the areas of law and management, as well as current issues impacting the field.

Student learning outcomes of the Management of Criminal Justice program include:

- Show knowledge of public sector management techniques within the criminal justice system;
- Show knowledge of the dynamics and development of constitutional, criminal, and administrative law, as it pertains to the management and operations of criminal justice activities, at all levels of government; federal, state and municipal;
- Show the ability to recognize the value and importance of ethics and how ethics applies to criminal justice professionals;
- Be able to identify and evaluate the theories for the causes of crime and public policies that assist in the prevention of crime;
- Demonstrate an appreciation of the use of statistics in criminal justice decision making and research;
- Describe the role and functions of law enforcement, corrections and the courts in a modern democratic society;
- Demonstrate the ability to communicate effectively in writing;

48 CREDIT MAJOR SEQUENCE (BACHELOR OR ASSOCIATE DEGREE)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>AL 107</td>
<td>Student Success Strategies</td>
<td></td>
</tr>
<tr>
<td>AL 310*</td>
<td>Constitutional Law</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 204*</td>
<td>College Writing</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 312</td>
<td>Procedural Criminal Law</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 314</td>
<td>Criminal Justice Liability Law</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 316</td>
<td>Administrative Law</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 245</td>
<td>Criminal Justice Research Methods</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 169</td>
<td>Statistical Methods</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 322*</td>
<td>Criminology</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 357</td>
<td>Juvenile Justice</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 318</td>
<td>Mgmt. of Law Enforcement Agencies</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 320</td>
<td>Public Finance and Budgeting</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 328</td>
<td>Corrections in America</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 153*</td>
<td>Forensic Science</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 159*</td>
<td>Heritage of Faith</td>
<td>3 credits</td>
</tr>
<tr>
<td>AL 329</td>
<td>Ethics in Criminal Justice</td>
<td>3 credits</td>
</tr>
</tbody>
</table>

*Starred courses fulfill core requirements inside the major.

ADDITIONAL CORE REQUIREMENTS: 32 CREDITS (ASSOCIATE: 9 CREDITS)

<table>
<thead>
<tr>
<th>Civilization and World Views: History (3 credits)**</th>
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<tbody>
<tr>
<td>Civilization and World Views: Literature (3 credits)</td>
<td>Culture (3 credits)**</td>
</tr>
<tr>
<td>Communication (5 credits)</td>
<td>Philosophical Foundations (3 credits)</td>
</tr>
<tr>
<td>Mathematics (3 credits)</td>
<td>Language and Culture (3 credits)</td>
</tr>
<tr>
<td>Physical Development (2 credits)</td>
<td>Theology Elective (3 credits)</td>
</tr>
<tr>
<td>Creative Arts (3 credits)**</td>
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</tr>
</tbody>
</table>

** Required for Associate Degree.

ELECTIVE REQUIREMENTS: 48 CREDITS (ASSOCIATE: 7 CREDITS)

The Management of Criminal Justice major is available in an E-Learning format.
Major: Nursing (RN – BSN Completion Program)

Registered nurses who have graduated from an ADN or Diploma nursing program will find Concordia’s B.S.N. Completion Program a flexible means of furthering their nursing education. Coursework consists of accelerated learning modules. Completion program candidates can obtain their BSN degree in (2) two calendar years. Concordia University’s Nursing Completion Program is accredited by the Commission on Collegiate Nursing Education.

Upon completion of this program, the graduate with a major in nursing will be able to:

- Apply liberal education and scientific background information into practice
- Apply organizational and leadership principles in practice to improve quality and patient safety
- Translate scholarship into practice
- Utilize informatics and health care technologies to improve patient care
- Demonstrate knowledge of healthcare policy and advocate for quality health care for all citizens
- Communicate and collaborate in an interprofessional health care environment to improve patient and population health outcomes.
- Utilize knowledge of clinical prevention and population health at the individual and group/aggregate/population level.
- Advance professionalism and professional values
- Perform at the highest level nursing practice reflective of the educational preparation

LIBERAL ARTS CORE

Many of the basic liberal arts courses may be accepted as transfer credits from accredited associate degree or diploma nursing programs:

Theology (6-9 credits which must be taken for residency)
- REL 376: Christian Ethics required

Humanities
- NURS 331: Nursing in Historical Context and LA 105: Liberal Arts for Healthcare Professionals

Cross Cultural
- NURS 360 Cultural Diversity in Nursing or
- SOC 343: Women’s Health or Global Education course

Social Science
- PSY 101: General Psychology
- Sociology or Macroeconomics or Political Science

Natural Science
- *CHEM 205: Elements of General/Biological Chemistry

Communications
- Intro to Writing or Advanced Writing

Mathematics
- MATH 130: Statistics

CLEP
*Credit for this course can be earned by passing the NLN Basic Science Achievement Test or CLEP Exam

COLLATERAL REQUIREMENT

Social Science:
- *PSY 230 Life Span Development

Science:
- *BIO 249, 270/271, 272/273
The following collateral courses will be accepted as transfer credits from accredited associate degree or diploma nursing programs:

- Life Span Development
- Microbiology*
- Anatomy/Physiology

*Credit for this course may also be earned by passing the NLN Basic Science Achievement Test

**NURSING MAJOR (70 CREDITS)**

Many nursing courses may be accepted as transfer credits from accredited associate or diploma nursing programs. All R.N. Completion students must take the following courses: NURS 301, NURS 335, NURS 342, NURS 442, NURS 492.

NURS 100 Introduction to Professional Nursing  
NURS 101 Professional Core Foundations  
NURS 202 Gerontological Nursing  
NURS 212 Gerontological Nursing Practicum  
NURS 213 Foundational Nursing Skills I  
NURS 222 Nursing Pathophysiology  
NURS 232 Wellness Assessment  
NURS 250 Nursing Pharmacology I  
NURS 255 Nursing Pharmacology II  
NURS 310 Medical-Surgical Nursing I  
NURS 311 Medical-Surgical Nursing II  
NURS 313 Foundational Nursing Skills II  
NURS 320 Family Centered Nursing: Pediatrics  
NURS 321 Family Centered Nursing: Pediatrics Practicum  
NURS 325 Family Centered Nursing: Obstetrics & Women’s Health  
NURS 326 Family Centered Nursing: Obstetrics & Women’s Health Practicum  
NURS 335 Nursing Research  
NURS 340 Community Wellness  
NURS 341 Community Wellness Practicum  
NURS 345 Medical-Surgical Nursing II  
NURS 346 Medical-Surgical Nursing II Practicum  
NURS 363 Therapeutic Nutrition  
NURS 400 Medical-Surgical Nursing III  
NURS 401 Medical-Surgical Nursing III Practicum  
NURS 402 Psychological Wellness  
NURS 410 Medical-Surgical Nursing IV  
NURS 412 Psychological Wellness Practicum  
NURS 440 Leadership & Management: In an Evolving Healthcare System  
NURS 441 Leadership & Management Practicum: In an Evolving Healthcare System  
NURS 451 Global Education (Costa Rica)  
NURS 452 Global Education (Belize)

ELECTIVES 10 credits
Major: Theological Studies

God reveals himself through his Word and, to a lesser degree, through his world. The Theological Studies Major examines the Bible, God’s revealed Word, in broad introductory overviews of the Holy Scriptures (isagogics) as well as in close reading of a particular biblical book (exegetical studies). The major also studies God’s providence in history. In addition, students receive practical training in the application of their studies in ministry to others. The Theological Studies Major offers some students the opportunity for a vocation in church, either as a primary or secondary calling.

Through participation in, and upon completion of, the Theological Studies Major at Concordia University Wisconsin, students will:

- Have a greater understanding of God’s Word, the Holy Scriptures
- Appreciate the value of sound Christian doctrine based squarely on the Bible
- Develop a heightened awareness of God’s working throughout history
- Grow in their relationship with Christ and put his teachings into practice in their vocations
- Employ various methods of delivering and defending biblical truth in a relevant and practical way to diverse groups
- Demonstrate an understanding of research skills

Students who complete this major and wish to become certified as LCMS lay ministers should apply to the Lay Ministry TEE Certification Program. They may get application forms from the Lay Ministry office at ellen.leslie@cuw.edu or at 262-243-4343. Applicants must be of good moral character and must meet other qualifications specified by the program. They will also need to complete the remaining courses in the Theological Education by Extension (TEE) program (see the CUW Undergraduate Academic Catalog). These courses are or will be available through extension sites, by e-learning, or by correspondence courses.

48 CREDIT MAJOR SEQUENCE (BACHELOR OR ASSOCIATE DEGREE)

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<tr>
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<td>AL 204*</td>
<td>College Writing</td>
<td>3</td>
</tr>
<tr>
<td>AL 379*</td>
<td>Classical Antiquity: The Heritage of Ancient Greece</td>
<td>3</td>
</tr>
<tr>
<td>AL 159*</td>
<td>Heritage of Faith</td>
<td>3</td>
</tr>
<tr>
<td>Rel 201</td>
<td>The Old Testament</td>
<td>3</td>
</tr>
<tr>
<td>Rel 203</td>
<td>The New Testament</td>
<td>3</td>
</tr>
<tr>
<td>Rel 383</td>
<td>The Gospel of Luke</td>
<td>3</td>
</tr>
<tr>
<td>AL 210*</td>
<td>Theology</td>
<td>3</td>
</tr>
<tr>
<td>Rel 204</td>
<td>Biblical Theology</td>
<td>3</td>
</tr>
<tr>
<td>Rel 376</td>
<td>Christian Ethics</td>
<td>3</td>
</tr>
<tr>
<td>Rel 387*</td>
<td>Christ’s People Through The Ages</td>
<td>3</td>
</tr>
<tr>
<td>Rel 233</td>
<td>Communicating Bible Messages</td>
<td>3</td>
</tr>
<tr>
<td>Rel 229</td>
<td>Religious Education for Youth &amp; Adults</td>
<td>3</td>
</tr>
<tr>
<td>Rel 287</td>
<td>Christian Care Giving</td>
<td>3</td>
</tr>
<tr>
<td>Rel 388</td>
<td>Varieties of Belief OR</td>
<td></td>
</tr>
<tr>
<td>Rel 410</td>
<td>World Religions</td>
<td>3</td>
</tr>
<tr>
<td>Rel 312</td>
<td>Office of Professional Church Worker</td>
<td>3</td>
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</tbody>
</table>

*Core courses taken in the Major Sequence.

ADDITIONAL CORE REQUIREMENTS: 32 CREDITS (ASSOCIATE DEGREE: 9 CREDITS)

<table>
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<tr>
<th>Civilization and World Views: History (3 credits)**</th>
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<td>Culture (3 credits)**</td>
<td>Mathematics (3 credits)</td>
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<tr>
<td>Social Science (3 credits)</td>
<td>Communication (3 credits)</td>
</tr>
<tr>
<td>Language and Culture (3 credits)</td>
<td>Citizenship (3 credits)</td>
</tr>
<tr>
<td>Physical Development (2 credits)</td>
<td>Lab Science (3 credits)</td>
</tr>
<tr>
<td>Civilization and World Views: Literature (3 credits)</td>
<td></td>
</tr>
</tbody>
</table>

**Required for Associate Degree.

ELECTIVE REQUIREMENTS: 48 CREDITS (ASSOCIATE DEGREE: 7 CREDITS)
Minors and Certificates

Now you can add new job skills, enhance your career, broaden your education, or meet elective requirements by pursuing one of Concordia’s certificate programs or adding a minor to your degree program. The certificates can be taken as a part of a degree program or can be taken independently by anyone wishing to enrich their learning. The certificates may be taken either for college credit or not for credit and may be offered in the Concordia classroom, e-learning or at corporate sites. Courses taken not for credit may later be awarded college credit if the additional tuition is paid. For details, please call one of our admissions officers.

ACCOUNTING MINOR – 18 CREDITS

ACCT 201 Accounting Principles I
ACCT 202 Accounting Principles II
ACCT 223 Managerial Accounting
ACCT 310 Intermediate Accounting I
ACCT 323 Cost Accounting
ACCT 350 Income Tax I OR
ACCT 311 Intermediate Accounting II OR A
CCT 330 Advanced Accounting

HUMAN RESOURCE MANAGEMENT CERTIFICATE OR
MINOR – 18 CREDITS

AL 265 Employment and Labor Relations
AL 266 Staffing AL 267 Compensation and Benefits
AL 269 Workplace Health and Safety
AL 300 Training and Employee Development
AL 472 Managing Change

MARKETING MINOR / CERTIFICATE – 18 CREDITS

AL 272 Organizational Principles Management *
AL 366 Marketing Management* [pre-requisite for advanced courses]
AL 308 Advanced Marketing Management

And three of the following:
AL 224 Public Relations
AL 304 Retail Management
AL 305 Promotions and Advertising
AL 306 E-Commerce
AL 307 Marketing Research
AL 309 International Marketing

* If these courses were already taken in the major, replace with additional courses from the list.

BUSINESS MANAGEMENT MINOR / CERTIFICATE
18 – 24 CREDITS

AL 169 Statistical Methods
AL 272 Organizational Management Principles
AL 346 Business Finance
AL 347 Macroeconomics
AL 359 Human Resource Management
AL 365 Accounting
AL 366 Marketing Management
AL 367 Global Dimensions in Business
AL 371 Business Policy
*Health Care Management Majors would also need
AL 371 Business Policy

NONPROFIT MANAGEMENT MINOR / CERTIFICATE – 18 CREDITS

AL 250 Nonprofit Management Principles
AL 251 Nonprofit Marketing
AL 325 Financial Issues in Nonprofit Management
AL 335 Nonprofit Fundraising and Grant Writing
AL 349 Legal Issues in Nonprofit Management
AL 365 Accounting (prerequisite for AL 325) OR
AL 472 Managing Change

MANAGEMENT OF CRIMINAL JUSTICE CERTIFICATE
OR MINOR 18 – 24 CREDITS

AL 169 Statistical Methods
AL 318 Management of Law Enforcement Agencies
AL 320 Public Finance and Budgeting
AL 322 Criminology
AL 328 Corrections in America
AL 357 Juvenile Justice

THEOLOGICAL STUDIES MINOR – 18 CREDITS

Rel 201 The Old Testament
Rel 203 The New Testament
REL 229 Religious Education for Youth and Adults
Rel 233 Communicating Bible Messages
Rel 287 Christian Care Giving
Rel 376 Christian Ethics

CULTURAL STUDIES CERTIFICATE OR MINOR –
18 CREDITS

AL 285 Historical Methods
AL 270 Intercultural Communication OR Travel Study
AL 378 Africa: History and Culture
AL 379 Classical Antiquity: The Heritage of Ancient Greece
AL 381 The World of Islam
AL 382 The Orient: History and Culture

SPORT MANAGEMENT MINOR / CERTIFICATE –
18 CREDITS

AL 212 Introduction to Sport Management
AL 344 Social Aspects of Sport
AL 255 Administration and Organization of Sport and Recreation
AL 339 Legal and Ethical Issues in Sport and Recreation
AL 369 Sport Economics and Finance
AL 374 Marketing of Sports

HEALTH CARE MANAGEMENT CERTIFICATE
OR MINOR 18 – 24 CREDITS

AL 169 Statistical Methods
AL 331 Management Principles in Health Care
AL 338 Financial Issues in Health Care
AL 340 Health Care Ethics
AL 341 Health Care Marketing
AL 342 Eldercare AL 359 Human Resource Management
AL 365 Accounting
BACHELOR’S DEGREE COURSE DESCRIPTIONS

ACCT 201 / 201 EL ACCOUNTING PRINCIPLES I
Emphasis is placed on the process of identifying, measuring, recording, and communicating the economic events of an organization. Areas of coverage include ethics; the accounting cycle (manual and computerized); financial statements presentation & analysis; merchandising; internal controls; cash; receivables; and long-lived assets. 3 credits

ACCT 202 / 202 EL ACCOUNTING PRINCIPLES II
is a continuation of ACCT 201 (Accounting Principles I). Topics of corporate operations are covered including capital stock and dividend transactions, stockholders’ equity, and bond financing. The statement of cash flows, financial statement analysis, and partnerships as a form of business are also studied. The final third of the course is devoted to the introduction to managerial accounting. Prerequisite: ACCT 201. 3 credits

ACCT 223 / 223 EL MANAGERIAL ACCOUNTING
covers procedures for measuring managerial performance, developing budgets in the process of planning, and control within an organization. Emphasis is placed on the function and interpretation of accounting information for decision making by management. Prerequisite: ACCT 202 (or by permission of the instructor); sophomore standing. 3 credits

ACCT 310 INTERMEDIATE ACCOUNTING I
builds on the accounting foundation established in Principles of Accounting I and II. The course provides an in-depth study of the conceptual and technical issues surrounding the recording and reporting standards set forth by Generally Accepted Accounting Principles (GAAP). Prerequisite: ACCT 202 and 202 (or by permission of the instructor); sophomore standing. 3 credits

ACCT 311 INTERMEDIATE ACCOUNTING II
extends the students an in-depth study of the conceptual and technical issues surrounding the recording and reporting standards set forth by GAAP and international accounting standards. Research using the FASB codification research system is emphasized. Topics include long-term debt; equity; earnings per share; leases; pensions; income taxes; revenue recognition; investments; accounting changes; and the statement of cash flows. Prerequisite: ACCT 310 (or by permission of the instructor); sophomore standing. 3 credits

ACCT 323 COST ACCOUNTING
emphasizes cost management with a strategic focus. Topics include job and process costing; activity-based costing; balanced scorecard; budgeting; cost estimation; variance analysis; strategic performance measurement; quality control; pricing; and business valuation. Prerequisite: ACCT 223. 3 credits

ACCT 330 / 330 EL ADVANCED ACCOUNTING I
is the study of accounting principles; theory and research for the purpose of recording and reporting business information. Topics include SEC reporting; foreign currency issues; derivative securities; interim financial reporting; partnerships; accounting for state and local governments; not for profit entities and bankruptcy and reorganization. Prerequisite: ACCT 311. 3 credits

ACCT 350 / 350 EL INCOME TAX I
presents the history of federal income taxation and covers the taxation of personal income. Emphasis is focused on the determination of gross income, adjusted gross income, deductions, credits, and consequences of property transactions. Tax policies and procedures reviewed relate to the Internal Revenue Code and interpretations of the Internal Revenue Service. Prerequisite: ACCT 311. 3 credits

ACCT 360 INCOME TAX II
studies partnership, fiduciary, and corporation income tax laws for proper treatment of various types of income, deductions, the consequences of ownership interests, and the application of various rates to taxable situations. Covers the administrative procedures for protests, refunds, and gift estate taxes. Prerequisite: ACCT 350. 3 credits

ACCT 420 / 420 EL AUDITING
presents the theory; concepts and techniques utilized by independent auditors; covers professional ethics and legal relationships; evaluating and reporting on internal control as it applies to the planning and implementation of the audit process; and formulating substantive testing procedures from a study and analysis of required auditing objectives and internal control structure. Prerequisites: C or higher in ACCT 311. 3 credits

ACCT 432 / 432 EL GOVERNMENTAL AND NOT-FOR-PROFIT ACCOUNTING
emphasizes the different characteristics of governmental and not-for-profit organizations. Topics include accounting for state and local government entities and the role of the Governmental Accounting Standards Board (GASB); the accountability for public funds; and accounting and financial reporting in the not-for-profit sector. Prerequisites: ACCT 310 or permission of instructor. 3 credits

ACCT 441 Mergers and Acquisitions
covers the study of business combinations and includes the equity method of accountings; variables interest entities; special purpose entities; joint ventures; and consolidated financial statements. Prerequisite: ACCT 311. 3 credits

AL 095 INTRODUCTION TO WRITING: ENGLISH GRAMMAR, AND WRITTEN RESPONSES
will focus on grammar in essays and written responses for accelerated, adult courses. Beginning with coverage of paragraph and essay organization, it will continue through critical writing and responding for different purposes. 3 credits

AL 096 BASICS FOR MATHEMATICS
studies the basics of mathematics including fractions, decimals, ratio and proportion, percents, basics of descriptive statistics and probability, graphing calculator use, introductory algebra concepts, the use of mathematics in solving real life problems, and geometry. 3 credits

AL 102 ART
examines the fundamental nature and context of the visual arts. Classroom discussions center on the definition of art, the making of art, the artist, the aesthetic object, the viewer, art criticism, interpretation, and the history of art. Students view and discuss works of art, visit galleries and museums, and experience introductory studio activities. 3 credits
AL 103 / 103 EL MUSIC
will prepare students for appreciating the experience, structure, and cultural influence of Western classical music. With a focus on the socio-cultural background of composers and musical eras, provides students with appropriate terminology and insight so they may critique and discuss classical musical compositions and performance. Opportunity to apply learning to a live musical event, which does not need to be classical. 3 credits

AL 105 LITERATURE
examines genres and forms of writing including short fiction, poetry, drama, and non-fiction. Students will work with both written and oral analysis. They will learn about contemporary techniques of criticism and terminology common to each genre. 3 credits

AL 107 / 107 EL STUDENT SUCCESS STRATEGIES
engages students in cultivating the abilities necessary for academic and professional success, including study and research skills, learning styles, use of technology, and critical thinking skills. 3 credits

AL 108 INTRODUCTION TO WRITING: ENGLISH GRAMMAR, AND WRITTEN RESPONSES
focuses on preparing students in accelerated adult courses for the reading and writing assignments they will receive as they complete their college program. The class begins with grammar and written diagnostic measures, after which it addresses rhetorical strategies used in developing and organizing written ideas, reading comprehension, and a brief introduction to the college-level research process. 3 credits

AL 109 BASICS FOR MATHEMATICS
studies the basics of mathematics including fractions, decimals, ratio and proportion, percents, basics of descriptive statistics and probability, graphing calculator use, introductory algebra concepts, the use of mathematics in solving real life problems, and geometry. 3 credits

AL 122 FOUNDATIONS OF ALGEBRA
examines the basics of algebra including solving linear and quadratic equations, inequalities, exponents, polynomials, radicals, functions, and the graphing of linear equations and functions. Prerequisite: AL 096 or acceptable test score. 3 credits

AL 125 / 125 EL MATHEMATICS
studies problem solving, size and shape, growth, measurement and geometry, patterns, probability, statistics, street networks, planning and scheduling, and linear programming. A knowledge of high school algebra and geometry is required. Prerequisite: AL 122 or AL 096 or acceptable test score. 3 credits

AL 128 COLLEGE ALGEBRA
examines linear, quadratic, polynomial, exponential and logarithmic functions and their graphs, asymptotes and end-behavior of functions, inverse functions, systems of equations, and applications of these. Prerequisite: MATH 121, AL 122, or two years of college preparatory algebra at the secondary level. 3 credits

AL 136 EL LITERARY VISIONS
brings literature to life with dramatizations of individual works and readings of literary passages. This introduction to literature incorporates both contemporary and traditional works in its selection of literary texts. It also places a strong emphasis on writing about literature as a way for students to learn and use advanced compositional techniques. 3 credits

AL 152 COMPUTER COMMUNICATION
introduces the basic concepts of the use of the computer in business, management, and in communication. Students will become aware of the main applications programs available, including writing memos using Word, crunching numbers with Excel, presentations with PowerPoint and using the internet to do research, send/receive email and explore other technology interests. 3 credits

AL 153 / 153 EL FORENSIC SCIENCE
provides the student with a general understanding of physical scientific methods utilized in criminal investigative operations. Using the laboratory method of instruction, the course will expose the student to current advances in criminalistics such as DNA identification. 3 credits

AL 159 / 159EL HERITAGE OF FAITH
examines the faith stance of various biblical personalities as well as various literary forms used by biblical authors to enable the student to read the Bible with a more profound grasp of its message as well as a deeper appreciation of its role in the literature of the Western world. 3 credits

AL 161 / 161EL WORLD HISTORY
presents an overview of the history of Western Civilization - its basic chronology, major events and themes. Students will explore various eras by reading assorted historical documents. 3 credits

AL 169 / BUS 315 EL STATISTICAL METHODS
studies the terminology, methodology, and body of knowledge in statistics. Topics such as means, median, variation, probabilities, correlation and regression will be covered in this module. Prerequisite: AL 122 or AL 096 or acceptable test score. 3 credits

AL 175 / 175 EL INTRODUCTION TO ENVIRONMENTAL SCIENCE
introduces students to vocabulary, major concepts, and contemporary issues related to the natural world and human interaction with it. 3 credits

AL 180 / 180 EL INTERPERSONAL COMMUNICATION
focuses on the role of self-concept, perception, nonverbal behaviors, listening, self-disclosure, power, gender, and conflict within relationships in the workplace, community and home. Everyday negotiation skills are developed within the context of interpersonal conflict management. 3 credits
AL 201 / 201 EL ENGLISH LANGUAGE
examines the basic structure of standard written English and elements of style in written composition. Activities will help students gain
mastery in the conventions of English usage, explore the relationship between language and thought, and apply rhetorical principles in
their own reading and writing. The course will also function as an introduction to linguistics, including attention to semantics, semiotics,
and the cultural role of language. 3 credits

AL 204 / 204 EL COLLEGE WRITING
provides a variety of challenging writing tasks addressing a number of vital ideas and issues. Through critical reading and discussion of essays
written by influential thinkers such as Niccolo Machiavelli, Martin Luther King, Jr., and Virginia Woolf, students learn to write thoughtful,
logical, creative essays. Students develop editing, critical thinking, peer evaluation and research skills. One research paper is required.
Prerequisite: AL 095 or acceptable assessment score. 5 credits

AL 206 EL AMERICAN CINEMA
introduces basic issues related to the phenomenon of American cinema. It looks at American film history from the 1890’s through the
1990’s, but it does not explore this history in a purely chronological way. It is a cultural history which focuses on topics and issues more
than on what happened when. It also explores how Hollywood films work technically, aesthetically, and culturally to reinforce and challenge
America’s national self-image. 3 credits

AL 208 EL ART OF THE WESTERN WORLD
relates the history of the Western visual tradition from the Classical period to the present time. Through lectures, visualization, and personal
readings, students will learn to understand the principles behind the various periods and movements. 3 credits

AL 210 / 210 EL THEOLOGY
challenges the student to think theologically, yet concretely. Biblical, doctrinal, moral, and practical theology will be surveyed. This course
will draw from various traditions, but a biblical foundation in the Christian tradition will be most prominent. Theological principles are
applied to contemporary social and cultural issues. 3 credits

AL 212 INTRODUCTION TO SPORT MANAGEMENT
is an analysis of effective management strategies, competencies, and job responsibilities required of sport managers in a variety of sports or
sports related organizations. This course will focus on sports management in terms of its scope, current issues, future trends, and career
opportunities in the sport industry as they apply to management, leadership, communication, and motivation. 3 credits

AL224/ 224 EL PUBLIC RELATIONS
survey the techniques and procedures used to secure publicity in business and politics, as well as manage responses to public issues
affecting the publicity-seeking business, person, or organization. Topics covered include: identifying publics, media use, message
preparation and dissemination, strategy, and ethical and legal concerns. Pre-requisite: AL366 or MKGT131. 3 credits

AL 234 SPEECH COMMUNICATION
focuses on oral communication between the speaker and audience. The ability to speak with confidence is developed through a variety of
speaking experiences. This course combines the theory of public speaking with practical experience in delivering informative, persuasive
and inspirational speeches. Emphasis is placed on the ability to give and receive feedback of a critical nature. No duplication with AL 100
Public Communication. 3 credits

AL 235 EL VOICES IN DEMOCRACY
introduces the student to the study of American government, its structure, processes and actors. Students will examine the operations of the
federal government as well as the roles of state and local governments. Also, the course will examine the role of the media and of public
interest groups in American politics, as well as the nature of the electoral process. 3 credits

AL 245 / 245 EL CRIMINAL JUSTICE RESEARCH METHODS
will acquaint the student with the various research skills and methods used in this discipline. Both quantitative and qualitative research
strategies will be discussed, as well as issues in measurement, research design, and hypothesis formation. 3 credits

AL 250 NONPROFIT MANAGEMENT PRINCIPLES
provides a foundation to introduce students to the strategic areas and fundamental skills for nonprofit sector success in a managerial role.
Students will gain a general understanding of nonprofit practices, human resource development, organizational development and strategic
management. 3 credits

AL 251 NONPROFIT MARKETING
provides students an introduction to marketing the nonprofit organization, through advertising, public relations, community relationships,
and collaborations. Effective communication of the mission and programs to funders and potential clients is emphasized. Students develop
a marketing plan for a nonprofit organization. Prerequisite: AL250 Nonprofit Management Principles. 3 credits

AL 255 ADMINISTRATION AND ORGANIZATION OF SPORT AND RECREATION
introduces the student to administrative and organizational policies, procedures, budget principles, public relations, legal considerations,
event management, safety consideration and other issues at all levels of sport. Students are involved in selected hands-on experiences at
various levels and types of participation. Prerequisite: AL212 Introduction to Sport Management. 3 credits

AL 265 / 265 EL EMPLOYMENT AND LABOR RELATIONS
develops an appreciation for the application of federal laws, regulations and legal precedence affecting the employment relationship.
Students examine major labor and employment topics such as the National Labor Relations Act and the major federal discrimination laws
impacting union and non-union environments. Prerequisite: AL 359 Human Resource Management. 3 credits

AL 266 / 266 EL STAFFING
introduces students to the principles and functions of staffing to enable the design and management of a successful staffing process,
including legal compliance, internal and external recruitment, interviewing and retention. Prerequisite: AL 359 Human Resource
Management. 3 credits
AL 267 / 267 EL COMPENSATION AND BENEFITS
Examines the development, administration, and evaluation of financial and non-financial compensation and benefits reward systems including relevant theoretical and legal perspectives, compensation structure, compensation systems, and benefit plans/systems. Prerequisite: AL359 Human Resource Management. 3 credits

AL 269 / 269 EL WORKPLACE HEALTH AND SAFETY
will provide students with the basic knowledge and principles of the field of occupational safety and health. This course is designed to provide students with an understanding and appreciation for the fundamental safety technology and management needs of the safety director. Prerequisite: AL 359 Human Resource Management. 3 credits

AL 270 / 270 EL INTERCULTURAL COMMUNICATION
provides students with an opportunity to develop communication skills necessary for a diverse workforce. In this course students come to understand intercultural communication by discussing language, stereotypes, behavior and patterns. Students develop the ability to apply cultural concepts to modern business situations and relate across cultures within that setting. 3 credits

AL 271 / 271 EL SOCIAL PSYCHOLOGY IN THE WORKPLACE
introduces students to the study of persuasion, conformity, and social influence through exploration of perception, cognition, self-justification, and small group behavior. The course uses the workplace as the context in which these concepts are explored. Students learn how an individual’s thoughts, feelings, and behaviors are influenced by others and learn methods social scientists use to study human behavior. 3 credits

AL 272 / 272 EL ORGANIZATIONAL MANAGEMENT PRINCIPLES
engages students in the art and science of management within an organization. The four functions of management, organizing, leading, planning and controlling, are considered in light of individual, group and organizational dynamics. Not open to students who have taken AL 352 Organizational Behavior or AL 358 Principles of Management. 3 credits

AL 275 FIT AND WELL: ENHANCING ADULT HEALTH THROUGH ACTIVITY
explores various ways physical activity positively impacts one’s life. Wellness areas include fitness, stress reduction, recreation, and other health enhancing topics. Personal assessment and goal setting is included. Students need to complete health questionnaire before the first night of class. Course meets 3 hours per session for six weeks. 2 credits

AL 282 EL HOW ADULTS LEARN
introduces the psychology of learning and various theories of adult development. This one credit online course serves as an introduction to college thinking and learning or as a reflective culmination of the college experience. 1 credit

AL 284 EL THE CIVIL WAR
explores the time period 1861-1865 when the United States was rent apart by the bloodiest and most divisive war in American history. The course examines the conflict which helped politically, socially, and economically to define the United States. Focusing on military and civilian angles, the course allows the student to examine an important aspect of history and the stories of individuals. 3 credits

AL 285 HISTORICAL METHODS
examines the nature of history and the philosophies and methodologies of major historians. Readings include selections from Thucydides to contemporary historians. Student activities, presentations, and essays will include research techniques, including dealing with primary sources; problems in knowledge and explanation, historical criticism, and questions arising from various historical viewpoints. 3 credits

AL 286 EL FACES OF CULTURE
features dramatic and unique film footage from around the world, embracing cultures from all continents, highlighting major lifestyles, and illustrating human adaptation to environment from the beginnings of the human species to the present. An expanded study guide and the most recent edition of a widely accepted cultural anthropology text complement the prize-winning programs. 3 credits

AL295 INTRODUCTION TO SIX SIGMA
introduces a method that organizes an operational improvement project into five components: define, measure, analyze, implement and control (DMAIC). Similar to a scientific research project, students will learn the Six Sigma process and how to use measures and statistics to make the right decisions to improve the effectiveness of organizational operations. Pre-requisite: AL169 Statistical Methods. 3 credits

AL296 INTRODUCTION TO LEAN
introduces a series of concepts and practices directed toward improving customer value and reducing waste. Lean means creating more value to the customer with fewer resources. The course will focus on how to systematically expose unneeded processes, materials, and effort to make operations processes more effective and customer focused. 3 credits

AL 300 / 300 EL TRAINING AND EMPLOYEE DEVELOPMENT
examines the development and implementation of training, including needs, job and task analysis, design and evaluation of training programs, transfer of training and employee development. Pre-requisite: AL359 Human Resources Management. 3 credits

AL 304 RETAIL MANAGEMENT
examines the interrelationships of the various facets of the total retail business activity. Since retailing involves the sale of goods and services to the ultimate consumer for personal, family or household use, the strategic processes of determining location, buying, stock control, merchandising, accounting, finance, and organization are presented within that context. Pre-requisite: AL366 or introductory marketing course. Prerequisite: MKTG 131 or AL366. 3 credits

AL 305 PROMOTION & ADVERTISING
engages the student in analyzing current advertising procedures. Topics include methods of approach and appeal; basic campaign strategy, copy, visualization and layout; mechanical production; relationship of behavioral sciences to advertising, their use and selection; packaging, brand identification and promotion; and market research, ethics and consumer protection. Pre-requisite: MKT 131 or AL366. 3 credits
AL 306 E-COMMERCE
examines, from a marketing perspective, the impact, challenges, opportunities, and costs of using the internet and intranets as integral tools in business, including business-to-business and business-to-consumer operations. Topics covered in the course include: benefits and limitations of EC, e-tailing, B2B EC, EC support services, ethical and security issues, and emerging platforms. Prerequisites MKTG 131 or AL366. 3 credits

AL 307 MARKETING RESEARCH
presents the methods and measurements appropriate for deriving meaning for problems concerned with decisional research. Cases demonstrate the concepts and techniques of decisional research constrained by time and economic considerations. Prerequisites: MKTG 131 or AL366 and MATH 205 or AL169. 3 credits

AL 308 ADVANCED MARKETING MANAGEMENT
studies the integrated management of all aspects and components of the marketing function. It also studies how the marketing function interrelates with the other major functions of a business. Topics covered include: the marketing mix and how adjustments of the mix can provide solutions to marketing problems, how leadership (marketing management) affects marketing practices, marketing planning, marketing resource allocation, marketing information systems, analyzing consumer and business markets, market segmentation and forecasting, marketing strategies, managing product lines and brands, pricing, channel selection and management, marketing communications. Prerequisite: for traditional students completion of all MKTG courses, for adult students AL366 and two other marketing courses. 3 credits

AL 309 INTERNATIONAL MARKETING
studies marketing principles from an international perspective, and examines the problems, opportunities, considerations and public policies peculiar to marketing across national boundaries. Emphasis will be placed on the development of a marketing plan for an actual organization, including an analysis of a country or region where a firm might engage in international marketing. Pre-requisite: MKTG131 or AL366. 3 credits

AL 310 / 310 EL CONSTITUTIONAL LAW
Introduces students to the United States Constitution from its conception and ratification up to its present day status. Important court cases and constitutional amendments that have shaped American government and society over the years will be examined and emphasis given to how the Supreme Court has shaped American life. 3 credits

AL 312 / JPP 308 EL PROCEDURAL CRIMINAL LAW
exposes the student to various procedural issues of criminal law. Procedural criminal law will explore two general areas of study. One area being the study of the criminal justice processing system itself and the other area the study of procedural contacts with citizens by government agents. 3 credits

AL 314 / 314 EL CRIMINAL JUSTICE LIABILITY LAW
explores the various areas of liability law as it relates to the criminal justice function within the entire justice system. Issues of liability covered are related to use of force, civil rights violations, pursuit and arrest situations, failure to train and supervise, failure to respond, and vicarious responsibility. 3 credits

AL 316 / 316 EL ADMINISTRATIVE LAW
provides the student with an understanding of the interaction of public administrative agencies with the more "established" sectors of government, specifically, the legislature and judiciary. This is acquired in part through analysis of the U.S. Constitution, enabling legislation, and the Administrative Procedure Act. The student develops an appreciation of the breadth of influence of these agencies, and the role of law in legitimizing and limiting the role of bureaucracies. 3 credits

AL 318 / 318 EL MANAGEMENT OF LAW ENFORCEMENT AGENCIES
introduces the student to the study of administration and management techniques, with a public administration emphasis, as they are applied to law enforcement organizations. 3 credits

AL 320 / 320 EL PUBLIC FINANCE AND BUDGETING
exposes the student to principles of budgeting and finance of a public agency. The student will gain a general understanding of fiscal principles and how to adapt those principles to the operations of a public agency. 3 credits

AL 322 / JPP103 EL CRIMINOLOGY
is the extremely interesting study of crime causations. Criminology is studied from four interdisciplinary perspectives. The four criminal causations are sociological, psychological, physiological and "free will." 3 credits

AL325 FINANCIAL ISSUES IN NONPROFIT MANAGEMENT
highlights the differences in not-for-profit accounting standards including contribution accounting, program designation of operating expenses, sources of revenue, budgeting and governmental reporting requirements. The course also introduces budgeting. Prerequisite: AL365 Accounting or ACCT101 and AL250 Nonprofit Management Principles. 3 credits

AL 328 / AL 328EL CORRECTIONS IN AMERICA
examines the history of corrections and the various component parts of American correctional organizations, the inmate culture that develops within correctional institutions, and the challenges that face today's correctional managers. 3 credits

AL 329 / 329 EL ETHICS IN CRIMINAL JUSTICE
explores the nature of ethics and emphasizes the need for ethics to be incorporated into all areas of criminal justice professions. 3 credits

AL 330EL WORLD OF CHEMISTRY
explores the foundations of chemical structures and behavior in the physical world. Laboratory methods of the scientist can be performed by the students in their homes. Using empirical techniques of observation, measurement, data recording, and analysis, students learn to conceptualize theories or build a model based on the scientific evidence. A knowledge of high school level algebra is required. 4 credits
AL 331 / 331 EL MANAGEMENT PRINCIPLES FOR HEALTH CARE ORGANIZATIONS
focuses on the fundamentals of healthcare management for the health care administrator. Basic management functions of planning, organizing, leading and controlling health care organizations are emphasized. In this module management functions are practically applied to health care organizations by means of an introductory overview of different management principles and techniques. 3 credits

AL 334 / 334 EL STRATEGIC HEALTHCARE PLANNING AND EVALUATION
examines the principles, methods, and basic fundamentals in planning, evaluating and measuring outcomes in the health care delivery system. Students learn the process of planning for the delivery of health care services to the surrounding communities while adapting to the changing environment. Pre-requisites: AL169, AL356, AL331, AL338, AL340, AL341. 3 credits

AL 335 NONPROFIT FUNDRAISING AND GRANT WRITING
offers students an introductory overview of fundraising strategies useful in the nonprofit sector and an experience of developing a grant proposal from case study materials. Prerequisite: AL250 Nonprofit Management Principles. 3 credits

AL 338 FINANCIAL ISSUES IN HEALTH CARE
Studies finance, economics, budgeting, pricing, and managed care as they relate to the health care industry. Students gain an understanding of managed care, a basic knowledge of the budgeting process and the economic risks unique to the health care sector and the contribution of the health care industry to the Gross Domestic Product. The national health care policy of the United States is compared and contrasted to that of other developed nations. Prerequisites: AL169, AL 365. 3 credits

AL 339 LEGAL AND ETHICAL ISSUES IN SPORT AND RECREATION
is a comprehensive examination of legal issues in sport, physical education, and recreation. Specific focus will be on risk and risk management and the impact on the formulation and modification of policies controlling operations of sport, recreation and physical education programs. Prerequisite: AL212 Introduction to Sport Management. 3 credits

AL 340 HEALTH CARE ETHICS
explores systems of moral reasoning and their impact upon the legal and ethical decision making process within health care organizations and professionals. Themes to be explored include confidentiality, informed consent, decision making capacity, treatment refusal, end of life decisions and care, and legal issues related to initiating or withdrawing treatment. Exposes students to the breadth of legal aspects of Health Care Management in order to assist health care professionals in identifying when a situation is likely to be subject to a law or regulation. 5 credits

AL 341 HEALTH CARE MARKETING
studies marketing principles, concepts, and operations and provides the student with the necessary marketing skills to promote health care services or products. The course introduces the student to the complex world of health care marketing and promotion and examines marketing plans and focus groups. 3 credits

AL 342 / 342 EL ELDERCARE
is an in-depth study of the challenges facing elders in American society, the services available to them, and a critical evaluation of public policy. Specifics include a life course perspective on aging that makes this course applicable and meaningful for people to study, provides an examination of the meaning of old age, explains how the body, mind, spirit and soul are affected by the decline of age. Students are expected to spend 16 to 18 hours per Session on academic work for this course. 3 credits

AL 344 SOCIAL ASPECTS OF SPORT
investigates sport as a microcosm of society and explores how the sports we play are influenced by cultural traditions, social values, and economic forces. The focus of this course will be on the examination of sport as a social institution and its integration within the greater societal structure. Students will examine social theories and compare and contrast the existence and application of them in sport and society. Prerequisite: AL212 Introduction to Sport Management. 3 credits

AL 345 BUSINESS LAW
familiarizes the student with the court system, the sources of laws, contracts, the forms of business organization and the basic legal principles which underlie and control all business transactions. The student will learn to apply these legal theories to practical business situations. 3 credits

AL 346 / FIN300 BUSINESS FINANCE
provides an introduction to the basic functions of financial management, including planning, control, investment returns and risk management, and optimal capital structure. This course will also survey financial institutions, operations of markets and the process of financial decision-making. Prerequisite: AL 365 Accounting. 3 credits

AL 347 MACROECONOMICS
provides a foundation in the principles of macroeconomics as applied to the overall economy, both domestic and global. It covers fiscal policy, monetary policy, classical and Keynesian economic models, national income accounting, and the relationship between inflation and unemployment. It also reviews supply and demand relationships among goods, services, and labor. 5 credits

AL 348 / 348 EL MICROECONOMICS
provides a unifying theme of microeconomics, showing how micro-economics is the synthesis of theories, decision sciences, and the various fields of business administration studies. The special emphasis is placed on the interaction between the firm’s business strategy and the market structure as the firm attempts to reach optimal performance in the face of economic constraints. 3 credits

AL 349 LEGAL ISSUES IN NONPROFIT MANAGEMENT
examines the legal and ethical issues faced in nonprofit governance, leadership and management including tax exempt status, risk management, fiduciary and board responsibilities. Prerequisite: AL250 Nonprofit Management Principles. 3 credits

AL 355 MANAGEMENT INFORMATION SYSTEMS/PROJECT MANAGEMENT
presents an overview of the management information system. Students gain experience in preparing and presenting information useful in the management function. Students develop a project plan for project management in EXCEL. Pre-requisite: Completion of an Introduction to Office or EXCEL course or the equivalent skill level. 3 credits
AL 356 EL CRITICAL THINKING AND CREATIVITY
applies logical reasoning and critical thinking to reading and writing processes. The course includes divergent thinking and ways of
developing creative ability and considers both "left brain" and "right brain" processes. Doing is as important as understanding. Therefore,
exercises and practical applications involving analysis of arguments and supporting ideas, as well as opening to creativity are included.
Students complete the activities by weighing, judging, and evaluating qualitatively. 3 credits

AL 357 EL JUVENILE JUSTICE
analyzes all aspects of the juvenile justice system, including the law, the police, the courts and different types of interventions used. The
course will also examine subthemes within juvenile justice, including female delinquency and gang delinquency. 3 credits

AL 359 EL HUMAN RESOURCE MANAGEMENT
examines the principles, methods, and procedures in human resource management, including; staffing, compensation and benefits,
employee and labor /management relations, planning, employee development, health, safety and security, and equal opportunity issues.
This is a survey course, which may serve as the foundation for further study in the Human Resource Management, major, minor or
certificate programs. There are no pre-requisites. 3 credits.

AL 365 / ACCT101 EL ACCOUNTING
is a broad overview course that includes comprehensive instruction in basic accounting principles, with an emphasis on accounting as a
necessary tool in the control and management of business. The application of management policies and practices required for effective
planning and controlling of resources is considered. Prerequisite: AL 096 or acceptable assessment score. 3 credits

AL 366 / 366 EL MARKETING MANAGEMENT
focuses on the role of Marketing within an organization from the manager’s perspective. Students gain an understanding of buyer behavior,
evaluation of the marketplace, marketing research, and new product development Students complete a marketing plan on an actual
organization. 3 credits

AL 367 / 367E GLOBAL DIMENSIONS IN BUSINESS
focuses on international trade theory, marketing, the interaction of foreign businesses, politics, and intercultural communication and
business protocol. Students appreciate the importance of understanding cultural differences in working with others with different cultural
backgrounds. 3 credits

AL368 / 368E PHILOSOPHY OF VALUES AND ETHICS
provides the student the opportunity to explore philosophical approaches to ethics in the business organizational context. Personal and
corporate ethical dilemmas are examined in reading, classroom, and online discussion, and reflective papers from the perspective of a
variety of stakeholders. Students examine their own approach to ethical decisions and recognize the impact of Christian principles in their
own behavior and attitudes. 3 credits

AL 369 SPORT ECONOMICS AND FINANCE
is an application of microeconomic principles and practices to the industry of professional and college sports. The focus of this course
will be on the economic concepts of revenue generation, cost analysis, profit maximization, labor issues, demographic studies, and
financing mechanisms. Students will begin to see the presence and prevalence of economic issues in the area of college and professional
sports. Prerequisite: AL212 Introduction to Sport Management. 3 credits

AL 371 / 371E BUSINESS POLICY
requires knowledge of all functional business areas. The course considers strategic management including management decision-making,
using the case-study approach. Students apply problem-solving and critical thinking skills in a management context and demonstrate
effective writing and speaking skills. Prerequisites: AL 204 College Writing, AL 169 Statistical Methods, AL 366 Marketing Management, AL
365 Accounting, AL 346 Business Finance. 3 credits

AL374 MARKETING OF SPORTS
provides an overview of the various techniques and strategies utilized in meeting the demands of consumers in the sports industry as well as
understanding how sport and recreation can be used as an effective delivery platform in the marketing of other goods and services. This
course will explore various central topics like the marketing of sport and recreation, sports as a medium, market research and segmentation,
the marketing mix, and sponsorship procurement. Prerequisite: AL212 Introduction to Sport Management. 3 credits

AL 377E AMERICAS
explores the twentieth century history of Central and South America and the Caribbean in a multidisciplinary fashion. Through the use of
videos and primary sources, students will gain a greater understanding of the Latin American neighbors of the United States. 3 credits

AL 378 AFRICA: HISTORIC AND CULTURE
uses methods of geography, history, anthropology, and ethnography to examine political, cultural, and physical evidence to study Africa. 3 credits

AL 379 CLASSICAL ANTIQUITY: THE HERITAGE OF ANCIENT GREECE
is an interdisciplinary study of the civilization of the Ancient Greeks and Romans - their culture, philosophy, and arts - and the continuing
heritage of classical thought. 3 credits

AL 381 THE WORLD OF ISLAM
explores Islamic culture in the medieval and modern world. Topics include Muhammad and the Qur’an; Sunnism, Shi’ism, and Sufism;
literature and art; and modern Islam. The impact of Islamic contributions to Western civilization in the areas of empirics and symbolics will be
considered including pharmacology, astronomy, optics, and algebra. 3 credits

AL 382 ASIAN HISTORY AND CULTURE
examines the people of Pacific Asia on a topical basis comprising geographical and historical background, literature, music and fine arts,
idiology, culture, social life, political systems, and religion. An emphasis will be placed on the contrast between Eastern and Western
thought, comparing Japan, China, and India with the United States. No duplication with AL 425. 3 credits
AL 384 THE MEDIEVAL WORLD
reviews the Middle Ages as an important transitional period in the development of Western culture. The era encompasses, roughly, the thousand years from 500-1500 A.D.; from the fall of Rome to the discovery of the Western Hemisphere and the Protestant Reformation. Comprehension of the achievements of the medieval age will help to develop a greater understanding of modern Western culture.  3 credits

AL 386 RENAISSANCE AND REFORMATION
focuses on 16th and 17th Century Europe, an age of adventure and ambition as the focus shifted from the Mediterranean to the Atlantic with the opening of the new world. It is an age of Protestant and Catholic Reformations, revolutions in science, and flowering in the arts of Bach, Handel, Shakespeare, Milton, and the Golden Age of Spain. 3 credits

AL 387 THE AGE OF ENLIGHTENMENT
examines the greater eighteenth century in the Atlantic world. The course focuses on the importance of the scientific revolution and its effect on the age of reason and the Enlightenment. It also explores capitalism and slavery, neo-classical art and music, and the American and French Revolutions which ended the era. 3 credits

AL 389 THE ROMANTIC AGE
became the dominant idea in Western culture for most of the Nineteenth Century. Few eras have brought more radical shifts in humanity’s outlook or had a more profound influence on the arts, literature, and society. This course studies the Golden Age of Romanticism in England and America through its aesthetic, world view, social effects, and leading spokespersons. 3 credits

AL 390 GLOBALIZATION
This course will examine the rise of the modern globalist world by delving into various aspects of globalization. Among the topics to be treated include: the economic and political aspects of globalization, the implications of globalization for health and medicine, the implications of globalization on the world’s food supply as well as on international crime and terrorism. 3 credits

AL 391 CONTEMPORARY STUDIES
explores the cultural condition within the Western tradition through the present day. It approaches the contemporary scene as a discourse by examining samples of critical and scientific theory, as well as samples of visual art and literature. It attempts to trace the mutual influence each has felt from and exerted upon the other. 3 credits

AL 395 LIFE OF CHRIST
studies the religious and social conditions of the world into which Christ came. His life and teachings as found in the four Gospels, and an overview of the opinions expressed in the apocryphal Gospels, the ancient Church, and modern historical criticism. Prerequisite: Bible content (AL 159 [or REL 201 & 203]); Christian doctrine (AL 210 [or REL 204]). 3 credits

AL 396 INTERNSHIP
provides credit for an on-the-job work experience in the student’s major field of study which is different from pre-existing paid employment. This course is for students in the Business Management, Human Resource Management and Criminal Justice Management majors. Minimum of 120 hours in the workplace setting. Prerequisite: Completion of all courses in the major. 3 credits

AL 400 HR INDEPENDENT STUDY
provides an opportunity for advanced independent work in any area of human resource management. This individually designed course can relate to areas such as compensation and benefits or training and development, or another HR area as determined by the advisor, instructor and student. It should be taken following successful completion of AL359, AL265, AL266, AL267, AL269, AL300, AL472. 3 credits

AL 424EL ABNORMAL PSYCHOLOGY
examines the complex factors that cause behavioral disorders, looks at biological, psychological, and environmental influences, and demonstrates psychological, biological, and social approaches to the treatment of abnormal behaviors. 3 credits

AL 444 HEALTH CARE PRACTICUM
which engages students in a practical on-the-job learning experience in a health care setting. The course requires that students complete a journal of their learning, a reflective plan for personal and professional development, and a research paper on a topic related to the work they have done at the site of the practicum. Minimum of 60 hours over at least 6 weeks required in the health care setting." Students wishing to sit for the State of Wisconsin Nursing Home Administrator exam must do this practicum in a nursing home setting and the research paper must be on a related topic. Prerequisites: completion of all other courses in the major. 6 credits, 12 weeks.

AL 472 / 472EL MANAGING CHANGE
engages students in the analysis of an organization’s needs and the development of a plan to influence major organizational change from the human resources perspective or the managerial perspective. Prerequisite: AL359 Human Resource Management and AL272 Organizational Management Principles or AL358 Principles of Management. 3 credits.

AL 473 INTEGRATIVE PROJECT: HUMAN RESOURCE MANAGEMENT
Elements of professional human resource practice are examined and summarized. Students integrate concepts of planning and evaluating strategic human resource initiatives with legal, social, management, and ethical approaches. This is an advanced course which can only be taken by students who have completed all other HR major requirements. Cannot be transferred in from another school. (Pre-requisites: AL294, AL204, AL159, AL180, AL272, AL270, AL271, AL359, AL265, AL266, AL267, AL269, AL300, AL368, AL472) 3 credits

AL 474 / 474EL INTEGRATIVE PROJECT: THE BUSINESS PLAN
is the capstone course in the Business Management major. Students demonstrate the acquisition of the program-level student learning outcomes through the creation of a business plan which includes financials, human resources, marketing and operations components. Prerequisites: Al 169 Statistical Methods, Al 204 College Writing, Al 346 Business Finance, Al 347 Macroeconomics, Al 272 Organizational Management Principles, Al 359 Human Resource Management, Al 365 Accounting, Al 366 Marketing Management, Al 371 Business Policy. 3 credits
ECON 200 / 200 EL PRINCIPLES OF ECONOMICS
offers a single semester introduction to both Micro and Macro Economics. Students emerge with a basic understanding of the concepts behind economists analysis of labor and product markets as well as business decisions. They also learn to recognize the perspectives of macroeconomists and evaluate how fiscal and monetary policy may adversely or positively impact the macro-economy, (fulfills the requirement for AL347 Macroeconomics in the Business Management major. 3 credits.

FIN 300 / 300 EL PRINCIPLES OF FINANCE
provides an introduction to the basic functions of financial management, including financial statements and analysis, financial markets, financial institutions, investment returns, capital budgeting methods, asset valuation, leverage, time value of money, dividend policy, and optimal capital structure. Prerequisite: AL365 Accounting or ACCT 101. 3 credits

JPP 103 / 103 EL CRIMINOLOGY
studies causations of crime, including sociological, psychological, biophysiological and free will theories. 3 credits

JPP 308 / 308 EL PROCEDURAL CRIMINAL LAW
examines the law relating to arrests, searches, and seizures by law enforcement officers as well as rules of evidence and courtroom procedures followed by prosecutors and defense attorneys. 3 credits

NURS 100 INTRODUCTION TO PROFESSIONAL NURSING
describes basic principles of nursing, and addresses issues such as entry into practice, nursing employment opportunities and nursing roles. Roles of the professional nurse and nurse theories will be examined. Beginning nursing student. 2 credits

NURS 101 PROFESSIONAL CORE FOUNDATIONS
identifies the philosophical basis, conceptual framework and responsibilities of the professional nurse while assisting students to formalize their decision to study professional nursing. NURS 100. 4 credits

NURS 106 (HUM 106) NURSING AND YOU
an approach to Holistic Nursing considers the relationship between the successful nurse and a study of the Humanities, particularly as it relates to the human condition. The nurse who understands the essence of what it is that motivates the crown of God’s creation, humankind, will better be able to use a holistic approach to nursing care and will understand self and patient better. The student will survey approaches to the study of literature, music and art, and will continue to develop critical and analytical skills that will enhance nursing care and, at the same time, lead to a richer personal life. Course meets Humanities requirement. 4 weeks - 3 credits

NURS 202 GERONTOLOGICAL NURSING
I explores the health needs of the older client. Primary, secondary, and tertiary preventions are discussed as they relate to retaining, attaining, and maintaining the older client’s line of defense. Taken concurrently with N222. 3 credits

NURS 212 GERONTOLOGICAL NURSING PRACTICUM
provides guided clinical experience correlated with theoretical content of NURS 101, NURS 213, NURS 222, NURS 232, and NURS 250. 2 credits

NURS 213 FOUNDATIONAL NURSING SKILLS I
focuses on professional psychomotor nursing skills that complements didactic content of NURS 292. Provides reinforcement of psychomotor experiences in the clinical setting. Prerequisites: NURS 222, taken concurrently with NURS 212 and NURS 250. 1 credit.

NURS 232 WELLNESS ASSESSMENT (ALSO BSN PROGRAM)
identifies nursing’s role in assessing deviations from wellness and the way in which individuals maintain lines of defense. Nursing laboratory work required. Prerequisites: BIO 270 and BIO 272. 3 credits

NURS 301 DIMENSIONS IN PROFESSIONAL NURSING
demonstrates the incorporation of Betty Neuman’s conceptual framework within the nursing process. 3 credits

NURS 305 LEGAL/ETHICAL ASPECTS OF NURSING
is a course in which the student will identify various ethical theories and define one’s own value system. This course will then explore who the defined theoretical frameworks and value system support the nurse’s legal responsibilities. The ethical/legal issues discussed will relate to the practice of nursing. 3 credits

NURS 313 FOUNDATIONAL NURSING SKILLS II
focuses on professional psychomotor nursing skills that complements didactic content of NURS302. Provides reinforcement of psychomotor experiences in the clinical setting. Prerequisites: NURS 292, NURS 212, NURS 213, NURS 255, taken concurrently with NURS 310, NURS 311. 1 credit

NURS 320 FAMILY CENTERED NURSING: PEDIATRICS
introduces students to the stressors encountered and nursing preventions required to retain, attain, and maintain system stability with families. Senior standing taken concurrently with Nursing 321. Prerequisites: NURS 335, NURS 345, NURS 346. 5 credits

NURS 321 PEDIATRIC PRACTICUM
provides guided clinical experience with childbirth and childbearing families in a variety of settings and agencies. Taken concurrently with NURS 320. 1 credit

NURS 325 FAMILY CENTERED NURSING: OBSTETRICS & WOMEN’S HEALTH
introduces students to the stressors encountered and nursing preventions required to retain, attain, and maintain system stability with childbirth families. Taken concurrently with NURS 326. Prerequisites: NURS 335, NURS 345, NURS 346. 3 credits

NURS 326 FAMILY CENTERED NURSING: OBSTETRICS & WOMEN’S HEALTH PRACTICUM
provides guided clinical experience with childbirth families in a variety of settings and agencies. Taken concurrently with NURS 325. 1 credit
NURS 331 NURSING IN HISTORICAL CONTEXT
is a course which introduces students to the concept that nursing today was formed by its history. Students will explore the development of the nursing profession, the impact of social and scientific changes on nursing, and nursing’s impact on society. 3 credits

NURS 335 NURSING RESEARCH (ALSO B.S.N. COMPLETION PROGRAM)
introduces students to basic research principles and application of these principles to nursing practice. Prerequisites: MATH 205, NURS 310, NURS 311. 3 credits

NURS 340 COMMUNITY WELLNESS
studies nursing responsibilities in assisting individuals, families, and groups to meet stressors and retain, attain, and maintain system stability within the community setting. Taken concurrently with NURS 341. Prerequisites: NURS 202, NURS 212, NURS 213, NURS 255. 3 credits

NURS 341 COMMUNITY WELLNESS PRACTICUM
provides the student with an opportunity to integrate previous knowledge with community health nursing and to apply this within a nursing process framework to individuals and aggregates in various community site settings. Taken concurrently with NURS 340. Prerequisites: NURS 202, NURS 212, NURS 213, NURS 255. 1 credit

NURS 342 COMMUNITY WELLNESS FOR RN’S
is an in-depth study of nursing responsibilities in assisting individuals, families and groups to meet stressors and retain, attain and maintain system stability with a community setting. Advanced clinical practice with clients in the community in a variety of settings and agencies is provided. 6 credits

NURS 345 MEDICAL-SURGICAL NURSING II
Continuing focus on foundational nursing management when assisting clients requiring medical-surgical interventions. Prerequisites: NURS 310, NURS 311. Concurrent enrollment in NURS 346. 3 credits

NURS 346 MEDICAL-SURGICAL NURSING II PRACTICUM
provides guided clinical experience with clients in an acute medical-surgical setting. Prerequisites: NURS 310, NURS 311. Concurrent enrollment in NURS 345. 2 credits

NURS 360 CULTURAL DIVERSITY IN NURSING
introduces the student to health care among differing cultural groups. Prerequisites: Junior or Senior standing. 3 credits

NURS 363 THERAPEUTIC NUTRITION
is a lecture course designed to initially assist the nursing student in building a sound foundation in scientific nutritional concepts. The course continues by applying these concepts in the nutritional care of specific clients in the promotion of health and treatment of disease. Prerequisites: CHEM 105; BIO 270, BIO 272, BIO 24. 2 credits

NURS 390 INTRODUCTION TO BASIC EKG
introduces the nursing student to basic rhythms of the heart. Junior or Senior level elective. 1 credit

NURS 400 MEDICAL-SURGICAL NURSING III
focuses on nursing management and clinical reasoning used in assisting clients experiencing major and/or complex alterations in wellness in the medical-surgical setting. Prerequisites: NURS 335, NURS 345, NURS 346. Concurrent enrollment in NURS 401. 3 credits

NURS 401 MEDICAL-SURGICAL NURSING III PRACTICUM
provides guided clinical experience with clients requiring advanced nursing management and clinical reasoning skills in an acute medical-surgical setting. Prerequisites: NURS 335, NURS 345, NURS 346. Taken concurrently with NURS 400. 2.5 credits

NURS 402 PSYCHOLOGICAL WELLNESS
focus is on the principals and practice of nursing in the mental health setting. Theory and treatment of special populations and people with both chronic and acute psychiatric needs. Prerequisites: NURS 202, NURS 212, NURS 213, NURS 255. Taken concurrently with NURS 412. 3 credits

NURS 410 MEDICAL-SURGICAL NURSING IV
Continuing focus on nursing management and clinical reasoning used in assisting clients experiencing major and/or complex alterations in wellness in the medical-surgical setting. Prerequisites: NURS 400, NURS 401. Concurrent enrollment in NURS 440 and NURS 441. 3 credits

NURS 412 PSYCHOLOGICAL WELLNESS PRACTICUM
provides guided clinical practice within both acute and chronic mental health settings. Taken concurrently with NURS 402. Prerequisites: NURS 202, NURS 212, NURS 213, NURS 255. Taken concurrently with NURS 402. 1 credit

NURS 420 CRITICAL CARE NURSING
provides both classroom and guided clinical experience with adult clients in a critical care setting. It continues to build on previous nursing courses and will focus on stressors, lines of defense, nursing diagnosis development, secondary nursing preventive, and scientific rationale in giving nursing care to critically ill clients. (offered occasionally) 3 credits.

NURS 440 LEADERSHIP & MANAGEMENT: IN AN EVOLVING HEALTHCARE SYSTEM
explores the principles of effective leadership/management skills in managing the health needs of individuals and groups. Prerequisites: NURS 400, NURS 401. Taken concurrently with NURS 410 and NURS 441. 3 credits

NURS 441 LEADERSHIP & MANAGEMENT PRACTICUM: IN AN EVOLVING HEALTHCARE SYSTEM
affords students the opportunity to apply the principles of effective leadership/management skills in the clinical setting. Prerequisites: NURS 400, NURS 401. Taken concurrently with NURS 410, NURS 440. 2.5 credits

NURS 442 COMPLEX NURSING SYSTEM FOR RN’S
explores the principles of effective leadership/management skills in managing the health needs of individuals, groups and peers within the role of the professional nurse. 6 credits
NURS 451 GLOBAL EDUCATION
allows the students to study and experience the history, culture and health beliefs of Costa Rica. 3 credits

NURS 452 GLOBAL EDUCATION
allows the students to study and experience the history, culture and health beliefs of Belize. 3 credits

NURS 492 SEMINAR IN CONTEMPORARY NURSING ISSUES FOR RN'S
is a faculty advised seminar in which the student presents an in-depth, independent study of current topics, forces and/or issues affecting contemporary nursing practice. The student will also be exposed to communication skills in public speaking. 3 credits, offered once a year. This is the last course the BSN Completion student takes prior to graduation.

REL 100 THE BIBLE AS LITERATURE
is an overview of the Bible intended to acquaint the student with its background, content and messages. This introductory course satisfies the core curriculum requirement for Bible content for students who are not in a church work program. 3 credits

REL 201 THE OLD TESTAMENT
is an overview of the Old Testament intended to acquaint the student with its background, content and messages. 3 credits

REL 203 THE NEW TESTAMENT
is an overview of the New Testament intended to acquaint the student with its background, content and messages. 3 credits

REL 204 BIBLICAL THEOLOGY
is a systematic study of major areas of Christian doctrine with an emphasis on what Scripture says, as well as how Lutheran doctrine reflects what Scripture says. 3 credits

REL 229 RELIGIOUS EDUCATION OF YOUTH AND ADULTS
equips the students with practical methods, skills, and resources to teach religion to youth and adults in a parish setting. Provides students with opportunities to strengthen their ability to communicate the Gospel effectively. Prerequisites: Bible Content (REL 100 or 201 & 203; or AL 159); Christian Doctrine (REL 110 or 204; or AL 210). 3 credits

REL 233 COMMUNICATING BIBLE MESSAGES
helps the student acquire greater skill in communicating meaningful Bible messages, by learning the theory and practice of analyzing a text of Scripture, writing a message for a specific audience based on that text, and delivering the message. Topical and other creative approaches will also be examined. Prerequisites: Bible Content (REL 100 or 201 & 203; or AL 159); Christian Doctrine (REL 110 or 204; or AL 210). 3 credits

REL 287 CHRISTIAN CARE GIVING
offers the student preparing for full-time church work opportunity to understand and apply the theology of the cross and the practice of the church in Christian care giving. Prerequisites: Bible Content (REL 100 or 201 & 203; or AL 159); Christian Doctrine (REL 110 or 204; or AL 210). 3 credits

REL 312 OFFICE OF THE PROFESSIONAL CHURCH WORKER
studies the role of auxiliary ministries in the light of the New Testament and the Lutheran Confessions. It pays particular attention to church administration and conflict resolution in congregations. Prerequisites: Bible Content (REL 100 or 201 & 203; or AL 159); Christian Doctrine (REL 110 or 204; or AL 210). 3 credits

REL 328 FAMILY AND YOUTH MINISTRY
explores congregation ministry with and for families by providing students with an understanding of parent and child relationships, teen development, and the place of faith and the church in family life. Special attention is paid to family life education, intergenerational ministry, and strategic planning, with the goal of building ministries that strengthen family relationships. Prerequisites: Bible Content (REL 100 or 201 & 203; or AL 159); Christian Doctrine (REL 110 or 204; or AL 210). 3 credits

REL 376 CHRISTIAN ETHICS
explores the distinct nature of Christian ethics in dialogue with other forms of ethical inquiries. Contemporary Christian responses to timely ethical issues will also be explored. Prerequisites: Bible Content (REL 100 or 201 & 203; or AL 159); Christian Doctrine (REL 110 or 204; or AL 210). 3 credits

REL 383 / 383 EL THE GOSPEL OF LUKE
surveys foundational principles and techniques in biblical interpretation using the Gospel of Luke. Prerequisites: Bible Content (REL 100 or 201 & 203; or AL 159); Christian Doctrine (REL 110 or 204; or AL 210). 3 credits

REL 387 CHRIST'S PEOPLE THROUGH THE AGES
surveys Christian history from Pentecost to the present. Distinctive eras in Christian history will be discussed, with attention to their main contours and the principal dynamic forces at work within them. Prerequisites: Bible Content (REL 100 or 201 & 203; or AL 159); Christian Doctrine (REL 110 or 204; or AL 210). 3 credits

REL 388 EL VARIETIES OF BELIEF
provides a framework for knowing about the teachings, practices, organization and historical development of world religions and various Christian communities. Emphasis is also placed upon the Christian living in relation to the peoples of other faiths especially in the North American context, with compassion, biblical confession, and a missional intention. Prerequisites: Bible Content (REL 100 or 201 & 203; or AL 159); Christian Doctrine (REL 110 or 204; or AL 210). No duplication with REL 410. 3 credits

REL 410 WORLD RELIGIONS
surveys living, non-Christian religions in terms of worship, beliefs, values, history, and their relationship to Christianity. Comparative religions elective. Prerequisites: Bible Content (REL 100 or 201 & 203; or AL 159); Christian Doctrine (REL 110 or 204; or AL 210). No duplication with REL 388. 3 credits
MASTER’S DEGREE PROGRAMS

Master of Business Administration

The Master of Business Administration (MBA) Program is based upon the University’s stated mission of developing in students the “professional competencies and commitment required for responsible participation and leadership in a complex society.” The MBA program is accredited by the International Assembly for Collegiate Business Education (IACBE).

Concordia University Wisconsin’s MBA Program is designed to prepare men and women to meet the challenges of a changing administrative environment. The program is designed to provide the opportunity of a professional education for the working student. The curriculum provides the broad base of knowledge needed by middle and upper level managers. While the MBA program is designed for those in business professions, it is readily adapted to meet the needs of students from engineering, health, non-profit, religious, and other fields.

The MBA degree requires 39 semester hours of credit comprising 13 courses. No thesis is required for this degree. Students ordinarily take one course at a time. This allows the program to accommodate a student’s professional and personal schedule to the maximum degree possible. The capstone course, MBA 590, must be taken at the end of the degree program. Students must complete all requirements for the MBA degree within five (5) years of entry.

Our flexible program gives you the choice of pursuing your MBA in accelerated eight week classroom courses or through E-Learning where you have up to 12 weeks to complete a course.

You are given the flexibility to design your MBA program. With our guidance you decide the course load and courses you wish to take.

STUDENT LEARNING OUTCOMES

• Articulate a response to ethical situations which recognizes responsibility beyond the law from a Christian perspective
• Demonstrate proficiency in written and oral business professional communication including proper grammar, organization, presentation, and use of sources
• Solve diverse and ill-structured problems using higher order thinking and analysis
• Develop a global view of business beyond the American business mindset
• Use quantitative skills to evaluate problems faced by the businessperson
• Concentration: demonstrate specialized knowledge in their area of concentration
• Demonstrate ability to engage in teamwork at a professional level of competence

THE MBA CORE

In keeping with the purpose of a MBA, our curriculum is designed to provide the student with a broad spectrum of the business scene. To this end, the courses provide advanced instruction in many areas of business. The utilization of a concentration allows the student at the same time to develop an area of expertise. The MBA program consists of 39 credits which include eight core courses and five courses in the concentration area. The MBA program has six prerequisite courses. These prerequisite courses are not required prior to starting the program but must be taken prior to the corresponding MBA course. These prerequisites are Accounting, Finance, Management, Marketing, Economics, and Statistics.

MBA 500/800 Managerial Economics
MBA 510/815 Applied Statistical Methods
MBA 530/830 Corporate Finance
MBA 540/840 Accounting: Financial Analysis for Decision Making

MBA 575/875 Business Ethics
MBA 580/880 Leadership and Organizational Behavior
MBA 610/910 Issues in Human Resources Management
MBA 590/890 Strategic Management (Capstone-taken last)
MBA Concentration Courses

**CHOOSE FIVE COURSES IN ONE AREA**

**Management**  (Choice of four classes within emphasis and one elective from another concentration, per Dean’s approval)
- 527/827  Project Management
- 550/850  Strategic Marketing
- 554/854  Advertising Management
- 555/855  Small Business Management
- 556  Real Estate Management
- 557  Sustainable Business Practices
- 565/965  Legal Aspects of Business
- 576/876  Fraud Management
- 622/922  Risk Management and Insurance
- MIB 530/830  Global Production and Operations
- MIB 560/860  International Business
- MBA 558  Real Estate Investment

**Health Care Administration**
- MPA 535/835  Budgeting in Public Agencies or MPA 568/868  Public Personnel Administration
- 620/920  Economics/Public Policy of Health Care
- 622/922  Risk Management and Insurance
- 623/923  Statutory Accounting
- MBA 845  Internship in HC Management
- 685/985  Special Topics: Long Term Health Care, Ambulatory Care, Managed Care

**Human Resource Management**
- 576/876  Fraud Management
- 600/900  Compensation and Benefits
- 605/905  Alternative Dispute Resolution
- 615/915  Labor and Employment Law
- 622/922  Risk Management and Insurance
- MPA 568/868  Public Personnel Administration

**Finance**
- 556  Real Estate Management
- 570/870  Legal Aspects of Business
- 576/876  Fraud Management
- 621/921  Financial Institution Management
- 622/922  Risk Management and Insurance
- 625/925  Securities Analysis
- 626/926  Portfolio Mathematics
- MIB 540/840  International Finance
- MBA 558  Real Estate Investment

**Marketing**
- 550/850  Strategic Marketing
- 552/852  Direct Marketing
- 553/853  Sales Management
- 554/854  Advertising Management
- 570/870  Legal aspects of Business
- MIB 555/855  International Marketing
- MBA 511  Social Marketing Strategies

**International Business**
- MIB 530/830  Global Productions/Operations
- MIB 540/840  International Finance
- MIB 545/845  International Economics
- MIB 555/855  International Marketing
- MIB 560/860  International Business
- MBA 570/870  International study Abroad

**Management Information Systems**
- MBA 520/820  Management Information Systems
- 521/821  Information Systems Theory and Practice
- 522/822  Business Data Communications
- 524/824  Systems Analysis and Design
- 526/826  Decision Support Systems
- 527/827  Project Management
- 528/828  Information Systems Management
- 529/829  Database Management

**Public Administration**
- 527/827  Project Management
- 845  Internship
- MLS 530/83  Administrative Law and Process
- MPA 535/835  Budgeting in Public Agencies
- MPA 540/840  Public Program Evaluation OR
- MPA 568/868  Public Personnel Administration
- MPA 569/869  Intergovernmental Relations

**Risk Management**
- 570/870  Legal Aspects of Business
- 576/876  Fraud Management
- 622/922  Risk Management and Insurance
- 623/923  Statutory Accounting
- 624/924  Health, Life, Business Social Insurance
- 625/925  Securities Analysis

**Environmental Studies**
- BIO 510/810  Ecology
- BIO 556/856  Readings in Environmental Science
- BIO 567/867  Ecology of the Tropics
- CHEM 561/861  Environmental Chemistry and Toxicology
- MBA 571/871  Environmental Law
- MBA 557  Sustainable Business Practices
- SCI 597  Internship in Environmental Education

Note: Not all concentrations are offered in an on-campus format and may need to be taken through the e-learning format.
MA 500 / 800 MANAGERIAL ECONOMICS
provides a clear and balanced presentation of relevant economic theories and instruments. The focus of this course will be on the application of these relevant theories and the tools of analysis of decision-making science to examine how a firm makes optimal managerial decisions in the face of the constraints it faces. It will teach students how to deal with the nature of the firm, and how and why it is organized the way it is, in order to make students better, more efficient and more highly rewarded executives. The course should be thought of as applied economics, emphasizing those topics of the greatest interest and importance to managers. These topics include demand, production, cost, pricing, market structure and government regulations. A strong grasp of the principles that govern economic behavior is an important managerial asset. Students will learn how to apply these principles in appropriate situations. 3 credits

MA 510 APPLIED STATISTICAL METHODS
studies statistical methods used in business decision-making, including the use of both descriptive and inferential techniques, probability, regression, and research study designs. Application and integration of statistical methods in business-related fields is emphasized along with the use of computer analysis. 3 credits

MA 815 STATISTICAL RESEARCH
is designed to prepare graduate students to write scholarly research papers in their field of study. The four-unit course is designed for students who have limited or no background in research principles, statistics, and research methodology. The final project in the course is a 10-to-12-page research paper written by the student on a topic approved by the student’s graduate department. 3 credits

MA 520 / 820 INFORMATION SYSTEMS AND TECHNOLOGY
concerns managing the use of technology, emphasizing computer systems, in providing the information systems that effectively support organizations and allow them to meet their goals. Fundamental concepts of information systems and their underlying technology are presented in the framework of tools for personal and managerial problem solving. Foundational information systems concepts, along with terminology, ethical issues, application and hands-on system use are explored. Additional topics include system capabilities, system abilities, and the role of intelligence in information systems. Coursework combines assignments that directly apply concepts from the textbook reading along with projects that allow students to extend their learning and apply it to practical applications. Prerequisite: Admission to the program. 3 credits

MA 521 / 821 INFORMATION SYSTEMS THEORY AND PRACTICE
provides an understanding of organizational information systems, planning and decision processes, and how information is used for decision support in organizations. This course covers quality and decision theory, information theory, and practice essential for providing viable information to the organization. MBA 521 outlines the concepts of informational technology for competitive advantage, data as a resource, information systems and informational technology planning, total quality management and reengineering, project management and development of systems, and end-user computing. 3 credits

MA 522 / 822 BUSINESS DATA COMMUNICATIONS
presents the fundamentals of data communications including communication media and equipment, protocols, network architectures, network hardware, and network software. The Internet is discussed in detail and used extensively in the course as a source of a variety of information pertinent to the content of the course. Network management objectives and techniques are presented and network security is discussed. 3 credits

MA 524 / 824 SYSTEMS ANALYSIS AND DESIGN
presents a short overview of information systems followed by a comprehensive treatment of modern techniques of systems analysis and design. Each of the five steps in the Systems Design Life Cycle (SDLC) is discussed in detail. A variety of case studies are considered and tools for systems analysis and design are presented. Extensive use is made of pertinent web sites. 3 credits

MA 526 / 826 DECISION SUPPORT SYSTEMS
covers the processes used in making creative decisions and effectively solving problems. An extensive coverage of decision-making theory is presented. A strong emphasis is placed on application and use of decision support systems (DSS). Several mini-cases are treated in detail. Topics covered include data mining, data warehousing architectures and technologies, expert systems, artificial intelligence systems, and executive information systems. 3 credits

MA 527 / 827 PROJECT MANAGEMENT
presents project management from a practical point of view. The course focuses on the technical aspects of project management that are directly related to practice. Numerous case studies are considered to help explain how to apply proven project management tools and techniques at each stage in a projects life-cycle. Software tools for project design and management are also presented and used. 3 credits

MA 528 / 828 INFORMATION SYSTEMS MANAGEMENT
deals with the management of information technology (IT) as it is being practiced in organizations today. Topics covered include leadership issues as they apply to information systems (IS) management, the managing of the technologies currently in use, and managing systems development and implementation. The important topic of management of the systems that support people in performing information-handling activities to ascertain goals, pursue objectives, and solve problems is also covered. Extensive use is made of specific review questions. 3 credits

MA 529 / 829 DATABASE MANAGEMENT
provides the basis for a practical approach to database creation and administration. The course presents the various steps required to create data models (relational, network, hierarchical). This course focuses on various competencies within the MBA program: programming, manipulating data, communication, and management of technology. Prerequisite: a basic knowledge of Microsoft Access. 3 credits

MA 530 / 830 CORPORATE FINANCE
studies the function of finance and the flow of funds within the corporation. This course emphasizes financial analysis, decision-making, planning and controlling, capital acquisition and use, and strategic planning. Prerequisite: undergraduate finance or equivalent. 3 credits
MBA 540 / 840 INTERNATIONAL FINANCE
is an integral part of business management. The course focuses on business financial management from a firm’s perspective, particularly from the perspective of a multinational enterprise. It examines some important topics of international financial management such as causes for foreign direct investment, international trade and balance of payments, foreign exchange and exchange risk management, and international capital budgeting. It provides a conceptual framework within which the key financial decision of multinational firms can be analyzed. There are no prerequisites for this course. 3 credits

MBA 545 / 845 INTERNSHIP
provides the student with a practical application experience that cannot be duplicated in the classroom. Students must work in an approved business site for a minimum of 120 hours to practice skills discussed in other MBA classes. All sites are to be approved by the MBA program director. International students cannot substitute this class for a class given in a regular term. International students must have their I-20s signed by the school’s designated school official before they begin this experience. 3 credits

MBA 550 / 850 STRATEGIC MARKETING
studies the planning, implementation and control of the marketing function. Topics covered include: market segmentation, use of marketing research in decision-making, use of media and promotion, budgeting, and marketing program evaluation. 3 credits

MBA 552 / 852 DIRECT MARKETING
introduces the concepts, strategies, and applications involved in direct marketing, including direct mail, lead generation, circulation, relationship-loyalty programs, store-traffic building, fund raising, pre-selling, and research. Topics include launching direct marketing programs, planning and market segmentation, promotion, media selection, list management, creative process, production, pricing, customer service, and response/performance measurement. The course includes examination of all major direct marketing media: direct mail, broadcast (including the Internet and other technologies), print advertising, catalogs, telemarketing, inserts and videos. The measurability and accountability of direct marketing and the relationship to the total marketing mix are stressed. The fundamentals of the new direct marketing methods involving the Internet are also explored and put into practice in this course. 3 credits

MBA 553 / 853 SALES MANAGEMENT
studies the principles and practices in planning, organizing, and controlling sales force. Selection, training, compensating, supervising and stimulating salespersons is emphasized. Prerequisite: MBA 550 Marketing Management. 3 credits

MBA 554 / 854 ADVERTISING MANAGEMENT
is the study of advertising in a context of marketing communication and integrated marketing. It covers all forms of promotion which exist to inform and persuade the diverse and fragmented audiences that seek goods, services and ideas. The course places the advertising function within a marketing framework while recognizing that advertising is both an art and a science. 3 credits

MBA 555 / 855 SMALL BUSINESS MANAGEMENT
studies the principles of management as applied to a small business with emphasis on the elements necessary to create a successful business operation. Development of a business plan will be culmination of the course. 3 credits

MBA 565 / 865 SUPPLY CHAIN MANAGEMENT
is the study of the integration of organizational strategies, policies, and programs across organizations (both the parent organization, supplier organizations, and sub-supplier organizations). This course examines supply chain management in both a domestic and global environment. 3 credits

MBA 570 / 870 LEGAL ASPECTS OF BUSINESS ADMINISTRATION
entails the study of the contemporary and legal issues facing managers and the development of practical skills for analyzing decision-making from both the legal and ethical standpoints. Issues will be studied from the position of managerial decision-making with an emphasis on the establishment of sound, well-grounded policies intended to prevent and resolve disputes. 3 credits

MBA 575 / 875 BUSINESS ETHICS
studies contemporary business issues facing managers. Emphasis will be on developing theoretical skills for analyzing ethical issues and competing claims, and formulating sound well-grounded policies. Also covered will be development of an understanding of how society develops and changes ethical norms. 3 credits

MBA 576 / 876 FRAUD MANAGEMENT
is designed to provide students with a basis understanding of the principles of occupational fraud, emphasizing circumstances with which any management team may ultimately be confronted. The course covers fraud in the areas of skimming, cash larceny, check fraud, register schemes, and misappropriation of cash and assets. A brief overview of corruption and interviewing of employees when a fraud is suspected is also included. 3 credits

MBA 580 / 880 LEADERSHIP AND ORGANIZATIONAL BEHAVIOR
is designed to increase one’s effectiveness and skill in analyzing and understanding organizations and their attendant processes. Behavioral science concepts and theories are studied. Individual, group, and structural behavior and concepts are presented. A special emphasis on leadership is provided. 3 credits

MBA 590 / 890 STRATEGIC MANAGEMENT
incorporates utilization of a textbook, Capstone Foundation simulation, and other resources such as Internet and workplace materials. 3 credits

MBA 600 / 900 COMPENSATION AND BENEFITS
studies the design and implementation of strategic-based compensation systems for organizational excellence. Topics include: business strategy and the compensation system; motivation and compensation philosophies; compensation planning and design; base, carriable, and indirect pay processes; market pricing; total compensation strategies and practices, and “pay” system management issues and processes. 3 credits
MBA 605 / 905 ALTERNATIVE DISPUTE RESOLUTION
focuses on the practices and policies which are intended to manage and resolve disagreements with minimal cost and adversarial impact. Conciliation, mediation and arbitration are explored in both mandatory and voluntary settings. The application to disputes in business contexts is emphasized. 3 credits

MBA 610 / 910 ISSUES IN HUMAN RESOURCE MANAGEMENT
is a study of the management and administrative issues related to group and individual performances and their effective contribution to the organizational objectives. Strategies for successful self-management, team building and delegation will be emphasized. 3 credits

MBA 615 / 915 LABOR AND EMPLOYMENT LAW
studies the management and administration issues related to group and individual performances and their effective contribution to the organizational objectives. Strategies for successful self-management, team building, and delegation will be emphasized. 3 credits

MBA 620 / 920 ECONOMICS AND PUBLIC POLICY OF HEALTHCARE
involves the economic analysis of current health care issues that lead to policy formation. Students will apply traditional economic concepts, such as demand, supply, production and investment, to analyze the health care sector of the economy and health policies. The course will include study of the influences on demand for health care, supply of health care, trends in managed care and rationale for government intervention including Medicare, Medicaid, and price regulation. International comparison and general considerations to guide health policy as well as ethical implications of policy decisions are included. Issues will be framed within a historical perspective with the intent of teaching students how to conceptualize and deal with future issues. Prerequisite: MBA 500/800. 3 credits

MBA 621 / 921 FINANCIAL INSTITUTION MANAGEMENT
provides an understanding of the financial services industry with a focus on measuring and managing risks. It is designed for the practical application of measurement and management techniques, thus complex formula-driven techniques will be reviewed in concept. 3 credits

MBA 622 / 922 RISK MANAGEMENT AND INSURANCE
is an introduction to the tools of insurance and risk management. Property, life, health, and liability insurance will be discussed. Students desiring a more in-depth evaluation of the subject should also consider MBA 624/924- Health, Life and Social Insurance. 3 credits

MBA 623 STATUTORY ACCOUNTING
deals with the unique accounting system for insurance, pension, and institutional decisions. 3 credits

MBA 624 HEALTH, LIFE AND SOCIAL INSURANCE
investigates annuities, types of health and life coverages, employee benefits, and unemployment, disability, and old-age insurance. 3 credits

MBA 625 / 925 SECURITIES ANALYSIS
is the study of investment choices and the analysis of each for the investment decision. Stocks, bonds, derivatives, and mutual funds are all examined. Understanding the characteristics of securities and how to evaluate them using financial spreadsheets and internet applications toward making a capital decision is emphasized. This course is intended as a requirement in the Finance emphasis area and requires Corporate Finance as a prerequisite. It also intended to be a prerequisite for Portfolio Mathematics. 3 credits

MBA 626 / 926 PORTFOLIO MATHEMATICS
emphasizes investment selection/decision/policy issues, key concepts in modern portfolio theory, methods of common stock valuation, understanding the essentials of fixed income securities, determinants of option pricing, and evaluating managers’ performance. Prerequisite: MBA 625/925. 3 credits

MBA 630 / 930 ETHICS AND LEADERSHIP IN HEALTHCARE
provides an introductory insight into medical ethics. It allows the student to explore different beliefs and theories that are necessary to make informed decisions. 3 credits

MBA 640 / 940 INTERNSHIP IN HEALTHCARE ADMINISTRATION
provides the integration of coursework with actual administrative experiences. Students are placed with health care providers or agencies for a minimum of 8 weeks. Periodic discussion with the instructor will be held to review work experiences and develop an internship report. 3 credits

MBA 685 / 985 SPECIAL TOPICS IN HEALTHCARE
offers students the opportunity to explore many of the issues that are confronted in health care today. Health care has been moving in the direction that finds the public and businesses more concerned with the costs, quality of life, and the increasing role of government leading to the beginning of the debates to resolve these issues. 3 credits

MBA 845 MBA INTERNSHIP
is an optional course to be approved by the Director. Highly suggested for international students and students new to the business discipline. 3 credits

MBA 920 ECONOMICS AND PUBLIC POLICY OF HEALTH CARE
is a study of the demand for health care compared to the supply of providers of health care services. Consideration is given to an economic analysis of health care policies with emphasis on the ethical implications of policy decisions. Prerequisite: MBA 500 Managerial Economics. 3 credits

MBA 930 ETHICS AND LEADERSHIP IN HEALTH CARE
will examine and evaluate leadership theories and develop leadership skills and abilities as they relate to the field of health care. Emphasis will be placed on motivation and leadership concepts in various organizational situations. Prerequisite: MBA 580, Leadership and Organizational Behavior. 3 credits
MIB 530 / 830 GLOBAL PRODUCTION
studies the structure and functioning of production systems within a manufacturing context. The complexity of international business operations is also studied. Topics include: plant location and operation, inventory control, transportation, technology acquisition (CAD/CAM), work flow planning, JIT concepts and statistical quality control. Also covered is how each of the above topics generally relates to the global service environment. 3 credits

MIB 540 / 840 INTERNATIONAL FINANCE
presents the study of financial management in the global market-place. Topics will include foreign exchange, decisions relating to capital budgeting in relation to the flow of funds and the investment alternatives for management and investors. The operation of international financing markets will be presented. 3 credits

MIB 545 / 845 INTERNATIONAL ECONOMICS
presents a study of the theories of international trade, international monetary economics, the impact of government policies and multilateral treaties and trade agreements. 3 credits

MIB 555 / 855 INTERNATIONAL MARKETING
involves the study and application of key marketing concepts to the international situations. Topics covered include: standardization vs. segmentation, marketing problem design and administration, and special problems. 3 credits

MIB 560 / 860 INTERNATIONAL BUSINESS
studies business with an international context, with special attention paid to the problems peculiar to international business, as well as current trends, such as drive toward European unity, GATT, NAFTA, and Pacific Rim developments. 3 credits

MIB 570 / 870 INTERNATIONAL STUDY ABROAD
allows students to travel abroad to experience business and cultures other than that available in the United States. Students will be immersed in an environment that will allow improved cultural awareness, communication skills and tactile learning. Special International Student Information: This class is available only to students for opportunities outside the home country of the international student. 3 credits

MLS 530 / 830 ADMINISTRATIVE LAW AND PROCESS
examines the role played by administrative agencies in the American system of government, as well as their rulemaking, executive, and judicial powers. 3 credits

MMC 506 GROUP DYNAMICS AND LEADERSHIP (replaces COUN 506 and SPA 506)
applies concepts of small task-oriented group communication to the life/work experiences of participants, emphasizing both micro and macro leadership skills. 3 credits

MMC 520/820 MANAGERIAL COMMUNICATION: PRACTICES AND PRINCIPLES
examines major approaches to management, focusing on theories of employee motivation, morale, resource management, communication networks, upward and downward messages, and superior-subordinate relationships. Diagnostic instruments are utilized in analyses and evaluation of managerial communication, identifying strengths and limitations. Focus is on setting behavioral goals for improving communication skills. 3 credits

MMC 525 / 825 EFFECTIVE BUSINESS WRITING AND THE MARKETPLACE
surveys writing techniques for public affairs and public relations including news releases, company publications, brochures, announcements, advertising, and media spots. Assignments stress tact, clarity, and conciseness in writing bad news, good news, and rejection letters. A segment on writing grant and research proposals are also included. 3 credits

MMC 540 / 840 PUBLIC SPEAKING: PROFESSIONAL REPORTS AND PRESENTATIONS
is a five-unit course that addresses the development of proficiency in organizing, researching, structuring, editing and presenting oral presentations, covering a diverse range of topics from delivery, visual aids, nonverbal communication, and voice, to argumentation, evidence, and emotional appeal. For those doing this course at a distance, speeches will be videotaped by the student and analyzed for areas of potential improvement. 3 credits

MMC 547 / 847 ADVANCED INTERPERSONAL COMMUNICATIONS AND INTERVIEWING
reviews theories and research findings about how relations develop or deteriorate in the work environment. Topics include listening, nonverbal communication, trust, empathy, self-disclosure, climate, and interpersonal conflict. 3 credits

MPA 535 / 835 BUDGETING IN PUBLIC AGENCIES
addresses one of the most important and demanding aspects of government-the annual budget. A variety of different aspects of public budgeting are examined in an effort to introduce future public administrators to one of the largest challenges they will face. The development of the budget is affected by a number of factors, each of which must be identified and dealt with in order to prepare a comprehensive and effective budget. The political aspect of budget decisions and the ramifications of those decisions are extremely important as well. This course is designed to provide students in public administration with an introduction to budgeting in public agencies. 3 credits

MPA 540 / 840 PUBLIC PROGRAM EVALUATION
considers the scope and methods of program evaluation, including analytical techniques necessary in evaluation. Discusses the roles of citizens, bureaucrats and elected officials in program design and implementation methods to carry out effective evaluations are presented. 3 credits

MPA 568 / 868 PUBLIC PERSONNEL ADMINISTRATION
examines the issues surrounding the employment and the managing of human resources in the public sector. 3 credits

MPA 569 / 869 INTERGOVERNMENTAL RELATIONS
covers the interdependencies between various governmental jurisdictions in our federal system. Examines the impact the federal system has on policy implementation and the allocation of government responsibilities. 3 credits
Major: Education

Teacher Certification Program – Elementary & Secondary

Concordia University Wisconsin offers an accelerated, graduate Teacher Certification Program for students who wish to be certified to teach in Grades 1-8 (Middle Childhood through Early Adolescence) or in Grades 6-12 (Early Adolescence-Adolescence). Individuals interested in these programs must already have a Bachelor’s degree from an accredited university, and meet program entrance requirements. Once students complete the licensing portion of the program, they may take additional graduate credits to complete the master’s degree in Curriculum and Instruction.

PROGRAM HIGHLIGHTS

1. GTCP-E and GTCP-S cohorts begin once each year. Check with the specific campus you want to attend to confirm start dates. Cohorts run given an adequate number of qualified accepted applicants. Applications are accepted on a rolling basis.

2. GTCP-E classes meet once a week for four hours in the evenings (example: 4:30-8:30 p.m.) and on five Saturdays from 9 a.m. to 5 p.m. The 22-month program also includes a semester of full-time student teaching.

3. GTCP-S classes meet once a week for four hours in the evenings (example: 4:30-8:30 p.m.) and on one Saturday from 9 a.m. to 5 p.m. The 18-month program also includes a semester of full-time student teaching.

4. GTCP-S (E Learning) courses are offered in a blended format with 75% of coursework taking place online, and 25% in a face-to-face setting. The face-to-face classes take place on Saturdays. This program option is 24-months long.

5. Students must have a Bachelor’s degree with a cumulative GPA of a 2.75 or higher, as well as a 2.75 GPA in all certification areas which the student is seeking licensure. Students must have an official transcript evaluation conducted by CUW staff to determine if all secondary core requirements have been met.

CUW STANDARDS FOR TEACHER DEVELOPMENT

- Subject Matter Competency: The teacher understands the central concepts, tools of inquiry, and structures of the discipline(s) he or she teaches and can create learning experiences that make these aspects of the subject matter meaningful for the students.

- Student Growth and Development: The teacher understands how children learn and develop, and can provide learning opportunities that support their intellectual, social, and personal development.

- Knowledge of Diverse Learners: The teacher understands how students differ in approaches to learning and creates instructional opportunities that are adapted to diverse learners.

- Instructional Strategies: The teacher understands and uses a variety of instructional strategies to encourage students’ development of critical thinking, problem solving, and performance skills.

- Classroom Management: The teacher uses an understanding of individual and group motivation and behavior to create a learning environment that encourages positive social interaction, active engagement in learning, and self-motivation.

- Communication Techniques/Technology: The teacher uses knowledge of effective verbal, nonverbal, and media communication techniques to foster active inquiry, collaboration, and supportive interaction in the classroom.

- Instructional Planning: The teacher plans instruction based upon knowledge of subject matter, students, the community, and curriculum goals.

- Assessment Strategies: The teacher understands and uses formal and informal assessment strategies to evaluate and ensure the continuous intellectual, social, and physical development of the learners.

- Reflective Practitioner: The teacher is a reflective practitioner who continually evaluates the effects of his/her choices and actions on others (students, parents, and other professionals in the learning community) and who actively seeks out opportunities to grow professionally.

- Positive Relationships: The teacher fosters relationships with school colleagues, parents, and agencies in the larger community to support students’ learning and well-being.

- Character-Faith Development: The educational professional models Christian servant leadership through consistent, moral and ethical behaviors and, by example, inspires others to do likewise in their personal, professional and community life.
PROGRAM SPECIFICATIONS

- Praxis Tests: Students must pass the Praxis I exam prior to admission and the Praxis II exam prior to student teaching.
- Clinical Hours: Seventy clinical hours are aligned and completed concurrently with program coursework prior to student teaching. Observation reflections are due at the end of each class.
- Practicum: Students will complete a supervised Practicum prior to student teaching.

MASTER’S DEGREE ELIGIBILITY

- Only for students who have successfully completed CUW’s Graduate Teacher Certification Program (TCP, ACE, OR GTCP program)
- A cumulative GPA of 3.0 or above in CUW certification courses is required.
- The Master’s Degree in Curriculum & Instruction is earned with 9 additional graduate credits in specified Graduate Education courses. Student’s must take EDC 587 Assessment for Learning and then will choose 6 other credits from the list of approved courses.
- Students have 5 years to complete the Master’s degree following the licensure portion of the program.

CURRICULUM:

ELEMENTARY (GTCP-E) COURSES - 47 CREDIT MINIMUM

EDC 510 Professional Foundations I (2 credits)
EDC 511 Professional Foundations II (2 credits)
EDC 513 Human Learning and Development (4 credits)
EDC 514 Diversity in the Classroom (4 credits)
EDC 515 Language Arts Development & Strategies (4 credits)
EDC 516 Curriculum & Methods of Language Arts (4 credits)
EDC 517 Practicum (1 credit)
EDC 518 Curriculum & Methods of Science (4 credits)
EDC 519 Curriculum & Methods of Social Studies (4 credits)
EDC 520 Curriculum & Methods of Mathematics (4 credits)
EDC 869 Integrating Technology in the Classroom (3 credits; on-line)
EDC 526 Curriculum & Methods of Fine Arts (1 credit)
EDC 521 Curriculum & Methods of Physical Education & Health (1 credit)
EDC 522 Teaching in the Primary Classroom (1 credit)
EDC 523 Teaching in the Middle School (1 credit)
EDC 525 Collaboration with Family & Community (1 credit)
EDC 535 Student Teaching Elementary (3 credits)
EDC 536 Student Teaching Middle School (3 credits)
EDC 512 Clinicals
EDC 530 Portfolio I
EDC 531 Portfolio II
EDC 532 Portfolio III

SECONDARY (GTCP-S) COURSES-36 CREDIT MINIMUM (FACE-TO-FACE AND E LEARNING)

EDC 560/860 Professional Foundations I (2 credits)
EDC 561/861 Professional Foundations II (2 credits)
EDC 563/863 Educational Psychology (4 credits)
EDC 564/864 Diversity in the Classroom (4 credits)
EDC 565/865 Teaching in the Middle School (4 credits)
EDC 566/866 Analysis of Instruction (2 credits)
EDC 567/867 Language and Literacy in the Content Areas (4 credits)
EDC 568/868 Practicum (1 credit)
EDC 869 Integrating Technology in the Classroom (3 credits; on-line)
METHODS CLASSES ARE TAKEN ACCORDING TO MAJOR/MINOR:

EDC 570/870  Curriculum & Methods of Teaching English (4 credits)
EDC 571/871  Curriculum & Methods of Teaching Social Studies (4 credits)
EDC 572/872  Curriculum & Methods of Teaching Math (4 credits)
EDC 573/873  Curriculum & Methods of Teaching Science (4 credits)
EDC 574/874  Curriculum & Methods of Teaching Business Education (4 credits)
EDC 575/875  Curriculum & Methods of Teaching World Languages (4 credits)
EDC 576/876  Curriculum & Methods of Teaching ESL (4 credits)
EDC 577/877  Curriculum & Methods of Teaching Art (4 credits)
EDC 578/878  Curriculum & Methods of Teaching Physical Education & Health (4 credits)
EDC 586/886  Student Teaching Middle School (3 credits)
EDC 587/887  Student Teaching High School (3 credits)
EDC 562/862  Clinicals
EDC 580/880  Portfolio I
EDC 581/881  Portfolio II
EDC 582/882  Portfolio III

CURRICULUM & INSTRUCTION COURSE SELECTION

EDG 587/887  Assessment for Learning
EDG 632/932  Educating Students at Risk
EDG 633/933  Alternative Education
EDG 515/815  Education Research
EDG 595/895  Graduate Capstone Project
EDG 528/828  Strategies for Effective Learning
EDG 552/852  Improvement in the Teaching of Reading
EDG 576/876  K-12 Children's Literature
EDG 531/831  Principles of Education Administration
EDG 533/833  Leadership for Change
EDG 507/807  Curriculum Development
EDG 552/852  Improvement in the Teaching of Reading
EDG 581/831  Principles of Education Administration
EDG 649  Professional Learning Communities
COUN 569/869  Schools, Families, & Communities
EDG 521/821  Human Learning & Motivation
COUN 543/843  Counseling Theories & Issues
EDC 812  Math in the Middle School (Math Majors)
EDC 832  Teaching Writing (English Majors)
EDG 653/953  Principles of Career & Technical Education (Business Majors only)
EDG 652/952  Organization & Administration of Cooperative Programs (Business Majors only)
Master of Education

Master of Science in Education classes are offered in the evenings to fit the schedules of teachers and other working adults. The programs operate using a cohort system: a small group of students is accepted into the program, and each cohort works through the courses together. Students are automatically registered for classes, as the cohort proceeds. Each class usually meets one night a week and runs for eight weeks, although some courses do deviate from this schedule.

- Counseling
- Curriculum and Instruction
- Education Administration
- Reading

Masters of Science in Education – Counseling

The School Counselor Program is approved by the Wisconsin Department of Public Instruction.
The Professional Counselor Program is approved by the State of Wisconsin, Department of Regulation and Licensing.
School Counselor (K-12) – WDPI License #54

**Alternative Education coursework and licensing options are identified and explained within this section of the Graduate and Professional Studies Academic Catalog. Information on the Alternative Education Program follows the licensing requirements for school counselors.

THE OBJECTIVES OF THE COUNSELING DEGREE

- To demonstrate the knowledge, skills and disposition to be an effective school or professional counselor.
- To be able to apply the knowledge and counseling skills learned in counseling theory, human growth and development, social and cultural foundations, helping relationships, group work, career and lifestyle development, appraisal, research and program evaluations, professional orientation and supervised practicum coursework in service to others.
- To identify additional counseling resources available to support individuals, families, schools, the church and/or community.
- To be able to integrate faith with counseling skills.

CURRICULUM FOR SCHOOL COUNSELING

Students must complete a minimum of one course in each of the following 10 categories. A total of 45 credits are required for graduation. In categories with more than one course listed, required and elective courses are identified within that category. Additionally, students without a teaching license who are in the school counseling program must take 48 credits including COUN 620/920-Management for Counselors.

Counseling Theory
- COUN 543/843 Counseling: Theories and Issues (3 credits - Required)

Human Growth and Development
- EDG 580/880 Family Development (3 credits - Elective)
- COUN 584/884 Human Development (3 credits - Required)

Social and Cultural Foundations
- COUN 550/850 Social Psychology (3 credits - Elective)
- COUN 552/852 Social/Cultural Foundations in Counseling (3 credits - Required)

Helping Relationships
- COUN 512/812 Psychopharmacology (3 credits - Elective)
- COUN 564/864 Consultation Strategies (3 credits - Required)
- COUN 582/882 Trauma Counseling (3 credits - Required)
- COUN 593/893 Individual Counseling (3 credits - Required)

Group Work
- COUN 594/894 Group Counseling (3 credits)
Career and Lifestyle Development
• COUN 561/861 Career Counseling Foundations (3 credits)

Appraisal
• COUN 587/887 Tests and Measurements for Counselors (3 credits - Required)
• COUN 588/888 Psychopathology (3 credits - Elective)

Research and Program Evaluation
• COUN 586/886 Design, Implementation, and Evaluation of Counseling Programs (3 credits)

Professional Orientation
• COUN 554/854 Theories of Personality (3 credits - Required)
• COUN 592/892 Professional Ethics in the Helping Profession (3 credits - Required)

Supervised Practicum and Portfolio
• COUN 598/898 Practicum for School Counselors I (3 credits - Required)
• COUN 599/899 Practicum for School Counselors II (3 credits - Required)
• COUN 627/927 Portfolio I (0 credits - Required)
• COUN 628/928 Portfolio II (0 credits - Required)
• COUN 629/929 Portfolio III (0 credits - Required)

Lesson Planning/Classroom Management (Non-Teachers in School Counseling)
• COUN 620/920 Management for Counselors (3 credits)

**LICENSING REQUIREMENTS FOR SCHOOL COUNSELOR (K-12) – LICENSE #54**

Practicum Requirements-The student seeking a Wisconsin Department of Public Instruction (DPI) counseling license will be required to complete a minimum of 600 hours of practicum experiences within school settings. These practicum experiences must be under the supervision of a counselor who holds certification as a school counselor through the DPI and a DPI licensed counselor from Concordia University. A practicum agreement between the student, Concordia University and the receiving school district are required for each practicum placement. The practicum affords the student the opportunity to work as a counselor in the school setting in individual counseling, group counseling, and group instruction, assessment and implementation of a school counseling program, faculty meetings, meetings with parents, and work with community organizations. Practicum hours and experiences must be obtained in elementary school, middle school and the high school settings. Applications for practicum must be made to the Director of the Counselor Education Program in advance (3 to 6 months prior is recommended) of starting a practicum and after a minimum of 30 credit hours of coursework has been completed within the graduate counseling program.

Portfolio Requirements- The student seeking a DPI counseling license must complete a Portfolio and demonstrate an understanding and ability to apply the Pupil Service Standards within counseling practice. The Portfolio is comprised of three sections. Portfolio 1 is completed while a student is enrolled in COUN 543/843-Counseling Theories and Issues. Portfolio 2 is completed while the student is enrolled in COUN 598/898-Practicum for School Counselors I. Portfolio 3 is completed while the student is enrolled in COUN 599/899-Practicum in School Counselors II.

Praxis II Exam Requirement- Students completing the school counseling program after August 31, 2010 must take and pass the Praxis II for School Guidance and Counseling prior to completion of COUN 599/899-Practicum in School Counselors II.

Alternative Education - Graduate counseling students with a teaching license are eligible for a license #952 by completing the alternative education coursework. The alternative education license is an add-on license for students’ with a teaching license. Other interested graduate counseling students and students within the CUW graduate program are welcome and eligible to enroll in alternative education coursework.

• EDG 632/932 Educating Students at Risk (3 credits)
• EDG 633/933 Alternative Education (3 credits)
• EDG 627/910 Portfolio for Alternative Education

Coursework taken for alternative education licensing is not part of required coursework for the Master of Science in Education-Counseling degree.
Masters of Science in Education - Curriculum and Instruction

This concentration is designed to prepare master classroom teachers. The program enables the teacher to improve classroom teaching skills and increase understanding of the process of education and the art of teaching. The program consists of twenty-four (24) semester hours of required courses, and nine (9) semester hours of elective credits related to the teacher interest areas. The total Master’s degree requires thirty-three (33) semester hours.

Student Learning Outcomes

- Program completers draw on their knowledge of how students learn and develop in order to understand their students and guide curricular and instructional decisions.
- Program completers draw on their knowledge of subject matter to establish goals and to facilitate student learning within and across the curriculum.
- Program completers demonstrate proficient knowledge and skills to establish a caring, inclusive, stimulating, and safe school community where students can take intellectual risks practice democracy, and work collaboratively and independently.
- Program completers are knowledgeable about and, where available, use current technologies and select, adapt and create engaging resources to promote student learning.
- Program completers create elegant and powerful approaches to instructional challenges and rely on their extensive pedagogical knowledge to make curricular decisions, select instructional strategies, develop instructional plans and formulate assessment plans.
- Program completers demonstrate proficient knowledge and skills to require students to confront, explore, and understand important and challenging concepts, topics, and issues and to improve skills in purposeful ways.
- Program completers understand the strengths and weaknesses of different assessment methods, demonstrate proficient knowledge and skills to employ multiple methods of assessment, base their instruction on ongoing assessment, and encourage students to monitor and reflect on their own learning.
- Program completers demonstrate proficient knowledge and skills to regularly analyze, evaluate, reflect on, and strengthen the effectiveness and quality of their practice.
- Program completers demonstrate proficient knowledge and skills to work to involve families in their children’s education, help the community understand the role of the curriculum in today's world, and, to the extent possible, involve the community in support of instruction.
- Program completers demonstrate proficient knowledge and skills to work with colleagues to improve schools and to advance knowledge and practice in their field.

There are two tracks available in this concentration:
1. Masters Degree for Elementary, Middle or High School Teacher.
2. Masters Degree with Teacher Certification (please see Teacher Certification section of catalog)

REQURED COURSES

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>EDG 507/807</td>
<td>Curriculum Development and Design</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 521/821</td>
<td>Human Learning and Motivation</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 528/828</td>
<td>Strategies for Effective Teaching</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 587/887</td>
<td>Assessment for Learning</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 632/932</td>
<td>Educating Students at Risk</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 633/933</td>
<td>Alternative Education</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 515/815</td>
<td>Education Research Methods</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 590/890</td>
<td>Thesis Completion Seminar (EDG 515 is a prerequisite)</td>
<td>3 credits</td>
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<tr>
<td>OR EDG 595/895: Graduate Capstone Project (EDG 515 is a prerequisite)</td>
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<td>EDG 627/924</td>
<td>Portfolio I</td>
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<td>EDG 628/925</td>
<td>Portfolio II</td>
<td>0 credits</td>
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<tr>
<td>EDG 629/926</td>
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### ELECTIVES

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<tbody>
<tr>
<td>EDG 509/809</td>
<td>Integrating Learning Across the Curriculum</td>
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</tr>
<tr>
<td>EDG 526</td>
<td>The American Family Today</td>
<td>3</td>
</tr>
<tr>
<td>EDG 533/833</td>
<td>Leadership for Change</td>
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<tr>
<td>EDG 535/835</td>
<td>Legal and Ethical Issues in Education</td>
<td>3</td>
</tr>
<tr>
<td>EDG 537/837</td>
<td>Supervision of Instruction</td>
<td>3</td>
</tr>
<tr>
<td>EDG 556/856</td>
<td>Language Arts and Teaching Reading</td>
<td>3</td>
</tr>
<tr>
<td>EDG 562</td>
<td>Faith Development of Young Children</td>
<td>3</td>
</tr>
<tr>
<td>EDG 570</td>
<td>Cooperative Learning in the Classroom</td>
<td>3</td>
</tr>
<tr>
<td>EDG 574</td>
<td>Art in Elementary and Early Childhood Education</td>
<td>3</td>
</tr>
<tr>
<td>EDG 576/876</td>
<td>Literature for Children K-12</td>
<td>3</td>
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<tr>
<td>EDG 649/949</td>
<td>Professional Learning Communities</td>
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<tr>
<td>EDT 514/814</td>
<td>Educational Ministry in the Digital World</td>
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<tr>
<td>EDT 589/889</td>
<td>Applying Technology in the Content Areas</td>
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<tr>
<td>EDT 607/907</td>
<td>Multimedia for the Classroom</td>
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<tr>
<td>EDT 608/908</td>
<td>Critical Issues in Educational Technology</td>
<td>3</td>
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<tr>
<td>EDT 639/939</td>
<td>School Leadership in Technology</td>
<td>3</td>
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<tr>
<td>EDT 657/957</td>
<td>Building Online Learning Communities</td>
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<tr>
<td>EDT 670/970</td>
<td>Integrating Technology in the Classroom</td>
<td>3</td>
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<tr>
<td>COUN 543/843</td>
<td>Counseling: Theories &amp; Issues</td>
<td>3</td>
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<tr>
<td>COUN 569/869</td>
<td>Families and Schools Together</td>
<td>3</td>
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<tr>
<td>COUN 584/884</td>
<td>Human Development</td>
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</tbody>
</table>

Other courses may be taken as part of your program with the advisor/director’s approval.
Masters of Science in Education – Educational Administration

The administrative concentration is designed to equip teachers for administrative responsibility and to assist present administrators in developing organizational and leadership skills. The program is designed to help the student acquire the necessary skills in decision-making, human resource management, teacher evaluation, and public relations. The administrative concentration in the Master of Science in Education provides the opportunity for the applicant to receive a Wisconsin State Administrative license through the Department of Public Instruction. The Wisconsin license (#51) is limited to elementary and high school building principals. Applicants are encouraged to check with the Wisconsin Department of Public Instruction (DPI) for further details about additional requirements to be eligible for the principal’s license in Wisconsin. Applicants desiring a principal’s license for another state should consult with their state’s licensing requirements.

Student Learning Outcomes

- Proficient understanding of and demonstrate competence in the teacher standards.
- Proficient knowledge and skills that shows they can lead by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared by the school community.
- Proficient knowledge and skills to manage by advocating, nurturing and sustaining a school culture and instructional program conducive to pupil learning and staff professional growth.
- Proficient knowledge and skills to ensure management of the organization, operations, finances, and resources for a safe, efficient, and effective learning environment.
- Proficient knowledge and skills that model collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.
- Proficient knowledge and skills to act with integrity, fairness, and in an ethical manner.
- Proficient knowledge and skills to understand, respond to, and interact with the larger political, social, economic, legal, and cultural context that affects schooling.
- Proficient knowledge and skills to model Christian servant leadership through consistent, moral and ethical behaviors and, by example, inspires others to do likewise in their personal, professional and community life.

There are two options available in this concentration –

1. School Principal – License #51. This program is for a Wisconsin certified teacher already holding a Masters Degree.
2. Masters Degree with a #51 License. This program is for someone who does not yet hold a Masters Degree.

**SCHOOL PRINCIPAL – LICENSE #51**

**27 CREDITS REQUIRED**

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>EDG 531/831</td>
<td>Principles of Educational Administration (Foundation Course – take first)</td>
<td>3 credits</td>
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<tr>
<td>EDG 627/921</td>
<td>Portfolio I (Taken with EDG 531/831)</td>
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<tr>
<td>EDG 507/807</td>
<td>Curriculum Development</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 533/833</td>
<td>Leadership for Change in Education</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 535/835</td>
<td>Legal and Ethical Issues in Administration</td>
<td>3 credits</td>
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<tr>
<td>EDG 536/836</td>
<td>Educational Governance and Administration</td>
<td>3 credits</td>
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<tr>
<td>EDG 537/837</td>
<td>Supervision of Instruction</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 541/841</td>
<td>School Business Administration</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 628/922</td>
<td>Portfolio II (Taken Prior to EDG 539/839)</td>
<td>0 credits</td>
</tr>
<tr>
<td>EDG 745/845</td>
<td>The Principalship</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 539/839</td>
<td>Practicum in Educational Administration (Take last)</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 629/923</td>
<td>Portfolio III (Taken after last course.)</td>
<td>0 credits</td>
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### MASTER OF SCIENCE IN EDUCATION - EDUCATIONAL ADMINISTRATION WITH A #51 LICENSE
(33 CREDITS REQUIRED)

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>EDG 531/831</td>
<td>Principles of Educational Administration (Foundation Course – take first)</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 627/921</td>
<td>Portfolio I (Taken with EDG 531/831)</td>
<td>0 credits</td>
</tr>
<tr>
<td>EDG 507/807</td>
<td>Curriculum Development</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 515/815</td>
<td>Educational Research Methods</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 533/833</td>
<td>Leadership for Change in Education</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 535/835</td>
<td>Legal and Ethical Issues in Administration</td>
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<tr>
<td>EDG 745/845</td>
<td>The Principalship</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 590/890</td>
<td>Thesis Completion Seminar (EDG 515 is a prerequisite)</td>
<td>3 credits</td>
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<tr>
<td>OR EDG 595/895</td>
<td>Graduate Capstone Project (EDG 515 is a prerequisite)</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 628/922</td>
<td>Portfolio II (Taken prior to EDG 539/839)</td>
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<tr>
<td>EDG 539/839</td>
<td>Practicum in Educational Administration (Take Last)</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 629/923</td>
<td>Portfolio III (Taken after last course)</td>
<td>0 credits</td>
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</table>
Masters of Science in Education - Reading

This concentration is designed to prepare specialists in reading. The program will enable the student to qualify for a Wisconsin licensure as a Reading Teacher (Wisconsin Department of Public Instruction Certification #316) and as a Reading Specialist (Wisconsin Department of Public Instruction Certification #17). Reading Specialist certification requires a master’s degree, which includes Reading Teacher certification. Reading Teacher certification requires 18 credits.

Student Learning Outcomes

- The student has an understanding of and demonstrates competence in the teacher standards under s. PI 34.02.
- The student has knowledge of the foundation of reading and writing processes and instruction.
- The student uses a wide range of instructional practices, approaches, methods, and curriculum materials to support reading and writing instruction.
- The student uses a variety of assessment tools and practices to plan and evaluate effective reading instruction.
- The student creates a literate environment that fosters reading and writing by integrating foundational knowledge, use of instructional practices, approaches and methods, curriculum materials, and the appropriate use of assessments.
- The student views professional development as a career-long effort and responsibility.
- The student leads by facilitating the development, articulation, implementation, and stewardship of a vision of learning that is shared by the school community.
- The student manages by advocating, nurturing and sustaining a school culture and instructional program conducive to pupil learning and staff professional growth.
- The student ensures management of the organization, operations, finances, and resources for a safe, efficient, and effective learning environment.
- The student models collaborating with families and community members, responding to diverse community interests and needs, and mobilizing community resources.
- The student acts with integrity, fairness, and in an ethical manner.
- The student understands, responds to, and interacts with the larger political, social, economic, legal, and cultural context that affects schooling.
- That the educational professional models Christian servant leadership through consistent, moral and ethical behaviors and, by example, inspires others to do likewise in their personal, professional and community life.

There are two options available in this concentration:
1. Reading Teacher Certification – License #316
   (#316 Certification after 18 credits)
2. Reading Specialist Certification – License #17 (30 credits)
   (#17 Certification includes Master’s + 3 credits)

REQUIRED COURSES

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>EDG 552/852</td>
<td>Improvement in the Teaching of Reading</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 509/809</td>
<td>Integrating Learning and Reading Skills Across the Curriculum</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 556/856</td>
<td>Language Arts for the Teaching of Reading</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 555/855</td>
<td>Reading Assessment and Instruction</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 554/854</td>
<td>Practicum in Reading</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 576/876</td>
<td>Literature for Children K-12</td>
<td>3 credits</td>
</tr>
<tr>
<td>EDG 627/911</td>
<td>Portfolio I</td>
<td>0 credits</td>
</tr>
<tr>
<td>EDG 628/912</td>
<td>Portfolio II</td>
<td>0 credits</td>
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</table>

(Upon completion of the above 18 credits students are eligible for the 316 Reading Teacher Certification)

<table>
<thead>
<tr>
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<tr>
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</tr>
<tr>
<td>EDG 537/837</td>
<td>Supervision of Instruction</td>
<td>3 credits</td>
</tr>
</tbody>
</table>
Research component Students select between the project option or the thesis option.

### Project Option:
- **EDG 544/844**  Topics & Research in Reading  
  (Note: Prerequisite to EDG 544/844 (minimum of 18 credits))  
  3 credits
- **EDG 595/895**  Graduate Capstone Project (minimum of 27 credits and permission of instructor)  
  3 credits

### Thesis Option:
- **EDG 544/844**  Topics & Research in Reading (minimum of 18 credits)  
  3 credits
- **EDG 590/890**  Thesis Completion Seminar (minimum of 27 credits)  
  3 credits

**Reading Specialist Certification - 3 credits beyond the Master’s degree**
- **EDG 596/896**  Internship in Reading  
  3 credits
- **EDG 629/929**  Portfolio III  
  0 credits

**Electives in Reading**
(Other courses may be taken with the permission of the Director of Graduate Reading.)
EDUCATION PROGRAM COURSE DESCRIPTIONS

COUN 543 / 843 COUNSELING: THEORIES AND ISSUES
provides both the historical and current perspectives of various theories of counseling, as well as introducing the student to the profession of counseling. The graduate counseling program requirements are introduced including portfolio requirements for school counseling candidates, APA writing style, and legal and ethical guidelines for counseling. 3 credits

COUN 552 / 852 SOCIAL/CULTURAL FOUNDATIONS IN COUNSELING
is an exploration of various cultures and their impact on human behavior. The focus of this course is on the powerful impact that cultural background may have on the mental health field, and on how biases may affect therapeutic relationships. Current issues and therapeutic techniques are addressed keeping in mind our multicultural society. COUN 543/843. 3 credits

COUN 554 / 854 THEORIES OF PERSONALITY
focuses on the basic theoretical underpinnings of personality development: psychoanalytic, behavioral, cognitive, humanistic, social learning, biological and trait. Emphasis will be placed on ways in which a counselor incorporates these theories with their personal beliefs as helping professional to best serve their clients. Prerequisite: COUN 543/843. 3 credits

COUN 561 / 861 CAREER COUNSELING FOUNDATIONS
refers to the life-long process of developing knowledge about the world of work. Skills and aptitudes, interests, personality characteristics, beliefs and values are all important aspects of career counseling. This course introduces a variety of theories and practices in career development and career counseling using career assessments and information sources. Prerequisites: COUN 543/843; COUN 584/884 or EDG 580/880; COUN 592/892; COUN 587/887- 3 credits

COUN 564 / 864 CONSULTATION STRATEGIES
is designed to provide an overview of the consultation process and insight into the various roles that consultants may play. Theoretical approaches and principles of consultation, planned change, and organizational development will be discussed as well as counselors as consultants within the organization and within the community. Prerequisites: COUN 543/843; COUN 584/884 or EDG 580/880; COUN 592/892; COUN 552/882 or COUN 550/880; COUN 554/884; COUN 593/893; COUN 594/894. 3 credits

COUN 582 / 882 TRAUMA COUNSELING
provides the student with hands-on experience in individual counseling techniques as well as the opportunity to gain objective insight into the dynamics of one-to-one counseling, and the role of the counselor. The course requirements include practice of counseling techniques, small-group activities, audio or video-taped counseling sessions designed to promote self-awareness, skill development and development of intentional competencies. E-learning students must take this class in a face-to-face format. Prerequisites: COUN 543/843; COUN 552/852 or COUN 550/880; COUN 554/884; COUN 584/884 or EDG 550/880; COUN 592/892. 3 credits

COUN 594 / 894 GROUP COUNSELING
is designed to provide an overview of the consultation process and insight into the various roles that consultants may play. Theoretical approaches and principles of consultation, planned change, and organizational development will be discussed as well as counselors as consultants within the organization and within the community. Prerequisites: COUN 543/843; COUN 552/882 or COUN 550/880; COUN 554/884; COUN 584/884 or EDG 550/880; COUN 592/892. 3 credits

COUN 593 / 893 INDIVIDUAL COUNSELING
provides the student with hands-on experience in individual counseling techniques as well as the opportunity to gain objective insight into the dynamics of one-to-one counseling, and the role of the counselor. The course requirements include practice of counseling techniques, small-group activities, audio or video-taped counseling sessions designed to promote self-awareness, skill development and development of intentional competencies. E-learning students must take this class in a face-to-face format. Prerequisites: COUN 543/843; COUN 552/852 or COUN 550/880; COUN 554/884; COUN 584/884 or EDG 550/880; COUN 592/892. 3 credits
COUN 598 / 898 PRACTICUM I (SCHOOL COUNSELING) provides 300 hours of field experiences designed to acclimate and prepare the student to assume responsibilities of a school counselor. The students will complete a practicum experience within an approved school setting under the supervision of an on-site counselor and Concordia University counselor/ supervisor. In addition students should enroll in and complete COUN 628/928-Portfolio 2 while enrolled in this course. Prerequisites: Completion of 30 credits within the graduate counseling program including: COUN 545/845; COUN 552/852 or COUN 550/880; COUN 554/884; COUN 564/864; COUN 584/884 or EDG 550/880; COUN 592/892; COUN 593/893; COUN 594/894. 3 credits

COUN 599 / 899 PRACTICUM II (SCHOOL COUNSELING) is a continuation of Practicum I. The student completes an additional 300 hours of field experience under supervision of both an on-site counselor and a supervisor/counselor from Concordia University. In addition, students should enroll in and complete COUN 628/928-Portfolio 3 while enrolled in this course. Prerequisite: COUN 598, 3 credits

COUN 602 / 902 PRACTICUM (PROFESSIONAL COUNSELING) is an introduction to the field experiences for students in the area of professional counseling. An orientation to the profession takes place during a 100 hour supervised field experience. The professional counselor will complete the practicum experience in an approved professional setting under the supervision of a licensed professional counselor and Concordia University counselor/supervisor. Prerequisites: COUN 543/843; COUN 552/852 or COUN 550/880; COUN 554/884; COUN 564/864; COUN 584/884 or EDG 550/880; COUN 588/888; COUN 592/892; COUN 593/893; COUN 594/894-1 credit

COUN 603 / 903 INTERNSHIP I FOR PROFESSIONAL COUNSELORS is a 300 hour field-based internship/practicum designed to introduce student practitioners to the form and content of their discipline. Exposure to the day-to-day realities of clinical practice, i.e., case file maintenance, record keeping, staffing sessions, consultations with colleagues and other health-care providers, are expected to aid in shaping professional expectations and behaviors while preparing students for the transition from graduate school to professional practice. Students are to develop and demonstrate professional levels of competency in the various areas of clinical practice recommended and described by the American Counseling Association and the National Board of Certified Counselors. Prerequisite: COUN 602/902-2 credits.

COUN 604 / 904 INTERNSHIP II FOR PROFESSIONAL COUNSELORS is a 300 hour field-based internship/practicum experience designed to further develop the skills of the student practitioner. Continuation of the work started in COUN 603/903 in the development of professional levels of competency of clinical practice recommended and described by the American Counseling Association and the National Board of Certified Counselors is the desired outcome. Prerequisite: COUN 603/903-3 credits

COUN 620 / 920 CLASSROOM MANAGEMENT FOR COUNSELORS examines the effective characteristics of successful secondary student instruction. The course emphasizes instructional design, content objectives, lesson and unit plan construction, instructional strategy selection, along with classroom management implications. 3 credits

EDC 510 PROFESSIONAL FOUNDATIONS I is the initial course of the program and examines prominent forces that have shaped formal and informal education in the Western experience. This course explores the historical, philosophical, theological, social, scientific, and technological contributions that have influenced the American educational system. From that foundation, students will be encouraged to explore contemporary issues in American education as they consider their own personal philosophy of teaching and their future role in the teaching profession. 2 credits, 4 weeks

EDC 513 HUMAN LEARNING AND DEVELOPMENT explores theories of human development, learning, and motivation. The practical applications of these theories in child development, educational psychology and classroom management are explored. 4 credits, 8 weeks

EDC 514 DIVERSITY IN THE CLASSROOM is designed to give the learner the knowledge, tools and dispositions to effectively facilitate a diverse classroom. An emphasis in this course is on understanding how student learning is influenced by individual experiences, talents, disabilities, gender, language, culture, family and community values. Students will explore their personal attitudes and values as they consider the possibilities and challenges of teaching diverse student populations with varied historical, social, political and cultural backgrounds. Culture, language and social class will be studied as students confront group stereotypes and link theory to classroom practice. A specific focus will be the Native American tribes of Wisconsin, satisfying PI 34.15(4c). This course also introduces the education student to a study of the major characteristics of all disabilities as defined by state and federal law in order to recognize their existence in children and youth. Students will study the process and legal requirements for Special Education services, including pre-referral intervention, screening, the referral process, M-teams, and IEP’s. Students will also study characteristics of gifted children. 4 credits, 8 weeks

EDC 515 LANGUAGE ARTS DEVELOPMENT AND STRATEGIES offers pre-service teachers a comprehensive perspective on reading and writing acquisition, including language development, phonemic awareness and phonics methodology, strategies for classroom instruction, and accommodations for a wide range of readers. A balanced or integrated approach to literacy will be highlighted in the course. 4 credits, 8 weeks

EDC 517 PRACTICUM provides the education student with a supervised pre-student teaching experience at the 4th or 5th grade level. (Alternately, if the education student is pursuing licensure in a minor certification area, their experience will take place in that content area at the middle school level.) As part of the regular clinical hours required by the Graduate Teacher Certification Program, practicum students will develop and teach a minimum of a 5-lesson unit in their area of licensure based on Wisconsin Model Academic Standards and the specific classroom’s curriculum. Education students pursuing certification in ESL will be required to complete an additional practicum specific to ESL. 1 credit

EDC 516 CURRICULUM AND METHODS OF LANGUAGE ARTS will offer the framework and skills necessary for the effective teaching of the language arts, both as a succinct set of subjects as well as an integrated component of the entire curriculum. The course will stress children’s and adolescent literature extensively. 4 credits, 8 weeks
EDC 518 CURRICULUM AND METHODS OF SCIENCE
will provide an inquiry-based approach to teaching the disciplines of science and the environment. Topics of discussion will include the scientific method, laboratory protocol, science in everyday life and ways to integrate topics of science and the environment across the curriculum. 4 credits, 8 weeks

EDC 519 CURRICULUM AND METHODS OF SOCIAL STUDIES
will explore the topics and pedagogy necessary to construct a comprehensive social studies curriculum. Emphasis will be placed on rigorous content aligned to the Wisconsin Model Academic Standards. A specific focus will be the Native American tribes of Wisconsin. 4 credits, 8 weeks

EDC 520 CURRICULUM AND METHODS OF MATHEMATICS
will examine the requisite math topics and skills of the elementary and middle-level classroom, specifically as they have been constructed following the reformed mathematics movement. Attention will be given to multiple means of explanation for math concepts and the use of manipulatives. 4 credits, 8 weeks

EDC 521 CURRICULUM AND METHODS IN PHYSICAL EDUCATION AND HEALTH
will provide an important basis for future teachers in curriculum design and developmental considerations in physical education and health classes. The course will stress the teaching of lifelong health and fitness skills, the sexual development of the school-age child and integration of body-kinesthetic learning throughout the curriculum. 1 credit

EDC 522 TEACHING IN THE PRIMARY CLASSROOM
will be a forum in which to discuss the distinctive aspects of the primary-grade classroom. Special topics will include setting up a classroom, interpersonal relationships with students and parents, classroom management and discipline approaches that meet the developmental needs of primary learners and other unique features found in this cluster of grades. 1 credit

EDC 523 TEACHING IN THE MIDDLE SCHOOL
will delve into the unique considerations of the middle-level classroom. Discussion will center upon the transitive learner, classroom management and discipline, the middle-school design, and the curricular approaches that are most impactful at this level. 1 credit

EDC 525 COLLABORATION WITH THE FAMILY AND COMMUNITY
is a course which will focus on the broader function of the school within the community. The course highlights successful approaches to develop partnerships with community stakeholders, including the parents of students. Additionally, innovative partnership models will be explored. 1 credit

EDC 526 CURRICULUM AND METHODS IN THE FINE ARTS
will acquaint the pre-service teacher with the fine arts for the classroom. The visual and performing arts, including dance, theatre, vocal, and instrumental music will all be considered. Special consideration will be given to the integration of the fine arts across the curriculum. 1 credit

EDC 511 PROFESSIONAL FOUNDATIONS II
presents the dilemmas facing the classroom teacher as they enter and continue in the profession. School law, legal rights and teacher responsibilities are examined. Relationships with parents and the community are refined, focusing on the professional role of the teacher as a role model in and outside the classroom. 2 credits, 4 weeks

EDC 512 CLINICALS
provide the teacher candidate with the necessary field experiences required by the Department of Public Instruction. Throughout the program, students complete a specific number of clinical hours in correlation with their coursework. A total of 70 hours are required in multiple elementary and middle school settings. Students are required to regularly reflect upon their fieldwork by turning in clinical reflections after each course.

EDC 530 PORTFOLIO I
is completed during the assigned term and provides the education student with an opportunity to demonstrate growth in four of the teacher standards. Students will organize thoughtful artifacts and create narratives which represent their competency in the standards.

EDC 531 PORTFOLIO II
is conducted at the end of the formal coursework in the program and just prior to student teaching. Students share and present their portfolio demonstrating growth in all eleven standards based upon artifacts collected from life experiences as well as their teacher certification coursework.

EDC 532 PORTFOLIO III
is the final portfolio assessment and is conducted at the end of the student teaching semester. Students share and present their portfolio with new narratives and artifacts from the student teaching semester to demonstrate competency in all eleven teacher standards.

EDC 535 STUDENT TEACHING ELEMENTARY
is the final phase of the experiential component to the Graduate Teacher Certification Program. Prerequisite: Approval of Director and all coursework and clinical work completed satisfactorily. 3 credits, 10 weeks

EDC 536 STUDENT TEACHING MIDDLE SCHOOL
is the final phase of the experiential component to the Graduate Teacher Certification Program. Prerequisite: Approval of Director and all coursework and clinical work completed satisfactorily. 3 credits, 10 weeks
EDC 560 PROFESSIONAL FOUNDATIONS I
is the initial course of the program and examines prominent forces that have shaped formal and informal education in the Western experience. This course explores the historical, philosophical, theological, social, scientific, and technological contributions that have influenced the American educational system. From that foundation, students will be encouraged to explore contemporary issues in American education as they consider their own personal philosophy of teaching and their future role in the teaching profession. 2 credits, 4 weeks

EDC 563 EDUCATIONAL PSYCHOLOGY
explores theories of human development, learning and motivation. The practical applications of these theories in child development, educational psychology and classroom management are explored. 4 credits, 8 weeks

EDC 564 DIVERSITY IN THE CLASSROOM
is designed to give the learner the knowledge, tools and dispositions to effectively facilitate a diverse classroom. An emphasis in this course is on understanding how student learning is influenced by individual experiences, talents, disabilities, gender, language, culture, family and community values. Students will explore their personal attitudes and values as they consider the possibilities and challenges of teaching diverse student populations with varied historical, social, political and cultural backgrounds. Culture, language and social class will be studied as students confront group stereotypes and link theory to classroom practice. A specific focus will be the Native American tribes of Wisconsin, satisfying Pr 34.15(4c). This course also introduces the education student to a study of the major characteristics of all disabilities as defined by state and federal law in order to recognize their existence in children and youth. Students will study the process and legal requirements for Special Education services, including pre-referral intervention, screening, the referral process, M-teams, and IEP's. Students will also study characteristics of gifted children. 4 credits, 8 weeks

EDC 566 ANALYSIS OF INSTRUCTION
examines the structure and organization of secondary schools, as well as characteristics of exemplary secondary school instruction. The course emphasizes standards-based lesson planning, a variety of instructional strategies and introduces the student to the assessment and evaluation process. 2 credits, 4 weeks

EDC 567 LANGUAGE AND LITERACY
in the Content Areas provides an in-depth study of the relationship of reading, writing, speaking, listening, research, inquiry and media knowledge as it relates to the literacy demands in different content areas. Emphasis is on the practical application of reading theory to content, lesson planning and instruction. 4 credits, 8 weeks

EDC 869 TECHNOLOGY FOR EDUCATORS
provides future educators with the opportunity to learn about the National Educational Technology Standards for students and teachers, as well as study and use various technologies to enhance student learning and engage in professional development. This course is focused on 21st century learning and web 2.0 technologies as they apply to the field of education. 3 credits, online

EDC 565 TEACHING IN THE MIDDLE SCHOOL
introduces middle school teaching strategies for use with the transescent student. Topics to be emphasized include an introduction and background to middle-level education, developmental concerns for transescent youth, discipline and management in the middle school classroom and methods in curriculum and instruction. 4 credits, 8 weeks

EDC 568 PRACTICUM
provides the education student with a supervised pre-student teaching experience at the middle school grade level. As part of the regular clinical hours required by the Graduate Teacher Certification Program, practicum students will develop and teach a minimum of a 5-lesson unit in their area of licensure based on Wisconsin Model Academic Standards and the specific classroom’s curriculum. Education students pursuing certification in ESL will be required to complete an additional practicum specific to ESL. 1 credit

EDC 57 CURRICULUM & METHODS IN THE MAJOR/MINOR
provides the opportunity for students to explore their specific content area in depth as it relates to effective teaching, assessment strategies, classroom management and meeting the needs of diverse learners for the secondary level. Topics which will be emphasized include curriculum planning, effective instruction methodologies and assessment strategies. Students will be grouped for this class according to their individual license areas. 4 credits, 8 weeks

EDC 561 PROFESSIONAL FOUNDATIONS II
presents the dilemmas facing the classroom teacher as they enter and continue in the profession. School law, legal rights and teacher responsibilities are examined. Relationships with parents and the community are refined, focusing on the professional role of the teacher as a role model in and outside the classroom. 2 credits, 4 weeks

EDC 562 CLINICALS
provide the teacher candidate with the necessary field experiences required by the Department of Public Instruction. Throughout the program, students complete a specific number of clinical hours in correlation with their coursework. A total of 70 hours are required in multiple middle and secondary school settings. Students are required to regularly reflect upon their fieldwork by turning in clinical reflections after each course.

EDC 580 PORTFOLIO I
is completed during the assigned term and provides the teacher education student with an opportunity to demonstrate growth in five of the teacher standards. Students will organize thoughtful artifacts and create narratives which represent their competency in the standards.

EDC 581 PORTFOLIO II
is conducted at the end of the formal coursework in the program and just prior to student teaching. Students share and present their portfolio demonstrating growth in all eleven standards based upon artifacts collected from life experiences as well as their teacher certification coursework.

EDC 582 PORTFOLIO III
is the final portfolio assessment and is conducted at the end of the student teaching semester. Students share and present their portfolio with new narratives and artifacts from the student teaching semester to demonstrate competency in all eleven teacher standards.
EDC 586 STUDENT TEACHING-MIDDLE SCHOOL
is the final phase of the experiential component to the Graduate Teacher Certification Program. Prerequisite: Approval of Director and all coursework and clinical work completed satisfactorily. 3 credits, 10 weeks

EDC 587 STUDENT TEACHING-HIGH SCHOOL
is the final phase of the experiential component to the Graduate Teacher Certification Program. Prerequisite: Approval of Director and all coursework and clinical work completed satisfactorily. 3 credits, 10 weeks

EDG 501 / 801 ISSUES IN AMERICAN EDUCATION
studies the role of the schools in American society, looks at the historical context of educational development, surveys the theories of important educators, and considers current educational issues. 3 credits

EDG 507 / 807 CURRICULUM DEVELOPMENT
considers the factors that influence design, implementation, and evaluation of curriculum. Emphasis will be placed on major educational philosophies and their respective approaches to curriculum development. This course is required for the Curriculum and Instruction, Education Administration, and Reading programs and has no prerequisites. 3 credits

EDG 509 / 809 INTEGRATING LEARNING SKILLS ACROSS THE CURRICULUM
focuses on the transfer of beginning reading skills to content areas and on higher level comprehension and study skills. 3 credits

EDG 515 / 815 RESEARCH METHODS
examines the research tools available to design, implement and evaluate the formal study of the educational process in order to conduct research. The course includes the study of descriptive and experimental research methods, basic statistical methods as well as techniques of literature review and report writing, that is, the reporting of research. Students completing this course should have a draft of the first three chapters for either a thesis or graduate seminar project. 3 credits

EDG 521 / 821 HUMAN LEARNING AND MOTIVATION
examines the nature of contrasting theories of learning. Emphasis will be placed on major contemporary learning theories and their respective approaches to motivation. The primary objective is to provide in-service graduate students, as well as other school personnel, with a comprehensive picture of current major educational learning theories and issues and to develop their implication for the teaching process. 3 credits

EDG 528 / 828 INSTRUCTIONAL STRATEGIES FOR EFFECTIVE TEACHING
focuses on expanding one’s personal repertoire of effective instructional strategies utilizing Howard Gardner’s Theory of Multiple Intelligences (1983, 1999) as the philosophical foundation. This course will provide for practical application while still requiring a critical analysis of Gardner’s worldview as well as one’s own. The course design is constructivist, and largely grounded in the concept of experiential learning as defined by Johnson and Johnson (1975, 1994). 3 credits

EDG 531 / 831 PRINCIPLES OF EDUCATIONAL ADMINISTRATION
is a foundations course in educational administration and organization. Major topics include principles, concepts and issues in administration, organizing for education and administering the school program. Case studies will be emphasized. 3 credits

EDG 533 / 833 LEADERSHIP FOR CHANGE IN EDUCATION
explores the process of change in the world of education. The course provides an overview of the sources, processes, and outcomes of change and the implications for dealing with change. The role of governments, teacher and administrator preparation, and professional development and the future of educational change are also reviewed. 3 credits

EDG 535 / 835 LEGAL AND ETHICAL ISSUES IN EDUCATIONAL ADMINISTRATION
addresses the authority and liability of school personnel operating in both private and public educational institutions. Court decisions affecting curriculum, instruction, administration, and student and teacher rights are emphasized. The law as it relates to education is presented within the context of the Christian moral and ethical behavior of students, teachers, and administrators. Prerequisite: EDG 531/831. 3 credits

EDG 536 / 836 EDUCATIONAL GOVERNANCE AND ADMINISTRATION
studies the organizational structure and administrative relationships in school systems. The course presents an overview of the school system, emphasizing the legal, political and social forces affecting local school systems. 3 credits

EDG 537 / 837 SUPERVISION OF INSTRUCTION
provides the student with orientation to the field of instructional supervision. The course focuses on the nature of instructional supervision with an emphasis on the human perspectives of supervisory behavior. 3 credits

EDG 539 / 839 PRACTICUM IN EDUCATIONAL ADMINISTRATION
provides opportunities for aspiring or practicing administrators to relate educational administrative theory to the applied administrative profession at the elementary, middle or secondary level. Students are required to complete a practicum experience within the school setting under the supervision of the practicum instructor from Concordia University and a licensed administrator in the school district. The practicum experience is designed by the university instructor and the student in cooperation with the school administrator. 3 credits

EDG 541 / 841 BUSINESS ADMINISTRATION OF SCHOOLS
provides a theoretical and practical background in school business administration for teachers, principals, and others pursuing careers in both the public and private schools in Wisconsin. The course develops a rationale for the function of school business administration and describes the concepts and practices that implement that function. 3 credits

EDG 544 / 844 CURRENT TOPICS AND RESEARCH IN READING
examines current topics and issues in reading instruction through study of journals, periodicals, recent publications and qualitative research methods. Content varies as the reading literature is updated. However, this course may be taken only once toward a #316 certification. Prerequisites: Six credits of reading and permission of instructor. 3 credits
EDG 552/852 IMPROVING THE TEACHING OF READING
concentrates on the methodologies in reading instruction and the role of the reading teacher in education. 3 credits

EDG 553 READING ASSESSMENT AND INSTRUCTION
examines the design, development, implementation, and evaluation of kindergarten through grade 12 reading programs and their interrelationships with other language arts instruction and other curricular areas. Prerequisites: EDG 552; EDG 556; one other reading course; permission of instructor. 3 credits

EDG 554 PRACTICUM IN READING
is the culmination of the reading curriculum for DPI #316 certification. Teachers work with elementary, middle and secondary level students with a variety of abilities in one-to-one and small group contexts. Prerequisites: EDG 552; EDG 556; one other reading course; permission of instructor. 3 credits

EDG 556 / 856 LANGUAGE ARTS FOR TEACHING READING
studies the English language, including English phonology and how children’s language develops from childhood through adolescence and examines interrelationships of speaking, listening, writing, and reading. 3 credits

EDG 569 FAMILIES AND SCHOOLS TOGETHER
studies the family as it relates to contemporary legal and social issues facing our schools. The roles confronting parents, teachers, and students in a variety of school settings will be discussed and examined. Historical, theoretical, and philosophical frameworks of parent involvement in education will be studied in order to allow educators to consider ways of improving and building home/school partnerships to better meet the educational needs of all children. 3 credits

EDG 576 / 876 LITERATURE FOR CHILDREN : K-12
presents a wide selection of primary readings for students from kindergarten through the twelfth grade, criteria for selecting texts, practical methods for engaging the students’ interest in books, and tools for curriculum development and integration. The course emphasizes the historical background and foundations of the literature. 3 credits

EDG 590 / 890 THESIS COMPLETION SEMINAR
provides an advisory structure for writing the master’s thesis for the degree. The seminar is normally taken near the end of the coursework for the degree. The student defends the thesis at the end of the course. 3 credits

EDG 595 / 895 GRADUATE CAPSTONE PROJECT
provides an opportunity to examine a range of problems in school administration, curriculum, planning, organizing and evaluating. The seminar focuses on student projects and problems related his or her professional development. 3 credits

EDG 596 INTERNSHIP IN EDUCATION - READING
provides opportunities for each aspiring reading specialist to relate reading and administrative theory to the applied professional understanding of the position of reading specialist. 3 credits

EDG 627 / 927 PORTFOLIO I
is the first step in the required assessment process for the Masters in Education degree. Students complete the initial setup of their portfolio and develop rationales for each standard in their program. 0 credits.

EDG 628 / 928 PORTFOLIO II
is the second step in the required assessment process for the Masters in Education degree. Students insert one artifact for each standard into their portfolio. 0 credits.

EDG 629 / 929 PORTFOLIO III
is the third step in the required assessment process for the Masters in Education degree. Students insert at least two and no more than three additional artifacts for each standard into their portfolio. 0 credits

EDG 632 / 932 EDUCATING STUDENTS AT RISK
This course intends to help identify students in a K-12 setting who are or have the potential to be at risk academically, behaviorally or socially. The course also intends to help develop attitudes, skills and techniques to be effective teachers of the at-risk student. Response to Intervention (RtI) will be discussed. The course will look at social, personal, cultural and community dynamics in relation to the education of students who are at risk. 3 credits

EDG 633 / 933 ALTERNATIVE EDUCATION
This course studies the nature of the alternative education K-12 program in the public schools. The various delivery systems and the role of the teacher in each system will be addressed. Alternative education, as part of a community process, will be discussed. Discussion will range from early intervention to “last chance” programs. 3 credit hours

EDG 649 PROFESSIONAL LEARNING COMMUNITIES
provides students with greater competency in developing skills connected to communication, problem solving, data analysis and assessment within groups, teams, and learning communities. The focus of the course is upon case studies and practices associated with PLCs. 3 credits

EDG 745 / 845 THE PRINCIPALSHIP
focuses on the nature of instructional leadership and the role of the principal. The course will provide the student an orientation to the responsibilities and tasks of the principal. 3 credits
Accelerated Learning Center Locations

CONCORDIA UNIVERSITY – APPLETON CENTER
Center Director: Paige Firgens
3232 N. Ballard Road
Appleton, WI 54911
920-968-0933 (FAX 920-968-0935)
Toll Free: 866-289-6212

The Appleton Center is conveniently located off Highway 41, near the intersection of Ballard Road and Capital Drive, and only a few blocks south of Thrivent Financial for Lutherans.

CONCORDIA UNIVERSITY – BELOIT CENTER
Center Director: Donna Harold
2040 Sutler Avenue
Beloit, WI 53511
608-361-1830 (FAX 608-361-1831)
Toll Free: 866-216-0253

The Beloit Center is conveniently located just East of I-90/39 on Highway 81 (Sutler Avenue) in the Morgan Square Shopping Plaza.
Accelerated Learning Center Locations

CONCORDIA UNIVERSITY – GREEN BAY CENTER
Center Director: Ann Rice
Executive Center II
1150 Springhurst Drive, Suite 101
Green Bay, WI 54304
920-498-2551 (FAX 920-498-1077)
Toll Free: 888-425-3206

The Green Bay Center is located in Ashwaubenon, at 1150 Springhurst Drive, Suite 101, off of Hansen Road and Oneida Street, 2 blocks west of the Wellington Restaurant.

CONCORDIA UNIVERSITY – KENOSHA CENTER
Center Director: Thomas Walsh
10222 74th Street
Kenosha, WI 53142
262-697-8260 (FAX 262-697-8264)
Toll Free: 866-289-6213

The Kenosha Center is located off US Highway 50 across the street from the Aurora Medical Center and just East of I-94.
Accelerated Learning Center Locations

CONCORDIA UNIVERSITY – MADISON CENTER
Center Director: Carrie Buri
2909 Landmark Place, Suite 101
Madison, WI 53713
608-277-7900 (FAX 608-277-7969)
Toll Free: 800-859-4872

Concordia’s Madison Center is located on the southwest side of the Madison metropolitan area in the METASTAR building at 2909 Landmark Place, Suite 101, just off of the Beltline and Todd Drive.

CONCORDIA UNIVERSITY – MEQUON CENTER
Center Director: Marianne Fleisner
12800 N. Lake Shore Drive
Mequon, WI 53097-2402
262-243-4399 (FAX 262-243-4438)
Toll Free: 888-969-4289

The Mequon Center is a part of the main campus of Concordia University Wisconsin. The campus is located on the shore of Lake Michigan just north of Milwaukee.
Accelerated Learning Center Locations

CONCORDIA UNIVERSITY – MILWAUKEE MIDTOWN CENTER
Center Director: Joelynette McKee
4151 North 56th Street, Milwaukee, WI 53216
414-444-0734 (FAX 414-444-1908)

The Milwaukee Midtown Center is centrally located in the new Midtown Mall on 56th Street just north of Capitol Drive.

CONCORDIA UNIVERSITY – MILLER PARK WAY CENTER
Center Director: Angela Belz
1670 Miller Park Way
Milwaukee, WI 53214
414-647-2523 (FAX 414-647-2545)

The Miller Park Way Center is on the corner of Mitchell Street and 43rd Street (Miller Park Way) in West Milwaukee.
Accelerated Learning Center Locations

CONCORDIA UNIVERSITY – ST. LOUIS CENTER
Center Director: Debra Ellerbrook
10733 Sunset Office Drive, Suite 425
Sunset Hills, MO 63127
314-984-8840 (FAX 314-984-0078)
Toll Free: 866-880-3289

The St. Louis Center is located in Sunset Hills, Missouri near the intersection of Highways 44 and 270. The two-story, red brick building is situated across from the Borders Bookstore.

CONCORDIA UNIVERSITY – WAUKESHA CENTER
Center Director: Douglas Wales
N14W23777 Stone Ridge Dr., Suite 290
Waukesha, WI 53188
262-522-0990 (FAX 262-522-0995)

The Waukesha Center is located off of I-94 and Hwy 164, just north of the expressway on Stone Ridge Drive (just past M&I Bank). We are located in the Grady, Hayes and Neary law building, which is the third building on the right side from the corner on Stone Ridge Drive.
Additional Locations for Graduate Education Cohorts

APPLETON
Fox Valley Lutheran High School
5300 N. Meade Street
Appleton, WI 54913

GREENDALE
Martin Luther High School
5201 South 76th Street
Greendale, WI 53129

MILWAUKEE
Milwaukee Lutheran High School
9700 West Grandtosa Drive
Milwaukee, WI 53222

ONALASKA
Onalaska High School
700 Hilltopper Place
Onalaska, WI 54650

WAUSAU
Northcentral Technical College
1000 W. Campus Drive
Wausau, WI 54401
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<tr>
<th>Name</th>
<th>Degree(s)</th>
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<td>Achten, Adam</td>
<td>M.B.A., University of Wisconsin - Oshkosh</td>
<td>Appleton/Green Bay, MBA</td>
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<td>Ahern, Laura</td>
<td>M.H.R.M., Keller Graduate School</td>
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74 Concordia University Accelerated Learning Centers and Off Campus Offerings
Brinkman, Susanne  
M.B.A., Concordia University Wisconsin  
Appleton, Green Bay  
Human Resource Management

Brooks, Angela  
M.B.A., University of Wisconsin – Whitewater  
Milwaukee Midtown Center, Business Management

Brown, Rosalind Guida  
M.S., Cardinal Stritch University  
Kenosha, Management

Brown-Perry, Lauren R.  
J.D., University of Illinois College of Law  
Miller Park Way, Criminal Justice

Brugger, Bettyann  
M.A., Cardinal Stritch University  
Ph.D., Cardinal Stritch University  
Kenosha, Mequon, Unspecified Center

Brunson, Michael  
M.B.A., Cardinal Stritch University  
Miller Park Way, Waukesha

Buck, Christine  
M. Ed., Rockford College  
Beloit, Liberal Arts

Buck, William  
M.B.A., Lincoln University  
St. Louis, M.B.A.

Bull, Bernard  
M.A., Concordia University River Forest  
M.L.S., University of Wisconsin-Milwaukee  
Ed. D., Northern Illinois University  
Mequon

Bunnow, Namnette  
M.S., University of Wisconsin-Madison  
Appleton

Burdeette, Rebecca  
M.S., Concordia University - Wisconsin  
Kenosha, Liberal Arts

Burgos, Ruben  
M.S., Springfield College  
Mequon, Criminal Justice

Buri, Carrie  
Ed.D., Edgewood College - Madison  
M.S.Ed., Concordia University - Wisconsin  
Madison, Management

Mark Burns  
M.S., University of Wisconsin-Milwaukee  
Mequon, Criminal Justice

Butler, Cynthia  
M.S. Ed., University of Wisconsin-Platteville  
Miller Park Way

Buttte, George  
M.S., Southern Methodist University  
Appleton, Green Bay, Management

Cai, Lixin  
M.B.A., Concordia University Wisconsin  
Mequon

Caldie, Thomas  
M.S., Administrative Science  
University of Wisconsin, Green Bay  
Green Bay, Appleton, Management

Campbell-Hunter, Shunette  
J.D. University Wisconsin - Madison  
Madison, Criminal Justice

Canapa, Sally  
Ph.D., University of Wisconsin - Milwaukee  
M.A., University of Wisconsin - Milwaukee  
Mequon, Liberal Arts

Cario, Cheryl  
M.S. Ed., Queen’s College  
Mequon, Midtown, Liberal Arts

Cario, William  
Ph.D., New York University  
M.A., New York University  
Midtown, Liberal Arts

Carlson, Jeffrey  
M.P.A., University of Wisconsin - Oshkosh  
Green Bay, Health Care Management

Carr, Michael  
M.B.A., University of Wisconsin - Madison  
Madison, Management

Carr, Tara  
M.B.A. Education, Saginaw Valley State Univ.  
Appleton, Beloit, Management

Carroll, Wendy  
CMA (AAMA) Concordia University  
Mequon, Medical Assistant

Carter, Cheryl  
M.S., Concordia University  
Eau Claire, Management

Cash, Lori  
M.S., Georgia State University  
Appleton

Christians, Sara  
M.S., Concordia University Wisconsin  
Mequon

Christofferson, Jean  
CMA (AAMA), B.S., Concordia University Wisconsin  
Mequon, Medical Assistant

Christoun, Lara  
M.S., Concordia University Wisconsin  
Kenosha, Graduate Education

Cipriano, Thomas  
M.S., Criminal Justice, Lewis University  
Madison, Criminal Justice

Clark, Jeridon  
M.S., Cardinal Stritch University  
Mequon

Cody, Christopher  
M.S., Concordia University Wisconsin  
Ed. D., Walden University

Coger, Richard  
Ph.D., Ohio State University  
M.A., Ball State University  
St. Louis, Liberal Arts

Coldren, Andrew  
M.S.E. University of Wisconsin Whitewater  
Beloit, General Studies

Connor, Michael  
M.S., University of Wisconsin-Milwaukee  
Kenosha

Cook, Jacqueline  
M.S., University of Wisconsin - Milwaukee  
Milwaukee Midtown  
Human Resource Management

Cook, William  
M.B.A., St. Louis University  
St. Louis, Management

Corona, Zelda  
M.B.A., Concordia University Wisconsin  
Beloit, Human Resource Management

Dahl, Brenda J.  
J.D., Marquette University  
Kenosha, Criminal Justice

Daul, David  
J.D., University of Denver  
Green Bay, Criminal Justice

Daute, Jean  
M.S., University of Wisconsin-Whitewater  
Madison

Davidson, Mary  
M.A., Mount Mary College  
Mequon

Davis, Gary  
M.S.W., University of Wisconsin-Milwaukee  
Mequon

Dawadziak, Joseph  
M.A., Aurora University  
Kenosha

Dawson, Linda  
M.S., Kearney State College  
Appleton, Green Bay, Management, Liberal Arts

DeGrave, Patrick  
M.S., Cardinal Stritch University  
Mequon, Midtown, Unspecified Location  
Criminal Justice

Dietz, Michael  
M. Ed., Loyola University of Chicago  
Ph.D., University of Wisconsin-Madison  
Mequon, Waukesau, Unspecified Location

DiStefano , Salvatore  
Ed. D., Edgewood College  
Mequon, Waukesau

Dolan, Shaun  
M.S. University of Wisconsin - Milwaukee  
Appleton, Art Methods

Douglas, Sandra  
J.D., William Mitchell College of Law  
Mequon, Management
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Goldstein, Charles  
M.A. Education, University of Chicago  
Beloit, Management

Gomez, Rafael  
M.A., St. Mary's University  
Madison

Gonzalez-Sanchez, Jorge  
M.B.A., Harvard University Graduate School  
Ann Arbor

Gordon, Cristina  
Ph.D., Capella University  
Appleton

Goryl, Diane K.  
M.A., Marquette University  
Mequon, Midtown, Miller Park Way, Waukesha, Liberal Arts

Graf, Linda  
M.S., University of Wisconsin  
Beloit, Criminal Justice

Gresley, Ruth  
M.S.N., St. Louis University  
Mequon

Groh, Gregory  
M.S., University of Wisconsin-Milwaukee  
Mequon

Greca, Michael  
M.T.S., St. Norbert College, De Pere, WI  
Appleton, Green Bay, Criminal Justice  
Mgmt.

Gunday, David  
M.S., Loyola University  
Kenosha

Gunem, Scott  
J.D., Creighton University  
Eau Claire

Guse, Sheryl  
M.B.A. Concordia University Wisconsin  
Mequon, Park Way, Waukesha

Gustina, Prisha  
M.M.E., Silver Lake College  
Beloit, Liberal Arts

Habeck, Darryl  
M.B.A., Cardinal Stritch University  
Mequon, Management

Haberman, Susan  
M.A.T., Aurora University Illinois  
Mequon

Hall, Erik  
M.A., University of New Haven  
St. Louis, Criminal Justice

Hall, Jocelyn  
M.Ed., Alabama Agricultural and Mechanical University  
Mequon, Midtown, Unspecified Location

Halloran, Michael  
M.A., Central Michigan University  
Mequon

Halter, Donald  
M.A., University of Illinois at Urbana  
Mequon

Halula, Shea  
M.S., Concordia University Wisconsin  
Mequon

Hampton, Becky  
M.S., Cardinal Stritch University  
Mall Park Way

Handrich, Cynthia  
M.S., Silver Lake College  
Appleton, Green Bay  
Human Resource Management

Hangesleben, John  
M.A., Southern Illinois University  
St. Louis, Management, Human Resource Management

Hanlon, Daniel  
M.S., University of Wisconsin - Milwaukee  
Mequon, Midtown, Miller Park Way  
Criminal Justice

Hanon, Jennifer  
M.A., Webster University  
Mequon

Hanson, Daryl  
M.A., Ball State University  
Ph.D., Ball State University  
Kenosha

Hardesty, Janice  
Ph.D., University Wisconsin - Madison  
Appleton, Education

Hardy, David  
M.S., Lindenwood University  
St. Louis, Management, Criminal Justice  
Human Resource Management

Harms, Paula  
M.A., University of South Dakota  
Ed. D., Capella University  
Eau Claire

Harold, Donna  
M.B.A., Concordia University Wisconsin  
Beloit, Management

Harper, David  
M.A., Marian College  
Appleton, Green Bay

Harris, Kenneth  
M.B.A., Concordia University - Wisconsin  
Mequon, Midtown, Criminal Justice

Haselow-Dulin, Maryanne  
M.S., University of Wisconsin - Madison  
Beloit, Madison, Liberal Arts

Haslett, Denna  
J.A., Concordia University Wisconsin  
Mequon

Hatch, Kelly  
M.S., University of Wisconsin-Madison  
Madison

Hatch, Veronica  
M.B.A., University of Wisconsin-Whitewater  
Midtown, Miller Park Way

He, Peng  
M.B.A., Ph. D., Liaoning University of the People's Republic of China  
Mequon, Midtown

Hellwege, John  
Ph.D., A.B.D., S.T.M., M.Div., Concordia Seminary  
St. Louis, Theology

Helmey, Tina  
M.S., University of Wisconsin-Stout  
Appleton, Green Bay

Hendrickson, Marion  
M.S., University of Illinois  
M.Div., Concordia Seminary - St. Louis  
Madison, Liberal Arts

Henne, Rev. Bruce  
Th.M., Trinity Evangelical Div. School  
Kenosha, Miller Park Way, Liberal Arts

Hensel, Linda  
M.E., Ph. D., Cardinal Stritch University  
Mequon

Herrera, Georgia  
J.D., University of Wisconsin - Madison  
Kenosha, Criminal Justice

Herrmann, Wendy  
M.A., Lakeland College  
Madison

Hershberger, Thomas  
M.B.A., University of Wisconsin-Madison  
Beloit, Madison

Hite-Ross, Marilyn  
J.D., Indiana University School of Law  
Beloit, Criminal Justice

Hodge, LaTasha  
M.S., University of Wisconsin-Milwaukee  
M.S., Concordia University Wisconsin

Hoehner, Matthew  
M.Div., S.T.M., Concordia Seminary  
St. Louis, Theology

Hoffman, Edgar  
M.B.A., University of Pittsburgh  
Mequon, Miller Park Way

Holbrook, Julie  
M.S., University Wisconsin - EauClaire  
Appleton

Holley, Cecilia  
M.S. Ed., University of Wisconsin-Oshkosh  
Kenosha, Mequon, Unspecified Location

Holloway, Wyllyam  
M.A., The University of Chicago  
Mequon

Holtan, Sarah  
M.S., Concordia University Wisconsin  
Mequon, Management

Holton, Deborah  
M.A., Alverno College  
Miller Park Way, Liberal Arts

Hopfensperger, Patrick  
M.S., University of Wisconsin-Milwaukee  
Mequon

Hopfensperger, Richard  
M.S., University of Wisconsin - Oshkosh  
Appleton, Green Bay, Management
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M.S., University of Wisconsin-Milwaukee  
Madison

Liederbach, Vanessa  
Ph.D., Cardinal Stritch University  
Midtown, Miller Park Way

Lieven, Thomas  
M.B.A., Michigan State University  
Mequon, Management

Lindberg, Laura  
M.E., Marian College  
Appleton, Graduate Education

Lipinski, Tracy  
M.S., Concordia University Wisconsin  
Madison

Londo, Darlene  
M.S. University Wisconsin Whitewater  
Appleton, Business Ed Methods

Long, Mary Paul  
M.B.A., Concordia University Wisconsin  
Madison, Management

Long, Thomas  
M.B.A., Cardinal Stritch University  
Appleton, Green Bay, Criminal Justice

Lopez, Javier  
M.S., Cardinal Stritch University  
Mequon, Midtown, Miller Park Way,  
Waukesha Management

Lorenzoni, Teresa  
M.A., University of Minnesota  
Appleton, Green Bay  
Human Resource Management

Love-Johnson, Michelle  
M.B.A., University of Wisconsin - Milwaukee  
Millar Park Way, Management

Lovell, Ryan  
IMAcc University of Wisconsin Madison  
Beloit, Management

Lowrey, Susan  
CMA (AAMA), M.Ed., Concordia University Wisconsin  
Mequon, Miller Park Way, Medical Assistant

Luebke, Michael  
M.B.A. - Quantitative Analysis,  
University of Wisconsin - Madison  
Appleton, Green Bay, MBA

Lueders-Bolwerk, Carol  
M.S.N., Marquette  
Ph. D., University of Wisconsin-Milwaukee  
Green Bay, Mequon

Lupton, Christine  
M.S., Western Illinois University  
Madison, Management

MacDonald, Pamela  
M.S., University of Wisconsin-Oshkosh  
Appleton

Mack-Landrum, Goldnus  
M.S., University of Wisconsin-Whitewater  
Miller Park Way

MacKelle, Matthew  
J.D., Marquette University  
Mequon

Maes, Bonnie  
M.S., University of Wisconsin - Stout  
Appleton, Green Bay,  
Human Resource Management

Maiorelle, Rita  
M.A., Cardinal Stritch University  
Green Bay, Liberal Arts

Mandefeld, Kay  
M.S., University of Wisconsin-Milwaukee  
Kenosha

Mandi, Gail  
M.P.A., University of Wisconsin - Parkside  
Green Bay, Criminal Justice

Manutes, Annastasia  
M.S., Concordia University Wisconsin  
Mequon, Unspecified Location

Manzek, Sheila  
M.B.A., Concordia University Wisconsin  
Ann Arbor, Mequon, Midtown

Marose, David  
M.S. Ed., Concordia Teachers College-  
Seward  
Midtown

Marsh, Kathleen  
M.S., Marian College  
Appleton, Educational Phychology

Martin, Thomas  
J.D., University of Kentucky - Lexington, KY  
Green Bay, Criminal Justice Management

Marx, Troy  
M.B.A., Edgewood College  
Madison, Human Resource Management

Matel, Thomas  
M.B.A., University of Wisconsin - Milwaukee  
Mequon, Business Management

Matteson, Cynthia  
M.B.A., Upper Iowa University  
Wausau, Business Management

Mattison, Michael  
M.B.A., University of Wisconsin - Eau Claire  
Eau Claire, Business

May, Jennie  
M.S., University of Wisconsin-Milwaukee  
Madison

May, Timothy  
M.Div., Concordia Seminary - St. Louis  
Miller Park Way, Liberal Arts

Mayfield, Robert  
Ed. D., Cardinal Stritch University  
Appleton

McBain, Laura  
M.B.A. University of Wisconsin Whitewater  
Beloit, Madison, Human Resource Management
Patterson, Starlette
M.S., University of Wisconsin-Milwaukee
Midtown

Paul, Gary
M.A., Marquette University
Mequon

Pfeuffer, Elizabeth
M.B.A., Marquette University
Mequon, Midtown, Miller Park Way, Liberal Arts

Paul, James
M.B.A., St. Louis University
St. Louis, Business Management, MBA

Paulsen, Michele
M.S., University of Wisconsin - Oshkosh
Appleton, Management

Pautz John
M.S., University Wisconsin - Milwaukee
Appleton, Madison, Mequon, Graduate Education

Peckerman-Stein, Terri
M.S., University of Wisconsin-Madison
Mequon

Pederson, Jeffery
M.P.A., University of Nebraska
Eau Claire, Criminal Justice, Business

Peiffer, Robert
M.B.A., Concordia University Wisconsin
Mequon

Peperkorn, Kathryn
M.S., Ball State University
Kenosha, Liberal Arts

Perego, Timothy
M.S., University of Wisconsin - Milwaukee
Madison, Criminal Justice

Perlowski, Barbara
M.S., Concordia University Wisconsin
Mequon

Peters, Jennifer
B.S.E., University of Wisconsin - Whitewater
Mequon, Miller Park Way Medical Assistant

Peterson, Anita
M.B.A., University of Wisconsin - Milwaukee
Milwaukee Midtown Center, Business Management

Peterson, Gary
Green Bay, Kenosha, Mequon, Unspecified Location

Peterson, Grace
M.S.N., University of Wisconsin-Oshkosh
Ph.D., Marquette University
Kenosha, Mequon

Peterson, Mark
M.A., Southern Illinois University
Beloit, Management

Peterson, Roy
Ph.D., Trinity - Deerfield, IL
Mequon, Miller Park Way, Theology

Petzold, Andrew
M.B.A., Marquette University
Mequon

Pfeiffer, Elizabeth
J.D., University of Virginia
Midtown

Piccione, Joseph
M.S., Cardinal Stritch University
Mequon

Piette, Ann
M.S., University of Wisconsin - Milwaukee
Mequon, Midtown, Miller Park Way, Liberal Arts

Pingel, James
M.A., Marquette University
Mequon, Liberal Arts

Piotrowski, Jane
M.S.Ed., University of Wisconsin - Eau Claire
Eau Claire, Business, Liberal Arts

Pizik, Dee
M.S., University of Wisconsin-Milwaukee
Mequon, Miller Park Way, Waukesha

Pockett, Steven
M.Div., Concordia Theological Seminary - Fort Wayne, IN
Appleton, Liberal Arts

Poisant, Cheryll
M.A. - Applied Industrial/Organizational Psych Chicago School of Professional Psychology
Appleton/Green Bay, Health Care Management

Pollitt, Jennifer
M.P.A., Indiana University
Appleton

Pomeroy, Kenna
M.S.W., University of Illinois at Chicago
Kenosha, Mequon

Pope, Sarah
M.A., Marian University
Appleton, Social Studies, Diversity

Porath, Suzanne
M.S., University of Wisconsin-Oshkosh
Madison

Pratt, Wayne
M.S., Northwood University
Kenosha, Management

Prince, Desennuette
M.B.A., Cardinal Stritch University
Miller Park Way

Pritzl, Thomas
M.A., Marian University
Appleton, Mequon

Pulaski, Chester
Ed. D., Loyola University College
Kenosha

Pulliam, Dorninho
M.S.W., University of Southern Indiana
Miller Park Way

Purifoy, Joyce
M.B.A., Lakeland College
Midtown

Quinn, Rev. Daniel
S.T.M., Concordia University
M.Div., Concordia Seminary
Kenosha/RAMAC, Liberal Arts

Rahman, Jane
M.A., University of Wisconsin-Madison
M.S., University of Wisconsin-Milwaukee
Mequon

Raisleger, Wayne
M.B.A., Illinois Wesley University
Kenosha, Management

Rakowski, Gerald
J.D., The John Marshall Law School
Mequon

Ramsey, Jeremy
J.D., Northern Illinois University
Beloit, Criminal Justice

Raube, Gregory
M.B.A., Public Administration, University of Wisconsin - Oshkosh
Madison, Criminal Justice

Reif, Karl
M.B.A., Saint Louis University
St. Louis, Business Management

Reiner, John
M.B.A., San Diego State University
Green Bay, Business, Management

Robbins, Karl
M.A., Marquette University
Miller Park Way, Criminal Justice

Roberson, Russell
M.B.A., Marquette University
M.S., West Coast University
Ph.D., Argosy University
Kenosha, Business Management

Roberts, Joanne
M.A., Wheaton College
M.S., National-Louis University
Beloit

Roberts, Marisa
M.A. Ed., Marian College of Fon du Lac
Mequon

Romelsch, Judith
M.A., Marquette University
Miller Park Way, Liberal Arts

Ronsman, Randall
M.B.A., Concordia University - Green Bay
Green Bay, MBA

Rosanske, Karen
M.S., Cardinal Stritch University
Mequon, Human Resource Management

Routier, Wanda
Ed. D., Nova Southeastern University
Mequon

Ruggles, Ryan
M.A. Ed., Marian College
Madison

Russ, Guy
M.B.A., Marquette University
Wausau, Management, MBA

Russo, Mary
M.B.A., Concordia University Wisconsin
Mequon, Miller Park Way, Management

Ruxton, Carole
M.Ed., National Louis University
Kenosha/RAMAC, Management

Rydberg, June
M.S., Marquette University
Mequon

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Saccomando, Julie  
M.A., Cardinal Stritch University  
Mequon

Saegeert, Mother Julie  
M.Ed., Eastern Connecticut University  
Beloit, Liberal Arts

Saegeer, Karla  
M.A., Silver Lake College  
Mequon, Management

Saladar, Daryl  
M.E., National Louis  
Beloit, Liberal Arts

Saladar, John  
J.D., Washington University  
St. Louis

Salovski, Susan  
M.S., University of Wisconsin - Milwaukee  
Mequon, Midtown, Miller Park Way, Liberal Arts

Sandman, Sara  
M.S., Concordia University Wisconsin

Savatski, Jane  
M.S.E., University of Wisconsin - Madison  
Appleton, Graduate Education

Sayas, Jonathan  
Ph.D., Valparaiso University  
Mequon

Schallo, Anthony  
M.S.Ed., University at Albany, New York  
Kenosha, Mequon

Schaller, Jonathan  
J.D., Marquette University  
Miller Park Way

Schaller, Christine  
Ph.D., University of Arkansas  
Wausau, Business Management

Schaller, David  
Ph.D., University of Arkansas  
M.B.A., University of Wisconsin - Madison  
Wausau, Management, MBA

Schaller, Jonathan  
J.D., Marquette University  
Miller Park Way

Schauer, Kelly  
M.S., University of Wisconsin - Milwaukee  
Kenosha, Criminal Justice

Scheppa, Timothy  
M.S. University of Wisconsin – Milwaukee  
Mequon, Midtown

Scherer, Ryan  
M.B.A., Concordia University - Green Bay  
Appleton, Green Bay, MBA

Schilder, Amy  
B.A., B.S., University of Minnesota  
Mequon, Medical Assistant

Schill, Benjamin  
M.B.A., University of Wisconsin - Oshkosh  
Appleton/Green Bay, Management

Schirmer, Steven  
J.D., Thomas Cooley Law School  
LL.M., Pace University School of Law  
Wausau, Management

Schmid, Carla  
M.Ed., University of Hawaii at Manoa  
Appleton

Schmidt, Amy  
M.S., University of Wisconsin - Milwaukee  
Mequon, Management

Schneke, Richard  
M.A., Concordia Seminary  
Ph. D., Marquette University  
Pharm D., University of Iowa  
Mequon

Schnecker, Thomas  
Ph.D., University of Wisconsin-Madison  
Beloit, Madison

Schreiber, Mark  
M.Div., Concordia Seminary - Ft. Wayne  
D.Min., Faith Lutheran Seminary - Tacoma, Washington  
St. Louis, Theology

Schult, Donald  
M.S., Concordia University of Wisconsin  
Wausau

Schulte, Karen  
Ph.D., University of Wisconsin-Madison  
Madison

Scarles, Sarah A.  
M.B.A., Concordia University - Wisconsin  
Kenosha, Miller Park Way  
Management of Health Care

Seeger, Andrew  
Ph.D., University of Nebraska  
M.A., University of Wisconsin Milwaukee  
Beloit, Midtown, Liberal Arts

Shaw, Leronica  
M.B.A. Concordia University Wisconsin  
Miller Park Way, Mequon. Medical Assistant

Sherman, Anne Marie  
M.S., University of Wisconsin-Milwaukee  
Mequon

Sissom, Mark  
M.E., University of Missouri  
M.A., Northeast Missouri State University  
St. Louis, Liberal Arts

Sleeter, David  
M.B.A., Concordia University  
Beloit, Criminal Justice

Smallwood, Sean  
M.Div., Concordia Seminary  
Kenosha, Theology

Smith, Kimberly  
M.A., Marist College  
Midtown

Smouyev, Evelyn  
M.S., Cardinal Stritch University  
Mequon

Snow, Darian  
M.S., University of Wisconsin - Whitewater  
Beloit, Management

Sorce, Patricia  
M.S., University of Wisconsin-Eau Claire  
Eau Claire

Sosnay, William  
M.A., Marquette University  
J.D., Marquette University  
Mequon

Spangler, Rev. John  
D.T.S., Bethany Theological Seminary  
Beloit, Theology

Sparks, Diane  
M.A., Northern Michigan University - Marquette, MI  
Green Bay, Management

Spelman-Chervenka, Kirsten  
M.A.Ed., Marian University  
Green Bay, Math

Spinzig, Brian  
M.B.A., University of St. Thomas  
Eau Claire, Business Management

Steffes, Michael  
M.S., Marian College  
Wausau, Criminal Justice, Management, MBA

Ster, Thomas  
M.B.A., Indiana University  
Wausau, Business Management

Sterzf, Joseph  
M.A., University of Northern Colorado  
Beloit, Management

Stewart, Melanie  
Ph.D., The University of Akron

Stone, Gaylund  
Ph.D., University of Wisconsin - Milwaukee  
M.Ed., Southwestern Oklahoma State University

Stowe, Harvey  
M.S., University of Wisconsin-Whitewater  
Kenosha, Mequon, Wausau, Unspecified Location

Stowers, Johnrae  
M.S., Concordia University Wisconsin  
Midtown

Straka, Edward  
M.A., University of St. Thomas  
Madison, Liberal Arts
Strande, Xiao Yu
M.B.A. Concordia University Wisconsin
Mequon

Strasser, Myles
M.A., University of Wisconsin - Oshkosh
Appleton, Green Bay, Liberal Arts

Strehlow, Neal
M.S., University of Wisconsin - Milwaukee
Appleton, Green Bay, Criminal Justice

Stretz, Frank
M.B.A., Queens College
M.S., Southern Methodist University
Mequon, Midtown, Management

Strobel, Neil
M.S., Cardinal Stritch University
Wausau, Management

Stueber, Ross
M. Ed., St. Francis College
Ed. D., St. Louis University
Mequon

Sullivan, Jeffrey
M.C.J., Boston University
Mequon, Criminal Justice

Sutton, Robert
M.Ed., University of Wisconsin - La Crosse
Eau Claire, Wausau, Criminal Justice

Swiger, Walter A.
M.S. Management, Cardinal Stritch University
Kenosha, Management, Criminal Justice

Szynanski, Jessica
M.A., Cardinal Stritch University

Tadisch, Matthew
BS Structural Engineering- MSOE
BS Construction Management- MSOE
Minor Business Management- MSOE
MBA - Marquette University
Mequon, Waukesha

Tanck-Adam, Jennifer
J.D., Creighton School of Law
Mequon, Criminal Justice

Taylor, Natalie
M.S., Cardinal Stritch University
Miller Park Way

Taylor, Steven
M.S., Concordia University Wisconsin
Mequon, Midtown, Miller Park Way, Waukesha

Telford, Robert
M.S. Management,
University of Wisconsin - Green Bay
Green Bay, Management

Tempesta, Jonathan
M.S., Cardinal Stritch University
Mequon, Kenosha

Templer, Dorothy
M.B.A., Concordia University Wisconsin
Miller Park Way

Terrasi, Salvatore
M.M., Northwestern University
Mequon, Miller Park Way,
Liberal Arts

Tetting, Debra
Ph.D., Capella University
M.S. Psychology, Capella University
Wausau, Management, MBA

Thao, Seng
M.Ed., University of Wisconsin - Oshkosh
Mequon, Liberal Arts

Thews, Daniel
M.Div., Concordia Seminary - St. Louis
Appleton, Green Bay, Liberal Arts

John Thomas
M.B.A., Cardinal Stritch University
Mequon, Milwaukee Midtown Center, Business Management

Tilton, Brent
M.B.A., Cardinal Stritch University
Eau Claire, Business Management

Todd, Jeffrey
M.S. Counseling Psychology,
George Williams College
Wausau, Health Care Management, Management

Toelke, Carl
Ph. D., Bethany Theological Seminary
D. Min., Vanderbilt University
M.Div., Concordia Seminary
M.S.W., St. Louis University
St. Louis, Theology

Tonenjes, Alan
M.Div., S.T.M., Concordia Seminary - St. Louis
Green Bay, Liberal Arts

Tomaszewski, Allen
M.A., Cardinal Stritch University
Mequon, Unspecified Location

Toonen, Linda
M.A., University of Wisconsin - Whitewater
Green Bay, Liberal Arts

Tosic, Deborah
M.A., Cardinal Stritch University
Beloit, Unspecified Location

Totoraitis, Joseph
M.A.T., Oakland University
M.Ed., Cardinal Stritch University
Mequon

Totsky, David
M. Div., Concordia Theological Seminary
S.T.M., Concordia Theological Seminary
Ph. D., Concordia Theological Seminary
Midtown

Townsend, Barbara
M.S., University of Wisconsin-Whitewater
Mequon, Unspecified Location

Treffert, Paul
M.B.A., Metropolitan State University
Mequon, Midtown

Tremarello, Richard
M.M.E., Arkansas State University
M.M., San Francisco Conservatory of Music
Mequon, Midtown, Miller Park Way,
Liberal Arts

Triplett, Jarod
M.B.A. Northern Illinois University
Beloit, Human Resource Management

Trucco, Jennifer
M.B.A., Cardinal Stritch University
Wausau, Management,
Human Resource Management

Truttschel, William
M.S., Career and Technical Education,
University of Wisconsin - Stout
Wausau, Management, MBA

Tuffey, Tracy
M.S.W., University of Wisconsin - Milwaukee
Mequon, Liberal Arts and
Human Resource Management

Tumarkin, Oleg
M.B.A., Concordia University Wisconsin
Miller Park Way, Midtown, Business

Turriff, Shannon
M.A., University of Southern Mississippi
Appleton

Tuttle, Joan
M.S., Concordia University Wisconsin
Mequon, Unspecified Location

Van Acker, Jason
M.B.A., DeVry University
Mequon

Van Dyken, Katherine
M.Ed., University of Wisconsin Madison
Wausau, Business Management

Van Ess, Thomas
M.S., Silver Lake College
Madison, Human Resource Management

Van Gompel, Robert
M.S., University of Wisconsin - Oshkosh
Appleton, Social Studies, History

Vaughan, Gary
M.S., Silver Lake College
Appleton, Green Bay, Management

Veit, Samuel
M.S.Ed., University of Wisconsin-Whitewater
Mequon

Verhelst, Suzanne
M.S., University of Wisconsin-Madison
Madison

Vesco, John
M.O.S., Silver Lake College
Green Bay, Human Resource Management

Vollmer, David
M.S., University of New Hampshire
Eau Claire

Voss, Kevin
M. Div., Concordia Seminary-St. Louis
Mequon

Voss-Herman, Susan G.
M.S. Nursing, Marquette University
Kenosha, Health Care Management
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<tr>
<th>Name</th>
<th>Degree(s)</th>
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<td>Wales, Douglas</td>
<td>M.B.A., Lake Superior State University</td>
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<td>M.S.N., Concordia University Wisconsin</td>
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<td>Weber, Barry</td>
<td>M.S., Aurora University</td>
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<td>Weber, Curt</td>
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<td>Weiss, Cyndi</td>
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<td>Weiss, Kari</td>
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<td>Welby, James</td>
<td>M.A., Webster University</td>
<td>St. Louis, Criminal Justice</td>
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<td>Wells, Cassandra A.</td>
<td>M.B.A., University of Phoenix</td>
<td>Mequon, Miller Park Way, Business</td>
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<td>Wells, Lenard</td>
<td>Ph.D., Cardinal Stritch University</td>
<td>Milwaukee Midtown, Milwaukee</td>
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<td>M.P.A., University of Wisconsin - Milwaukee</td>
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<td>Mequon, Midtown, Miller Park Way, Criminal Justice</td>
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<td>Wentzel, Richard</td>
<td>M.A., Philosophy</td>
<td>University of Wisconsin - Madison</td>
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<td>Wessel, Jonathan</td>
<td>M.Div., Concordia Seminary - Fort Wayne</td>
<td>Eau Claire, Liberal Arts</td>
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<td>Wesly, Alan</td>
<td>M.F.A., Indiana University</td>
<td>Appleton, Green Bay, Management, Liberal Arts</td>
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<td>West, Heather</td>
<td>M.A., Cardinal Stritch University</td>
<td>Appleton</td>
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<td>White, Vanessa</td>
<td>M.S.M., Cardinal Stritch University</td>
<td>Milwaukee Midtown Center, Business Management</td>
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<td>Whitemarsh, Darylann</td>
<td>Ph.D., University of Wisconsin - Madison</td>
<td>Appleton, Green Bay, Management</td>
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<td>Whittow, Janet</td>
<td>M.S., Concordia University Wisconsin</td>
<td>Midtown</td>
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<td>Wilder, Sophia</td>
<td>M.S., Cardinal Stritch University</td>
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<td>Wilchowski, Collette</td>
<td>M.A., Viterbo University</td>
<td>Milwaukee Midtown, Milwaukee</td>
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<td>Wilkens, Jeffrey</td>
<td>M.S.E., University of Wisconsin-Platteville</td>
<td>Ed. D., Cardinal Stritch University</td>
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<td>Wilkins, Larry</td>
<td>M.A., Rockford College</td>
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<td>Wilkins, Larry</td>
<td>M.A., Rockford College</td>
<td>Kenosha, RAMAC, Management</td>
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<td>Will, Molly</td>
<td>M.S., University of Wisconsin - Stout</td>
<td>Wausau, Management</td>
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<td>Williams, Keith</td>
<td>M.B.A., University of Northern Iowa</td>
<td>Wausau, Human Resources, Business</td>
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<td>Williams, Nathan</td>
<td>M.S., Tulane University</td>
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<td>Williams, Roy</td>
<td>J.D., Loyola University</td>
<td>Milwaukee Midtown Center, Criminal Justice</td>
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<td>Winfrey, Yolanda</td>
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<td>Wirkus, Jaclyn</td>
<td>M.S.N., Concordia University Wisconsin</td>
<td>Green Bay</td>
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<td>Witt, Steven</td>
<td>M.B.A., C.P.A., Marquette University</td>
<td>Mequon, Midtown, Management</td>
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<td>Wood, Bill</td>
<td>M.Div., St. Louis Theological Seminary</td>
<td>Mequon, Theology</td>
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<td>Wood, Erin</td>
<td>M.B.A., Lakeland College</td>
<td>Green Bay, Business</td>
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<td>Wood, Joseph</td>
<td>M.B.A., Cardinal Stritch University</td>
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<td>Wrubbel-Kunschke, K.</td>
<td>M.A., National Lewis University</td>
<td>Mequon, Miller Park Way, Liberal Arts</td>
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<td>Yancey, Pia</td>
<td>M.H.R.M., Keller Graduate School of Management</td>
<td>Miller Park Way</td>
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<td>Young, David</td>
<td>M.B.A., University of Chicago</td>
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<td>Young, Jeffrey</td>
<td>M.B.A., Webster University</td>
<td>Beloit, Management</td>
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<td>Zersen, David</td>
<td>M.Div., Concordia Theological Seminary</td>
<td>Miller Park Way</td>
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<tr>
<td>Zetting, Lori</td>
<td>CMA (AAMA), B.S.N., Alverno College</td>
<td>Mequon, Midtown, Medical Assistant</td>
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<tr>
<td>Ziemann, Christine</td>
<td>M.S., University of Wisconsin-Madison</td>
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<td>Zietlow, Paul</td>
<td>M.Div., Trinity Lutheran Seminary</td>
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<td>Zimmerman, Anita</td>
<td>M.A., English, Eastern Illinois University</td>
<td>Eau Claire, Liberal Arts</td>
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<tr>
<td>Zimmermann, Karen</td>
<td>M.A., Human Service, Family Studies</td>
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<td>M.A., Human Service, Family Studies</td>
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<td>Zufelt, Amy</td>
<td>M.S., Concordia University-Mequon</td>
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<td>Zufelt, Amy</td>
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