



# **UNIVERSITY OF LYNCHBURG**

## **GRADUATE CATALOG**

One Hundred-Nineteenth Session 2021-22

Thank you for your interest in our graduate programs at the University of Lynchburg. This catalog represents the most current information available at the time of publication. However, the University may elect to make changes in the curriculum, regulations, or other aspects of this program. Thus, the provisions of this catalog are not to be regarded as an irrevocable contract between the University and the student. Periodically, the catalog may be revised and placed online. You can consult [lynchburg.edu/gradcatalog](http://lynchburg.edu/gradcatalog) for the most current version of the graduate catalog.

**University of Lynchburg**  
**1501 Lakeside Drive**  
**Lynchburg, Virginia 24501-3113**  
**434.544.8100**

*(July 1, 2021 edition)*

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**CALENDAR OF EVENTS 2021-22**

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**Fall Semester 2021**

August	9.....	First Day of Classes
	16.....	End of Add Period
	27.....	End of 3-week Withdrawal Period
September	3.....	Pass/Fail Deadline
	17-19.....	Parents and Family Weekend
	24.....	Mid-Semester
	25-28.....	Midterm Vacation
October	15-17.....	Homecoming Weekend
	19.....	End of 10-week Withdrawal Period
November	16.....	Last Day of Classes
	17-23.....	Examination Period

**Winter Term 2021-22**

November 29 - January 21.....	January Term (Optional)
January 21.....	January Degree Granted Date

**Spring Semester 2022**

January	24.....	First Day of Classes
	31.....	End of Add Period
February	11.....	End of 3-week Withdrawal Period
	18.....	Pass/Fail Deadline
March	11.....	Mid-Semester
	12-20.....	Midterm Vacation
April	6.....	Student Scholar Showcase & Assessment Day
	8.....	End of 10-week Withdrawal Period
	8.....	Academic Awards Banquet
May	9.....	Last Day of Classes
	11-17.....	Examination Period
	20.....	Commencement Day

**Summer Session 2022**

May 23 - August 5.....	Summer Session (Optional)
August 12.....	August Degree Granted Date

**Master's Comprehensive Exam Dates (as relevant): TBA**

**Doctor of Physical Therapy:** The academic calendar for Doctor of Physical Therapy cohort students typically varies somewhat from the University's academic calendar due to Clinical Experience coursework. Please contact the School of Physical Therapy for details (434.544.8885 or visit the website: <https://www.lynchburg.edu/academics/college-of-health-sciences/doctor-of-physical-therapy/dpt-2021-22-academic-calendar/>).

**Doctor of Medical Science:** The academic calendar for DMSc students typically varies. The program enrolls students on a rolling basis, with four cohorts beginning each year in January, April, July, and October. Please contact [dmsc@lynchburg.edu](mailto:dmsc@lynchburg.edu) for details.

## AN INTRODUCTION TO THE UNIVERSITY OF LYNCHBURG

### MISSION

The University of Lynchburg, a private coeducational institution founded in 1903 in covenant with the Christian Church (Disciples of Christ), offers distinctive undergraduate and graduate programs that reflect its commitment to teaching and learning, scholarship, and service to the broader community.

The mission of the University of Lynchburg is to develop students with strong character and balanced perspectives and to prepare them for engagement in a globally diverse society and for effective leadership in the civic, professional, and spiritual dimensions of life.

The University of Lynchburg provides its students with a wide range of rigorous educational experiences delivered through multiple modes of instruction. Undergraduate programs are grounded in the liberal arts, enhanced by professional studies, and nurtured by a residential community. Further, the University's quality graduate programs respond to identified community needs, advance scholarship in the disciplines, and promote student career goals. The University of Lynchburg extends its reach beyond the campus through experiential learning, culturally diverse opportunities, and service by sharing the expertise and commitment of faculty, staff, and students with the broader community.

In support of its mission, the University of Lynchburg is an academic community that:

- Fosters a student-centered environment,
- Develops the breadth of knowledge associated with liberal education,
- Develops depth of knowledge and promotes focused inquiry in academic disciplines,
- Respects and supports diversity, equity, and inclusion,
- Values and celebrates diverse faith traditions, and
- Sustains close working relationships among faculty, staff, students, alumni, and community partners.

### INSTITUTIONAL VALUES

In keeping with the traditions of the University of Lynchburg and consistent with our relationship with the Christian Church (Disciples of Christ), the University affirms its commitment to a set of core values that informs the work of the institution, ensuring that our planning and programs embody principles that enable us to offer educational experiences of the highest quality.

- **Academic Rigor** - Students and faculty meet high standards of academic excellence, intellectual honest, and commitment to open inquiry.
- **Active Learning** - Students take responsibility for their development as lifelong learners, faculty foster that development, while modeling their own commitment to learning through scholarly and creative activities.
- **Commitment to Success** - Our programs, advising, and services provide students with the guidance and support they need to complete their education at the University of Lynchburg successfully.
- **Integrity** - Our policies and procedure, our treatment of one another, and our own behaviors demonstrate a commitment to fairness, honesty, and principle.
- **Diversity** - Our community benefits from the contributions of individuals from a variety of intersecting identities, such as ethnicities, nationalities, sexualities, religions, spiritualities, ages, and diversity of thought.
- **Community** - We work to strengthen a sense of community on campus, to foster active engagement with the larger Lynchburg community, and to maintain mutually beneficial connections with our alumni.
- **Wellness** - We strive to foster the well-being, in its many forms, of the members of the University community.

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- **Sustainability** - Everyone benefits when we recognize and act upon our environmental obligations to future generations.

### ACCREDITATION/MEMBERSHIPS

The University of Lynchburg is accredited by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) to award baccalaureate, master's, and doctorates. Questions about the accreditation of the University of Lynchburg may be directed in writing to the Southern Association of Colleges and Schools Commission on Colleges at 1866 Southern Lane, Decatur, GA 30033-4097, by calling 404.679.4500, or by using information available on SACSCOC's website.

All other inquiries about the University should be directed to the University of Lynchburg, 1501 Lakeside Drive, Lynchburg, VA 24501-3113, 434.544.8100. -

The University of Lynchburg is authorized to operate in the Commonwealth of Virginia through the State Council of Higher Education for Virginia, 101 N. 14<sup>th</sup> Street, 10<sup>th</sup> FL, James Monroe Bldg., Richmond, VA 23219 or telephone 804.225.2600.

The College of Business at the University of Lynchburg is accredited by the Accreditation Council for Business Schools and Programs, (11520 West 119th Street Overland Park, KS 66213 or 913.339.9356) based on standards that require the college to demonstrate teaching excellence.

The Virginia Board of Education (P.O. Box 2120, Richmond, VA 23218 or 804.225.2023) approves its preparation programs.

The University of Lynchburg is an accredited institutional member of the National Association of Schools of Music (NASM. 11250 Roger Bacon Drive, Suite 21, Reston, VA 20190 or 703.437.0700).

The Graduate Counseling Programs are accredited through the Council for Accreditation of Counseling and Related Educational Programs (CACREP, 500 Montgomery St., Suite 350, Alexandria, VA 22314 or 703.535.5990).

The Doctor of Physical Therapy program at the University of Lynchburg is accredited by the Commission on Accreditation in Physical Therapy Education (CAPTE), 3030 Potomac Ave., Suite 100, Alexandria, Virginia 22305-3085; telephone: 800-999-2782; email: accreditation@apta.org; website: <http://www.capteonline.org>. If needing to contact the program/institution directly, please call 434.544.8885 or email [dpt@lynchburg.edu](mailto:dpt@lynchburg.edu).

The ARC-PA (Accreditation Review Commission on Education for the Physician Assistant. Inc. 12000 Findley Road, Suite 275. Johns Creek, GA 30097 or 770.476.1224) has granted Accreditation-Continued status to the University of Lynchburg Physician Assistant Program sponsored by University of Lynchburg. Accreditation-Continued is an accreditation status granted when a currently accredited program is in compliance with the ARC-PA Standards. Accreditation remains in effect until the program closes or withdraws from the accreditation process or until accreditation is withdrawn for failure to comply with the Standards. The approximate date for the next validation review of the program by the ARC-PA will be March 2029. The review date is contingent upon continued compliance with the Accreditation Standards and ARC-PA policy.

The Master of Science in Athletic Training program is accredited by the Commission on Accreditation of Athletic Training Education (CAATE), 2001 K Street NW, 3rd Floor North, Washington, DC 20006 (phone: 512.733.9700).

In support of distance learning programs, the State Council of Higher Education for Virginia has approved the University of Lynchburg for participation in the State Authorization Reciprocity Agreements (SARA).

The University is approved for payment of educational benefits for veterans by the Virginia Department of Veterans Services - State Approving Agency. The University holds membership



in the Association of American Colleges and Universities, the American Council on Education, the National Association of Independent Colleges and Universities, the Council of Independent Colleges, the Council of International Schools, the National Association of College Admission Counseling, the American Association of Collegiate Registrars and Admissions Officers, the Council of Independent Colleges in Virginia, the Virginia Foundation for Independent Colleges, the Virginia Humanities Conference, and the Virginia Association of Colleges of Teacher Education.

## HISTORY

The University of Lynchburg was founded as Virginia Christian College in 1903 by Dr. Josephus and Sarah Hopwood, pioneers in Christian coeducation. They established one of the oldest coeducational colleges in Virginia with the support of ministers and businessmen associated with the Christian Church (Disciples of Christ), a denomination that welcomes dialogue with people of all faiths.

While serving as president of Milligan College in Tennessee, Hopwood was approached about starting a college in Lynchburg, Virginia, on the site of a former resort, the Westover Hotel. Impressed by the resort's setting, he declared, "Boys, we'll take it." He purchased the site on April 18, 1903, his 60th birthday.

The stately, gray hotel was renamed Westover Hall, and it served as a multipurpose facility with dormitories, offices, classrooms, dining hall, and a chapel. The College began its first year with 11 faculty members and 55 students, and the first graduating class consisted of five men and three women. Today, the University of Lynchburg has 190 full-time faculty members and about 2,800 undergraduate and graduate students from throughout the United States and around the world.

In 1909, the College completed construction on the first academic building, Main Hall (later renamed Hopwood Hall), and Carnegie Hall, a men's residence hall partially funded by a gift from industrialist and philanthropist Andrew Carnegie. A decade later, Virginia Christian College changed its name to Lynchburg College, a reflection of its student recruitment and fundraising expanding beyond Virginia.

The campus master plan envisioned buildings in an elliptical pattern around the Dell. Hopwood Hall (1909) and Snidow Chapel (1966) were built at the east and west ends of the ellipse, symbolizing Hopwood's guiding principles of faith and reason. Schewel Hall (originally Centennial Hall) completed the ellipse in 2005.

The period from 1964 to 1983 saw the largest building expansion in the institution's history, increasing the number of major buildings on campus from nine to 19. The academic program grew in that same period, and the first graduate programs were added in 1964. The growth of academic programs was a major step in the College's evolution to a university.

In 1998, Claytor Nature Center was created on a Bedford County farm, donated by the late A. Boyd Claytor III. Used for research, education, and recreation, the 491-acre center is home to Belk Observatory, an education building, a herbarium, an eco-lodge, a campsite, and hiking trails.

The University entered a new phase of growth in 2003. In addition to major projects, such as the construction of Schewel Hall and the \$12-million Drysdale Student Center renovation (2014), the University extended campus housing to include many homes in the surrounding neighborhood, as well as new, on-campus townhouses. Additionally, several sustainability programs have helped the University protect the environment even as it has grown. In 2021, the University of Lynchburg became the first institution of higher education in Virginia to declare carbon neutrality.

In 2006, Lynchburg College entered into a partnership with Historic Sandusky, a nearby historic home known for its role in the Civil War Battle of Lynchburg. The University now owns and operates the historic site.

In 2007, the board of trustees adopted a plan to develop more graduate health sciences

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programs. The faculty soon approved the Doctor of Physical Therapy, the institution's first doctoral program. Today, the University also offers a Doctor of Education in Leadership Studies and a Doctor of Medical Science, one of the first doctoral degrees for physician assistants in the U.S. The University also offers 14 master's degree programs and several graduate certificates.

While expanding its graduate programs and pre-professional offerings, the institution has maintained its commitment to the liberal arts, believing that the two areas of study support each other. In 2017, the faculty passed a major revision to general education, streamlining requirements and calling for the creation of new, interdisciplinary seminar courses.

The varsity athletic program includes 24 teams for men and women, which have resulted in more than 206 Old Dominion Athletic Conference titles, and 251 All-Americans. In 2014, the women's soccer team won the NCAA Division III championship, the first team national championship in the history of the University. Students also enjoy intramural and club sports for men and women.

The institution is nationally recognized for offering quality educational opportunities while building the character and leadership ability of its students. The University of Lynchburg is one of only 45 colleges nationwide included in Loren Pope's "Colleges That Change Lives" and one of about 65 institutions nationwide selected to participate in the Bonner Leader Program.

In October 2016, the board of trustees adopted Vision 2020+, a strategic plan focused on making the institution a national leader in student engagement in academics, athletics, and leadership. It calls for new investment in facilities and infrastructure, as well as academic and athletic programs.

A few months later, the board voted to change the institution's name to University of Lynchburg, acknowledging more than a century of growth and evolution. The University of Lynchburg continues to lead the way in educational opportunities, standing as a tribute to the Hopwoods' pioneering spirit.

### UNIVERSITY OF LYNCHBURG PRESIDENTS

Dr. Josephus Hopwood (1903-1911)  
Dr. S.T. Willis (1911-1912)  
Mr. G.O. Davis (1912-1914)  
Mr. George P. Coler (Acting, 1914-1915)  
Dr. John T. Hundley (1915-1936)  
Dr. Riley B. Montgomery (1936-1949)  
Dr. Orville W. Wake '32 (1949-1964)  
Dr. M. Carey Brewer '49 (1964-1983)  
Dr. George N. Rainsford (1983-1993)  
Dr. Charles O. Warren (1993-2001)  
Dr. Kenneth R. Garren (2001-2020)  
Dr. Alison Morrison-Shetlar (2020-present)

### THE CAMPUS

Located in the heart of Lynchburg, Virginia, on 264 acres, the University of Lynchburg's beautifully landscaped campus is a showplace. More than 40 buildings, many of Georgian Revival-style architecture, grace the campus with the Blue Ridge Mountains forming the western skyline. A small lake, bordered by wooded hills, is part of an original forest of oak, poplar, pine and dogwood.

The 491-acre Claytor Nature Center in Bedford County sits at the foot of the Blue Ridge with a spectacular view of the Peaks of Otter.

The Health Sciences Building on Monticello Avenue is a 10-minute walk from main campus and houses the Doctor of Physical Therapy and PA Medicine programs. For a virtual campus

tour, visit [lynchburg.edu/visit](http://lynchburg.edu/visit).

## **BUILDINGS AND FACILITIES**

Hopwood Hall (formerly Main Hall), 1909; Carnegie Hall, 1909; Hall Campus Center (formerly Memorial Gymnasium), 1923, renovated 1980; Hundley Hall, 1954; Knight-Capron Library, 1954, Capron addition, 1969; Hobbs-Sigler Hall, 1959, laboratory wing added 1993, renovated 1995; Shackelford Hall, 1963; Freer Hall, 1963; Crews and Reynolds Courts, 1964; Snidow Chapel-Hebb Music Center, 1966; Tate Hall, 1967; Burton Student Center, 1968; Turner Gymnasium, 1969, renovated 2000; Wake Field House, 1969; Montgomery Hall, 1970; Dillard Fine Arts Center, 1974; Alumni House, 1985; McMillan Nursing Building, 1987; Thompson-Polloway Education Building, 1987, renovated 2009; Daura Museum of Art, 1990, addition 1995; Beaver Point Clubhouse, 1990; Victory Bell Tower, 1993; A. Boyd Claytor III Education and Research Facility, 2003; Brewer, Rainsford, and Warren Townhouses, 2003; Bullard and Huston Townhouses, 2004; Elliot & Rosel Schewel Hall (formerly Centennial Hall), 2005; Peaks View Hall, 2005; Belk Astronomical Observatory, 2007; Shellenberger Field, renovated 2007; Moon Field, renovated 2006, 2007; Graduate Health Sciences Building, 2010; Chandler Eco-Lodge, 2014; Drysdale Student Center expansion and renovation, 2014; Historic Sandusky, 2016; and Westover Hall (2019).

## **ACADEMIC SESSIONS**

### **Fall and Spring semesters**

The University operates under the semester system, with a yearly schedule indicated by the University calendar. Graduate courses are usually scheduled in the late afternoon and evening hours.

### **January Term – “J Term”**

A voluntary term during the winter break provides on-campus and online opportunities for pursuit of a selection of courses. Courses taught during this term are intensive and may carry up to three hours of credit.

### **Summer Session**

The summer session offers the opportunity for acceleration of degree programs and pursuit of courses with particular appeal. Courses are intensive and the credit awarded varies with the course.

## **SAFETY AND SECURITY**

A Campus Safety and Security staff member is available at the Information Desk 24 hours per day to receive reports of campus crimes and other emergencies (first floor, Hall Campus Center; emergency: 434.544.5555; non-emergency: 434.544.8100). In response to a report, a CSO takes appropriate action, which may include going to the scene of the reported incident, asking the caller to come to the Information Desk to make a report, contacting local or state law enforcement agencies, activating procedures for campus-wide announcement of a safety concern through a timely warning, and/or conducting follow-up investigation to collect additional information.

An annual University of Lynchburg security report, available upon request from the Office of Enrollment Services, describes campus safety practices; crime statistics, reporting, and prevention education; and policies and education programs on alcohol, illegal drugs, and sexual assault.

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### NON-DISCRIMINATION STATEMENT

The University of Lynchburg does not discriminate on the basis of race, color, national origin, sex, pregnancy (including childbirth or related medical conditions including lactation), marital status, veteran status, disability, age (40 and over), sexual orientation, gender identity, or religion in its programs and activities, including admission to and employment at the University of Lynchburg.

The University of Lynchburg is in compliance with Title IX of the Education Amendments of 1972, which prohibits discrimination based on sex in educational programs and activities, including employment and admission. (Prohibited discrimination based on sex includes sexual harassment and sexual violence.) For questions regarding the University of Lynchburg's compliance with Title IX, please contact:

Title IX Coordinator  
Office of Equity and Inclusion  
Flynn Multicultural Center (Second floor, Drysdale Student Center)  
1501 Lakeside Drive, Lynchburg, VA 24501-3113  
434.544.8482  
titleix@lynchburg.edu

Inquiries about the application of Title IX may also be referred to the Office for Civil Rights (OCR):

Office for Civil Rights  
U.S. Department of Education  
400 Maryland Avenue, SW  
Washington, D.C. 20202-1475  
Telephone: 800.421.3481 or 202.453.6020  
FAX: 202.453.6021  
TDD: 800.877.8339  
Email: ocr@ed.gov

The University of Lynchburg is in compliance with Section 504 of the Rehabilitation Act of 1973, which prohibits discrimination based on disability in admission, treatment, or access to, or employment in its programs or activities. For questions regarding the University of Lynchburg's compliance with Section 504, please contact:

Accessibility and Disability Resources Director  
Center for Accessibility and Disability Resources (Second floor, Hall Campus Center)  
1501 Lakeside Drive, Lynchburg, VA 24501-3113  
434.544.8687  
timmons.j@lynchburg.edu

The University of Lynchburg is in compliance with the Age Discrimination Act of 1975, which prohibits discrimination on the basis of age in its programs and activities. For questions regarding the University of Lynchburg's compliance with the Age Discrimination Act, please contact:

Director of Human Resources  
Fourth floor, Hall Campus Center  
1501 Lakeside Drive, Lynchburg, VA 24501-3113  
434.544.8215  
humanresources@lynchburg.edu

**University of Lynchburg**  
1501 Lakeside Drive, Lynchburg, Virginia 24501-3113  
434.544.8100

## INCLUSION STATEMENT

The University of Lynchburg is dedicated to inclusive excellence. In alignment with the Disciples of Christ Identity Statement and Principles, we celebrate the diversity of our common life, affirming our different histories, realities, and identities. All belong here.

As a testament to our strong commitment to diversity, equity, and inclusion, we will attract and retain a diverse faculty, staff, and student body, foster belonging, and create a community that embraces civil discourse and accountability for our words and actions. The University of Lynchburg embraces diversity in its broadest sense and will cultivate an inclusive, equitable, and safe campus climate, grounded in respect, where all members of our diverse learning community can thrive.

For questions regarding the University of Lynchburg's Inclusion Statement, please contact:

Vice President for Inclusive Excellence  
The Office of Equity and Inclusion  
Dr. Robert L. Canida, II, Ph.D.  
canida\_rl@lynchburg.edu  
434.544.8540

**GRADUATE PROGRAMS AT THE UNIVERSITY OF LYNCHBURG**

**DEGREE PROGRAMS:**

**Doctor of Education in Leadership Studies (EdD)**

**Doctor of Medical Science (DMSc):**

Emergency Management and Global Health  
PA Education Concentration (PAEC)

**Doctor of Physical Therapy (DPT)**

**Master of Arts (MA):**

MA in Nonprofit Leadership Studies

**Master of Business Administration (MBA)**

**Master of Education (MEd):**

MEd Counselor Education  
MEd Curriculum and Instruction  
MEd Educational Leadership  
MEd Educational Studies  
MEd Reading  
MEd Science Education  
MEd Special Education

**Master of Health Benefit Design and Health Informatics (MHBD)**

**Master of PA Medicine (MPAM)**

**Master of Public Health (MPH)**

**Master of Science in Athletic Training (MSAT)**

**GRADUATE CERTIFICATE PROGRAMS:**

Applied Project Management Certificate  
Advanced Counseling Certificate  
Certificate in Nonprofit Management  
Certificate in Nonprofit Marketing and Fundraising  
Cybersecurity Certificate  
DMSc Emergency and Disaster Management Certificate  
DMSc Epidemiology Certificate  
DMSc Executive Leadership Certificate  
DMSc Global Health Certificate  
DMSc Healthcare Administration and Management Certificate  
DMSc Medical Education Certificate  
DMSc Public Health Certificate  
DMSc Telehealth Certificate  
Earth Science Certificate  
Literacy Studies Certificate

**NON-DEGREE PROGRAMS:**

Postgraduate Licensure Programs  
Professional Enrichment  
Teacher Licensure Renewal

## ACADEMIC PROGRAMS

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### DOCTOR OF EDUCATION IN LEADERSHIP STUDIES

Program Director: Dr. Roger Jones

The program has been designed to involve faculty across the University of Lynchburg's academic colleges to prepare leaders for the complexity of their challenges in leadership positions.

**The three goals for the program are as follows:**

1. To engage students in a rigorous interdisciplinary process of exploration, inquiry, engagement, practice, and reflection to expand their leadership knowledge and skills;
2. To prepare students to exhibit leadership that will enable schools, colleges, universities, non-profits, community agencies, or other organizations to meet identified goals and objectives;
3. To develop visionary leaders who can work across boundaries and disciplines to positively impact the community;

**The program objectives include the following:**

1. To provide students with interdisciplinary knowledge, skills, and attitudes necessary to lead an organization in changing and adapting in an increasingly global environment;
2. To enable students to examine community issues from an interdisciplinary, systemic perspective;
3. To provide students with an opportunity to develop creative and innovative responses to local, state, national, and international issues;
4. To allow students to demonstrate analytical, problem-solving, and research skills grounded in sound empirical study;
5. To implement and evaluate leadership practices based on various theories, models, and approaches to achieving organizational effectiveness;
6. To examine the dynamics of communities with a focus on interrelationships of leadership, capital, vision, and culture.

The program is designed to be completed by cohort groups. All cohort members must have completed a prior master's degree as a prerequisite to be considered for admission.

**Edd Requirements**

The program requirements include 14 core interdisciplinary doctoral courses for a total of 42 hours, and two dissertation courses (6 hours each) for a total of 12 hours of dissertation research, totaling a minimum of 54 credit hours of coursework beyond a master's degree for program completion.

<b>Edd Curriculum</b>			<b>Hours</b>
LS	800	Human Resource Management	3
LS	801	Epidemiology of Community Public Health Issues	3
LS	802	Quantitative Research	3
LS	803	Legal and Ethical Dimensions of Leadership	3
LS	804	Qualitative and Action Research	3
LS	805	Community Dynamics	3
LS	806	Public Policy	3
LS	807	Government, Politics, and Leadership	3
LS	808	Dissertation Seminar: Research and Readings in Leadership Studies	3
LS	809	Organizational Leadership and Change	3
LS	811	Organizational Communication	3
LS	813	System Design and Tools for Sustainability	3
LS	815	Leadership Models and Practice	3
LS	816	Statistics II	3
LS	890	Dissertation Research	6
LS	891	Dissertation Capstone	6

*Total Hours Required*

54

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### DOCTOR OF MEDICAL SCIENCE

Program Director: Dr. Jeremy M. Welsh

The Doctor of Medical Science degree is a doctoral post-professional option for students that have graduated from an accredited master's level PA program (or PA certification with a master's degree). The program delivery will be a blending of distance learning and advanced clinical practice through a fellowship or a practicum. Curriculum focuses on providing PAs with the skills necessary for advanced clinical practice along with a foundation for future positions of executive leadership. PAs have some of the most rigorous and intense educations in the country and have completed credit loads far exceeding the traditional master's degree.

#### Program Outcomes:

Upon completion of the DMSc program, graduates will be able to:

1. Apply advanced and specialized medical knowledge with an emphasis structured beyond general practice by training within fellowship/practicum competencies on:
  - Medical knowledge
  - Patient care
  - Interpersonal and communication skills
  - Professionalism
  - System-based learning
  - Practice-based learning and improvement
2. Analyze skills needed to provide leadership at local and global healthcare institutions
3. Design, develop, and execute projects that improve patient outcomes
4. Develop professional medical writing skills to advance the PA profession

The DMSc program includes 9-12 months of course work and a total of 37 semester credit hours of experiential learning, leadership training and scholarly work.

The experiential component of the program will be met through a fellowship or a practicum. The fellowship option is open to the University of Lynchburg's Master of PA Medicine graduates in the year of graduation. All other students will complete the practicum. The practicum is completed at the student's current practice location.

Students who have completed the University of Lynchburg's Master of PA Medicine program and produced a publishable quality scholarly project in course PA 695 will have a 34 credit hour curriculum with PA 960 as an optional elective course.

<b>DMSc Curriculum</b>			<b>Hours</b>
PA	910	Organizational Behavior and Leadership	3
PA	920	Healthcare Administration	3
PA	930	Disaster Medicine	3
PA	940	Global Health Issues	3
PA	950	Healthcare Law	3
PA	960	Evidence-based Medicine	3
PA	961	Doctoral Project I	1
PA	962	Doctoral Project II	1
PA	963	Doctoral Project III	1
PA	965	Doctoral Project Extension (If required)	1
PA	971	PA Practicum I (Distance Students only)	4
PA	972	PA Practicum II (Distance Students only)	4
PA	973	PA Practicum III (Distance Students only)	4
PA	974	PA Practicum IV (Distance Students only)	4
PA	993	Integrating Technology and Teaching Online	3
OR			
PA	981	PA Fellowship I (Residential Students only)	5
PA	982	PA Fellowship II (Residential Students only)	5
PA	983	PA Fellowship III (Residential Students only)	6

*Total Hours Required*

37



**PA EDUCATION CONCENTRATION (PAEC)**

Program Director: Dr. Jeremy M. Welsh

The PAEC is designed to enroll students who are currently working at least 160 hours per 12-week term as PA program faculty or those who are currently working full-time clinically and are seeking to transition to academia. Program learning outcomes for the PAEC have been designed to directly align with the Physician Assistant Education Association's (PAEA) Competencies for the PA Educator. The competencies are divided into "Foundational" and "Functional" categories. The Foundational competency domains include: Teaching, Learner-Centeredness, Communication Skills, and Professionalism and Role Modeling. Functional competency domains include Program and Curriculum Design and Implementation, Program Evaluation, Scholarship, Leadership, and Mentorship. Each domain will be further defined by specific "competencies" (i.e., learning outcomes). The University's DMSc PAEC has defined learning outcomes at the domain-level as follows:

**Student Learning Outcomes:**

Upon completion of the Lynchburg DMSc PA Education Concentration, graduates will be able to:

1. Apply learning-theory and the medical education literature to advance student learning and improve program effectiveness by training within fellowship competencies on:
  - Teaching
  - Student Centeredness
  - Communication
  - Professionalism and Role Modeling
  - Program and Curriculum Design and Implementation
  - Program Evaluation
2. Design, develop, and execute projects that improve student learning outcomes, program curriculum or operations, and accreditation compliance or program self-assessment.
3. Develop professional medical writing skills to advance the PA profession

Aligning with the structure of the existing DMSc program, the PAEC is comprised of three major elements including advanced educational practice, scholarship, and faculty development. In addition, DMSc PA educational fellows will select two electives from existing leadership development course work offered within the DMSc.

			<b>Hours</b>
Advanced Clinical or Educational Practice Curriculum			
PA	971	PA Practicum I (Distance Students only)	4
PA	972	PA Practicum II (Distance Students only)	4
PA	973	PA Practicum III (Distance Students only)	4
PA	974	PA Practicum IV (Distance Students only)	4
OR			
PA	975	PA Education Practicum I	4
PA	976	PA Education Practicum II	4
PA	977	PA Education Practicum III	4
PA	978	PA Education Practicum IV	4
Scholarship			
PA	960	Evidence-based Medicine	3
PA	961	Doctoral Project I	1
PA	962	Doctoral Project II	1
PA	963	Doctoral Project III	1
Faculty Development			
<i>PA Education Concentration course (9 credits total) - new courses within this proposal</i>			
PA	990	Teaching and learning in PA Education	3
PA	991	PA Program Development, Implementation and Maintenance	3
PA	992	PA Program Evaluation and Improvement	3
OR			
PA	993	Integrating Technology and Teaching Online	3

*Two elective courses - 6 credits total to be selected from the following existing DMSc program courses*

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PA	910	Organizational Behavior and Leadership	3
PA	915	Management Principles for Health Professionals	3
PA	920	Healthcare Administration	3
PA	930	Disaster Medicine	3
PA	940	Global Health Issues	3
PA	941	Clinical Issues in Infectious and Tropical Diseases	3
PA	993	Integrating Technology and Teaching Online	3

### EMERGENCY MANAGEMENT AND GLOBAL HEALTH

Program Director: Dr. Jeremy M. Welsh

The University of Lynchburg's Doctor of Medical Science degree, with a concentration in Emergency Management and Global Health, prepares doctorate trained PAs to respond to and practice in emergency and disaster settings throughout the United States and internationally in a leadership and clinical role. The concentration recognizes the value of global health skills in a disaster setting and prepares the PA to function in each of these environments.

#### Program Outcomes:

Upon completion of the DMSc concentration in Emergency Management and Global Health, students will:

1. Apply advanced and specialized knowledge with an emphasis structured beyond general practice to include disaster and global health competencies in:
  - a. Survival in austere and remote locations
  - b. Response to natural, industrial, and intentional disasters
  - c. Global health medical care
  - d. Emergency management
2. Provide leadership and management in local and international disaster settings
3. Design, develop, and execute projects that improve patient outcomes in austere and remote locations
4. Develop professional Medical writing skills

<b>Emergency Management and Global Health Curriculum</b>			<b>Hours</b>
PA 960	Evidence-based Medicine		3
PA 961	Doctoral Project I		1
PA 962	Doctoral Project II		1
PA 963	Doctoral Project III		1
PA 930	Disaster Medicine		3
PA 931	Survival Medicine		3
PA 932	Emergency and Disaster Management Principles		3
PA 940	Global Health		3
PA 941	Clinical Issues in Infectious Disease		3
PA 942	Social and Behavioral Issues in Global Health		3
PA 986	Emergency & Global Practicum I		3
PA 987	Emergency & Global Practicum II		3
PA 988	Emergency & Global Practicum III		3
PA 989	Emergency and Global Practicum Intensive		4

*Total Hours Required* 37

### DOCTOR OF MEDICAL SCIENCE GRADUATE CERTIFICATES

Program Director: Dr. Jeremy M. Welsh

The DMSc program offers 9-credit hour certificates in eight areas: Medical Education, Global Health, Healthcare Administration and Management, Emergency and Disaster Management, Telehealth, Executive Leadership, Public Health, and Epidemiology. Students who would like to enroll in a DMSc Graduate Certificate have the same application requirements for matriculating into the DMSc program. There are no pre-requisite course requirements for earning a graduate certificate.

**1. DMSc Medical Education Certificate**

The PA Medical Education Certificate is designed to allow clinically practicing PAs or current doctorally educated PA faculty the option to complete doctoral-level coursework designed to meet their development needs. The certificate includes nine (9) credit hours of online coursework. Upon completion, students who complete the PA Medical Education Certificate and are working at least 160 hours per 12-week term in delivering educational activities may apply for admissions to the DMSc- PA Education Concentration.

PA	990	Teaching and Learning in PA Education	3
PA	991	PA Program Development, Implementation and Maintenance	3
PA	992	PA Program Evaluation and Improvement	3
OR			
PA	993	Integrating Technology and Teaching Online	3
<i>Total Hours Required</i>			9

**2. DMSc Global Health Certificate**

The certificate is based on the need for PAs to have additional training in global health and disaster medicine. This is due to several factors:

- The number of PAs who travel internationally to provide humanitarian medical services in emergencies and in areas that are under-resourced.
- The number of patients who travel internationally has increased incidences of infectious and tropical diseases from going abroad.
- The increasing number of refugees who are currently living or will be living in the United States.

PA	940	Global Health Issues	3
PA	941	Clinical Issues in Infectious and Tropical Diseases	3
PA	942	Social and Behavioral Issues in Global Health	3
<i>Total Hours Required</i>			9

**3. DMSc Healthcare Administration and Management Certificate**

PAs have become an integral part of the healthcare system, practicing in a variety of disciplines and assuming a variety of roles. In recent years, several regulatory and policy changes have been proposed for the profession at the state and national level. PAs are advancing as leaders in these changes. Providing PA leaders with advanced training in healthcare management will help PAs to assume administrative roles in clinics, departments, hospitals, healthcare organization and industry. The course will give PAs a strong background in healthcare management principles. PAs will be better prepared to mold the healthcare system with the added preparation and recognition of professional scholarly education. Advancing the PA profession with the addition of a healthcare management course is in the best interest of the profession and the healthcare system.

PA	910	Organizational Behavior and Leadership	3
PA	920	Healthcare Administration	3
PA	915	Healthcare Management	3
<i>Total Hours Required</i>			9

**4. DMSc Emergency and Disaster Management Certificate**

PAs have been an integral part of emergency and disaster response from their inception. This certificate will build a workforce of PA leaders in preparedness and disaster management. With coursework offered completely online, this graduate certificate program is designed to educate PAs to plan and coordinate emergency management efforts. PAs will be prepared to serve in a variety of positions in the emergency management field, including executive level clinical positions in both the public and private sector.

PA	930	Disaster Medicine	3
PA	931	Wilderness Survival Medicine	3
PA	932	Emergency and Disaster Management Principles and Practice	3
<i>Total Hours Required</i>			9

**5. DMSc Telehealth Certificate**

PAs are vital contributors to the medical infrastructure of the United States and beyond. As the landscaped of healthcare changes and adopts expanded technologic resources it will be essential for PAs to contribute at the highest level. This certificate will facilitate PAs to work within telehealth and understand the vast

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resources that will transform how healthcare is delivered.

PA	912	Fundamentals of Telehealth	3
PA	913	Economics of Telehealth	3
PA	914	Legal Issues of Telehealth	3
<i>Total Hours Required</i>			9

### 6. DMSc Executive Leadership Certificate

The Executive Leadership Certificate for PAs is an attempt to gain parity with other health professionals and for recognition of deserving a seat in the C-suite. The certificate will prepare PAs for upper-level administrative, health systems, educational, advocacy, and industry positions. Advancing the PA profession with the addition of an Executive Leadership Certificate is in the best interest of the profession and the healthcare system.

PA	910	Organizational Behavior and Leadership	3
PA	915	Management Principles for Healthcare Professionals	3
PA	916	Healthcare Advocacy	3
<i>Total Hours Required</i>			9

### 7. DMSc Public Health Certificate

The Public Health certificate will have a strong focus on practical clinical considerations regarding the provision of medical care during infectious disease outbreaks as well as critical information regarding toxicology, maternal and child health, health disparities, and environmental health.

PA	917	History of Public Health	3
PA	918	Core Topics in Public Health	3
PA	908	Epidemiology and Biostatistics	3
<i>Total Hours Required</i>			9

### 8. DMSc Epidemiology Certificate

Epidemiology certificate will have a strong focus on practical clinical considerations regarding the provision of medical care during infectious disease outbreaks as well as chronic disease management.

PA	906	Epidemiology of Infectious Disease	3
PA	907	Epidemiology of Chronic Disease	3
PA	908	Epidemiology of Biostatistics	3
<i>Total Hours Required</i>			9

*PA 908 is a requirement of both the Public Health and Epidemiology Certificates.*

## DOCTOR OF PHYSICAL THERAPY PROGRAM

Program Director: Dr. W. Allen Moore

The mission of the Doctor of Physical Therapy program is to educate entry-level physical therapists prepared to assume the role of an ethical healthcare practitioner through the provision of competent, evidence-based practice in a variety of clinical settings and to promote active participation and effective leadership in all aspects of personal and professional life.

#### Upon completion of the program, students will:

1. Synthesize and apply the skills necessary to function as an ethical and competent practitioner of physical therapy in a variety of clinical settings;
2. Accept personal responsibility for their own learning and seek out sources of information beyond the normal classroom and instructor supplied resources in order to meet or exceed the expected student learning outcomes;
3. Demonstrate the skills necessary to critically evaluate and implement physical therapy services based on credible evidence that will support practice decisions; and actively engage in community action events that promote the profession of physical therapy and the mission of the University of Lynchburg.

#### Program prerequisite courses include the following:

Sciences - 31 semester hours

- 4 semester hours of biology with lab\*
- 8 semester hours of chemistry with lab\*
- 8 semester hours of physics with lab (non-calculus based)\*
- 4 semester hours of human anatomy with lab^
- 4 semester hours of human physiology with lab^
- 3 semester hours of advanced biology (includes histology, cell biology, microbiology, exercise physiology; other courses which satisfy this requirement may be considered)

Psychology - 6 semester hours

Writing Intensive courses - 9 semester hours (Freshman composition and other writing intensive courses accepted.)

Math - 6 semester hours

- Pre-calculus or above
- 3 semester hours of statistics

\* *These courses should be equivalent to courses required in the science majors.*

^Academic institutions offering human anatomy/physiology combination courses will suffice if both courses of sequence are completed; for example – four hours human anatomy/physiology I and four hours human anatomy/physiology II.

The DPT program’s admissions committee will review applicants’ coursework older than seven years to determine eligibility and approval for meeting the prerequisite requirements. This will ensure that applicants with previous coursework have the necessary knowledge/skills to be successful in the DPT program.

**Program Overview:**

The DPT curriculum features an innovative hybrid model of instruction that combines primarily traditional, systems, and case-based methods. The educational principles upon which the curriculum is built include progressing from simple to complex concepts, progression from normal to abnormal and active integration of content, and dynamic review of previous content applied in subsequent coursework. The curriculum is reflective of the Normative Model of Physical Therapist Professional Education, which defines and describes entry-level physical therapist practice expectations.

The DPT curriculum contains components of didactic and clinical education that lead the student to a mastery of the skills, knowledge, and behaviors needed to become a competent and ethical entry-level physical therapist that provides evidence-based care to patients/clients across the continuum of care.

The DPT curriculum is a rigorous, progressive course of study, comprised first of foundational sciences and followed by study in the clinical sciences. Each annual class will enter and proceed through the curriculum as a cohort. Throughout the didactic education process, the DPT curriculum has been carefully planned and has implemented several integrated learning activities to maximize learning effectiveness, thus allowing the student the best opportunity to assimilate complex material effectively. Student learning will be assessed through written examinations, practical examinations, presentations, in-services, peer reviews, self-reflections, and through the Clinical Performance Instrument for internships.

Clinical education experiences are integrated throughout the curriculum to allow the student to practice and incorporate information learned through didactic instruction, as well as to provide a platform for the student to further develop the skills necessary to become an efficient and effective practitioner. The clinical aspect of the curriculum integrates a total of 40 weeks of internships in various patient/client management venues, culminating in one 16-week internship.

<b>DPT Curriculum</b>			<b>Hours</b>
DPT	710	Human Gross Anatomy	6
DPT	712	Human Physiology of Systems	3
DPT	713	Pharmacology for the Physical Therapist	2
DPT	714	Professional Practice in Physical Therapy I	2
DPT	716	Clinical Practice I	2
DPT	717	Clinical Practice II	3
DPT	718	Clinical Practice III	3
DPT	719	Clinical Inquiry	2
DPT	720	Pathology of Body Systems	3
DPT	721	Applied Kinesiology (with cadaver dissection)	4
DPT	723	Integrated Case Application Lab - I	2
DPT	724	Neuroscience	3

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DPT	725	Motor Development and Motor Behavior Across the Lifespan	2
DPT	730	Professional Practice in Physical Therapy II	2
DPT	741	Student Professional Involvement I	1
DPT	742	Student Professional Involvement II	1
DPT	750	Physical Agents	1
DPT	812	Diagnosis and Management of Patients with Musculoskeletal Dysfunction I	4
DPT	813	Diagnosis and Management of Patients with Integumentary Dysfunction	2
DPT	814	Diagnosis and Management of Patients with Neuromuscular Dysfunction I	4
DPT	817	Psychosocial Aspects of Health Care	2
DPT	818	Exercise Physiology and Wellness	3
DPT	819	Clinical Inquiry II	2
DPT	822	Diagnosis and Management of Patients with Musculoskeletal Dysfunction II	4
DPT	823	Integrated Case Application Lab - II	2
DPT	824	Diagnosis and Management of Patients with Neuromuscular Dysfunction II	4
DPT	826	Diagnosis and Management of Patients with Cardiopulmonary Dysfunction	3
DPT	829	Differential Diagnosis for the Physical Therapist Practitioner	3
DPT	830	Lifespan Care in Physical Therapy I	3
DPT	839	Clinical Experience I	4
DPT	840	Lifespan Care in Physical Therapy II	3
DPT	841	Student Professional Involvement III	1
DPT	842	Student Professional Involvement IV	1
DPT	917	Prosthetics and Orthotics	2
DPT	919	Clinical Experience II	4
DPT	923	Integrated Case Application Lab III	1
DPT	927	Practice Management and Leadership	3
DPT	928	Therapist Practitioner - Diagnostic Imaging	3
DPT	929	Clinical Experience III	4
DPT	939	Clinical Experience IV	8
DPT	941	Student Professional Involvement V	1
DPT	949	Comprehensive Review	2
		<i>Total Hours Required</i>	<i>115</i>
Elective:			
DPT	743	The Art of Anatomical Dissection: From Ancient Rome to the Renaissance	1-3

### MASTER OF ARTS IN NONPROFIT LEADERSHIP STUDIES

Program Directors: Dr. James Roux

The Nonprofit Leadership Studies Graduate Program is an interdisciplinary program designed for individuals who want to be part of a learning community of current and future practitioners who are or will be embedded in the field of nonprofit management. The program integrates state-of-the-art leadership theory and practice with proven and innovative management models, strategies and tools designed to teach professionals how to create, manage, and lead nonprofit organizations. The curriculum of this program is focused on building leadership skills and applying theories learned in class to practice.

At the end of the program, students will be able to:

1. Describe and critique the scope and significance of the nonprofit sector;
2. Articulate, assess and reflect upon their personal leadership style;
3. Develop a leadership perspective embedded within applied and academic literature that ex-

- plains and evaluates the role and efficacy of nonprofit governance;
4. Apply principles and approaches that assess the operational (management) and fiscal health of a nonprofit organization;
  5. Develop approaches that integrate state-of-the-art communication, public relations, and fundraising strategies for a nonprofit organization;
  6. Facilitate leadership and organizational management practices that promote program evaluation, decision-making, planning, change-management, crisis and the use of resources.

<b>Required Courses:</b>			<b>Hours</b>
EDLS	690	Principles of Leadership	3
L S	600	History and Foundation of Nonprofits and Management	3
L S	604	Strategic Communications and Public Relations	3
L S	606	Change and Organizing in the Community	3
L S	608	Nonprofit Finance	3
L S	610	Leadership Research, Evaluation, and Analytics	3
L S	612	Leading in a Digital Environment	3
L S	614	Leading Boards and Staff	3
L S	616	Fundraising and Grant Writing	3
L S	690	Capstone: Strategic Planning and Leadership	3
Elective:			
LS	699	Nonprofit Leadership Internship	3
<i>Total Hours Required</i>			<i>30</i>

**MASTER OF ARTS IN NONPROFIT LEADERSHIP STUDIES GRADUATE CERTIFICATES**

Program Director: Dr. James Roux

**1. Certificate in Nonprofit Marketing and Fundraising**

The Certificate in Nonprofit Marketing and Fundraising is designed for individuals who wish to increase their skill and understanding in strategic nonprofit marketing and fundraising. This certificate consists of three courses from the Masters of Arts in Nonprofit Leadership Studies Program designed to teach professionals how to lead their organizations in order to accomplish organizational goals and missions. This certificate integrates state-of-the-art theory and practice. At the end of this certificate program individuals be able to:

- a. Create crisis communication plans
- b. Analyze social media plans
- c. Increase conflict management skills
- d. Market their nonprofit through social media
- e. Have a thorough understanding of the grant writing and fundraising processes

<b>Required Courses:</b>			<b>Hours</b>
LS	604	Strategic Communications and Public Relations	3
LS	612	Leading in a Digital Environment	3
LS	616	Fundraising and Grant Writing	3
<i>Total Hours Required</i>			<i>9</i>

**2. Certificate in Nonprofit Management**

The Certificate in Nonprofit Management is designed for individuals who wish to increase their skill and understanding in managing and leading nonprofit organizations. This certificate consists of three courses from the Masters of Arts in Nonprofit Leadership Studies Program designed to teach professionals how to lead their organizations in order to accomplish organizational goals and missions. This certificate integrates state-of-the-art theory and practice. At the end of this certificate program individuals be able to:

- a. Identify and practice leadership skills and behaviors necessary for effective nonprofit manage-

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- ment.
- b. Determine effective board management policies and procedures
- c. Identify current issues in staff management
- d. Understand nonprofit budgets financial statements
- e. Analyze the 990 nonprofit tax form for financial efficacy

<b>Required Courses:</b>			<b>Hours</b>
EDLS	690	Principles of Leadership	3
LS	608	Nonprofit Finance	3
LS	614	Leading Boards and Staff	3
<i>Total Hours Required</i>			9

### MASTER OF BUSINESS ADMINISTRATION

Program Director: Dr. David Murphy

The University of Lynchburg offers three Master of Business Administration programs.

1. Master of Business Administration – General Emphasis, a traditional MBA with management and analysis courses, 30 credit hours.
2. Master of Business Administration - Cybersecurity Emphasis, 24 credit hours of MBA courses and 12 credit hours of cybersecurity courses.
3. Master of Business Administration - Sport Management Emphasis, 24 credit hours of MBA courses and 12 credit hours of sport management courses

#### Description of MBA – General Emphasis Program:

##### Goals and Objectives

To prepare students for the challenges of the twenty-first century, the MBA curriculum offers in-depth knowledge of the business core — accounting, finance, marketing, management, management information technology, and operations management — and integrates important competencies of ethics, leadership, globalization, communication, and information technology. Substantive, integrative knowledge and competencies in these areas will prepare graduates of the University of Lynchburg MBA program to meet the challenges of a changing world.

At the end of the program, MBA students will:

**Goal 1:** Collaboratively diagnose and analyze organizational problems using a business process model to formulate strategies for continuous improvement.

**Objective 1:** Through use of a business process model and creative and critical thinking skills, students will analyze case studies and real organizational problems that involve the functional integration of organizational behavior, managerial accounting, marketing management, managerial economics, managerial finance, and operations management.

**Objective 2:** Using case studies and projects, students will analyze the influence of political, social, legal, and environmental issues to formulate strategies that solve organizational problems and assess their performance.

**Objective 3:** Using case studies and projects, students will evaluate global, cultural, leadership, and ethical issues that managers face when making strategic decisions and solving organizational problems.

**Objective 4:** Using team process skills, students will work together to make effective decisions and solve problems and to incorporate divergent points of view into their analysis and conclusions.

**Goal 2:** Use information technology to make complex business decisions.

**Objective 1:** Students will use information technology and complex quantitative methodologies and tools to analyze data for the support of managerial decisions.

**Objective 2:** Students will leverage technology to overcome business challenges and opportunities.



**Goal 3:** Effectively communicate technical material and analysis to different professional constituencies.

**Objective 1:** Students will recognize their professional audience and target their written and oral reports accordingly.

**Objective 2:** Students will write professional-quality reports and memos that synthesize, apply, and present business concepts that reflect a graduate level understanding of the materials.

Students who do not pass the University of Lynchburg Business MBA entrance exam must complete MBA 603 and MBA 604 before embarking on their third course in the MBA program. Credit hours earned in MBA 603 and MBA 604 do not count towards the total hours required for the degree.

All MBA students must take a capstone course (i.e., MBA 690) that includes a group project that is designed to have students integrate and apply concepts learned in all their core courses.

<b>Required Courses</b>			<b>Hours</b>
MBA	601	Human Resources Management	3
MBA	602	Organizational Behavior and Management	3
MBA	607	Managerial Accounting	3
MBA	608	Managerial Economics	3
MBA	609	Marketing Management	3
MBA	611	Managerial Finance	3
MBA	651	Production and Operations Management	3
MBA	655	Leadership & Ethics	3
MBA	657	Management Information Technology	3
MBA	690	Global Business Competition and Strategy	3
<i>Total Hours Required</i>			<i>30</i>

**Description of MBA – Cybersecurity Emphasis:**

**Goals and Objectives**

To prepare students for the challenges of the twenty-first century, the MBA curriculum offers in-depth knowledge of the business core — accounting, finance, marketing, management, management information technology, and operations management — and integrates important competencies of ethics, leadership, globalization, communication, and information technology. Substantive, integrative knowledge and competencies in these areas will prepare graduates of the University of Lynchburg MBA program to meet the challenges of a changing world.

At the end of the program, MBA students will:

**Goal 1:** Collaboratively diagnose and analyze organizational problems using a business process model to formulate strategies for continuous improvement.

**Objective 1:** Through use of a business process model and creative and critical thinking skills, students will analyze case studies and real organizational problems that involve the functional integration of organizational behavior, managerial accounting, marketing management, managerial economics, managerial finance, and operations management.

**Objective 2:** Using case studies and projects, students will analyze the influence of political, social, legal, and environmental issues to formulate strategies that solve organizational problems and assess their performance.

**Objective 3:** Using case studies and projects, students will evaluate global, cultural, leadership, and ethical issues that managers face when making strategic decisions and solving organizational problems.

**Objective 4:** Using team process skills, students will work together to make effective decisions and solve problems and to incorporate divergent points of view into their analysis and conclusions.

**Goal 2:** Use information technology to make complex business decisions.

**Objective 1:** Students will use information technology and complex quantitative methodologies and tools to analyze data for the support of managerial decisions.

**Objective 2:** Students will leverage technology to overcome business challenges and opportunities.

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**Goal 3:** Effectively communicate technical material and analysis to different professional constituencies.

**Objective 1:** Students will recognize their professional audience and target their written and oral reports accordingly.

**Objective 2:** Students will write professional-quality reports and memos that synthesize, apply, and present business concepts that reflect a graduate level understanding of the materials.

**Goal 4:** Acquire and demonstrate skills to assess and apply cybersecurity measures to organizational needs.

**Objective 1:** Students will be able to assess risks and vulnerabilities to systems/networks.

**Objective 2:** Students will develop plans for security and incident mitigation.

Students who do not pass the University of Lynchburg Business MBA entrance exam must complete MBA 603 and MBA 604 before embarking on their third course in the MBA program. Credit hours earned in MBA 603 and MBA 604 do not count towards the total hours required for the degree.

All MBA students must take a capstone course (i.e., MBA 690) that includes a group project that is designed to have students integrate and apply concepts learned in all their core courses.

Required Courses			Hours
MBA	602	Organizational Behavior and Management	3
MBA	607	Managerial Accounting	3
MBA	608	Managerial Economics	3
MBA	609	Marketing Management	3
MBA	611	Managerial Finance	3
MBA	651	Production and Operations Management	3
MBA	657	Management Information Technology	3
MBA	690	Global Business Competition and Strategy	3
MBA 630		System Architecture and Administration	3
MBA 634		Distributed System Architecture and Administration	3
MBA 637		Cyber Security Fundamentals	3
MBA 638		Cyber Forensics & Cybersecurity Analysis	3
<i>Total Hours Required</i>			<i>36</i>

### Description of MBA – Sport Management Emphasis:

#### Goals and Objectives

Students who do not pass the University of Lynchburg Business MBA entrance exam must complete MBA 603 and MBA 604 before embarking on their third course in the MBA - Sport Management Emphasis program. Credit hours earned in MBA 603 and MBA 604 do not count towards the total hours required for the degree.

All MBA students must take a capstone course (i.e., MBA 690) that includes a group project that is designed to have students integrate and apply concepts learned in all their core courses.

Required Courses			Hours
MBA 602		Organizational Behavior and Management	3
MBA 607		Managerial Accounting	3
MBA 608		Managerial Economics	3
MBA 609		Marketing Management	3
MBA 611		Managerial Finance	3
MBA 651		Production and Operations Management	3
MBA 657		Management Information Technology	3
MBA 690		Global Business Competition and Strategy	3
<b>Required Sport Management Courses</b>			
SPMG 620		Sociocultural Issues of Sport	3

SPMG 630	Sport Facility and Event Management	3
SPMG 640	Sport Sales and Marketing	3
SPMG 650	Legal Issues in Sport	3
<i>Total Hours Required</i>		36

**APPLIED PROJECT MANAGEMENT CERTIFICATE**

Faculty Coordinator: Dr. David Murphy

This certificate program is designed for individuals seeking to develop expertise in Project Management. Students will complete four master’s level courses for a total of 12 credit hours to complete the certificate. This program provides advanced master’s level work beyond that of traditional project management certification training programs. Students will learn the fundamentals of project management, risk management, project leadership, communication, and team leadership. Students will learn to plan and execute a project in today’s challenging and changing business environment. After completion, students will be awarded a desktop certificate from the University of Lynchburg.

**Program Goals and Objectives:**

1. Develop a comprehensive project management plan as defined by the Project Management Institute.
2. Use technology to facilitate communication and stakeholder involvement.

**Pre-requisites:** Completion of an undergraduate degree in any discipline.

<b>Required Courses</b>			<b>Hours</b>
MPM	610	Introduction to Project Management	3
MPM	620	Project Components: Schedule, Cost and Scope	3
MPM	630	Project Risk Management	3
MPM	640	Project Management Leadership and Team Management	3
<i>Total Hours Required</i>			12

**MASTER OF EDUCATION**

The MEd program in education was established in 1965 to meet the professional development needs of educators and counselors in Central and Southside Virginia. The program was first limited to elementary education, guidance and counseling, and reading. However, it quickly expanded to include other fields of specialization such as educational leadership, special education, and community counseling.

The MEd program in education is designed to provide sound graduate professional study and professional certification around a body of knowledge common to several types of professional needs and interests. Graduates employ their expertise in a variety of ways as teachers in the areas of elementary, secondary, and special education; as school administrators; as reading specialists; as school counselors; and as counselors in community agencies. The counseling programs are accredited by the Council for Accreditation of Counseling and Related Educational Programs (CACREP). The Virginia Department of Education approves programs leading to school counseling, teaching, and administrative licensure.

As the individual programs of study indicate, each advanced degree program has a unique set of objectives that match the desired professional role(s) for which its graduates are prepared. For all programs, students must complete a program of 30 to 60 semester hours including core/foundation courses and the courses prescribed for the area of specialization. Remaining hours (if any) may be filled with elective courses or a professional project in the area of specialization.

The requirements for students relative to application for candidacy, retention in the program (academic standards), graduation (including the time frame for degree completion), transfer credit, and withdrawal are provided in the prior section on Academic Regulations. Student progress to degree completion is tracked with the candidacy form which students initially submit through their advisor after completion of 12 hours or, for counseling students, after completion of COUN 615 or COUN 616. The University of Lynchburg also offers seven graduate certificate programs that are linked to MEd programs.

### COUNSELOR EDUCATION PROGRAMS

Program Director: Dr. Daniel Hall

The counselor education program trains students to be effective, ethical professional school and clinical mental health counseling practitioners. The program promotes personal growth and academic excellence, values diversity of experience and ideas, and incorporates the learning of best practices. The program curriculum emphasizes both scholarly rigor and extensive experiential learning to produce culturally competent, skillful counselors for work in schools and agencies and for service and leadership in the counseling profession.

The Clinical Mental Health Counseling and School Counseling programs are both approved by the Council for Accreditation of Counseling and Related Educational Programs (CACREP). They are designed to meet the need and demand for mental health professionals in the areas of individual, family, group, and school counseling. Students prepare for entry-level counseling positions in schools, community mental health agencies, human service organizations, outpatient counseling centers, drug and alcohol treatment programs, and psychiatric hospitals.

Upon successful completion of the counselor education program, all students will:

1. Demonstrate an understanding of all aspects of professional functioning including history, roles, organizational structures, ethics, standards, and credentialing;
2. Expand the understanding of the cultural context of relationships, issues, and trends in a multicultural society;
3. Gain an understanding of the nature and needs of persons at all developmental levels and in multicultural contexts;
4. Cultivate an understanding of career development and related life factors;
5. Convey an understanding of the counseling process in a multicultural society;
6. Develop both theoretical and experiential understandings of group purpose, development, dynamics, theories, methods, skills, and other group approaches in a multicultural society;
7. Extend the understanding of individual and group approaches to assessment and evaluation in a multicultural society; and
8. Acquire an understanding of research methods, statistical analysis, needs assessment, and program evaluation.

Counselor education is a unique academic discipline that combines theory, technique, and application. Inherent in the study of the discipline is the concept of the scholar-practitioner. The profession's governing bodies, the American Counseling Association (ACA), the Council for Accreditation of Counseling and Related Educational Programs (CACREP), the National Board of Certified Counselors (NBCC), the Virginia Department of Health Professions Board of Counseling (VDHPBC), and the Virginia Department of Education (VDOE) set forth rigorous standards of professional practice. The following procedures are in place as components of the University's counselor education program to ensure that students are able to attain the level of competence necessary for compliance with those professional mandates.

- An on-campus interview is required as part of the admission process.
- The counselor education faculty conducts a systematic developmental assessment of each student's progress through the program, including consideration of the student's academic performance, professional development, and personal development.
- Transfer credits from non-CACREP accredited programs will not be considered for approval by the faculty for COUN 601, COUN 605, COUN 620, COUN 625, COUN 660, and COUN 670.
- Students experiencing difficulty with scholarly professional writing will be referred to the Wilmer Writing Center for assistance. In some cases, completion of a writing program at the center will be a requirement for continuation in the program.

### CLINICAL MENTAL HEALTH COUNSELING

Faculty Coordinator: Dr. Daniel Hall

The MED in clinical mental health counseling requires 60 credits. The curriculum is designed to include all content areas and clinical experiences required for initial licensure as a Licensed Professional Counselor in the state of Virginia. Graduates are eligible to apply for licensure upon conferral of their degree. Each course constitutes three credit hours unless otherwise indicated.

<b>Required Courses</b>		<b>Hours</b>
COUN	601	Professional Identity and Function of Clinical Mental Health Counselors
COUN	602	Counseling Across the Lifespan
COUN	605	Counseling Theories
COUN	609	Research in Counseling
COUN	610	Career Development
COUN	611	Crisis Counseling
COUN	614	Counseling Techniques
COUN	615	Clinical Mental Health Counseling Practicum
COUN	620	Group Counseling Procedures and Techniques
COUN	630	Marriage and Family Counseling
COUN	640	Abnormal Behavior
COUN	645	Substance Use Counseling and Diagnosis and Treatment of Addictive Disorders
COUN	660	Evaluation and Assessment
COUN	665	Cross-Cultural Counseling
COUN	670	Legal and Ethical Issues in Counseling
COUN	687	Clinical Mental Health Counseling Internship I
COUN	697	Clinical Mental Health Counseling Internship II
 <b>Electives</b>		 9
COUN	618	Counseling Children and Adolescents
COUN	625	Professional Identity and Function of School Counselors
COUN	635	Parent and Family Consultation
COUN	661	Sexuality in Counseling
COUN	662	LGBT Considerations in Counseling
COUN	669	Special Topics in Counseling
COUN	678	Adventure-based Counseling
COUN	683	Dynamics of Play Therapy
COUN	695	Independent Study
SPED	600	Foundations and Legal Aspects of Special Education

*Total Hours Required* 60

A full-time supervised counseling experience totaling a minimum of 600 hours in a clinical mental health agency setting.

**SCHOOL COUNSELING**

Faculty Coordinator: Dr. Jeanne Booth '76, '88 MEd

The MEd in school counseling requires a minimum of 60 credit hours. The curriculum is designed to include all content areas and clinical experiences required for initial licensure as a Licensed Professional Counselor in the state of Virginia. Graduates are eligible to apply for licensure upon conferral of their degree. Each course constitutes three credit hours unless otherwise indicated.

<b>Required Courses</b>		<b>Hours</b>
COUN	602	Counseling Across The Lifespan
COUN	605	Counseling Theories
COUN	609	Research in Counseling
COUN	610	Career Development
COUN	611	Crisis Counseling
COUN	614	Counseling Techniques
COUN	616	School Counseling Practicum
COUN	618	Counseling Children & Adolescents
COUN	620	Group Counseling Procedures and Techniques
COUN	625	Professional Identity and Function of School Counselors
COUN	630	Marriage and Family Counseling

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COUN	640	Abnormal Behavior
COUN	645	Substance Use Counseling and Diagnosis and Treatment of Addictive Disorders
COUN	660	Evaluation and Assessment
COUN	665	Cross-Cultural Counseling
COUN	670	Legal and Ethical Issues in Counseling
COUN	686	School Counseling Internship I
COUN	696	School Counseling Internship II
SPED	600	Foundations and Legal Aspects of Special Education

### Electives

COUN	635	Parent and Family Consultation
COUN	661	Sexuality in Counseling
COUN	662	LGBT Considerations in Counseling
COUN	669	Special Topics in Counseling
COUN	678	Adventure-based Counseling
COUN	683	Dynamics of Play Therapy
COUN	695	Independent Study

3

*Total Hours Required*

*#8 60*

### ADVANCED COUNSELING CERTIFICATE

Faculty Coordinator: Dr. Sara Bailey

This certificate program is designed for individuals seeking to become licensed as professional counselors who have already completed a 48 CACREP degree in school counseling, community counseling or a related counseling field. The program provides an opportunity to complete advanced graduate work in counseling leading to potential eligibility for status as a Licensed Professional Counselor (LPC). Courses can be selected to meet individual professional development goals. Clinical courses (practicum and internship) are not available as part of the Advanced Counseling Certificate. The faculty advisor works with prospective students to design an appropriate course sequence.

#### Objectives:

1. To aid counselors in completing coursework required for LPC licensure in Virginia;
2. To develop a specialization in the field of counseling that will be readily applicable to agency and private practice settings;
3. To enhance understanding of the multifaceted challenges that counselors face when working in therapy with individuals and families.

Prerequisites: Completion of a master's degree in community counseling, school counseling, or related area.

Course requirements (12 credits): The specific courses to be taken can be selected from graduate level counseling courses with guidance from the faculty advisor. Prospective students should consult this catalog for a comprehensive list of courses available, after which determination will be made which 12 credits (taken post-master's) best complement an individual's prior training and professional goals. Course options include:

COUN	635	Parent and Family Consultation
COUN	640	Abnormal Behavior
COUN	645	Substance Use Counseling and Diagnosis and Treatment of Addictive Disorders
COUN	661	Sexuality in Counseling
COUN	662	LGBT Considerations in Counseling
COUN	669	Special Topics in Counseling
COUN	683	Dynamics of Play Therapy
COUN	695	Independent Study

### CURRICULUM AND INSTRUCTION

Program Director: Dr. Bobbi Johnson '81 BA, '93 MEd,

The MEd in curriculum and instruction offers two career paths. The Instructional Leadership Program is designed for teachers who want to further develop their skills in the classroom and who want to become

instructional leaders within their school and school division.

The MEd in curriculum and instruction also provides a teacher licensure program for non-teachers and provisionally licensed teachers who seek to enhance their skills and knowledge by completing a master’s level program of 36 hours while concurrently meeting licensure requirements.

**Students will develop the knowledge and skills necessary to:**

- Research, analyze, evaluate, and apply curriculum, pedagogy, and assessment to improve the academic achievement of all students;
- Design and apply instructional activities and strategies to meet the challenges of learners with diverse needs;
- Demonstrate the knowledge, dispositions, and skills consistent with professional Interstate School Leaders Licensure Consortium (ISLLC) standards necessary to reflect on research, philosophy, professional literature, and K-12 instructional practices and improve the academic achievement of all students.

**For the instructional leadership emphasis, students also will:**

- Engage in self-directed professional behaviors to provide leadership in educational organizations, school improvement efforts, staff development, and policy development within the school, school division, and beyond.

**For the teacher licensure emphasis, students also:**

- Will have the opportunity to fulfill teacher licensure requirements concurrently while pursuing the MEd in curriculum and instruction;
- Shall complete the content requirements for their particular endorsement while concurrently completing the required coursework for the MEd in curriculum and instruction.

**INSTRUCTIONAL LEADERSHIP EMPHASIS<sup>1,2</sup>**

			<b>Hours</b>
EDCI	605	Assessment of Student Learning	
EDCI	606	Effective Instructional Strategies	
EDCI	617	Foundations and Curriculum of American Education	
EDLS	603	Legal and Ethical Issues	
EDLS	609	Research Methods and Applications for Educational Leaders	
EDLS	653	Supervision and Evaluation of Instruction	
EDLS	690	Principles of Leadership	
RDNG	625	Survey of Effective Reading Methods	
OR			
RDNG	672	Reading and Study Skills in the Content Area	
Electives (6)			
<i>Total Hours Required</i>			<i>30</i>

<sup>1</sup> This program is designed for licensed teachers seeking to complete the requirements for the MEd program.

<sup>2</sup> The comprehensive exam is required for program completion.

**TEACHER LICENSURE EMPHASIS<sup>1,2,3</sup>**

			<b>Hours</b>
<b>Required Courses</b>			<b>24</b>
EDCI	600	Classroom Management and Instructional Methodology	
EDCI	605	Assessment of Student Learning	
EDCI	606	Effective Instructional Strategies	
EDCI	617	Foundations and Curriculum of American Education	
EDHD	602	Human Development	
EDLS	603	Legal and Ethical Issues	
EDLS	609	Research Methods and Applications for Educational Leaders	
SPED	600	Survey of Special Education	

**0-6 hours from the following (should be selected based on licensure goals/requirements)<sup>4</sup>:**

RDNG	625 <sup>4</sup>	Survey of Effective Reading Methods (elementary and middle)	3
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RDNG	640 <sup>4</sup>	Strategies for Teaching Phonics, Spelling, and Vocabulary (elementary)	3
RDNG	672 <sup>4</sup>	Reading and Study Skills in the Content Area (middle and high)	3
Coursework electives as needed for degree requirements			0-9
EDCI	699 <sup>5</sup>	Internship in Education (optional) (If a non-teacher secures a teaching position, one year of successful teaching may be substituted for this internship for licensure purposes.)	6
<i>Total Hours Required</i>			36

- <sup>1</sup> This program is designed for the student seeking initial teacher licensure or completing provisional licensure requirements while concurrently completing the MEd in curriculum and instruction. **Please see the detailed information on Teacher Licensure Programs for a full description of licensure requirements and processes.**
- <sup>2</sup> In addition to professional studies/licensure requirements, students must meet the content requirements for their particular endorsement prior to completion of the MEd.
- <sup>3</sup> The 36 hours are exclusive of the content course requirements. Students shall complete a program planning sheet for degree and licensure requirements with their advisor during their first semester of enrollment in the program.
- <sup>4</sup> Licensure courses. Reading requirements are based on the desired grade level to be taught. For elementary, RDNG 625 must be taken before or concurrent with RDNG 640.
- <sup>5</sup> Prerequisites include passing scores on VCLA (and RVE for elementary and middle school licensure) and successfully meeting the minimum grade point average for content classes. Further information is included in the section on Teacher Licensure programs within this catalog.
- <sup>6</sup> Comprehensive exam is also required for completion of program.

### EDUCATIONAL LEADERSHIP (PK-12 ADMINISTRATION AND SUPERVISION EMPHASIS)

Program Director: Dr. Roger Jones

The University of Lynchburg master's in educational leadership with an emphasis in PK-12 Administration and Supervision meets all competencies required for licensure by the Commonwealth of Virginia and is based around standards identified in the Professional Standards for Educational Leaders. These include:

- Effective educational leaders develop, advocate, and enact a shared mission, vision, and core values of high-quality education and academic success and well-being of each student.
- Effective educational leaders act ethically and according to professional norms to promote each student's academic success and well-being.
- Effective educational leaders strive for equity of educational opportunity and culturally responsive practices to promote each student's academic success and well-being.
- Effective educational leaders develop and support intellectually rigorous and coherent systems of curriculum, instruction, and assessment to promote each student's academic success and well-being.
- Effective educational leaders cultivate an inclusive, caring, and supportive school community that promotes the academic success and well-being of each student.
- Effective educational leaders develop the professional capacity and practice of school personnel to promote each student's academic success and well-being.
- Effective educational leaders foster a professional community of teachers and other professional staff to promote each student's academic success and well-being.
- Effective educational leaders engage families and the community in meaningful, reciprocal, and mutually beneficial ways to promote each student's academic success and well-being.
- Effective educational leaders manage school operations and resources to promote each student's academic success and well-being.
- Effective educational leaders act as agents of continuous improvement to promote each student's academic success and well-being.

**Hours**



EDLS	603	Legal and Ethical Issues
EDLS	609	Research Methods and Applications for Educational Leaders
EDLS	613	Fiscal and Resource Accountability
EDLS	618	Curriculum, Instruction, and Assessment
EDLS	623	Personnel and Supervision
EDLS	643	The Principalship
EDLS	646	Improving the School Structure and Climate
EDLS	651	Leading Learning in a Technological and Digital Age
EDLS	690	Principles of Leadership
EDLS	698	Leadership Internship I
EDLS	699	Leadership Internship II
SPED	600	Foundations and Legal Aspects of Special Education

*Total Hours Required*

36

**HIGHER EDUCATION LEADERSHIP**

Program Director: Dr. Roger Jones

This 100% online program serves to expand the candidates’ capacity to lead in the higher-education environment. Students in the program will:

- Develop leadership knowledge and skills and the understanding that a positive attitude can make a difference in the lives of students, colleagues, community, and the organization.
- Explore and apply knowledge and skills in a variety of leadership situations in higher education.
- Investigate and apply leadership concepts in a variety of settings within higher education

**Hours**

LS	612	Leading in a Digital Environment
EDLS	609	Research Methods and Applications for Educational Leaders
EDLS	611	Student Development in Higher Education
EDLS	612	Contemporary Issues in Higher Education
EDLS	614	History and Philosophy of Higher Education
EDLS	615	Higher Education Administration
EDLS	619	Curriculum, Instruction, Supervision, and Assessment in Higher Education
EDLS	620	Diversity and Inclusion in Higher Education
EDLS	623	Personnel
EDLS 690		Principles of Leadership
EDLS	696	Higher Education Internship I
OR		
EDLS	691	Thesis in Higher Education

*Total Hours Required*

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**EDUCATIONAL STUDIES**

Program Director: Dr. Bobbi Johnson, ‘81 BA, ‘93 MEd,

The Master of Education in Educational Studies Program provides students with the opportunity to customize an interdisciplinary course of study across program areas to meet their personal and professional development needs. As a result, students can maximize their impact and expertise by obtaining a general theoretical background for understanding past and future practice while also developing skills for use in education-related work. Students consult with an advisor to select eight courses related to their intellectual and career goals as well as four required courses which include a capstone project. The capstone project is completed in conjunction with a selected faculty member who serves as a mentor during the project.

- This program prepares individuals for a multitude of education-related careers. The program is not limited to professionals in education but also may benefit those in business, health fields, military, and nonprofit organizations. The program is designed for individuals who desire a graduate degree in education but who do not require initial or additional teaching or other pro-

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fessional certifications.

By developing a customized, broad-based, interdisciplinary program of study to meet individual intellectual and professional development needs, students in the program will:

- Demonstrate enhanced professional knowledge within selected areas of study;
- Analyze changes in views of knowledge and learning in the 21st century;
- Apply digital technologies in professional communication, collaboration, and problem solving;
- Analyze legal and ethical issues for educational and organizational environments;
- Apply discipline-specific methods of educational research, including interpretation of data and results, to integrate learning into a capstone project

<b>Education requirements:</b>			<b>Hours</b>
EDCI	617	Foundations and Curriculum of American Education	12
EDHD	609	Research Methods and Applications	
OR			
EDLS	609	Research Methods & Applications/Educational Leaders	
EDLS	603	Legal and Ethical Issues	
EDHD	671	Professional Project in Education	
<b>AND 24 credit hours of electives from other master's level courses</b> (with faculty/advisor approval)			<b>24</b>
<i>Total Hours Required</i>			<b>36</b>

### READING PROGRAMS

Program Director: Dr. Stefanie Copp

The Master of Education in Reading at the University of Lynchburg has two tracks: the Master of Education — Reading Instruction, and the Master of Education — Reading Specialist, leading to a reading specialist endorsement. These programs are designed for the intensive preparation of educators who are committed to excellence in the teaching of reading and/or serving as reading specialists at the school or district level. The programs are based on the premise that in a rapidly changing society, literacy holds the key to success in the personal, professional, and civic lives of our children.

The reading instruction track is designed for those educators who are interested in strengthening their understanding of the field of reading in order to become experts on reading in their classrooms. The reading specialist track is designed for those educators who may want to move out of the classroom into specialized teaching of reading, to work as a literacy coach, or to move into central office director positions.

The focus of these programs is the preparation of professionals for the positions as reading experts in the classroom, reading specialists working with students in small groups to improve literacy skills, and as school-wide or district-wide supervisors of reading teachers and reading programs.

Graduates must possess the knowledge, skills, and dispositions that will enable them to challenge students to excel in literacy strategies beyond basic skill and to engage students in complex and interesting texts with increased comprehension.

Students in these programs will develop:

- Expertise in the use of diagnostic, assessment, and screening measures to plan for and tailor reading instruction, as well as to accelerate and remediate using flexible skill-level groupings as necessary;
- Expertise in the knowledge, skills, and processes necessary for understanding language acquisition, differences, and delays; teaching oral language (including speaking and listening); developing students' phonemic awareness/phonological association skills; exercising effective strategies for facilitating the learning of standard English by speakers of other languages and dialects;
- Expertise in reading comprehension strategies that foster an appreciation of a variety of literature, both fiction and nonfiction, at appropriate reading levels;
- Expertise in the knowledge, skills, and processes necessary for teaching writing, including grammar, punctuation, spelling, syntax, etc., as well as the ability to promote creative thinking and expression through imaginative writing;
- The ability to guide students in their use of technology for both process and product as they work with reading, writing, and research;

- An understanding of child psychology, including personality and learning behaviors; the significance of cultural contexts upon language; educational measurement and evaluation; and utilizing linguistic skills in diagnoses;
- The ability to instruct and advise teachers in the skills necessary to differentiate reading instruction for both low and high achieving readers and to organize and supervise the reading program within the classroom, school, or division;
- Effective communication with a variety of students and groups, including parents, teachers, administrators, community leaders, etc., relating to reading instruction and the challenges faced for struggling readers;
- Knowledge of current research and exemplary practices in reading.

**READING SPECIALIST EMPHASIS**

			<b>Hours</b>
<b>Reading/Literature:</b>			15
RDNG	625	Survey of Effective Reading Methods	
RDNG	640	Strategies for Teaching Phonics, Spelling, and Vocabulary	
RDNG	672	Reading and Study Skills in the Content Area	
RDNG	675	Contemporary Issues in Language Arts Instruction	
OR			
RDNG	644	Adolescent Literature	
RDNG	680	The Organization and Supervision of Reading Programs	
<b>Assessment:</b>			9
RDNG	690	Assessment, Diagnosis, and Remediation of Reading Problems	
RDNG	691	Assessment and Diagnosis Practicum	
RDNG	692	Corrective and Remediation Practicum	
Writing			3
RDNG	643	Teaching Writing	
<b>Research:</b>			3
EDHD	609	Research Methods and Applications	
<b>Teaching:</b>			3
SPED	600	Foundations and Legal Aspects of Special Education	
OR			
SPED	620	Language Development/Instruction and Assistive Technology	
Elective		To be selected in consultation with advisor to include competencies as approved by the Virginia Department of Education.	3
<i>Total Hours Required</i>			<i>36</i>

**READING INSTRUCTION EMPHASIS**

			<b>Hours</b>
<b>Reading/Literature:</b>			15
RDNG	625	Survey of Effective Reading Methods	
RDNG	640	Strategies for Teaching Phonics, Spelling, and Vocabulary	
RDNG	672	Reading and Study Skills in the Content Area	
RDNG	675	Contemporary Issues in Language Arts Instruction	
RDNG	644	Adolescent Literature	
<b>Assessment:</b>			9
RDNG	690	Assessment, Diagnosis, and Remediation of Reading Problems	
RDNG	691	Assessment and Diagnosis Practicum	

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RDNG	692	Corrective and Remediation Practicum	
Writing			3
RDNG	643	Teaching Writing	
<b>Research:</b>			3
EDHD	609	Research Methods and Applications	
<b>Teaching:</b>			3
SPED	600	Foundations and Legal Aspects of Special Education	
OR			
SPED	620	Language Development/Instruction and Assistive Technology	
<b>Elective:</b>		To be selected in consultation with advisor	3
		<i>Total Hours Required</i>	36

### LITERACY STUDIES CERTIFICATE

Faculty Advisor: Dr. Stefanie Copp

**Program description:** This certificate program provides students with a sequence of courses to enhance their ability to teach reading and writing in Grades K-12. The program does not lead to state endorsement in reading, but it provides a strong foundation for individuals subsequently choosing to seek such endorsement.

#### Objectives:

Upon completion of these four reading courses, the student will:

1. Utilize appropriate reading assessments to guide planning and to provide instructions; describe and develop approaches that increase students' understanding of vocabulary, phonics, and spelling;
2. Experiment with various types of writing and theories of teaching writing, allowing students to gain knowledge, skills and processes necessary for the teaching of writing;
3. Use tools that enable learners to comprehend texts and support the readers' efforts to construct meaning from the text; and
4. Demonstrate how authentic materials can be used to enhance literacy instructions.

**Prerequisites:** None

#### Course requirements (12 credits):

RDNG	625	Survey of Effective Reading Methods
RDNG	640	Strategies for Teaching Phonics, Spelling, and Vocabulary
RDNG	643	Teaching Writing
RDNG	672	Reading and Study Skills in the Content Area

### SCIENCE EDUCATION

Program Director: Dr. David Perault

This program combines the essential knowledge and skills gained from core courses in education with specific content and pedagogy coursework in the sciences. Completion of the program allows teachers to gain expertise so they can become leaders and mentors in the teaching of science.

Students in this program will:

- Apply skills in areas of curriculum, instructional strategies, technology, diversity, action research, reading, and classroom management to improve student achievement;
- Demonstrate skills that are responsive to the ethical, political, legal, social, and cultural forces in diverse educational communities;
- Demonstrate inquiry about current science education research and issues;
- Gain science content knowledge relevant to improving classroom expertise;
- Exercise professional decision-making with respect to science curricula, as well as develop and adapt appropriate science curricula;
- Gain pedagogical expertise in science teaching that reflects recommended practices according

- to national and state standards;
- Demonstrate research and laboratory skills relevant to becoming a master’s teacher in the sciences.

<b>Core requirements:</b>			<b>Hours</b>
EDHD	609	Research Methods and Applications	6
EDCI	686	Methods of Science Teaching (or)	
MATH	610	Mathematics Education	
 <b>Education Courses:</b>			 3-1518
EDCI	600	Classroom Management and Instructional Methodology*	
EDCI	605	Assessment Student Learning*	
EDCI	606	Effective Instructional Strategies*	
EDCI	617	Foundations and Curriculum of American Education*	
EDCI	661	Instructional Strategies for School Math	
EDHD	602	Human Development*	
RDNG	672	Reading and Study Skills in the Content Area*	
SPED	600	Foundations and Legal Aspects of Special Education	
 <b>Science courses from the following:</b> <sup>1, 2, 3, 4</sup>			 15 12-27
BIOL	605	Topics in Botany (4)	
BIOL	610	History and Philosophy of Modern Biology (2)	
BIOL	620	Human Anatomy	
BIOL	623	Applied Genetics	
BIOL	630	Physiology: Cells to Function	
BIOL	641	Applied Ecology	
BIOL	669	Special Topics in Biology	
BIOL	670	Independent Study in Biology	
ENVS	600	Concepts in Earth and Environmental Science	
ENVS	610	Astronomy	
ENVS	631	Environmental Hydrology	
ENVS	645	Practical Meteorology	
ENVS	650	Water Quality (3)	
ENVS	660	Applied Geology	
ENVS	665	Functional Oceanography	
ENVS	680	Applied Geography	
SCIE	670	Independent Study in Science	
SCIE	680	Special Topics in Science	
SCIE	695	Individual Research in Science (6 credit hours maximum)	
SCIE	699	Science Education Internship (six credit hours maximum)	

*Total Hours Required* 36

\* Course required for those seeking teaching licensure from the state of Virginia

- <sup>1</sup> All courses are three credits unless otherwise indicated.
- <sup>2</sup> To be selected in consultation with an advisor and may include eighteen hour concentrations in biology, earth science, or mathematics with additional approved electives.
- <sup>3</sup> ENVS 650 - Water Quality also meets the requirements for three credits within the 18-credit biology sequence.
- <sup>4</sup> The following courses can substitute for science content classes, as offerings are available. An undergraduate major or minor in mathematics or permission of the instructor is prerequisite:

MATH	601	Rational and Irrational Numbers
MATH	602	Polynomials: Exploration of Algebraic Structures
MATH	603	Point Set Topology
MATH	604	Theory of Numbers
MATH	605	Mathematics of Coding Theory
MATH	606	Math Explorations
MATH	610	Mathematics Education
MATH	669	Special Topics in Math

### EARTH SCIENCE GRADUATE CERTIFICATE

Faculty Advisor: Dr. David Perault

**Program description:** This certificate program provides students with an opportunity to complete an integrated sequence of coursework that is consistent with VDOE requirements for an add-on endorsement in earth science. Secondary school teachers who already have an endorsement in one of the other sciences (biology, chemistry, or physics) can complete requirements to add on the earth science endorsement. Other teachers who are seeking to strengthen their background knowledge of earth science content will also benefit from the program, which provides an opportunity for individuals in the non-school sector to advance their knowledge of scientific content and principles.

#### Objectives:

1. To enable teachers to complete the necessary coursework to add the earth science endorsement to their license;
2. To equip teachers with the ability to develop experiential activities for stimulating student interest in, and increasing student knowledge of, earth and environmental science;
3. To provide strong training across all earth science disciplines and to relate topics to local, national, and international issues.

**Prerequisites:** Undergraduate degree with relevant science foundational coursework and initial endorsement in another science discipline

#### Course requirements (18 credits)

##### The following four courses:

ENVS	645	Practical Meteorology
ENVS	660	Applied Geology
ENVS	665	Functional Oceanography
SCIE	610	Astronomy

##### Two courses from the following (with permission of the advisor):

ENVS	600	Concepts in Earth and Environmental Science
ENVS	631	Environmental Hydrology
ENVS	650	Water Quality
ENVS	680	Applied Geography

### SPECIAL EDUCATION

Program Director: Dr. Andrew Bruce

All graduate special education courses are offered completely online. Students interested in student teaching (not a part of the master's program), or other coursework outside of special education should consult with their academic advisor regarding the format of course delivery. The graduate special education program prepares special educators to make positive contributions in the lives of persons with disabilities and to serve as positive change agents in their work settings. The curriculum addresses the complexities of issues related to the challenges faced by persons with disabilities, as well as the delivery of services needed to assist such persons as they strive for independence. Structured learning experiences provide students a comprehensive knowledge of the multifaceted nature of special education. The MEd. program offers three emphasis options: Special Education – Adapted Curriculum, Special Education – General Curriculum, and Early Childhood Special Education. Options for receiving a Virginia teaching license are available for all three emphases. Please consult with an academic advisor for special information.

#### By the end of the program, students will:

- Be able to articulate a comprehensive understanding of current research, issues, and trends in the field of special education;
- Be able to demonstrate in-depth knowledge of the legal-regulatory, biological, psychological, and sociological (including culture, SES, age, and gender) dimensions of disability when engaging in responsibilities expected of a special educator;
- Possess the knowledge and skills to assess, interpret, synthesize, and summarize the abilities and needs of individuals with disabilities using appropriate formal and informal assessment measures in applicable areas (including academic, functional, adaptive, social-emotional, physical-motor, and communication skills — respective of area of emphasis);
- Be able to use informal and formal assessment data to design individualized educational plans

- (IEPs) that take into account the comprehensive needs (e.g., academic, functional, adaptive, cognitive, social, health-medical, and communication) of individuals with disabilities;
- Be able to implement data-based special and general educational programs that meet the needs of individuals with disabilities, using knowledge of standards of practice, techniques, and principles in the areas of classroom and behavior management;
  - Be able to implement data-based programs that meet the needs of individuals with disabilities using knowledge of standards of practice, techniques, and principles in the areas of instruction and curriculum including inclusion — respective of area of concentration); and
  - Be able to use effective communication and problem-solving skills in collaboration with professionals and families to enhance the educational opportunities and outcomes for individuals with disabilities.

The programs listed below include all course requirements for the MED in Special Education. These courses cover the special education competencies required for licensure in the state of Virginia, although there may be other courses required for those seeking initial licensure (e.g., EDCI 617, EHDH 602, student teaching/internships). Please consult an academic advisor for details about licensure for specific licensure areas.

**MED IN SPECIAL EDUCATION<sup>1</sup>:**

			<b>Hours</b>
<b>Prerequisite:</b>			0-9
SPED	600	Foundations and Legal Aspects of Special Education	
<b>Core</b> (required for General Curriculum, Adapted Curriculum, and ECSE):			15
SPED	620	Language Development/Instruction and Assistive Technology	
SPED	625	Management of Classroom Instruction and Behavior	
SPED	670	Introduction to Autism Spectrum Disorder	
SPED	675	Collaboration and Consultation	
SPED	681	Action Research Capstone	
<b>Emphasis (dependent upon career goals):</b>			15-30
<b>Special Education General Curriculum</b>			
SPED	601	Designing and Implementing Individualized Education Plans	
SPED	606	Characteristics of Students with Disabilities Accessing General Curriculum	
SPED	616	Assessment and Evaluation	
SPED	635	Transitioning to Adult Life for People with Disabilities	
SPED	645	Instructional Strategies in Mathematics and Science	
RDNG	625	Survey of Effective Reading Methods	
<b>Early Childhood Special Education (ECSE)</b>			
Program Advisor: Dr. Deanna Cash			
EDHD	601	Diverse Developmental Pathways in Early Childhood	
SPED	651	Designing Comprehensive, Family Centered Intervention	
SPED	653	Developmentally Appropriate Curriculum and Instructional Programming for Preschool	
SPED	660	Assessment of Young Children with Developmental Delays	
SPED	662	Medical and Therapeutic Interventions for Children with Disabilities	
<b>Elective:</b> Students pick one of the following:			(3)
SPED	601	Designing and Implementing Individualized Education Plans	
SPED	605	Characteristics of Students with Disabilities Needing Significant Academic and Functional Supports	
SPED	606	Characteristics of Students with Disabilities Accessing General Curriculum	
SPED	666	Adapted Instructional Methods & Strategies	
RDNG	625	Survey of Effective Reading Methods	
RDNG	640	Strategies for Teaching Phonics, Spelling and Vocabulary	
<b>Special Education Adapted Curriculum:</b>			
SPED	601	Designing and Implementing Individualized Education Plans	
SPED	605	Characteristics of Students with Disabilities Needing Significant Academic and	

		Functional Supports
SPED	616	Assessment and Evaluation
SPED	635	Transitioning to Adult Life for People with Disabilities
SPED	665	Individualized Supports and Specialized Care of Students with Significant Support Needs
SPED	666	Adapted Instructional Methods & Strategies

*Total Hours Required*

33

- <sup>1</sup> Students must select a program emphasis in one or more of the following: Special Education-General Curriculum, Early Childhood Special Education (ECSE), Special Education Adapted Curriculum.
- <sup>2</sup> SPED 600 or its equivalent undergraduate course is required for all students seeking eligibility for a provisional special education teaching license in Virginia.
- <sup>4</sup> Some courses in the ECSE program are offered in conjunction with Radford University as part of the VDOE ECSE consortium.

### TEACHER LICENSURE PROGRAMS

Special licensure programs are designed for students with an undergraduate degree who are seeking initial teacher licensure in elementary (PK-6), middle (6-8), or secondary (6-12) education or special education. Under licensing guidelines, the Virginia Department of Education has established four broad categories of requirements for the teaching endorsements in these categories. Coursework for teacher licensure can be aligned with certain MED programs. The special education course requirements for licensure are embedded within the respective degree programs emphases (special education – general curriculum, adapted curriculum, early childhood).

#### Licensure Requirements:

1. **Content courses (elementary/secondary).** These courses prepare the prospective teacher with the content knowledge and skills needed to teach. Prospective elementary teachers take a broad base of courses in core areas of English, mathematics, laboratory sciences, humanities, and the social studies. Secondary education teachers have a major in their teaching field or complete a teaching subject core of 36-52 designated hours. Specific content course requirements are listed at the Virginia Department of Education’s website [www.pen.k12.va.us](http://www.pen.k12.va.us), under the link of “teacher licensing,” or at <http://teachvirginia.org/>. Content courses may be taken at the graduate or undergraduate level. Some courses taken at the graduate level may also count toward a MED or MA. Students must have a minimum 3.0 GPA in the content areas courses required for licensure as a prerequisite for student teaching. MED in Curriculum and Instruction – Teacher Licensure track students, with the assistance of the program director, must submit the application for a Virginia Teaching License to identify any content coursework that must be completed to fulfill content licensure requirements.
2. **Standardized testing to document mastery of teaching content:**
  - a. Virginia Communications and Literacy Assessment (VCLA): All initial licensure applicants must provide passing scores.
  - b. Praxis II: This subject area/content specialty test is required for elementary and most secondary endorsements (Note: not required for special education).
  - c. The Reading for Virginia Educators (RVE) is required for elementary and special education endorsements (excluding early childhood special education).
3. **Professional Preparation Courses:** All licensure applicants must complete the individual courses that meet professional preparation licensure requirements. The graduate courses taken via this route for elementary, middle, or secondary can be incorporated into the MED in curriculum and instruction. Students also must meet all content area requirements to seek licensure in elementary or secondary education through this route, and these required licensure courses may be completed at the graduate level.

For elementary, middle, or secondary endorsements, the graduate courses that may meet specific requirements include:

- (1) Foundations of Education: EDCI 617 Foundations and Curriculum of American Education



- (2) Human Growth and Development: EDHD 602 Human Development
  - (3) Curriculum and Instruction: EDCI 606 Effective Instructional Strategies. Specific other methods classes required for special education (see MED program listing.)
  - (4) Classroom Management: EDCI 600 Classroom Management and Instructional Methodology (SPED 625 for special education)
  - (5) Reading Instruction
    - Elementary education endorsement requires six hours: RDNG 625 Survey of Effective Reading Methods and RDNG 640 Strategies for Teaching Phonics, Spelling, and Vocabulary
    - Middle education endorsement requires six hours: RDNG 625 Survey of Effective Reading Methods and RDNG 672 Reading and Study Skills in the Content Area
    - Secondary endorsements require three credit hours: RDNG 672 Reading and Study Skills in the Content Area
    - Note: special education endorsement requires RDNG 625 Survey of Effective Reading Methods and SPED 620 Language Development/Instruction and Assistive Technology
  - (6) Student Assessment: EDCI 605 Assessment of Student Learning
4. **Teaching Internships:** All Virginia teaching licenses require that the applicant successfully complete one semester of full-time student teaching (graduate teaching internship) or complete one year of successful full-time teaching at a state-accredited public or private school.

#### **Completing Provisional Licensure:**

Students seeking to complete provisional licensure coursework as stipulated by the Virginia Department of Education should enroll as non-degree graduate students. This will provide students with the opportunity to pursue all coursework required to meet state teacher licensure standards.

#### **Admission to Postgraduate Teaching Internships:**

Students requesting a graduate teaching internship as part of their teacher licensure program must apply for and be admitted to the internship. To apply, students must:

- a. Submit a written application by the deadline (i.e., September 15 for a spring internship and February 1 for a fall internship);
- b. Have a minimum QPA of 2.75 overall, 3.0 in teaching (content) area, and 3.0 in graduate coursework;
- c. Submit passing scores on the Virginia Communication and Literacy Assessment (VCLA).
- d. Submit passing scores on PRAXIS II; (not applicable in special education); and
- e. Submit passing scores on the Reading for Virginia Educators (RVE) for elementary, middle, and special education (not applicable to early childhood special education).

Passing scores on all required state assessments for the license being sought must be submitted with the application for a postgraduate teaching internship.

After committee review, students will receive written notification of their admission status, including any conditions that may result in a delayed decision or denial. Upon admission to the internship, the director of field experiences handles placement locations and arrangements. More specific information about this experience and its procedures is included in the Internship Handbook.

#### **Applying for a Teacher License:**

Students who successfully complete postgraduate internships or graduate licensure programs (including fulfilling all relevant state requirements) will be recommended for licensure. To apply for a Virginia teacher's license, the student must request that the teacher licensure officer send the necessary information to the Virginia Department of Education. This request should be made just prior to completion of the postgraduate internship or graduate licensure program. Forms for the process are available in the College of Education, Leadership Studies, and Counseling office.

#### **Completing Provisional Licensure:**

Students seeking to complete provisional licensure coursework as stipulated by the Virginia Department of Education should enroll as non-degree graduate students. This will provide students with the opportunity to pursue all coursework required to meet state teacher licensure standards.

#### **Approved Programs:**

The Virginia Department of Education has approved three programs at the graduate level. This approval serves as the basis for licensure in Virginia. The Commonwealth of Virginia participates in licensure

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reciprocity with more than forty states and areas. Eligibility for interstate reciprocity is based on completion of a specifically approved program as directed and delivered by the University. Approval has been received for the following programs:

Administration/Supervision (PK-12) <sup>1</sup>	Special Education General Curriculum
Reading Specialist (PK-12)	Special Education Adapted Curriculum
School Counseling (PK-12)	Early Childhood Special Education

### Federal and State Assessments:

The teacher preparation program of the University complies with federal- and state-mandated reporting of individual program data. Data available include information about the size of the program and the nature of some aspects of it, the number of program completers per year, and the testing performance of these completers.

## MASTER OF HEALTH BENEFIT DESIGN AND HEALTH INFORMATICS

Program Director: Dr. Tom Scott

This master's program provides a comprehensive, up-to-date, practical education to health benefits advisors and professionals in various corporate roles that will enable graduates to contribute to significantly reducing corporate healthcare costs (for employer and employee), while simultaneously providing better healthcare. The curriculum is focused on active learning with direct application to current challenges in a variety of healthcare settings, locally and globally. The program has two areas of emphasis, one for Benefits Administrators and one for Benefits Advisors.

### Objectives:

Graduates will:

1. Demonstrate an understanding of emerging value-based approaches to healthcare,
2. Develop financial literacy in the area of healthcare,
3. Evaluate health benefit design in terms of corporate size, culture, strategy, and population health,
4. Identify and understand the legal, social, and ethical conflicts of interest inherent in our current healthcare system,
5. Develop a project plan to create and/or implement a new health benefit plan,
6. Critically scrutinize and interpret healthcare data from various sources, and
7. Use effective oral and written communication, customized for specific audiences.

**Benefit Advisors**, will have the opportunity to demonstrate their learning in several ways, including:

1. Developing a complete, integrated health plan design for a real corporation by evaluating all relevant plan options in light of the corporation's strategy, culture, and appetite for change,
2. Presenting, and providing justification for, the plan design to an external industry panel of benefits advisors, executive corporate leadership, and legal counsel,
3. Presenting the overall plan, including a detailed implementation plan, to an external group of human resource executives, and
4. Presenting the final plan to his/her client or prospect.

**Benefit Administrators**, will have the opportunity to demonstrate their learning in several ways, including:

1. Designing, developing, and distributing a comprehensive Request for Quotation that addresses all potential areas of the healthcare value chain, clearly communicates expectations of the vendors (including their role in implementing a new plan), and executes the delivery and follow-up appropriately,
2. Writing a formal written recommendation that includes an evaluation of each proposal based on the quality of the healthcare plan, the financial impact to the company, the impact on employee satisfaction, and ease of implementation,
3. Designing, developing, and delivering a presentation to corporate executive leadership that clearly communicates the recommendation in a dynamic, fact-based way, and
4. Executing the implementation plan effectively

### Hours

#### Required Courses, Benefit Advisor Emphasis:

HIM	601	History & Future of Healthcare, Healthcare Systems & Health Insurance	3
HIM	607	Healthcare Financial Management	3

HBD	609	Marketing and Promotion: Positioning Benefits Advisors in Healthcare Market	3
HBD	621	Analyzing the Healthcare Delivery Value Chain	3
HBD	633	Managing Organizational Change in Benefit Administration	3
HBD	641	Analyzing and Managing Expensive Procedures	3
HBD	642	Managing Primary Care, Care Coordination and Pharmaceutical Cost	3
HBD	651	Health Benefit Design I	3
HBD	652	Health Benefit Design II	3
HIM	665	Legal, Social and Ethical Issues in Health Benefit Design and Health Informatics	3
HIM	670	Health Benefit Design and Health Informatics Practicum/Capstone	3
<i>Total Hours Required</i>			<i>33</i>

**Hours**

**Required Courses, Benefit Administrator Emphasis:**

HIM	601	History & Future of Healthcare, Healthcare Systems & Health Insurance	3
HIM	607	Healthcare Financial Management	3
HBD	621	Analyzing the Healthcare Delivery Value Chain	3
HBD	622	Population Health and Critical Outcomes Report Assessment	3
HBD	631	Health Benefit Proposal Design	3
HBD	632	Health Benefit Proposal Evaluation and Implementation	3
HBD	633	Managing Organizational Change in Benefit Administration	3
HIM	635	Research Methods in Health Benefit Design and Health Informatics	3
HIM	665	Legal, Social and Ethical Issues in Health Benefit Design and Health Informatics	3
HIM	670	Health Benefit Design and Health Informatics Practicum/Capstone	3
<i>Total Hours Required</i>			<i>30</i>

**MASTER OF PA MEDICINE**

Program Director: Dr. Jenna Rolfs

The mission of the School of PA Medicine is to educate physician assistants (PAs) to become compassionate health care providers with an emphasis on teamwork, communication, and patient-centered care. The dynamic interdisciplinary advanced curriculum will facilitate the highest standard of patient care while also creating leaders within medicine, local and global communities, and accelerate the advancement of the profession. The PA Medicine Program consists of a 27-month Master of PA Medicine (MPAM) (101 credit hours).

The Accreditation Review Commission on Education for the Physician Assistant, Inc. (ARC-PA) has granted Accreditation-Continued status to the University of Lynchburg Physician Assistant Program sponsored by University of Lynchburg. Accreditation-Continued is an accreditation status granted when a currently accredited program is in compliance with the ARC-PA Standards.

Accreditation remains in effect until the program closes or withdraws from the accreditation process or until accreditation is withdrawn for failure to comply with the Standards. The approximate date for the next validation review of the program by the ARC-PA will be March 2029. The review date is contingent upon continued compliance with the Accreditation Standards and ARC-PA policy.

**Upon Completion of the MPAM Program, PA Students Will be Able to:**

1. Medical Knowledge: PAs must demonstrate core knowledge about established and evolving biomedical and clinical sciences and the application of this knowledge to patient care in their area of practice. In addition, PAs are expected to demonstrate an investigatory and analytic thinking approach to clinical situations. Upon completion of the program students will be able to:
  - b. Demonstrate the medical, behavioral, and social science knowledge necessary to both promote health, and evaluation and management a variety of pediatric, adult, and geriatric patient presentations.
  - c. Demonstrate the ability to effectively recognize, assess, diagnose, and treat patients with a variety of problems seen in the emergent, acute and chronic clinical practice of

- medicine.
2. Interpersonal and Communication Skills: “PAs must demonstrate interpersonal and communication skills that result in effective information exchange with patients, their patients’ families, physicians, professional associates, and the healthcare system.” Upon completion of the program students will be able to:
    - c. Demonstrate knowledge and application of effective interpersonal, oral, and written communication skills.
    - d. Communicate in a patient-centered and culturally responsive manner to accurately obtain, interpret, and utilize information and implement a patient-centered management plan.
  3. Patient Care: PAs must demonstrate care that is effective, safe, high quality, and equitable; includes patient- and setting-specific assessment, evaluation, and management. Upon completion of the program students will be able to:
    - d. Demonstrate the ability to make informed decisions about diagnostic and therapeutic interventions based on patient information and preferences, up-to-date scientific evidence, and clinical judgment.
    - e. Demonstrate the ability to effectively work within a patient-care healthcare team.
  6. Professionalism: PAs must express positive values and ideals as care is delivered. Foremost, professionalism involves prioritizing the interests of those being served above one’s own while acknowledging their professional and personal limitations. PAs must demonstrate a high level of responsibility, ethical practice, sensitivity to a diverse patient population, and adherence to legal and regulatory requirements. Upon completion of the program students will be able to:
    - g. Demonstrate professionalism in interactions with others including, but not limited to, patients, families, and colleagues.
    - h. Demonstrate knowledge and application of an understanding of the PA role including ethical and professional standards regarding the PA profession.
  9. Practice-Based Learning and Improvement: PAs must be able to assess, evaluate, and improve their patient care practices. Upon completion of the program the student will be able to:
    - j. Demonstrate the ability to critically evaluate research literature and develop educational evidenced-based practice-improvement research project.
  11. Systems-Based Practice: PAs should work to improve the larger healthcare system of which their practices are a part. Upon completion of the program students will be able to:
    - l. Demonstrate the ability to critically evaluate medical literature to ensure the appropriateness and cost effectiveness of patient resources.
    - m. Demonstrate the ability to identify needed area(s) of change within a system-based practice and develop and present a plan for improvement.

**MPAM Program Course Prerequisites Include the Following:**

**Sciences:**

- 8 semester hours of biology with lab (2 biology with lab courses)\* (excludes A&P)
- 4 semester hours of general chemistry with lab or introductory chemistry with lab\*
- 4 semester hours of organic chemistry with lab or biochemistry (200 level course or higher) with lab\*
- 4 semester hours of human anatomy with lab
- 4 semester hours of human physiology with lab
- 3-4 semester hours of microbiology with lab
- 3 semester hours of genetics

\* These courses should be equivalent courses required in the science majors

**Psychology:**

- 3 semester hours of general or developmental psychology

**Math:**

- 3 semester hours of introductory statistics (or equivalent course in other discipline)

**Social Science:**

- 3 semester hours of economics, sociology, political science, or similar coursework.

**Prerequisite Course Requirements:**

All prerequisites must be completed at a regionally or nationally accredited college or univer-

sity within the U.S. or Canada prior to matriculation. CLEP scores will not be accepted in place of prerequisites. AP scores will be accepted. The AP credit must be reflected on an undergraduate transcript. No prerequisite courses may be completed as “pass/fail” or “credit/non-credit.” A minimum course grade of C is required for all required prerequisite courses. For Anatomy and Physiology prerequisite courses, while a minimum grade of C is required, a course grade of B or better is preferred. It is preferred that prerequisite courses are completed within 5 years of application to the program.

**MPAM Program Admission Requirements Include the Following:**

**Bachelor’s Degree Requirement:**

A bachelor’s degree from a regionally accredited college or university in the U.S. or Canada is required to enter this program.

**GPA Requirements:**

The minimum cumulative GPA to be considered for admission is 3.0. Strong applicants will exceed the minimum GPA. In addition to the cumulative GPA applicants must have a minimum science GPA of 3.0 and a minimum prerequisite GPA of 3.0 (all on a 4.0 scale).

**Direct Patient Care Requirements:**

Students must have completed a minimum of 500 hours of direct patient care and 8 hours shadowing a licensed PA prior to matriculation. Many applicants far exceed the minimum amount for direct patient care hours. Patient care may consist of work or volunteer experience including but not limited to: athletic trainer, paramedic or EMT, military medic, nurse, nurse aide, laboratory technician, radiology technician, respiratory therapist, and surgical technician. Hours received through a certificate training or undergraduate degree program are typically not accepted (AT, EMT, OT, RN). Certificate training or undergraduate experiences with high levels of independent patient care will be considered on an individual basis by the clinical director. Employment as a scribe and PA shadowing hours may count toward the direct patient care hours on a case by case basis. We do not require documentation of your patient care hours but reserve the right to verify them. Verification of PA shadowing is required for the Supplemental Application.

**Program Overview:**

The PA Medicine Program is a 27-month master’s program (MPAM) consisting of 101 semester credits hours. During the first year (12 months) students will complete coursework in basic sciences, general studies, clinical medicine, history and physical examination techniques, and surgical and technical clinical skills. Many of these courses have both a lecture and a laboratory component and will also have a focus on problem-based learning and simulation. The PA Medicine curriculum features a modular based format which will allow students to study multiple components of medicine within the same organ system. The curriculum mirrors a compressed version of medical training seen in both allopathic and osteopathic physician training programs. The students will also have early exposure to clinical medicine while serving in free clinics throughout the local and surrounding areas. During the second year (14 months), students are provided with opportunities to develop clinical skills and to expand their knowledge by starting with an intensive clinical procedures course and then participating in structured clinical experiences under the supervision of PAs, physicians or other licensed practitioners in a variety of specialties.

In order to provide students with a broad range of clinical experience the program utilizes numerous hospitals, primary care centers, and free standing clinical settings. The students will also be given a rotation in a research clerkship to explore and gain experience in data collection working towards a publishable paper.

The last phase of the program is summative and will prepare the students for successful completion of the national board exam.

The Physician Assistant Medicine Program (MPAM) curriculum is an intensive and rigorous, progressive program of study, comprised of fundamental science and clinical medicine. Each annual class will enter and proceed through the curriculum as a cohort.

			<b>Hours</b>
<b>MPAM Curriculum:</b>			
PA	600	Introduction to the Profession	1
PA	601	Medical Practice I	5
PA	602	Medical Practice II	5
PA	603	Medical Practice III	5
PA	604	Critical Thinking in Medicine I	2
PA	605	Critical Thinking in Medicine II	2

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PA	606	Critical Thinking in Medicine III	2
PA	608	Human Anatomy I	4
PA	609	Human Anatomy II	4
PA	610	Social & Cultural Aspects of Healthcare	3
PA	611	Health Ethics	1
PA	612	Pathophysiology I	3
PA	613	Pathophysiology II	3
PA	614	Physical Diagnosis I	2
PA	615	Physical Diagnosis II	2
PA	616	Physical Diagnosis III	2
PA	617	Community Clinic I	1
PA	618	Community Clinic II	1
PA	627	Pharmacotherapeutics I	3
PA	628	Pharmacotherapeutics II	3
PA	629	Medical Microbiology	3
PA	634	Medical Informatics	3
PA	640	Advanced Clinical Procedures	5
PA	645	Primary Care Supervised Clinical Practice	3
PA	650	Emergency Medicine Supervised Clinical Practice	3
PA	655	Inpatient Medicine Supervised Clinical Practice	3
PA	660	General Surgery Supervised Clinical Practice	3
PA	665	Women's Health Supervised Clinical Practice	3
PA	670	Pediatric Medicine Supervised Clinical Practice	3
PA	675	Behavioral Health Supervised Clinical Practice	3
PA	680	Elective I Supervised Clinical Experience	1.5
PA	683	Elective, Supervised Clinical Experience	1.5
PA	685	Elective II Supervised Clinical Experience	1.5
PA	688	Elective, Supervised Clinical Experience	1.5
PA	690	Research Clerkship	3
PA	695	Master's Research	3
PA	699	Summative Course	3

*Total Hours Required*

*101*

### MASTER OF PUBLIC HEALTH

Program Director: Dr. Tonya Price

The mission of the MPH program at the University of Lynchburg is to support and enhance public and community health through research, community service, and workforce development. The program provides students with mastery of theory, knowledge, and skills in areas of public and community health. The program prepares students with a broad foundation in all five core areas of public health: health behavior and education, health services administration, epidemiology, biostatistics, and environmental health sciences. The emphasis in Community Health Education also exposes students to specialized training in health promotion and education methods, health communication, program planning and evaluation, and program administration. All students have an opportunity to apply learned skills in practice during a culminating capstone course and supervised internship experience and/or research project.

Students in the program will:

- Demonstrate practical knowledge and applicable skills in assessment of community health needs as well as the planning of community health programs;
- Identify and apply appropriate statistical methods to analyze and describe a public health program;
- Understand the relationship between environmental factors and community health;
- Address behavioral, social, and cultural factors that impact individual and population health and health disparities over the lifespan;
- Demonstrate practical knowledge and applicable skills in implementing and evaluating community health programs;
- Use epidemiologic methods to analyze patterns of disease and injury;
- Apply principles of leadership, policy development, budgeting, and program management in the

- planning, implementation, and evaluation of health programs for individuals and populations;
- Demonstrate knowledge and skills in ethical interactions associated with diverse populations and health issues;
- Demonstrate knowledge and skills in an internship experience designed to promote public health in cooperation with organizations, coalitions, and service providers;
- Demonstrate knowledge and skills in public health competencies related to program learning outcomes;

<b>Required Courses:</b>			<b>Hours</b>
MPH	605	Public Health Needs Assessment & Planning	3
MPH	610	Biostatistics	3
MPH	615	Environmental Health	3
MPH	620	Social Aspects of Public Health	3
MPH	625	Public Health Implementation & Evaluation	3
MPH	630	Epidemiology	3
MPH	635	Community Health Administration	3
MPH	640	Ethical Issues in Public Health	3
MPH	650	Public Health Internship	3
MPH	651	Public Health Internship <sup>2</sup>	6
MPH	652	Public Health Internship <sup>2</sup>	9
MPH	655	Public Health Capstone Seminar <sup>1</sup>	3
MPH	675	Public Health Research <sup>3</sup>	3-9
<i>Total Hours Required</i>			<i>30-36</i>
<b>Elective Courses:</b>			
MPH	677	Study Abroad in Global Public Health	3
MPH	687	Domestic Study Away in Public Health	3

*Notes:*

- <sup>1</sup> MPH 655 is the program capstone course. All students take this course during the final semester.
- <sup>2</sup> MPH 651 and/or MPH 652 are taken by a non-health promotion undergraduate student who has not had internship hours previously supervised by the University of Lynchburg.
- <sup>3</sup> MPH 675 can be taken for 3, 6, or 9 credits and can be combined with or taken in place of internship hours to reach required practicum hours.

**MASTER OF SCIENCE IN ATHLETIC TRAINING PROGRAM**

Program Director: Dr. Debbie Bradney

Athletic training is an allied healthcare profession focusing on the prevention, treatment, and rehabilitation of injuries and illnesses occurring to physically active individuals. Athletic trainers find employment in secondary schools, colleges and universities, sports medicine clinics, professional sports programs, industrial settings, and other healthcare environments.

The mission of the professional Master of Science in Athletic Training Program is to educate students to become engaged and reflective health care providers through evidence-based medicine in a variety of clinical settings, active involvement in distinctive research, and the cultivation of professional behaviors. This will be achieved using multiple modes of instruction, close working relationships with committed faculty, staff, and peers, as well as a state-of-the-art cadaver lab and established research laboratories.

The Master of Science in Athletic Training program is designed for students who have graduated from baccalaureate programs (not including CAATE accredited undergraduate athletic training programs) and who aspire to be athletic trainers. This degree combines didactic and clinical education to allow students to apply theoretical and practical athletic training knowledge in professional work settings. Students will engage in clinical educational experiences that will prepare them to pass the Board of Certification (BOC) Examination, which, in turn, will allow them to serve as entry-level certified athletic trainers. In addition, the program is designed to give students a foundation in evidenced based medicine through exposure to research design and while studying research methods. The program requires sixty-six credit hours for completion.

Entry into the athletic training major is competitive, and all students who apply may not be accepted into the program. In order to be considered for admission, students must have a:

1. QPA of 2.75 or higher;

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2. A minimum of a C or higher in the following courses:
  - a. Anatomy and physiology (8 credits)
  - b. Chemistry (4 credits)
  - c. Kinesiology or physics (3-4 credits)
  - d. Exercise physiology or biology (3-4 credits)
  - e. Statistics; (3 credits)
  - f. Psychology or sports psychology (3 credits)
3. Current CPR and AED training at the healthcare professional rescuer level.

The University of Lynchburg was granted accreditation for the Master of Science in Athletic Training graduate program from the Commission on Accreditation of Athletic Training Education (CAATE), 6850 Austin Center Blvd., Suite 100 Austin, TX 78731-3184 or 512.733.9700 on February 26, 2018. This program received a ten-year reaccreditation decision after a 2017-2018 CAATE self-study and site visit. Upon accreditation by CAATE and completion of this program, students will be eligible to sit for the Board of Certification (BOC) examination and pursue a career as a Certified Athletic Trainer (ATC).

<b>Required Courses:</b>			<b>Hours</b>
AT	605	Human Gross Anatomy	6
AT	600	Care and Prevention in Athletic Training	3
AT	610	Evidence Based Practice	3
AT	620	Research Methods and Design	3
AT	625	Orthopedic Examination Techniques	4
AT	626	Orthopedic Examination Techniques II	4
AT	627	Evaluation and Treatment of the Spine	2
AT	630	General Medical Conditions and Pharmacology	3
AT	650	Therapeutic Intervention I	4
AT	651	Therapeutic Intervention II	4
AT	660	Psychosocial Intervention	3
AT	670	Advance Exercise Physiology	3
AT	675	Sports and Exercise Nutrition	3
AT	680	Athletic Training Administration and Organization	2
AT	690	Professional Development in Athletic Training	3
			<b>49</b>
<b>Clinical Education:</b>			
AT	640	Clinical Education I	3
AT	642	Clinical Education II	3
AT	644	Clinical Education III	1
AT	646	Clinical Education IV	3
AT	648	Clinical Immersion V	4
<b>Research Options (pick one):</b>			
1.	AT 693 Research Project I (2) and AT 694 Research Project II (2)		4
2.	AT 695 Thesis I (2) or AT 695 Thesis II (2)		
<i>Total Hours Required</i>			<b>66</b>
<b>Elective:</b>			
AT	665	CPR and First Aid Instructor Training	1

### CYBERSECURITY CERTIFICATE

Program Director: Dr. David Murphy

The graduate certificate in cybersecurity is designed to take students with a degree in a non-technical field and teach them the skills necessary to become a cyber security analyst or consultant. The certificate requires the completion of four, three credit hour modules. The program is currently offered fully online.

During each module students will work on a sequence of closed-ended individual problems to build competencies and problem-solving skills and add proof of their approach and results to their portfolios. All assessment for the program consists of a series of oral exams per module, during which the student will



defend their work and receive feedback and advice on their disposition. The faculty will support students in the form of coaching.

The program offers additional inclusion and diversity to students which are unable to travel to the University or work during the University hours (or are otherwise engaged). The students can work on their assignments at any location and at any time. Coaching and exam opportunities can be tailored to specific individual needs.

**Students completing this program will be able to:**

1. Administer IT Systems.
2. Apply security and forensic policies to IT Systems.
3. Apply and administer virtualization, distributed computing, kernel modules, databases, services, and libraries.
4. Apply “best practices” to establish and implement system/network policies and procedures.
5. Able to monitor system and network behavior and detect and diagnose anomalies related to security exploits.
6. Understand and comply with laws and ethical codes that are relevant to system/network administration.
7. Apply contemporary computer forensics tools to analyze and extract information from a computer system as part of a system incident response.
8. Assess risks and vulnerabilities to the system/network and develop contingency plans for security incident mitigation.
9. Detect defects in software that exposes the system to attack.
10. Develop administration related scripts, setup integrated development environments (IDEs), and administer configuration management systems.

**Required Courses:**

		<b>Hours</b>
MBA 630	System Architecture and administration	3
MBA 637	Cyber Security Fundamentals	3
MBA 638	Cyber Forensics Cybersecurity Analysis	3
<i>Total Hours Required</i>		<i>12</i>

## **COURSE DESCRIPTIONS**

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### **Designation of Courses:**

- 500 - 599 Courses at the 500 level are post-baccalaureate courses. They do not count towards credit requirements for graduate level programs. They are open for enrollment to undergraduate, senior level students.
- 600 - 699 Courses at the 600 level designation are classes offered at the master's level.
- 700 - 799 Courses at the 700 level are for individuals seeking advanced (post-master's) professional opportunities or are doctoral level.
- 800 - 999 Courses at the 800 and 900 levels are for doctoral credit.

**In Course Descriptions:** Credit in semester hours is indicated by a (number) in parentheses.

### **ATHLETIC TRAINING COURSES**

**AT 600 CARE AND PREVENTION IN ATHLETIC TRAINING (3)** This course is designed to introduce students to the profession of athletic training and the similarities, differences, and relationship of athletic training to other healthcare professions. This course also provides students with the skills and knowledge needed to maximize the benefit of athletic training clinical education. Skills introduced in this course include, but are not limited to, taping, wrapping, splinting/spine boarding, protective padding fabrication, protective equipment fitting/removal, and modality application.

**AT 605 HUMAN FUNCTIONAL ANATOMY (6)** This lecture/lab is designed to focus on the detailed structure and function of the human body. It will provide a foundation in functional human anatomy using a regional approach (the back, head, neck, shoulder girdle, upper extremity, lower extremity, and thorax) that will serve as a framework for subsequent clinical practice. Emphasis is placed on the identification of normal gross anatomy structures and relationships to injuries or diseases. There will be a focus on the gross anatomy and physiology of the human skeleton, muscular, nervous and vascular systems.

**AT 610 EVIDENCE BASED PRACTICE (3)** The course will provide students with an understanding of evidence based practice and the skills to search, read, and critically analyze literature relevant to athletic training. Broad topics in athletic training will be covered with an emphasis on position statements, systematic reviews, and meta-analyses as well as other pertinent original research.

**AT 620 RESEARCH METHODS AND DESIGN (3)** Students will become oriented with common methodological approaches utilized in athletic training research. Basic statistical concepts will be learned with appropriate computer software.

**AT 625 ORTHOPEDIC EXAMINATION TECHNIQUES (4)** *Prerequisites: AT 600 and AT 605.* Students will learn appropriate orthopedic injury examination techniques for the lower extremity and lumbosacral spine. The anatomy of the lower extremities and lumbosacral spine will be reviewed, mechanisms of injury analyzed, advanced concepts in examination will be discussed, and skills necessary to accurately examine related orthopedic injuries will be practiced. Documentation in athletic training will be discussed and practiced. Evidence based practice with regard to examination techniques will be a focal point. Extensive time will be spent practicing skills in various laboratory activities.

**AT 626 ORTHOPEDIC EXAMINATION TECHNIQUES II (4)** Students will learn appropriate orthopedic injury examination techniques for the upper extremity, head, neck, and thorax/abdomen. The anatomy of the upper extremities, head, neck, and thorax/abdomen will be reviewed, mechanisms of injury analyzed, advanced concepts in examination will be discussed, and skills necessary to accurately examine related orthopedic injuries will be practiced. Documentation in athletic training will be discussed and practiced. Evidence based practice with regard to examination techniques will be a focal point. Extensive time will be spent practicing skills in various laboratory activities.

**AT 627 EVALUATION AND TREATMENT OF THE SPINE (2)** A lecture and hands-on, experiential course focusing on advanced anatomy of spinal joints, relevant soft tissue, and biomechanics. Using this as a basis, students will examine pathology related to specific athletic techniques, including patient history, postural

and gait analysis, strength and range of motion testing, and neurological screening. Students will demonstrate competency in using this information to generate treatment plans with special focus on functional outcomes.

**AT 630**                    **GENERAL MEDICAL CONDITIONS AND PHARMACOLOGY (3)** This course is designed to provide students with the knowledge and skills necessary to recognize and treat a variety of non-orthopedic injuries/illness, which may occur to the physically active. Students will learn basic recognition of these pathologies to ensure prompt and appropriate treatment and referral. In addition, basic pharmacological concepts will be introduced.

**AT 640**                    **CLINICAL EDUCATION I (3)** *Prerequisites: AT 600 and AT 605.* This course is designed to allow students to interact with certified athletic trainers (ATs) and other healthcare professionals. Students will complete assigned clinical hours of experience through one or more rotations. This experience will expose students to each professional's role in treating patients. Students will show proficiency in injury prevention and prophylactic skills as part of this course.

**AT 641**                    **CLINICAL ATHLETIC TRAINING SKILLS I (1)** This course is designed to develop skills for acute care management of emergencies. Students will also show proficiency in injury prevention, prophylactic skills, and therapeutic interventions.

**AT 642**                    **CLINICAL EDUCATION II (3)** *Prerequisite: AT 640.* Students will gain experience with athletic trainers and other healthcare professionals in the clinical setting. Students will complete assigned clinical hours of experience through one or more rotations. The purpose of the clinical exposure is to give students clinical experience by observing, treating both male and female patients, and become proficient in acute care skills. This course also provides the students with the opportunity to become proficient in athletic training skills related to therapeutic interventions.

**AT 644**                    **CLINICAL EDUCATION III (1)** *Prerequisite or corequisite: AT 630.* Students will gain experience in a clinical setting and complete assigned clinical hours of experience through one rotation in a general medical facility.

**AT 646**                    **CLINICAL EDUCATION IV (3)** *Prerequisite: AT 642.* Students will gain experience with preceptors in an athletic training setting and complete assigned clinical hours of experience through one or more rotations. The purpose of the rotation(s) is to give students an opportunity to gain experience practicing skills on patients. Students are also given an opportunity to become proficient in athletic training skills related to the examination of injuries.

**AT 648**                    **CLINICAL IMMERSION V (4)** *Prerequisite: AT 642.* Students will gain experience in a clinical setting and complete assigned clinical hours of experience through a single rotation. The purpose of this course is to give students an experience which will help prepare them for the professional responsibilities they will assume as employed athletic trainers.

**AT 650**                    **THERAPEUTIC INTERVENTION I (4)** *Prerequisite: AT 600 and AT 605.* Therapeutic intervention and how it affects tissue healing and its role in the treatment of injuries will be examined. Basic components, design, and implementation of rehabilitation programs will be discussed and practiced. Therapeutic modalities will be introduced.

**AT 651**                    **THERAPEUTIC INTERVENTION II (4)** This course will review therapeutic exercises and it will provide an advanced study of the use of therapeutic modalities in the field of athletic training. The indications, contraindications, and effects of physical agents such as ice, heat, electrical stimulation, and ultrasound will be studied. Students will have an opportunity to practice skills necessary to use therapeutic modalities effectively.

**AT 660**                    **PSYCHOSOCIAL INTERVENTION (3)** This course is designed to instruct students in identifying, treating, and/or referring patients exhibiting abnormal social, emotional, and mental behaviors. In addition, students will be able to appreciate the role of mental health in injury and recovery. Students will learn the connection between mental health and return to physical activity.

**AT 665**                    **CPR AND FIRST AID INSTRUCTOR TRAINING (1)** This course is designed to

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provide students with the necessary skills and knowledge to become an American Heart Association CPR and First Aid Instructor.

**AT 670**                      **ADVANCE EXERCISE PHYSIOLOGY (3)** This course is designed to provide students with an in-depth study of physiology related to exercise and assessment of fitness and wellness. Topics will include control of exercise metabolism, acute and chronic adaptations to aerobic and resistance training programs, and thermoregulation. In addition, this course will cover assessing overall fitness, body composition, flexibility, muscular strength, power, speed, agility, and endurance.

**AT 675**                      **SPORTS AND EXERCISE NUTRITION (3)** This course will discuss proper intake, sources of, and effect of macronutrient and micronutrient needs in relation to performance, health, and disease. Additional topics include ergogenic aids and the timing of food and fluids before, during, and after physical activity for optimal performance.

**AT 680**                      **ATHLETIC TRAINING ADMINISTRATION AND ORGANIZATION (2)** This course is designed to cover a wide range of administrative topics in the health care professions. At the conclusion of the course students will be familiar with the multitude of management and administrative techniques that are required by the athletic trainer. The student will have a plan for addressing administrative issues at the completion of this course.

**AT 690**                      **PROFESSIONAL DEVELOPMENT IN ATHLETIC TRAINING (3)** This course is designed to address the professional development of students pursuing a career in athletic training. At the conclusion of the course, students should be familiar with the ways in which an athletic trainer contributes to the profession as well as ways of pursuing a position within the profession.

**AT 693**                      **RESEARCH PROJECT I (2)** This course will provide students with the opportunity to explore areas of inquiry in athletic training that are of interest. The student will complete a culminating evidence based project related to the field of athletic training. Students will choose an area of inquiry and develop a literature review leading to a research question. Options will include, but are not limited to, case studies, literature review, group research project, etc.

**AT 694**                      **RESEARCH PROJECT II (2)** This course will provide students with the opportunity to complete a culminating evidence based project in an area of interest within athletic training. Students will collect data, write a manuscript in the appropriate format, and defend their study through a poster presentation. At the conclusion of the course, students will be prepared to submit an abstract for presentation or submit a manuscript for publication.

**AT 695**                      **THESIS I (2)** *Prerequisite: AT 680.* The course will provide students with the opportunity to explore areas of inquiry in athletic training that are of interest. Students will choose an area of inquiry and develop a literature review leading to a research question. At the conclusion of the course, students will defend a research design that will be used to answer a research question and submit necessary forms to the Institutional Review Board for human subject research.

**AT 696**                      **THESIS II (2)** *Prerequisite: AT 695.* The course will provide students with the opportunity to complete an original research project in an area of interest within athletic training. Students will collect data, write a manuscript in the appropriate format, and defend their study through a poster presentation. At the conclusion of the course, students will be prepared to submit an abstract for presentation or submit a manuscript for publication.

### **BIOLOGY COURSES**

**BIOL 605**                      **TOPICS IN BOTANY (4)** Focuses on aspects of plant biology emphasized in K-12 curricula. Plant life cycles, functional anatomy, photosynthesis, ecology, and other topics as appropriate will be examined in detail. Laboratory experiences and projects provide students with opportunities to design and present educational activities adaptable to the classroom.

**BIOL 610**                      **HISTORY AND PHILOSOPHY OF MODERN BIOLOGY (2)** An exploration of the history and philosophy of the biological sciences focused on development of modern biological thought

built from the seventeenth-century ideas of Bacon, Descartes, Newton, and others through late-twentieth century including the ideas of Darwin, Mendel, Pasteur, into the molecular revolution sparked by Watson and Crick and their contemporaries. Coursework revolves around discussion of primary works by these and related individuals and supported by additional interpretations from various texts.

**BIOL 620 HUMAN ANATOMY (3)** A cadaver-based study of human anatomy focusing on learning human anatomical terminology, and interrelationships of bones, joints, muscles, nerves, and blood supply to all regions of the human body, using dissected human cadavers, digital human dissection simulations, digital and text images, and structural models.

**BIOL 623 APPLIED GENETICS (3)** Basic concepts and principles of prokaryotic and eukaryotic genetics are discussed, including Mendelian inheritance, polygenic inheritance, linkage and mapping, chromosome aberrations, population genetics, DNA structure and replication, gene expression, mutation, gene regulation, recombinant DNA technology, and the molecular basis of disease. Special emphasis is placed on improving laboratory skills of biology teachers at middle and high school levels.

**BIOL 630 PHYSIOLOGY: CELLS TO FUNCTION (3)** Exploration of the cellular basis of physiological function in vertebrates, primarily humans. Case studies and past/present clinical examples are frequently used.

**BIOL 641 APPLIED ECOLOGY (3)** Survey of general ecological principles from an evolutionary perspective, incorporating the three major levels of ecological study: ecosystem, community, and population. Special emphasis is placed on improving the laboratory and field skills of middle and high school-level biology and earth science teachers.

**BIOL 669 SPECIAL TOPICS IN BIOLOGY (3)** Intensive study of a problem or topic in biology. Topic varies according to professor and term offered.

**BIOL 670 INDEPENDENT STUDY IN BIOLOGY (3)** Provides for the pursuit of individual interest and projects not covered in existing courses. May be repeated if subjects of study vary. Requires approval of the dean of the School of Sciences.

## COUNSELING COURSES

**COUN 601 PROFESSIONAL IDENTITY AND FUNCTION OF CLINICAL MENTAL HEALTH COUNSELORS (3)** Overview of the counseling profession including the history and philosophy of the counseling profession; the roles, functions, and relationships with other human service providers of counselors; and professional organization membership and credentialing, including certification, licensure, and accreditation practices and standards.

**COUN 602 COUNSELING ACROSS THE LIFESPAN (3)** This course provides an understanding of the nature and needs of persons at all developmental levels and in multicultural contexts. Specific emphasis is placed on the development of the individual from conception through intricate changes of growth and aging over the life span, including information about related counseling theories, facilitation of optimal development and wellness, and the expansion personal insight throughout life.

**COUN 605 COUNSELING THEORIES (3)** Intensive study of counseling theories that provides the student with models to conceptualize client presentation and that helps the student select appropriate counseling interventions. This course exposes models of counseling that are consistent with current professional research and practice in the field.

**COUN 609 RESEARCH IN COUNSELING (3)** The purpose of this course is to introduce students to the basic elements of research methodology and statistical analysis as well as illustrate how to use that knowledge to critically evaluate and apply research findings. There will be an emphasis on the importance of research and its application specifically within the field of counseling as it relates to advancing the profession and informing evidence-based practices within a variety of mental health and school settings. Special attention will be given to ethical and cultural considerations when interpreting research findings.

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**COUN 610 CAREER DEVELOPMENT (3)** An examination of major career theoretical approaches and decision-making models, along with the interrelationships of work with relevant life factors, including the roles of multicultural and diversity issues. In addition, career assessment instruments and techniques, general career/occupational resources, and counseling interventions will be evaluated.

**COUN 611 CRISIS COUNSELING (3)** This course provides an in-depth analysis of crisis counseling and interventions based on current crisis-related theories and models. Specific types of crises will be examined that relate to bullying and school violence, psychotic decompensation, economic loss, relationship breakups, veteran issues and war related crises, natural disasters, acts of terrorism, and severe physical injury. Crises will also be analyzed from a legal/ethical and cultural perspective.

**COUN 614 COUNSELING TECHNIQUES (3)** *Prerequisite: COUN 605.* An introductory counseling experience where students demonstrate counseling techniques shown to be effective when working with specific populations of clients with mental and emotional disorders. Students learn to modify interventions to make them culturally appropriate for diverse populations.

**COUN 615 CLINICAL MENTAL HEALTH COUNSELING PRACTICUM (3)** *Prerequisites: COUN 601, COUN 605, COUN 614, COUN 670.* Designed to give students an on-site, structured, introductory counseling experience in a clinical mental health setting. Under the supervision of an appropriately credentialed site supervisor, the student offers appropriate individual and group counseling services and engages in the other professional activities related to the function of the professional counselor in that setting. The course is designed to follow University, state, and Council for the Accreditation of Counseling and Related Educational Programs (CACREP) guidelines.

**COUN 616 SCHOOL COUNSELING PRACTICUM (3)** *Prerequisites: COUN 605, COUN 625. Corequisites: COUN 614, COUN 670.* Designed to give students an on-site, structured introduction to the role and function of the school counselor. Under the supervision of an appropriately credentialed site supervisor, the student offers counseling services and engages in other professional responsibilities related to school guidance and counseling programs. The course is designed to meet standards set forth by the Council for the Accreditation of Counseling and Related Educational Programs (CACREP) and the licensure regulations of the Virginia Department of Education. Note: A mandatory criminal and social services background check must be conducted in the prior semester at the student's expense.

**COUN 618 COUNSELING CHILDREN & ADOLESCENTS (3)** A course requiring students to integrate counseling theories, skills, and techniques relevant to counseling children and adolescents in school and community/agency settings. Application of developmental theory, appropriate technique selection and issues relevant to this specific population will be explored in the course.

**COUN 620 GROUP COUNSELING PROCEDURES AND TECHNIQUES (3)** An examination of group dynamics, ethical issues special to group work, and group leadership skills. Topics include member roles, stages of group development, and leadership styles and techniques. As required by CACREP, students participate in small group activities for a minimum of 10 hours over the course of the academic term.

**COUN 625 PROFESSIONAL IDENTITY AND FUNCTION OF SCHOOL COUNSELORS (3)** A study of the role and function of the professional school counselor. Emphasis is placed on the structure and implementation of a balanced school counseling program that incorporates developmentally sound individual, small group, and classroom guidance activities to provide academic, career, and personal/social advising and counseling. The counselor's role within the total school program in the areas of leadership, collaboration, consultation, staffing initiatives, assessment, and the coordination of related services is also analyzed.

**COUN 630 MARRIAGE AND FAMILY COUNSELING (3)** Overview of several theoretical constructs and approaches to family therapy, including a study of the structural school, systems approaches, Bowen's theory of family systems, and the contributions of Alfred Adler. Topics include sexual dysfunctions, divorce, sexual assault, and families of poverty.

**COUN 635 PARENT AND FAMILY CONSULTATION (3)** *Prerequisite: COUN 620 or permission of the instructor.* Built on the principles and skills taught in COUN 620, this course gives students the opportunity to co-lead an Adlerian-based parent education group under the supervision of the course instructor and a read counseling professional. Emphasis is on the synthesis of group counseling theory through direct experience leading a group and on the mastery and application of the parenting skills utilized for work with families in any counseling setting.

**COUN 640 ABNORMAL BEHAVIOR (3)** *Prerequisites: COUN 605, COUN 614, COUN 615 or permission of the instructor.* An examination of the current diagnostic categories listed in the Diagnostic and Statistical Manual TR-IV. Attention is devoted to the organic, environmental, developmental, and psychological origins of these emotional disorders. Additional training focuses on the counseling interventions designed to address these concerns.

**COUN 645 SUBSTANCE USE COUNSELING AND DIAGNOSIS AND TREATMENT OF ADDICTIVE DISORDERS (3)** *Prerequisite: COUN 605 or permission of the instructor.* Examines the compelling and emerging questions common to addictive behaviors. Explores the research devoted to the physiology of addictions, societal reinforcers, and the psychological explanations for addictive behaviors as well as the treatment strategies designed to ameliorate the addiction and related concerns.

**COUN 660 EVALUATION AND ASSESSMENT (3)** An overview of test design, construction, and application. Emphasis is placed on intellectual, cognitive, and educational tests, while personality, vocational, and interest inventories also are introduced. Purposes and interpretations are approached historically, theoretically, and statistically.

**COUN 661 SEXUALITY IN COUNSELING (3)** The purpose of this course is to increase students' awareness, knowledge, and skills regarding the broad range of issues in the field of counseling when addressing human sexuality issues. Students will gain knowledge and skills that are unique and specific to sexuality counseling and intervention strategies. Students will gain perspective on the developmental, behavioral, emotional, psychological, and cultural aspects related to sexuality. Students will explore empirically supported counseling approaches, interventions and assessment strategies. A systemic framework is used for understanding the role and impact of sexuality on couples, marriages, and families. Students also explore and discuss specific topics including, but not limited to: issues of sexual diversity, gender identity, intimacy, sexual functioning, and infidelity.

**COUN 662 LGBT CONSIDERATIONS IN COUNSELING (3)** This course is designed to provide an in-depth look at counseling issues and dynamics specific to clients who identify as Lesbian, Gay, Bisexual, or Transgender. Content will highlight and differentiate the experiences of LGBT people and provide information related to the identity development of individuals within each sub-group of the greater LGBT community. Additional topics will be covered that include but are not limited to empirical research on the experience of LGBT people, "affirmative" counseling and supervision techniques, vocational issues and workplace sexual identity management, perceived conflicts between religious and LGBT identities, and LGBT issues in the context of changing legal and social policy environments.

**COUN 665 CROSS-CULTURAL COUNSELING (3)** Examination and application of counseling strategies appropriate for culturally diverse clients; focuses on the need for counselors to examine their own feelings and attitudes toward diverse populations.

**COUN 669 ALTERNATIVE COUNSELING THEORIES AND TECHNIQUES (3)** This course provides an in-depth analysis of several evidence-based alternatives to traditional counseling theories and techniques. These may include but are not limited to, equine therapy, art therapy, adventure-based therapies, and nature-based therapies. Students will learn the theoretical foundations of techniques associated with these alternative counseling theories, along with their application to diverse populations.

**COUN 669 CONSIDERATIONS OF LATER LIFE FOR HELPING PROFESSIONALS: A DEVELOPMENTAL APPROACH (3)** In this interdisciplinary course, students will: review anticipated developmental changes that occur in later life; understand historic and systemic factors related to bias and the "invisibility" issues of older adulthood; learn and practice effective culturally-sensitive communication strategies; explore and rehearse formal and informal assessment strategies for risk and protective factors, cognitive

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changes, and mood changes; and through reflection and role-play, develop a greater awareness of attitudes toward aging in older adults and toward self.

**COUN 669**                      **SPECIAL TOPICS IN COUNSELING (1, 2, 3)** Intensive study of a problem or topic in counseling. Topic varies according to professor and term offered.

**COUN 670**                      **LEGAL AND ETHICAL ISSUES IN COUNSELING (3)** An in-depth examination of the major legal and ethical issues facing the counseling profession. Extensive work with case studies is included.

**COUN 678**                      **ADVENTURE-BASED COUNSELING (3)** This course will provide an overview of adventure-based counseling in the outdoors and other recreational settings. The course will explore the therapeutic uses of wilderness experiences for recreation, personal growth and reflection, physical challenge, and to enhance counseling and psychotherapy. Students will participate in experiential learning for skill development in adventure-based counseling and as a means for understanding the integration of counseling theories, skills, and techniques with adventure-based counseling practices.

**COUN 683**                      **DYNAMICS OF PLAY THERAPY (3)** Examination of the theoretical, practical, and therapeutic aspects of play in relation to the development of young children. Emphasis is placed on theories and techniques of child-centered play therapy and its use in a variety of settings. The course is appropriate for both counselors and teachers and is available to post-MED students seeking professional counselor license.

**COUN 686**                      **SCHOOL COUNSELING INTERNSHIP I (3)** *Prerequisite: COUN 616.* Students engage in an intensive school counseling internship in the public schools supplemented by on-campus seminar experiences. The internship emphasizes the opportunity for students to engage in the roles, functions, skills, and practices that constitute professional school counseling services. The intern is under the guidance and supervision of both a site and faculty supervisor. The course requires a two-semester sequential commitment.

**COUN 687**                      **CLINICAL MENTAL HEALTH COUNSELING INTERNSHIP I (3)** *Prerequisite: COUN 615.* Intensive, counseling internship blending supervised counseling experiences in an agency supplemented by on-campus seminar activities designed to enhance counseling skill development, case management, and treatment planning. The intern is under the guidance and supervision of both a site and faculty supervisor. The course requires a two-semester sequential commitment.

**COUN 695**                      **INDEPENDENT STUDY (1, 2, 3)** Provides for the pursuit of individual interest and projects not covered in existing courses.

**COUN 696**                      **SCHOOL COUNSELING INTERNSHIP II (3)** Students engage in an intensive school counseling internship in the public schools supplemented by on-campus seminar experiences. The internship emphasizes the opportunity for students to engage in the roles, functions, skills, and practices that constitute professional school counseling services. The intern is under the guidance and supervision of both a site and faculty supervisor. The course requires a two-semester sequential commitment.

**COUN 697**                      **CLINICAL MENTAL HEALTH COUNSELING INTERNSHIP II (3)** Intensive, counseling internship blending supervised counseling experiences in an agency supplemented by on-campus seminar activities designed to enhance counseling skill development, case management, and treatment planning. The intern is under the guidance and supervision of both a site and faculty supervisor. The course requires a two-semester sequential commitment.

### DOCTOR OF PHYSICAL THERAPY COURSES

**DPT 710**                      **HUMAN GROSS ANATOMY (6)** Focuses on the normal human anatomy of the entire body with special emphasis placed on the body systems most directly impacted by the practice of physical therapy. This course includes cadaver dissection of the trunk, thorax, head and neck, and internal organs.

**DPT 712**                      **HUMAN PHYSIOLOGY OF SYSTEMS (3)** Focuses on the normal physiology of human body systems. Special emphasis is placed on the body systems most directly impacted by the practice of physical therapy (musculoskeletal, neurological, cardiovascular, renal, endocrine, gastrointestinal, genitouri-



nary).

**DPT 713 PHARMACOLOGY FOR THE PHYSICAL THERAPIST (2)** Focuses on pharmacological principles associated with patient care, with special emphasis placed on the pharmacological agents, potential side effects, and special issues associated with the pharmacological management of patients/clients most likely to be seen in physical therapy practice.

**DPT 714 PROFESSIONAL PRACTICE IN PHYSICAL THERAPY I (2)** This course is designed to introduce physical therapy students to professionalism and the continued evolution of the profession of physical therapy. Professionalism is a systematic and integrated set of core values that through assessment, critical reflection, and change, guides the judgment, decisions, behaviors, and attitudes of the physical therapists in relation to clients, other professionals, and the public. At the completion of this course students will have an increased awareness and understanding of the American Physical Therapy Core Values and demonstrate integration of professionalism into their own development as both student and practitioner. In addition, students will learn, develop, and practice evaluating the learning needs of patients/clients, family members, and other health care providers, design and deliver instructional material to fulfill the learners needs, and develop assessment tools to assess effectiveness of learning.

**DPT 716 CLINICAL PRACTICE I (2)** Students are introduced to the basic foundations of physical therapy clinical skills including communication, screening, examination, evaluation, and interventions. Students apply these skills in the physical therapy management of individuals with diverse health conditions and in a variety of settings. Clinical reasoning, including application of evidence-based practice and the International Classification of Function, is integrated throughout the course.

**DPT 717 CLINICAL PRACTICE II (3)** An introductory study of basic physical therapy clinical skills related to recognition and examination of disorders and injuries of the neuromusculoskeletal, cardiopulmonary, and integumentary systems. Foundational concepts and basic skills essential in the physical therapy management of clients will be introduced and applied consistent with the ICF, Guide to Physical Therapy Practice and evidence based practice. Emphasis of the course will be on Examination with attention to additional components of patient management: Evaluation, Diagnosis, Prognosis and Outcomes.

**DPT 718 CLINICAL PRACTICE III (3)** An introductory study of basic physical therapy clinical skills related to intervention for disorders and injuries of the neuromusculoskeletal, cardiopulmonary, and integumentary systems. Foundational concepts and basic skills essential in the physical therapy management of clients will be introduced and applied consistent with the ICF, Guide to Physical Therapy Practice and evidence based practice. Emphasis of the course will be on Intervention with attention to additional components of patient management: Diagnosis, Prognosis, Outcomes and Reexamination.

**DPT 719 CLINICAL INQUIRY I (2)** This course provides students with the foundational knowledge and skills necessary to conscientiously, explicitly, and judiciously use current best evidence in making clinical decisions. Using case-based learning, students will develop proficiency in literature searching and appraisal of literature pertaining to diagnosis, prognosis, interventions, outcome measures, and harm. Best evidence will be used to demonstrate efficacious diagnosis and management of patients through case scenario projects.

**DPT 720 PATHOLOGY OF BODY SYSTEMS (3)** Focuses on pathology of various body systems and their alterations in structure and function with special emphasis placed on the body systems most directly impacted by the practice of physical therapy.

**DPT 721 APPLIED KINESIOLOGY (4)** This course builds on the foundation of Human Gross Anatomy and provides an in-depth study of the musculoskeletal anatomy as it applies to normal and abnormal human movement. Emphasis is placed on the kinematics and kinetics of human tissue and joints with application to human function including normal and abnormal gait.

**DPT 723 INTEGRATED CASE APPLICATION LAB I (2)** Provides case-based patient/client scenarios. Students locate and compile information from multiple sources to prepare for a mock patient encounter (in small groups), where they apply and practice the information presented to date in courses and information compiled by the student. First-year students are monitored and mentored through this process by a second year student.

**DPT 724 NEUROSCIENCE (3)** Provides the foundation of knowledge regarding the essential concepts of neuroscience with a focus on the anatomy of the central and peripheral nervous systems; the development of the human nervous system; and the morphology, classification, and basic physiology of neurons.

**DPT 725 MOTOR DEVELOPMENT AND MOTOR BEHAVIOR ACROSS THE LIFESPAN (2)** Focuses on normal motor development and motor control from a lifespan perspective. Changes in the neurosensory, neuromuscular, and musculoskeletal systems associated with normal development and aging will be reviewed. Principles of motor control and motor learning will be discussed and related to physical therapy management.

**DPT 730 PROFESSIONAL PRACTICE IN PHYSICAL THERAPY II (2)** Students continue instruction and practical application of the concepts related to professional practice and education of patient/clients, families and other health care professionals introduced in Professional Practice I.

**DPT 741 STUDENT PROFESSIONAL INVOLVEMENT I (1)** First year students begin to apply concepts of the core values of physical therapy professionalism and responsibility through community and professional service. These students are mentored by faculty and 2nd year and 3rd year students through the planning and development of the community and professional service activities

**DPT 742 STUDENT PROFESSIONAL INVOLVEMENT II (1)** First year students continue to apply concepts of the core values of physical therapy professionalism and responsibility through community and professional service. These students are mentored and monitored by faculty, 2nd year and 3rd year students through the implementation of the designated community and professional service activities.

**DPT 743 THE ART OF ANATOMICAL DISSECTION: FROM ANCIENT ROME TO THE RENAISSANCE (1-3)** *Prerequisite: DPT 710.* This course is an interdisciplinary graduate health science study-abroad course that will examine the history of anatomical study and cadaveric dissection from Ancient Rome through the Renaissance period in Italy. This course will also explore the influence of anatomical study on Italian art.

**DPT 750 PHYSICAL AGENTS (1)** In this course, student physical therapist will learn to safely use physical agents commonly used in physical therapy environments.

**DPT 769 SPECIAL TOPICS IN PHYSICAL THERAPY (1, 2, 3, 4, 5, 6)** Intensive study of a problem or topic in physical therapy. Topic varies according to professor and term offered.

**DPT 770 INDEPENDENT STUDY DPT (1, 2, 3, 4, 5, 6)** Student investigation of various topics in physical therapy under the guidance of a faculty instructor. This course may be repeated for credit. Approval by DPT Program Director required.

**DPT 812 DIAGNOSIS AND MANAGEMENT OF PATIENTS WITH MUSCULOSKELETAL DYSFUNCTION I (4)** Instruction and skills practice with conditions associated with the musculoskeletal system, utilizing a comprehensive patient/client management approach through integration of the five elements of care (examination, evaluation, diagnosis, prognosis, and intervention).

**DPT 813 DIAGNOSIS AND MANAGEMENT OF PATIENTS WITH INTEGUMENTARY DYSFUNCTION (2)** Instruction and skills practice with conditions associated with the Integumentary system, utilizing a comprehensive patient/client management approach through integration of the five elements of care (examination, evaluation, diagnosis, prognosis, and intervention).

**DPT 814 DIAGNOSIS AND MANAGEMENT OF PATIENTS WITH NEUROMUSCULAR DYSFUNCTION I (4)** Instruction and skills practice with conditions associated with the neuromuscular system, utilizing a comprehensive patient/client management approach through integration of the five elements of care (examination, evaluation, diagnosis, prognosis, and intervention).

**DPT 817 PSYCHOSOCIAL ASPECTS OF HEALTH CARE (2)** This course addresses a variety of integrated psychosocial topics involving clients, families, and other caregivers affected by pathol-

ogy, impairment, functional limitations, and/or disability. Students will develop self-awareness as they learn more about the psychosocial implications on health care.

**DPT 818 EXERCISE PHYSIOLOGY AND WELLNESS (3)** Provides an in-depth study of exercise physiology and the effects of exercise on both healthy and unhealthy populations. Concepts related to health promotion, prevention, and wellness are all covered in detail.

**DPT 819 CLINICAL INQUIRY II (2)** Students continue instruction in the foundational knowledge and skills necessary to conscientiously, explicitly, and judiciously use current best evidence in making clinical decisions. Using case-based learning, students will develop proficiency in appraising systematic reviews, literature reviews, epidemiology, and qualitative research. Best evidence will be used to demonstrate efficacious diagnosis and management of patients through a written case report.

**DPT 822 DIAGNOSIS AND MANAGEMENT OF PATIENTS WITH MUSCULOSKELETAL DYSFUNCTION II (4)** Instruction and skills practice associated with conditions associated with the musculoskeletal system, utilizing a comprehensive patient/client management approach through integration of the five elements of care (examination, evaluation, diagnosis, prognosis, and intervention).

**DPT 823 INTEGRATED CASE APPLICATION LAB II (2)** Case-based patient/client scenarios. Students locate, compile, and review information from their first year professional instruction sources to prepare for mentoring a small group of first-year students through a mock patient encounter (similar to the process they had encountered as a first-year student with the case being varied).

**DPT 824 DIAGNOSIS AND MANAGEMENT OF PATIENTS WITH NEUROMUSCULAR DYSFUNCTION II (4)** Instruction and skills practice with conditions associated with the neuromuscular system, utilizing a comprehensive patient/client management approach through integration of the five elements of care (examination, evaluation, diagnosis, prognosis, and intervention).

**DPT 826 DIAGNOSIS AND MANAGEMENT OF PATIENTS WITH CARDIOPULMONARY DYSFUNCTION (3)** Instruction and skills practice with conditions associated with the cardiopulmonary system, utilizing a comprehensive patient/client management approach through integration of the five elements of care (examination, evaluation, diagnosis, prognosis, and intervention).

**DPT 829 DIFFERENTIAL DIAGNOSIS FOR THE PHYSICAL THERAPIST PRACTITIONER (3)** Instruction in the complex thought processes and skills which require the physical therapist to make determination of appropriate treatment or identify conditions that may require referral to or examination by a physician. Students practice the skills through case studies from a variety of practice patterns.

**DPT 830 LIFESPAN CARE IN PHYSICAL THERAPY I (3)** This course focuses on the unique needs of geriatric patient population regarding physical therapy evaluation and management in the various settings where older adults are more likely to seek treatment. Topics include normal aging, common health conditions, and psychosocial issues related to aging.

**DPT 839 CLINICAL EXPERIENCE I (4)** Students provide services to patients/clients under the supervision of a licensed physical therapist clinical instructor (eight weeks).

**DPT 840 LIFESPAN CARE IN PHYSICAL THERAPY II (3)** This course focuses on the unique nature of physical therapy examination, evaluation, and therapeutic management of infants and children. Emphasis will be placed on normal motor development, practice settings typically encountered in treatment of the pediatric population and the psychosocial needs of the child. Students will be introduced to principles of family-centered care, early intervention, and school-based practice. Obstetrical reproductive health issues will be addressed as related to peripartum care of the mother and baby.

**DPT 841 STUDENT PROFESSIONAL INVOLVEMENT III (1)** Second year students continue to apply concepts of the core values of physical therapy professionalism and responsibility through community and professional service by beginning to explore and undertake associated leadership roles. The second year students, with guidance, will mentor and monitor the first year students through the planning and development of the designated community and professional service activities.

**DPT 842**                    **STUDENT PROFESSIONAL INVOLVEMENT IV (1)** Second year students continue to apply concepts of the core values of physical therapy professionalism and responsibility through community and professional service through the ongoing exploration of associated leadership roles. The second year students, with continued guidance, will mentor and monitor the first year students through the implementation of the designated community and professional service activities.

**DPT 917**                    **PROSTHETICS AND ORTHOTICS (2)** Focuses on orthotic and prosthetic components, prescription, and physical therapy application. Additionally, students receive instruction in and practice exercise prescription for amputees, evaluative procedures for orthotics and prosthetics, prosthetic gait analysis, and prosthetic-device care. Other common pathological gait manifestations are examined and corrective physical therapist action is discussed.

**DPT 919**                    **CLINICAL EXPERIENCE II (4)** Students provide services to patients/clients under the supervision of a licensed physical therapist clinical instructor (eight weeks).

**DPT 923**                    **INTEGRATED CASE APPLICATION LAB III (1)** Preparation of case-based clinical scenarios utilizing the patient/client encounters in which they have been involved throughout their professional education. These cases are then presented to the faculty.

**DPT 927**                    **PRACTICE MANAGEMENT AND LEADERSHIP (3)** Practice management strategies for all physical therapists, including billing, coding, delegation and supervision responsibilities are discussed. Potential opportunities and career paths that can lead to mid-level and executive management positions for physical therapists are presented in the context of the complex world of contemporary health-care organizations and their unique business models. Current issues that impact the roles of leaders and managers and their responsibilities in different types of health care settings are presented.

**DPT 928**                    **THERAPIST PRACTITIONER–DIAGNOSTIC IMAGING (3)** Focuses on the principles, procedures, and interpretation of diagnostic imaging techniques. Special emphasis is placed on plain film radiography, myelograms, CT scans, medical resonance imaging, and nuclear medicine as they relate to the musculoskeletal, cardiovascular, gastrointestinal, and reproductive systems.

**DPT 929**                    **CLINICAL EXPERIENCE III (4)** Students provide services to patients/clients under the supervision of a licensed physical therapist clinical instructor (eight weeks).

**DPT 939**                    **CLINICAL EXPERIENCE IV (8)** Students provide services to patients/clients under the supervision of a licensed physical therapist clinical instructor (sixteen weeks).

**DPT 941**                    **STUDENT PROFESSIONAL INVOLVEMENT V (1)** Third year students will apply and demonstrate concepts of the core values of physical therapy professionalism and responsibility through community and professional service. The third year students will demonstrate and apply their understanding of key concepts by leading the first and second year students through the planning and development of the designated community and professional service activities.

**DPT 949**                    **COMPREHENSIVE REVIEW (2)** Students review the best practice standards including biopsychosocial decision-making model, evidence-based practice, and patient/client management model with application to current and future practice. Students prepare for continued professional competence including national licensure and professional growth and development. Students have the opportunity to reflect on their past and future planned educational/professional activities.

## **CURRICULUM AND INSTRUCTION COURSES**

**EDCI 540**                    **COMMON CORE ENGLISH LANGUAGE ARTS IN A PLC AT WORK™, GRADES K-2 (1)** This course provides learners with the background, resources, and protocols required to facilitate mastery of Common Core English Language Arts in a PLC at work for grades K-2. Exploration of Common Core standard types including reading, writing, plus speaking and listening for language are also included.

**EDCI 541**                    **COMMON CORE ENGLISH LANGUAGE ARTS IN A PLC AT WORK™, GRADES 3-5 (1)** This course provides learners with the background, resources, and protocols required to facilitate mas-

tery of Common Core English Language Arts in a PLC at work for grades 3-5. Exploration of Common Core standard types including reading, writing, plus speaking and listening for language are also included.

**EDCI 542 COMMON CORE ENGLISH LANGUAGE ARTS IN A PLC AT WORK™, GRADES 6-8 (1)** This course provides learners with the background, resources, and protocols required to facilitate mastery of Common Core English Language Arts in a PLC at work for grades 6-8. Exploration of Common Core standard types including reading, writing, plus speaking and listening for language are also included.

**EDCI 543 COMMON CORE ENGLISH LANGUAGE ARTS IN A PLC AT WORK™, GRADES 9-12 (1)** This course provides learners with the background, resources, and protocols required to facilitate mastery of Common Core English Language Arts in a PLC at work for grades 9-12. Exploration of Common Core standard types including reading, writing, plus speaking and listening for language are also included.

**EDCI 544 COMMON FORMATIVE ASSESSMENT IN A PLC AT WORK™ (1)** This course provides students with the background, rationale, and strategic steps required for planning and implementing common formative assessments in a PLC at work. Learners will gain a deeper understanding of PLCs, learn the importance of common formative assessments, and develop techniques for designing effective common formative assessments.

**EDCI 545 MATHEMATICS IN A PLC AT WORK™, GRADES K-5 (1)** This course provides students with the background, rationale, and strategic steps required for planning and implementing Mathematics in a PLC at work for grades K-5. Learners will study 10 proven high-leverage teaching actions that can be used specifically for teaching Mathematics within a Professional Learning Community. History, research, resources, and protocols are also included.

**EDCI 546 MATHEMATICS IN A PLC AT WORK™, GRADES 6-8 (1)** This course provides students with the background, rationale, and strategic steps required for planning and implementing Mathematics in a PLC at work for grades 6-8. Learners will study 10 proven high-leverage teaching actions that can be used specifically for teaching Mathematics within a Professional Learning Community. History, research, resources, and protocols are also included.

**EDCI 547 MATHEMATICS IN A PLC AT WORK™, HIGH SCHOOL (1)** This course provides students with the background, rationale, and strategic steps required for planning and implementing Mathematics in a PLC at work in high schools. Learners will study 10 proven high-leverage teaching actions that can be used specifically for teaching Mathematics within a Professional Learning Community. History, research, resources, and protocols are also included.

**EDCI 548 RTI AT WORK™; EARLY ELEMENTARY FOCUS ONLINE COURSE (1)** This course provides students with the background, rationale, and strategic steps required for planning and implementing a high-quality Response to Intervention (RTI) initiative. Students will design strategies for developing Tier 1, Tier 2, and Tier 3 intervention systems and the professional learning culture and community needed for implementation in early elementary grades.

**EDCI 549 RTI AT WORK™; LATE ELEMENTARY FOCUS ONLINE COURSE (1)** This course provides students with the background, rationale, and strategic steps required for planning and implementing a high-quality Response to Intervention (RTI) initiative. Students will design strategies for developing Tier 1, Tier 2, and Tier 3 intervention systems and the professional learning culture and community needed for implementation in upper elementary grades.

**EDCI 550 RTI AT WORK™; MIDDLE SCHOOL FOCUS ONLINE COURSE (1)** This course provides students with the background, rationale, and strategic steps required for planning and implementing a high-quality Response to Intervention (RTI) initiative. Students will design strategies for developing Tier 1, Tier 2, and Tier 3 intervention systems and the professional learning culture and community needed for implementation in middle school grades.

**EDCI 551 RTI AT WORK™; HIGH SCHOOL FOCUS ONLINE COURSE (1)** This course provides students with the background, rationale, and strategic steps required for planning and implementing a high-quality Response to Intervention (RTI) initiative. Students will design strategies for developing Tier 1, Tier 2, and Tier 3 intervention systems and the professional learning culture and community needed for implementation in high school

grades.

**EDCI 552**                    **RTI AT WORK™; GRADES K-12 ONLINE COURSE ETC (1)** This course provides students with the background, rationale, and strategic steps required for planning and implementing a high-quality Response to Intervention (RTI) initiative. Students will design strategies for developing Tier 1, Tier 2, and Tier 3 intervention systems and the professional learning culture and community needed for implementation.

**EDCI 553**                    **THE PLC AT WORK™ PROCESS TODAY – FULL COURSE (1)** This course provides the background, content, and learning context required for effectively implementing Professional Learning Communities in schools. The theoretical foundation and knowledge of the PLC process provide the basis for collaborative teams to successfully address the needs of all learners in grades K-12.

**EDCI 554**                    **TRANSFORMING SCHOOL CULTURE, OVERCOME STAFF DIVISION (1)** This course provides the framework for understanding the dynamic relationships within a school culture and ensuring a positive environment that supports the changes necessary to improve learning for all students. The course explores many aspects of human behavior, social conditions, and history to reveal best practices for building healthy school cultures.

**EDCI 600**                    **CLASS ROOM MANAGEMENT AND INSTRUCTIONAL METHODOLOGY (3)** Focuses on research-based, scientifically-validated strategies for teaching, managing, and motivating students in classrooms and the schools. The course assists with the conceptualization, measurement, and improvement of classroom performance and management for grades K-12, in order to effectively impact, assess, and improve instruction and student academic performance and behavior.

**EDCI 605**                    **ASSESSMENT STUDENT LEARNING (3)** This course provides teacher candidates an understanding of the purpose of assessment in the instructional process. It includes experiences in creating, selecting and implementing valid and reliable classroom-based assessments. Skills will be developed to assist in the understanding of relationships among assessment, instruction, and monitoring student progress. Teacher candidates will gain the ability to analyze assessment data to make decisions that improve instruction and student performance. In addition, teacher candidates will become familiar with writing student achievement goals as they relate to teacher evaluations.

**EDCI 606**                    **EFFECTIVE INSTRUCTIONAL STRATEGIES (3)** Focuses on research-based, scientifically-validated strategies for teaching students in the schools. The course assists with the conceptualization, measurement, and improvement of classroom performance and management for grades K-12 and features a variety of organizational patterns and practices, approaches to instruction and their impact on students' learning, and instruments for evaluating teacher behavior in specific contexts.

**EDCI 617**                    **FOUNDATIONS AND CURRICULUM OF AMERICAN EDUCATION (3)** Provides opportunities for future teachers to expand their ability to inquire, explore, engage, conclude, and persuade in the foundations and curriculum of American education. The course explores historical, philosophical, sociological, and legal foundations and curriculum of public education. This course is designed to assist teachers in the decision-making processes necessary to implement a standards-based curriculum and both a formative and summative assessment process of curricular initiatives. There is also a focus on contemporary curricular issues and innovations as well as school culture.

**EDCI 650**                    **PROFESSIONAL LEARNING COMMUNITIES (1, 3)** Introduction to the concepts that underlie professional learning communities (PLC) and the principles for their application in elementary, middle, and secondary schools. The course is offered in conjunction with participation in training institutes and workshops on PLC.

**EDCI 661**                    **INSTRUCTIONAL STRATEGIES FOR SCHOOL MATH (3)** Focuses on the emerging goals, principles, and practices of contemporary mathematics education, addressing the rationale for change, relevant research and theory, and the resulting recommendations for improving mathematics learning among all students. Specific topics include curriculum, instructional materials and methodologies, assessment, diagnostic and remediation strategies, and the teacher's role in improving student learning.

**EDCI 686**                    **METHODS OF SCIENCE TEACHING (3)** A workshop approach modeling recommended practices for teaching science as outlined by the National Science Education Standards. Curriculum

topics are consistent with the endorsement levels of the students enrolled.

**EDCI 699**                    **INTERNSHIP IN EDUCATION (6)** *Prerequisites: Passing scores on Praxis II, and VCLA as well as a GPA of 2.75 in the teaching (content) are required. Reading for Virginia Educators (RVE) is required for elementary and middle school licensure.* Reading for Virginia Educators (RVE) is required for elementary and middle school licensure. In addition to completion of professional studies/licensure requirements, all content requirements for a student's particular endorsement must be completed prior to taking the class. Supervised field experience in a classroom setting and seminar sessions are required. Placement is arranged at the elementary, middle, or secondary level based on the teaching endorsement sought. All licensure coursework must be completed prior to or concurrently with the teaching internship. *Note: A mandatory criminal and social services background check must be conducted in the prior semester at the student's expense.*

## ECONOMICS COURSE

**ECON 600**                    **ECONOMICS FOR K-12 EDUCATORS (3)** Designed to provide content knowledge in economics to teachers of grades K-12. The course content derives from the Virginia History and Social Science SOLs, providing the economic concepts needed for day-to-day classroom instruction. The economic way of thinking is developed and a variety of instructional strategies are demonstrated to model effective teaching techniques.

## EDUCATION COURSES

**EDHD 601**                    **DIVERSE DEVELOPMENTAL PATHWAYS IN EARLY CHILDHOOD (3)** This course addresses both typical and atypical development in early childhood with a focus on the characteristics, etiology and various approaches to the education and treatment of emotional, behavioral and developmental disorders. This course will contrast typical cognitive, emotional and social development with various developmental psychopathologies. Developmental abnormalities such as autism, behavioral disorders, emotional difficulties and maltreatment will be addressed.

**EDHD 602**                    **HUMAN DEVELOPMENT (3)** Focuses on the development of the individual from conception through intricate changes of growth and aging over the life span, including information about scientific discoveries and personal insights throughout life.

**EDHD 607**                    **STEM METHODS AND PRACTICUM IN EARLY CHILDHOOD EDUCATION (3)** *Prerequisites: Admission as either a non-degree-seeking student or as a student in a MEd in Special Education program.* This course provides teachers in Early Childhood Education background in STEM pedagogy, methodology, and assessment, as well we practical experience to support practitioners and families in including and engaging young children (ages 3-5) in high-quality STEM (science, technology, engineering, and mathematics) and STEM literacy experiences.

**EDHD 609**                    **RESEARCH METHODS AND APPLICATIONS (3)** Examines research methodology, tools, and resources available to the educational practitioner with specific emphasis on the use of quantitative and qualitative research in problem identification and resolution. Enables students to identify and apply relevant research to persistent or emerging problems and to develop appropriate assessment tools and techniques for ongoing educational activities.

**EDHD 669**                    **LITERACY IN EARLY CHILDHOOD (3)** *Prerequisites: Admission as either a non-degree-seeking student or as a student in a MEd in Special Education program.* The purpose of this course is to give teachers in Early Childhood Education an in-depth understanding of the literacy development, developmentally appropriate assessments, and instructional practices for young children (ages 3-5). Educators will use their knowledge of theories of literacy development, evidence-based practices, and related pedagogy to identify and plan assessments, instruction, engage families, and develop a classroom environment that ensures equitable access to developmentally appropriate, and challenging learning experiences that facilitate literacy development.

**EDHD 669**                    **SPECIAL TOPICS IN EDUCATION (1-3)** Intensive study of a problem or topic in education. Topic varies according to professor and term offered.



**EDHD 670 INDEPENDENT STUDY (1-3)** Provides for pursuit of individual interest and projects not covered in existing courses. May be repeated if subjects of study vary and requires approval of the dean of the College of Education, Leadership Studies, and Counseling.

**EDHD 671 PROFESSIONAL PROJECT IN EDUCATION (3, 6)** Requires the presentation of a proposal before enrolling in the project. The format of the finished project must be consistent with a recognized and agreed on manual of style.

### EDUCATION LEADERSHIP COURSES

**EDLS 600 CLINICAL FACULTY/NEW TEACHER MENTOR (3)** *Prerequisite: Open to local school division teachers as recommended by their supervisors.* This course is designed to train area school division teachers who will serve as University of Lynchburg Clinical Faculty/New Teacher Mentors. The course curriculum will include the New Teacher Center Instructional Mentoring Professional Learning Series I - IV.

**EDLS 603 LEGAL AND ETHICAL ISSUES (3)** Explores the responsibility of the school as a social institution for students, parents, taxpayers, and employees; examines the legal framework of constitutional, case and statute law, and ethical issues pertaining to schools and identifies the implications for educational practice.

**EDLS 609 RESEARCH METHODS AND APPLICATIONS FOR EDUCATIONAL LEADERS (3)** Examines research methodology, tools, and resources for the educational leader. Particular emphasis is placed on action research focusing on effective schools and student achievement. Emphasis is given to the appropriate use of research tools and educational technology in the analysis of data including data driven decision making and implementing school and/or division-based research projects or school improvement plans. Both formative and summative evaluation strategies are emphasized.

**EDLS 610 LEGAL AND ETHICAL ISSUES IN HIGHER EDUCATION (3)** *Prerequisites: Enrollment in MEd in Educational Leadership with Higher Education emphasis or advisor/instructor approval.* This course will explore legal and ethical issues that occur in American private and public higher education institutions in the 21st century and their historical context and development. Emphasis will be placed on the legal and ethical principles, regulations, and policies likely to be encountered by higher education practitioners and the applicable leadership decision-making skills, knowledge, and resources necessary for their resolution.

**EDLS 611 STUDENT DEVELOPMENT IN HIGHER EDUCATION (3)** This seminar introduces graduate students to student development theories and theorists associated with higher education to prepare them for their future leadership roles in higher education. Students will examine the cognitive, interpersonal, identity, and psychosocial theories of human development that shape the University-student experience. In addition this course will examine classroom and teaching pedagogy, student services, and student affairs programs to explore how the development theories influence design and practice in each of these arenas.

**EDLS 612 CONTEMPORARY ISSUES IN HIGHER EDUCATION (3)** This course provides an opportunity to explore contemporary issues related to higher education.

**EDLS 613 FISCAL AND RESOURCE ACCOUNTABILITY (3)** Examines the multiple roles and responsibilities of leaders for establishing priorities, budget development and control, accounting procedures and safeguards, resource maintenance and management, and environmental safety.

**EDLS 614 HISTORY AND PHILOSOPHY OF HIGHER EDUCATION (3)** This course provides an overview of the history and philosophical foundations of higher education.

**EDLS 615 HIGHER EDUCATION ADMINISTRATION (3)** Examines the mission of higher education and provides an overview of the organization of colleges and universities in the U.S. including admissions, academic programs, student development, financial aid, business and finance, and student support services.

**EDLS 617 INTERNATIONAL AND COMPARATIVE HIGHER EDUCATION (3)** This seminar introduces graduate students to the international aspects of higher education; concepts necessary for



comparing different education systems, their contexts, and outcomes. Students will examine organizations that promote and sponsor international activity; challenges of cross-border academic mobility, education reform, and integrating multiple systems of higher systems will be the focus of discussions.

**EDLS 618 CURRICULUM, INSTRUCTION, AND ASSESSMENT (3)** Focuses on identifying the knowledge, skills, and attitudes necessary for success in a standards-based curriculum and for a 21st century global economy. Students focus on designing and delivering instruction around identified standards and on determining appropriate assessment strategies and techniques. Particular emphasis is placed on research-based instructional strategies and creating engaging classrooms. Emphasis is also placed on the 3 R's: Rigor, Relevance, Relationships.

**EDLS 619 CURRICULUM, INSTRUCTION, SUPERVISION, AND ASSESSMENT IN HIGHER EDUCATION (3)** This course focuses on curriculum, instruction, supervision, and assessment issues connected to higher education. Students will engage in the inquiry and study of a variety of related topics and exploration of their impact on the future of higher education.

**EDLS 620 DIVERSITY AND INCLUSION IN HIGHER EDUCATION (3)** The purpose of this course is to provide students with an overview of higher education leadership practices through a culturally diverse and inclusive lens. In this course, students will enhance their higher education leadership abilities by gaining cultural perspective and inclusive strategies that support and acknowledge diverse populations.

**EDLS 623 PERSONNEL AND SUPERVISION (3)** Examines the theory and practice relative to effective human resource administration. Emphasis is placed on the recruitment, selection, educational development, evaluation, compensation, and legal rights of personnel. Also focuses on the nature and function of supervision as a means to improve achievement and teacher effectiveness and examines the rules of the supervisor, the building administrator, and the teacher in establishing effective instruction in each classroom.

**EDLS 643 THE PRINCIPALSHIP (3)** A study of schools as semiautonomous educational units within the structure of the state and the law, policy, and mandates. Emphases are on developing knowledge and skill in the areas of shared decision making, empowerment, developing a sense of ownership, and formative assessments of school effectiveness.

**EDLS 646 IMPROVING THE SCHOOL STRUCTURE AND CLIMATE (3)** Focuses on the forces and factors that influence the teaching/learning environment and encourages taking charge of change, as well as leading and facilitating the process and the people involved. Emphasis is placed on assessing current educational institutions and developing strategies for implementing improvements.

**EDLS 651 LEADING AND LEARNING IN A TECHNOLOGICAL AND DIGITAL AGE (3)** This course explores the use of technology to enhance student achievement and create schools of excellence. The course will help school leaders guide a technological and digital vision and explore the use of social media to engage stakeholders.

**EDLS 669 SPECIAL TOPICS IN EDUCATIONAL LEADERSHIP (1, 2, 3)** Intensive study of a problem or topic in education. Topic varies according to professor and term offered.

**EDLS 670 INDEPENDENT STUDY – EDUCATIONAL LEADERSHIP (1, 2, 3)** This course offers the opportunity for students to pursue in depth a topic of special interest within Educational Leadership under the supervision of a faculty member. Can be taken more than once.

**EDLS 690 PRINCIPLES OF LEADERSHIP (3)** Emphasizes the study of leadership theories as they relate to PK-12 education, higher education, athletics, and any professional environment. Students review current literature on leadership, analyze their own leadership style, and work to expand their capacity to lead through knowledge, skills, and attitudes. Communication skills, team building, and conflict management is emphasized. Additional focus is placed on developing leaders in a professional environment.

**EDLS 691 THESIS IN HIGHER EDUCATION (3)** This course enables candidates to develop deeper knowledge and understanding, and provide an opportunity to demonstrate their competency in an approved study in higher education.

**EDLS 696 LEADERSHIP INTERNSHIP HIGHER EDUCATION FOCUS I (3)** Provide on-campus experiences enabling the prospective higher education leader to observe, assist and execute a wide-range of leadership and administrative tasks associated with the effective operation of the many facets of a University. The course is under the guidance and direction of supervisors across campus and requires a two-semester sequential commitment.

**EDLS 698-699 LEADERSHIP INTERNSHIP PK-12 FOCUS I-II (3, 3)** Provide on-site experiences enabling the prospective administrator to observe, assist, and execute a wide range of leadership and administrative tasks associated with school principalship. The course is under the guidance and direction of a supervising principal and requires a two-semester sequential commitment.

**EDLS 700 ISSUES AND TOPICS IN EDUCATIONAL LEADERSHIP (3)** offered as a post-master's degree course for active building and central office administrators. The course focuses on current and relevant issues and topics related to student learning. The course is designed to improve the instructional leadership skills of practicing administrators so schools become fully accredited and meet the requirement of Adequate Yearly Progress. The course is designed for individuals who hold the MEd and are seeking advanced professional development opportunities. The course may be repeated for credit.

#### ENVIRONMENTAL SCIENCE COURSES

**ENVS 600 CONCEPTS IN EARTH AND ENVIRONMENTAL SCIENCE (3)** Focuses on a variety of specific earth and environmental science content, concepts, and laboratory and field skills that teachers are required to address when teaching earth science at the middle and high school levels. Topics include plate tectonics, the rock cycle, Earth's history, oceans, atmosphere, weather and climate, the solar system and universe, and land and water resource issues.

**ENVS 610 ASTRONOMY (3)** Addresses topics in modern astronomy from the solar system to the wider universe and to ultimate cosmological questions. The emphasis is on easily observed celestial phenomena and understanding their significance, current discoveries coming from interplanetary missions and what they tell us about our own planet, and the latest discoveries and speculations in astrophysics and cosmology. Relevant course content will be adapted by students into lessons and activities suitable for public schools and other educational settings.

**ENVS 631 ENVIRONMENTAL HYDROLOGY (3)** This course covers the fundamentals of surface and subsurface water flow and transport, emphasizing the role of groundwater in the hydrologic cycle, the relation of surface and groundwater flow to geologic structure, and the characterization of contaminants in surface and subsurface water. Special emphasis will be placed on improving the laboratory and field skills of middle and high school level biology and earth science teachers.

**ENVS 645 PRACTICAL METEOROLOGY (3)** This course covers all key aspects of meteorology ranging from basic atmospheric processes to human induced climate change. Various weather events, tropical weather, air pollution, and forecasting are all addressed, with an emphasis on practical applications and impacts on our daily lives. Special emphasis will be placed on improving the laboratory and field skills of middle and high school level biology and earth science teachers.

**ENVS 650 WATER QUALITY (3)** Focuses on integrated content in environmental science, chemistry, and biology that applies to water quality assessment. Appropriate laboratory and field skills for teachers, in any of the scientific disciplines listed above, are addressed. Topics include water quality issues, bacterial monitoring, chemical assessment, and biological assessment. Emphasis is on pedagogical approaches to applying these concepts in the classroom. This course is included within the graduate course sequence in biology.

**ENVS 660 APPLIED GEOLOGY (3)** Covers all key aspects of the earth sciences including basic geologic principles such as mineral and rock identification; geomorphic processes such as faulting, volcanism, mass wasting, weathering, and sedimentation; plate tectonics; and the interactions between geologic and hydrologic processes. Special emphasis will be placed on improving laboratory and field skills of earth science teachers at middle and high school levels.

**ENVS 665 FUNCTIONAL OCEANOGRAPHY (3)** This course explores the oceans, their

functions, and their processes and addresses ocean currents, water chemistry, heat and energy transfer, sea floor geology, and coastal interactions across our planet. Special emphasis is placed on improving the laboratory and field skills of middle and high school level biology and earth science teachers.

**ENVS 680**                    **APPLIED GEOGRAPHY (3)** Comprehensive overview of geographic principles with examples from the physical and social sciences. Technologies such as Geographic Information Systems (GIS) and Global Positioning Systems (GPS) will be used to understand and demonstrate topics, with an emphasis on pedagogical approaches to applying these concepts in the classroom.

## **HEALTH BENEFIT DESIGN AND HEALTH INFORMATICS COURSES**

**HIM 600**                    **INTRODUCTION TO HEALTH CARE OPERATIONS (3)** This is a required program prerequisite for students with no prior experience or coursework in healthcare management or health benefit design. It provides students with an overview of the functions and operations of the U.S. healthcare system, and explains the health benefit design process and the impact it has had on the U.S.

**HIM 601**                    **HISTORY AND FUTURE OF HEALTHCARE, HEALTHCARE SYSTEMS AND HEALTH INSURANCE (3)** *Prerequisites: HIM 600 or permission of the instructor.* This course shows the evolution of the healthcare industry, including the evolution of healthcare systems, health insurance, and the inconsistent incentive/compensation systems that have evolved over time. The course will include several recognized industry experts providing various perspectives on healthcare's evolution, and on the likely impact of current and future legislation (ACA, etc.). Students will critically assess the presentations and assigned readings to develop their philosophical position in this area.

**HIM 605LATN**            **HEALTH SYSTEM MANAGEMENT (3)** This course introduces the principles of management and leadership as they relate to the use of information technology as a tool for achieving organizational goals and objectives. The course covers such topics as the use of IT as a strategic tool, strategic and operational planning for IT, and the supervision of knowledge workers. The course will address the various ways that information technology can aid in operations management and strategic decision-making processes.

**HIM 607**                    **HEALTH FINANCIAL MANAGEMENT (3)** *Prerequisites: HIM 601 or permission from the instructor.* This course provides students with an understanding of the general principles of financial management applied in the healthcare environment, and in the corporate environment as it applies to healthcare spend. The Diagnostic-Related Group (DRG) system of service classification, Current Procedural Terminology (CPT) codes, and International Classification of Diseases, Tenth Revision (ICD-10) and their link to revenue is introduced. The impact of rapidly rising health insurance premiums on corporations and employees, as well as the corporate response to this are examined with specific focus on High Deductible Plans and Health Savings Accounts (HSA).

**HIM 609**                    **MARKETING AND PROMOTION: POSITIONING BENEFITS ADVISORS IN THE HEALTHCARE MARKET (3)** *Prerequisites: HIM 601 or permission from instructor.* The student (health benefits advisor) is taught to create a marketing plan to help promote himself/herself in the marketplace. Each student will identify his/her value proposition to the market, identify relevant markets and niches for their specialty, and develop a detailed marketing strategy and implementation plan to grow their business and increase their impact on healthcare costs. Special attention is paid to avenues and frequencies of marketing and promotion to provide the greatest impact.

**HIM 610**                    **HEALTH SERVICES MANAGEMENT AND STRATEGY (3)** *Prerequisite: HIM 607.* This course is an in-depth study of health care institutions and organizations, their structure, types of care provided, operational strategy, and environment. The roles and functions of managing health services organizations within the context of the operational environment and its impact are explored.

**HIM 621**                    **ANALYZING THE HEALTHCARE DELIVERY VALUE CHAIN (3)** *Prerequisites: HIM 601 or permission from instructor.* This course examines, in detail and through the eyes of several industry experts, each element of the healthcare delivery value chain. Emphasis is placed on the use of evidence-based decision-making, in terms of quality and cost, to assess the value of each link in the value chain. Students are introduced to the concept of overlaying the healthcare value chain on the population health of a particular organization to prepare for healthcare design questions.

**HIM 622 POPULATION HEALTH AND CRITICAL OUTCOMES REPORT ASSESSMENT (3)** *Prerequisites: HIM 601 or permission from instructor.* This course will focus on scrutinizing critical outcome reports provided by an insurance carrier, TPA, etc. Students will understand how to sort through the reports and tie back to actual financial performance. This includes, but is not limited to, identifying various “sales approaches” to data presentation, rather than objectivity. Students will discuss normative data vs. control groups, and receive a sound statistical foundation from which to critique reports.

**HIM 631 HEALTH BENEFIT PROPOSAL DESIGN (3)** *Prerequisite: HBD 621.* This course teaches the detailed planning, communication, and project management required to develop and evaluate a thorough Request for Quotation, gain executive leadership support, evaluate detailed proposals efficiently and effectively, and secure resources for efficient education, training and implementation. Special attention is paid to thinking through, and planning for, all aspects of the Request for Quotation process (information requirements, executive leadership support, evaluation methodology, implementation and training, etc.) using common project management methodology.

**HIM 632 HEALTH BENEFIT PROPOSAL EVALUATION AND IMPLEMENTATION (3)** *Prerequisite: HBD 631.* This course teaches the detailed planning, communication, and project management required to develop and evaluate a thorough Request for Quotation, gain executive leadership support, evaluate detailed proposals efficiently and effectively, and secure resources for efficient education, training and implementation. Special attention is paid to communicating implementation requirements and associated costs to executive leadership.

**HIM 633 MANAGING ORGANIZATIONAL CHANGE IN BENEFIT ADMINISTRATION (3)** *Prerequisites: HIM 601 or permission of the instructor.* The students will hear from HR executives and Benefits Administration Directors regarding the obstacles to change in various types of organizations, and what must be done to overcome these obstacles. Following the input from executives, the student will write an implementation plan to address the concerns brought up by the Human Resource executives. The role of the Chief Financial Officer will also be addressed in this course.

**HIM 635 RESEARCH METHODS IN HEALTH BENEFIT DESIGN AND HEALTH INFORMATICS (3)** *Prerequisites: HIM 601 or permission of the instructor.* This course focuses on the validation, and appropriate use, of data using inferential statistics, and research design and methods as they relate to healthcare informatics and corporate health benefit design. Emphasis is placed on using the appropriate analysis on validated data in decision-making, health benefit design, and policy development. Other topics include data sourcing and validation, the importance of standardization in healthcare, correlation vs. causality, and the appropriate use of normative data.

**HBD 641 ANALYZING AND MANAGING EXPENSIVE PROCEDURES (3)** *Prerequisites: HIM 601 or permission of the instructor.* This course provides methodologies for managing all medical procedures, focusing on healthcare options available for very expensive procedures and pharmaceuticals (Centers of Excellence, Bundled Pricing, Capitated Care, Reference-Based Pricing, Direct Provider Contracts, unbundling Pharmaceutical Benefits Management), for moderately expensive procedures with high frequency (“commodity” procedures), and for chronic conditions. Students are exposed to software and software companies able to provide relevant transacted prices and quality and will again apply evidence-based decision-making to assess the value of various options.

**HBD 642 MANAGING PRIMARY CARE, CARE COORDINATION AND PHARMACEUTICAL COSTS (3)** *Prerequisites: HIM 601 or permission of the instructor.* This course examines in great detail the evolving role of primary care, wellness programs, and the potential impact of “regulated” care coordination. Special attention is paid to assessing the potential value of various types of primary care with regard to disease prevention and the avoidance of unnecessary medical costs. Concierge Care, Direct Primary Care, Membership Medicine, Care Coordination, and the psychology of referral patterns are discussed. Several industry experts provide perspective.

**HBD 651 HEALTH BENEFIT DESIGN I (3)** *Prerequisites: HBD 641, HBD 642.* This course requires the student (health benefits advisor) to draft a health benefit design plan using the information in the previous two courses, and aligning that with the corporate culture and financials. For a specific client or prospect, the student will determine the plan design structure to present, the critical elements of each plan, and the estimated

price of each plan. A three-year plan will be formally outlined, complete with the planned improvements for each year.

**HBD 652 HEALTH BENEFIT DESIGN II (3)** *Prerequisite: HBD 651.* The student (health benefits advisor) finalizes the health benefit plan(s) for his/her client, and will hear from national legal groups regarding critical aspects of plan design. Once a draft is completed, each student will present the plan to a panel of the industry's toughest critics. Students will incorporate feedback and do a final presentation in front of the external board.

**HIM 653 HEALTH DATA ANALYSIS AND MANAGEMENT (3)** *Prerequisites: HIM 601 or permission of the instructor.* This course examines the critical processes and methodologies in analyzing health-care data. Areas addressed include data sourcing and data validation, problem formulation in light of corporate strategy and objectives, understanding and communicating the specific objectives of any analysis, selecting and applying appropriate analytical method(s), understanding and synthesizing results, and effectively communicating the results of the analysis with an interactive presentation tool, taking into account the specific interests of the audience. Attention is also given to the protocols required in order to securely obtain HIPAA and De-personalized data.

**HIM 654 HEALTH DATA ANALYSIS AND MANAGEMENT II (3)** *Prerequisite: HIM 653.* This course provides overview of the functions, limitations, opportunities and challenges presented by integrated electronic medical records from a data management perspective. This course also covers the legal and ethical issues related to integrated electronic medical records data security. Due to the sensitive nature of patient medical records this course also addresses the theories and techniques for ensuring and managing information security. Information security topics covered include cryptography; authentication; and access control techniques, and their use in network, operating system, database, and application layers; administrative and technical security controls to prevent, detect, respond to, and recover from cyber-attacks; risk and vulnerability analysis to select security controls; security planning; security architecture; security evaluation and assessment; and legal, ethical, and privacy aspects of information assurance.

**HIM 665 LEGAL, SOCIAL AND ETHICAL ISSUES IN HEALTH BENEFIT DESIGN AND HEALTH INFORMATICS (3)** *Prerequisites: HIM 601 or permission of the instructor.* The healthcare industry is undergoing significant changes in technology. From telemedicine to Electronic Medical Record (EMR) systems to cyber security, these changes impact the way in which legal and ethical considerations are viewed in our culture. The course addresses the areas of greatest significance to human resource professionals, benefits advisors, corporations, and healthcare systems. These include conflicts of interest, potential liabilities, privacy, reference-based pricing approaches, fraud, possible applications of ERISA law to passive healthcare cost management, and health benefit design contracts.

**HIM 670 HEALTH BENEFIT DESIGN AND HEALTH INFORMATICS PRACTICUM CAPSTONE (3)** *Prerequisites: HBD 632 or HBD 652:* Students are expected to integrate and demonstrate mastery of topics covered in the program and specific to their area of emphasis.

## INFORMATION TECHNOLOGY CERTIFICATE COURSES

**ITC 697 INDEPENDENT STUDY IN CYBERSECURITY (1-12)** *Prerequisite consent of the instructor.* This course provides students the opportunity to combine competencies from the Cybersecurity Certificate into one course that will by itself or in conjunction with other courses, allow for the completion of all competencies in the Cybersecurity Certificate Program.

## LATIN COURSE

**LATN 680 MEDIEVAL LATIN FOR TEACHERS (3)** This graduate course shows how the Latin language and genres of writing such as legends, biographies, letters, and poetry developed during the period 500-1500 CE, following the fall of Rome in 476 CE. Thus it provides continuity from the study of ancient Roman culture, prose, and poetry, which spread throughout the empire, was preserved in manuscripts and printed books, and developed in new forms. The course includes reading and translation, an introduction to paleography or handwriting styles in manuscripts, and lesson plans for teaching. It is designed especially for graduate students planning to teach or teachers seeking certification credits in Latin.

### LEADERSHIP STUDIES COURSES

**LS 600 HISTORY AND FOUNDATION OF NONPROFITS AND MANAGEMENT (3)** This course is intended to prepare students for management roles in the nonprofit sector by helping them gain an understanding of nonprofits in America. As such it will explore the development, history and nature of the sector, major issues it is facing, governance structures of nonprofit organizations, basic management and operating strategies. This course is focused on the integration of theory with practice.

**LS 604 STRATEGIC COMMUNICATIONS AND PUBLIC RELATIONS (3)** This course is intended to examine the fundamental role of communications and public relations. Students will learn to craft messages and communications materials for key constituencies and stakeholders. Students will learn about implementing tactics including public relations and advertising.

**LS 606 CHANGE AND ORGANIZING IN THE COMMUNITY (3)** This course will be exposed to a variety of change models and their inherent assumptions including but not limited to: revolution, labor, civic rights, and environmental movements of social change. Participants will conduct a community analysis for their nonprofit or for another nonprofit.

**LS 608 NONPROFIT FINANCE (3)** This course will prepare students to oversee the financial management of nonprofit organizations by focusing on five areas: financial policies and internal controls; financial statement presentation and analysis; revenues, expenses, liabilities, and cash management; budgeting; audit and tax reporting.

**LS 610 LEADERSHIP RESEARCH, EVALUATION, AND ANALYTICS (3)** This course prepares students to undertake the research, design and evaluation process employed in nonprofit organizations. Students will learn the fundamentals of 1) assessing community needs, 2) using theory to guide program design, 3) identifying and evaluating research literature that supports program development, 4) designing evaluation studies, and 5) modifying services based on evaluation results.

**LS 612 LEADING IN A DIGITAL ENVIRONMENT (3)** This course is intended to explore the use of technology to enhance the transparency and performance of organizations. It will also focus on the role of social media in engaging stakeholders in organizational priorities.

**LS 614 LEADING BOARDS AND STAFF (3)** This course intends to prepare students to develop and manage boards of directors of nonprofits, as well as human resources. Topics include legal and operating definitions, the purpose, function, role and appropriate board structures; supporting systems; how to assemble a board of directors; how to build positive board/staff relationships; how to coordinate the work of a board; how to prepare and manage board information flow; how to evaluate board effectiveness; and how to develop human resource management.

**LS 616 FUNDRAISING AND GRANT WRITING (3)** This course is intended to examine the fundamental role of fundraising and grant writing. Students will learn to develop support from individual donors and institutional funders (foundations, corporations, government agencies), and gain knowledge of common fundraising cycles and philanthropy programs. The course will also cover the cultivation and solicitation of individuals, the role of boards in fundraising, grant writing, and special events. Throughout the course, there will be discussions on ethical issues, technical tools and skills and the management of the fundraising department within an organization.

**LS 669 SPECIAL TOPICS IN NONPROFIT LEADERSHIP STUDIES (1, 2, 3)** Intensive study of a problem or topic in nonprofit leadership studies. Topic varies according to professor and term offered.

**LS 670 INDEPENDENT STUDY IN NONPROFIT LEADERSHIP STUDIES (1, 2, 3)** This course offers the opportunity for students to pursue in depth a topic of special interest within Nonprofit Leadership Studies under the supervision of a faculty member. Can be taken more than once.

**LS 690 CAPSTONE: STRATEGIC PLANNING AND LEADERSHIP (3)** This course will focus on methods of identifying strategic questions and directions for nonprofit organizations by taking students through planning processes with client.

**LS 699**                      **NONPROFIT LEADERSHIP INTERNSHIP (3)** This Internship provides the student with a supervised work experience in a nonprofit organizational setting in which principles of the Non-profit Leadership Studies program are applied. Examples of a work setting are those organizations which are tax exempt under section 501c3 of the Internal Revenue Code.

**LS 800**                      **HUMAN RESOURCE MANAGEMENT (3)** This seminar is designed to introduce doctoral students to the basic functions and issues related to human resource management (HRM). The emphasis is mastering core concepts that drive research and practice, developing an understanding of the research foundations that underpin the field, and building an appreciation for the intellectual history and evolution of HRM from the perspective of organizational leaders. Topics include strategic human resource management, recruitment, selection, performance evaluation, training and development, compensation, and labor relations. While the primary goal of the course is to enhance students' scholarly insight and understanding of the development and knowledge in the field, the course will also emphasize the practical application of the research knowledge to organizations.

**LS 801**                      **EPIDEMIOLOGY OF COMMUNITY PUBLIC HEALTH ISSUES (3)** This examination of community health issues from an epidemiological perspective provides the principles for future leaders to assess and analyze health needs in an organization. Major areas addressed by leaders are concepts related to health promotion and disease prevention; ability to access accurate health information; ability to practice health-enhancing behaviors and reduce health risks; understanding the influence of culture, media, technology, and other factors on health; demonstrating the ability to use interpersonal skills to enhance health; and, demonstrating the ability to advocate for personal, family, and community health.

**LS 802**                      **QUANTITATIVE RESEARCH (3)** Preparation for students to inquire, explore, and engage in quantitative research design, implementation, and reporting. It further addresses generating cooperative approaches with stakeholders to solve identified problems in organizations using quantitative strategies and collecting data, analyzing data, and drawing reasonable conclusions from those data.

**LS 803**                      **LEGAL AND ETHICAL DIMENSIONS OF LEADERSHIP (3)** Students expand their ability to inquire, explore, engage, conclude, and persuade in areas related to the legal and ethical issues of communities. Students examine leadership, social capital, vision, and cooperation in communities and ways in which collaboration can be developed within legal and ethical boundaries.

**LS 804**                      **QUALITATIVE AND ACTION RESEARCH (3)** Integration of major concepts and practices of qualitative and action research methodology. A critical overview of theory and practice is delivered as it considers mainstream qualitative research traditions, including case study, phenomenology, ethnography, grounded theory, and participatory/action research to prepare students for conducting qualitative and action research in the course and for the dissertation. This course addresses the role of action research in studying the underlying problems that occur in educational and community organizations.

**LS 805**                      **COMMUNITY DYNAMICS (3)** Students will explore areas related to cross-cultural and community dynamics. The course will emphasize the synthesis of issues of diversity and leadership within organizations and the development of appropriate strategies for improving communities through cooperative and joint efforts.

**LS 806**                      **PUBLIC POLICY (3)** Exploration of policy-making as a problem-solving process and a political process. It provides students with a set of conceptual frameworks for analyzing the political environment of public policy and policy research and analyzing public policy problems. Students learn how to formulate effective strategies to address public policy challenges.

**LS 807**                      **GOVERNMENT, POLITICS, AND LEADERSHIP (3)** Consideration of the problem of political leadership, commonly assumed to be necessary, but often also feared as dangerous. Beginning with Machiavelli's classic study, *The Prince*, students consider a variety of approaches to the problem, with special attention to the U.S.'s constitutional democratic order. Having established that context, the course explores the implications of various models of political representation and leadership as applied to the conduct of local government institutions and nonprofit organizations. Course materials are drawn from readings in political philosophy, constitutional history, biography, and contemporary social science.

**LS 808**                      **DISSERTATION SEMINAR: RESEARCH AND READINGS IN LEADERSHIP**



**STUDIES (3)** Students are exposed to a variety of leadership literature to prepare them for dissertation completion. Students are expected to come to the course with an understanding of their potential dissertation topic and leave the course with a dissertation proposal including review of the literature, statement of the problem, and a researchable question.

**LS 809 ORGANIZATIONAL LEADERSHIP AND CHANGE (3)** Principles for future leaders to assess and initiate appropriate and effective organizational change. Strategies are presented, examined, and discussed about ways to lead an organization forward in a collaborative manner for the betterment of colleagues and the mission of the community agencies, nonprofits, schools, universities, or businesses.

**LS 811 ORGANIZATIONAL COMMUNICATION (3)** Focus on a variety of issues associated with professionals working in management or supervisory positions in organizations. Students engage in practice and application of organizational communication theory in areas such as internal communication strategies, public presentations to groups, communicating with the media, and crisis communication.

**LS 813 SYSTEM DESIGN AND TOOLS FOR SUSTAINABILITY (3)** An overview of the importance of design systems that can help establish sustainable practices in homes, workplaces, and communities. Ethical and sustainable designs, infrastructures, and energy systems are reviewed along with examples and cases studies. Tools for understanding, measuring, and reducing the environmental impact of organizations on the environment are demonstrated, with an emphasis on how best to implement strategies that promote sustainability and are economically viable.

**LS 815 LEADERSHIP MODELS AND PRACTICE (3)** This seminar expands leadership capacity and is designed to engage candidates in the exploration of various leadership models and frameworks that energize organizations and expand the leadership capacity of others.

**LS 816 STATISTICS II (3)** This seminar focuses on how to use statistics to use statistics to make leadership decisions. Students interpret social science research. Candidates define a variety of statistical tests and demonstrate the ability to evaluate and choose an assessment to answer research questions.

**LS 869 SPECIAL TOPICS IN LEADERSHIP STUDIES (3)** Intensive study of a problem or topic in leadership studies. Topic varies according to professor and term offered.

**LS 890 DISSERTATION RESEARCH (6)** This course gives students the opportunity to apply what they have learned in the program by identifying a problem in their organization, developing research initiatives, and implementing the research to improve the organization. Students will be expected to defend their dissertation proposal successfully.

**LS 891 DISSERTATION CAPSTONE (6)** Application of what students have learned in the program by identifying a problem in their organization, developing research initiatives, and implementing the research to improve the organization.

**LS 892 EXTENDED DISSERTATION RESEARCH (3)** *Prerequisites: LS 890, LS 891.* This course is intended as an option to provide doctoral students with an opportunity to extend their dissertation research. **Can be taken multiple times.**

## **MATHEMATICS COURSES**

**MATH 601 RATIONAL AND IRRATIONAL NUMBERS: THE FOUNDATION OF REAL ANALYSIS (3)** This course explores the basic structure of the Real Number system, with a focus on the properties of rational and irrational numbers. Topics will include basic properties of numbers, rational and irrational approximation, and transcendental number theory.

**MATH 602 POLYNOMIALS: AN EXPLORATION OF ALGEBRAIC STRUCTURES (3)** This course explores the basic structure of abstract algebra using polynomials as the primary examples. Topics will include basic properties of groups, rings, fields, and properties of polynomials.

**MATH 603 POINT SET TOPOLOGY (3)** This course covers the beginning elements of



general topology including: set theory, topological spaces, separation axioms, compact spaces, locally compact spaces, connected spaces, continuity and homeomorphism, and metric spaces.

**MATH 604**                      **THEORY OF NUMBERS (3)** This course explores the properties of the integers and related structures through the use of various algebraic techniques, beginning with a study of the Euclidean algorithm, divisibility, primes, and congruence. Additional topics will be selected from the Chinese Remainder Theorem, Diophantine equations, residues, quadratic reciprocity, primitive roots, number-theoretic functions, continued fractions, unique factorization, algebraic integers, number fields, equations over finite fields, and other topics in Number Theory.

**MATH 605**                      **THE MATHEMATICS OF CODING THEORY (3)** This course will explore the mathematics necessary for communicating information in the presence of noise. Topics will be selected from decoding algorithms, linear codes and basic vector space theory, Hamming codes, Reed Solomon codes, BCH codes, minimum weight and distance, and error detection and correction schemes.

**MATH 606**                      **MATH EXPLORATIONS (3)** This course will allow students to explore the world of mathematical problem solving, focusing on the use of computers, models, and examples to investigate problems rather than formal rigid processes to uncover a solution. Selected topics will include, but will not be limited to, number theory, probability, mathematical modeling, graph theory, fractals, real analysis, and open math problems.

**MATH 607**                      **MATHEMATICAL STATISTICS (3)** This course will focus on topics from probability theory and mathematical statistics required to effectively teach introductory statistics. Topics include probability principles, a survey of discrete and continuous distributions, bivariate distributions, multiple random variables, properties of random samples, principles of data reduction, point estimation, interval estimation, hypothesis testing, asymptotic evaluations, analysis of variance, and regression modeling.

**MATH 610**                      **MATHEMATICS EDUCATION (3)** This course will focus on the principles and practices of mathematics education (K-12) and will address appropriate research on effective strategies for enhancing mathematics learning among all students. The course will include attention to the development of curriculum, instructional methodologies, and assessment strategies.

**MATH 669**                      **SPECIAL TOPICS IN MATH (3)** This course provides intensive study of a problem or topic in mathematics. The focus varies according to professor or term.

**STAT 600**                      **FUNDAMENTALS OF STATISTICAL INFERENCE (3)** An introduction to statistical measures, presentation of data, experimental design, and statistical inference for those who planning to conduct research and statistically analyze the results. There will be an emphasis on statistical interpretation of data related to educational and STEM issues. Topics include descriptive statistics, samples, linear regression (simple and multiple), z-test, t-tests, analysis of variance, confidence intervals, proportions tests, and error testing.

**MASTER OF BUSINESS ADMINISTRATION COURSES**

**MBA 601**                      **HUMAN RESOURCES MANAGEMENT (3)** A study of ways in which appropriate human resources can be provided for an organization. The course focuses on recruitment, selection, training, and performance appraisal. The principles of planning, organizing, motivating, and controlling will also be discussed as they relate to the management of human resources.

**MBA 602**                      **ORGANIZATIONAL BEHAVIOR AND MANAGEMENT (3)** Managers are confronted by new challenges created by the global economy, pressures to improve performance, and demands to produce more with less. Students will learn how organizations operate as systems through diverse strategies. Materials are drawn from a range of perspectives including management, organizational psychology, and sociology. The course will integrate these perspectives and stress their application to organizations.

**MBA 603**                      **ADVANCED BUSINESS PRINCIPLES I (3)** This optional course covers key concepts in accounting, economics, statistics, and other business disciplines. Special attention is given to developing analytical tools and knowledge in support of the MBA curriculum in the areas of accounting and

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statistics.

**MBA 604**                      **ADVANCED BUSINESS PRINCIPLES II (3)** This optional course covers key concepts in accounting, economics, statistics, and other business disciplines. Special attention is given to developing analytical tools and knowledge in support of the MBA curriculum in the areas of macro and micro-economics.

**MBA 607**                      **MANAGERIAL ACCOUNTING (3)** *Prerequisites: MBA 603 and MBA 604 or permission.* A study of managerial information to support management decision making. Emphasis is placed on the management control structure and management control process within organizations. Consideration is given to types of responsibility centers, performance evaluation, planning, and budgeting.

**MBA 608**                      **MANAGERIAL ECONOMICS (3)** *Prerequisites: MBA 603 and MBA 604 or permission.* A study of the use of economic theory in management decision-making. Emphasis is placed on marginal analysis, practical use of economic theory, and regression analysis. Demand and supply, cost analysis, economic forecasting, and pricing policies are important areas of study covered.

**MBA 609**                      **MARKETING MANAGEMENT (3)** A study of the important role of marketing in today's organizations and marketing's relation to other functions. Strategic marketing thinking is promoted through an understanding of the contemporary marketing theories guiding marketing management's decisions. These theories and strategies address the importance of facilitating an organization's internal and external relationships while emphasizing the creation of mutual value in an ever-changing business environment. Strategic marketing thinking, analytical skills, and decision-making abilities are developed through readings, analyzing real-world cases, in-class discussions, and/or consulting projects.

**MBA 611**                      **MANAGERIAL FINANCE (3)** *Prerequisite: MBA 607.* A study of corporate financial structure, sources of capital, cash forecasting, short-term borrowing versus long-term capital acquisition, capital expenditure budgeting, and related financial matters.

**MBA 630**                      **SYSTEM ARCHITECTURE AND ADMINISTRATION (3)** Students experience a hands-on approach to learning fundamentals of computer system architecture and administration. Topics include networking, permissions, installation, applications, development tools, production support, scripting, and virtualization.

**MBA 634**                      **DISTRIBUTED SYSTEM ARCHITECTURE AND ADMINISTRATION (3)**  
**Prerequisite: MBA 630.** Students experience a hands-on approach to learning fundamentals of distributed computer architecture and network administration. Topics include Clusters/Grids, Distributed File Systems, Federated Authentication, Kernel Configuration/Modification, Containers, Load Balancing, Gateway Configuration and Wireless Communication.

**MBA 637**                      **CYBER SECURITY FUNDAMENTALS (3)** **Prerequisite: MBA 634.** Students experience a hands-on approach to learning fundamentals of cyber security. Topics include Malware, Access Control, System Hardening, Firewalls, Encryption and Hashing, Secure Tunnels, and Chain of Trust.

**MBA 638**                      **CYBER SECURITY ANALYSIS & FORENSICS FUNDAMENTALS (3)** **Prerequisite MBA 637.** Students experience a hands-on approach to learning computer forensics. Topics include Forensic Principals, Law and Ethics, Digital Hardware, System/Application Logs, Data Acquisition Mining, Risk Assessment and Analysis and Architectural, Memory and Malware Forensics.

**MBA 651**                      **PRODUCTION AND OPERATIONS MANAGEMENT (3)** *Prerequisites: MBA 603 and MBA 604 or permission.* A tool-skills course that examines basic production systems. The course includes linear regression, forecasting, linear programming, transportation models, inventory models, scheduling techniques, and other applications of quantitative analysis.

**MBA 655**                      **LEADERSHIP AND ETHICS (3)** A professional development course designed around multi-disciplinary concepts to help students become successful business and business ethics leaders. Students will be given an ethics model to use in decision making. Examples from classical literature will be used to analyze leadership styles and approaches to handling ethical issues.

**MBA 657**                      **MANAGEMENT INFORMATION TECHNOLOGY (3)** *Prerequisite: MBA 611.* An up-to-date, management-oriented overview of computer application and information systems from the perspective of a business professional. The course focuses on competitive uses, impact of information systems on individuals and organizations, alternative methods for building systems, factors leading to successful system implementation, and threats and risks associated with information systems.

**MBA 670**                      **RISK MANAGEMENT (3)** *Prerequisite: MBA 608.* This course introduces students to essential strategies for assessing and managing a wide variety of business risks, including, but not limited to, project risk, supply chain risk, country risk, and currency risk. The course covers a variety of risk management/mitigation techniques and strategies, including, but not limited to, the use of insurance, hedging, diversification, forecasting, and process/structure reengineering. Primary emphasis is placed on the manner in which risk factors are optimally incorporated into organizational decision making. The course also addresses the distinction between risk and uncertainty, and introduces students to scenario planning techniques.

**MBA 677**                      **INTERNATIONAL BUSINESS STUDY TOURS (3)** A study tour experience outside the country to deepen understanding of other cultures and to learn how the requirements for operating a successful enterprise differ from those in the U.S. A series of papers completed prior to and following the study-tour experience is required. (Students who may have participated in BUAD 377 are also eligible to take this course, since it focuses more on strategic management perspectives and higher order learning goals.)

**MBA 680**                      **PROJECT MANAGEMENT (3)** This course introduces established norms, methods, processes, and practices in project management.

**MBA 690**                      **GLOBAL BUSINESS COMPETITION AND STRATEGY (3)** *Prerequisites: MBA 603 and MBA 604 or permission, 601, 602, 607, 608, 609, 611 and 651.* This is an analytic course designed to apply knowledge and skills learned from different courses through cases and a single integrative exercise. Team presentations are required.

**MBA 696**                      **SPECIAL TOPICS IN BUSINESS (1, 2, 3)** *Prerequisite: Consent of instructor.* In-depth pursuit or advanced study in a special business topic not covered (or not covered as fully) in regular course offerings and taught in a traditional course format. Topics include tax law changes, leadership development and training, family business management, mergers and acquisitions, and international market planning (under the auspices of the Virginia Department of Economic Development International Trade Services program).

**MBA 697**                      **SPECIAL PROBLEMS IN BUSINESS ADMINISTRATION (1-3)** *Prerequisite: Consent of instructor.* Includes research, special activities, and conferences offered on an individual or group basis. Subject to the development of a plan of study acceptable to a major professor and the dean of the College of Business, a student or group of students may pursue almost any business-related topic of special interest.

**MBA 698**                      **BUSINESS INTERNSHIP (1, 2, 3)** *Prerequisite: Graduate students with a 3.0 minimum QPA.* Internships in cooperation with a faculty sponsor who is responsible for academic quality and who assigns the final grade. Student interns may or may not be paid for their work.

**CYBERSECURITY CERTIFICATE COURSES**

**MBA 630 SYSTEM ARCHITECTURE AND ADMINISTRATION (3)** Students experience a hands-on approach to learning fundamentals of computer system architecture and administration. Topics include networking, permissions, installation, applications, development tools, production support, scripting, and virtualization.

**MBA 634 DISTRIBUTED SYSTEM ARCHITECTURE AND ADMINISTRATION (3)** *Prerequisite: MBA 630.* Students experience a hands-on approach to learning fundamentals of distributed computer architecture and network administration. Topics include Clusters/Grids, Distributed File Systems, Federated Authentication, Kernel Configuration/Modification, Containers, Load Balancing, Gateway Configuration and Wireless Communication.

**MBA 637 CYBER SECURITY FUNDAMENTALS (3)** *Prerequisite: MBA 634.* Students experience a hands-on approach to learning fundamentals of cyber security. Topics include Malware, Access Control, System Hardening, Firewalls, Encryption and Hashing, Secure Tunnels, and Chain of Trust.

**MBA 638 CYBER FORENSICS & CYBERSECURITY ANALYSIS (3)** *Prerequisite MBA 637.* Students experience a hands-on approach to learning computer forensics. Topics include Forensic Principals, Law and Ethics, Digital Hardware, System/Application Logs, Data Acquisition Mining, Risk Assessment and Architectural, Memory and Malware Forensics.

### MASTER OF PUBLIC HEALTH COURSES

**MPH 605 PUBLIC HEALTH NEEDS ASSESSMENT AND PLANNING (3)** This course will assist students in identifying and gaining proficiency in the application of a variety of skills utilized by the health professional in planning and designing health promotion programs. Students will learn to utilize theoretical models to conduct needs assessment, write program objectives and design model-driven intervention strategies for various public health settings.

**MPH 610 BIOSTATISTICS (3)** This course prepares the student in the development and application of statistical reasoning and methods used to gather, analyze and interpret health data in public health; healthcare; biomedical, clinical and population-based research. Fundamentals will include descriptive statistics, estimation, hypothesis testing, precision, sample size, correlation, problems with categorization for continuous variables, multiple comparison problems, and interpreting of statistical results.

**MPH 615 ENVIRONMENTAL HEALTH (3)** An introduction to the chemical, physical and biological factors affecting human health and disease, and how monitoring and control techniques can reduce the impact of the environment on global health.

**MPH 620 SOCIAL ASPECTS OF PUBLIC HEALTH (3)** An overarching goal of the Healthy People Initiative is to “achieve health equity, eliminate disparities, and improve the health of all groups”. From a social ecological perspective, this course examines factors contributing to health disparities and explores how to address determinants of health so that health equity may be achieved through the promotion of health and the prevention of disease among all groups.

**MPH 625 PUBLIC HEALTH IMPLEMENTATION AND EVALUATION (3)** The second of a two-course sequence (MPH 605, MPH 625) that provides students with a comprehensive overview of the practical and theoretical principles and skills needed to plan, implement, and evaluate health promotion programs in public health settings. Emphasis is placed on specific methods and models used, public health data, an understanding and evaluation of health promotion theories, and applications made to the design to change the determinants of behavior.

**MPH 630 EPIDEMIOLOGY (3)** An introduction to epidemiology as a body of knowledge and a method for analyzing public health issues. Emphasis is on how to measure and describe the health of populations the natural history of diseases in population groups, standardization of rates, sources of data, study designs, measurements of risk, evaluation of screening tests, casual inferences and outbreak investigation.

**MPH 635 COMMUNITY HEALTH ADMINISTRATION (3)** An introduction to the structure and functions of the American health-care system, public health practice in the United States and basic managerial responsibilities. Emphasis is on management tasks and styles, structure and trends of the health-care system, legal and regulatory framework for public health, organizational and community assessment, public health settings and services.

**MPH 640 ETHICAL ISSUES IN PUBLIC HEALTH (3)** This course examines ethical theories and explores health-related ethical issues, preparing students to uphold professional ethics, to identify and evaluate ethical dilemmas, and to make ethical decisions within the context of health profession.

**MPH 650 PUBLIC HEALTH INTERNSHIP (3)** Apply knowledge of public health core competencies in a working public health setting under the supervision of a preceptor.

**MPH 651 PUBLIC HEALTH INTERNSHIP (6)** Apply knowledge of public health core competencies in a working public health setting under the supervision of a preceptor.

**MPH 652 PUBLIC HEALTH INTERNSHIP (9)** Apply knowledge of public health core

competencies in a working public health setting under the supervision of a preceptor.

**MPH 655 PUBLIC HEALTH CAPSTONE SEMINAR (3)** Demonstration of the synthesis and integration of knowledge gained through the coursework and other learning experiences with the application of theory and principle to various public health issues. Students will write a prospectus paper building upon their internship experience to demonstrate how they will continue that work, and what outcomes they will accomplish in the coming 5-10 years.

**MPH 669 SPECIAL TOPICS IN PUBLIC HEALTH (1, 2, 3)** Intensive study of a problem or topic in Public Health. Topic varies according to professor and term offered.

**MPH 670 INDEPENDENT STUDY IN PUBLIC HEALTH (1, 2, 3)** This course offers the opportunity for students to pursue in depth a topic of special interest within Public Health under the supervision of a faculty member. Can be taken more than once.

**MPH 675 PUBLIC HEALTH RESEARCH (3, 6, or 9)** *Prerequisite: 3.0 average in all MPH core courses.* This course will provide students with hands-on experience in public health research under the guidance of a faculty sponsor. Research projects may either be in support of ongoing faculty research or be an original idea from the student. This course can be taken for 3, 6, or 9 credits and can be combined with or taken in place of clinical internship hours to reach required hours. Approval required by the MPH Program Director.

**MPH 677 STUDY ABROAD IN GLOBAL PUBLIC HEALTH (3)** This course provides students with the opportunity to study in foreign settings. This course provides students with an overview of the multiple factors affecting the health of populations and communities in an international setting and will equip students to meet the needs of individuals and communities in diverse cultural settings. The social and environmental determinants of health as well as ethical and human rights concerns as they relate to minority populations and global health will be emphasized.

**MPH 687 DOMESTIC STUDY AWAY IN PUBLIC HEALTH (3)** This course is a parallel experience to study abroad as an experiential learning opportunity that allows students to each academic credits towards the completion of a degree in an off-campus location using domestic destinations around the United States. Study away programs expose students to diverse perspectives and multiple modes of inquiry in ways not ordinarily achieved in a classroom setting. This course provides students with an overview of the multiple factors affecting the health of populations and communities in an off-campus location and will equip students to meet the needs of individuals and communities in diverse cultural settings. The social and environmental determinants of health as well as ethical and human rights concerns as they relate to working with minority populations in public and community health will be emphasized.

#### APPLIED PROJECT MANAGEMENT COURSES

**MPM 610 INTRODUCTION TO PROJECT MANAGEMENT (3)** This course develops a foundation of concepts and solutions that support the planning, scheduling, controlling, resource allocation, and performance measurement activities required for successful completion of a project. It will introduce project phases including initiate, plan, execute, control, and close.

**MPM 620 PROJECT FRAMEWORK AND PROCESSES (3)** *Prerequisite: MPM 610.* Develop essential project management skills to help mitigate time, budget, quality and scope constraints. Evaluate product scope through effective identification of requirements, assess and manage stakeholder expectations, and meet quality standards while navigating change requests.

**MPM 630 PROJECT RISK MANAGEMENT (3)** *Prerequisite: MPM 610.* This course will provide the student with a thorough understanding of Risk Management in a systematic, iterative approach that is composed of the following processes: Plan Risk Management, Identify Risks, Analyze Risks Qualitatively, Analyze Risk Quantitatively, Plan Risk Responses, and Control Risks. Project quality and procurement will be addressed.

**MPM 640 PROJECT LEADERSHIP AND TEAM MANAGEMENT (3)** *Prerequisites: MPM 620, MPM 630.* Students will learn to apply effective leadership strategies, use technology to improve interpersonal communication with teams and stakeholders, become more influential, help motivate and guide the project team through change, deal with human resources and practice ethical principles during the entire project management process.

#### PHYSICIAN ASSISTANT MEDICINE

**PA 600 INTRODUCTION TO THE PROFESSION (1)** This course is designed to aid the student in the transition into the medical profession and serves as an introduction to professional issues. Areas of discussion include the history of the physician assistant profession, the PA-Physician team, professional organizations, licensing and credentialing, malpractice, professionalism, health care delivery, reimbursement issues including Medicaid and Medicare, biomedical ethics, health literacy, diversity issues, domestic violence, and end of life issues.

**PA 601 MEDICAL PRACTICE I (5)** This is the first in a series of courses designed to provide an intensive study of human diseases and disorders using a lifespan approach, in the areas of clinical medicine including epidemiology, etiology, clinical presentation, progression, therapeutic management, prevention, laboratory medicine, imaging, and prognosis. Emphasis will be on disease processes common to primary care practices and the development of a differential diagnoses and plans based upon the patient's clinical presentation.

**PA 602 MEDICAL PRACTICE II (5)** This is the second in a series of courses designed to provide an intensive study of human diseases and disorders using a lifespan approach in the areas of clinical medicine including epidemiology, etiology, clinical presentation, progression, therapeutic management, prevention, laboratory medicine, imaging and prognosis. Emphasis will be on disease processes common to primary care practices and the development of a differential diagnoses and plans based upon the patient's clinical presentation.

**PA 603 MEDICAL PRACTICE III (5)** This is the third in a series of courses designed to provide an intensive study of human diseases and disorders using a lifespan approach in the areas of clinical medicine including epidemiology, etiology, clinical presentation, progression, therapeutic management, prevention, laboratory medicine, imaging, and prognosis. Emphasis will be on disease processes common to primary care practices, emergency medicine, pediatrics, geriatrics, surgery and the development of a differential diagnoses and plans based upon the patient's clinical presentation.

**PA 604 CRITICAL THINKING IN MEDICINE I (2)** This is the first in a series of courses designed to provide problem-based learning and simulation. This course creates an environment which will allow the students to pursue lines of inquiry, draw upon existing knowledge and experience to develop professional competencies and characteristics of excellent physician assistant students and future clinicians. Students will identify and pursue new learning issues and objectives, and pursue evidence to support their ideas. Each student assumes responsibility for appropriate analysis and delivery of findings to a small group of peers and a faculty facilitator. Each student is engaged as a partner in the learning environment which is critical to the process of discovery and clinical reasoning. Within the simulation experience, students will strengthen their synthesis in critical thinking, communication skills and team approach, to practice evidence-based medicine.

**PA 605 CRITICAL THINKING IN MEDICINE II (2)** *Prerequisite: Successful completion of prior semester of PA course work or program permission.* This course is the second in a series of courses designed to provide problem-based learning and simulation building in medical complexity. This course creates an environment which will allow the students to pursue lines of inquiry, draw upon existing knowledge and experience to develop the professional competencies and characteristics of excellent physician assistant students and future clinicians. Students will identify and pursue new learning issues and objectives, and pursue evidence to support their ideas. Each student assumes responsibility for appropriate analysis and delivery of findings to a small group of peers and a faculty facilitator. Each student is engaged as a partner in the learning environments which is critical to the process of discovery and clinical reasoning. Within the simulation experience, students will strengthen their synthesis in critical thinking, communication skills and team approach to practice evidence-based medicine.

**PA 606**                      **CRITICAL THINKING IN MEDICINE III (2)** *Prerequisite: Successful completion of prior semester of PA course work or program permission.* This course is the third in a series of courses designed to provide problem-based learning and simulation building in medical complexity. This course creates an environment which will allow the students to pursue lines of inquiry, draw upon existing knowledge and experience to develop the professional competencies and characteristics of excellent physician assistants and future clinicians. Students will identify and pursue new learning issues and objectives, and pursue evidence to support their ideas. Each student assumes responsibility for appropriate analysis and delivery of findings to a small group of peers and a faculty facilitator. Each student is engaged as a partner in the learning environment which is critical to the process of discovery and clinical reasoning. Within the simulation experience, students will strengthen their synthesis in critical thinking, communication skills and team approach to practice evidence-based medicine.

**PA 608**                      **HUMAN ANATOMY I (4)** This course introduces students to a thorough, clinically relevant knowledge base in human gross anatomy. This course utilizes lectures, interactive, computer programs, and texts are chosen to assist in active laboratory learning. Through critical thinking and active dissection students will learn a foundation of anatomy, which will allow them to build upon their clinical procedural/ surgical skills in clinical practice.

**PA 609**                      **HUMAN ANATOMY II (4)** *Prerequisite: Successful completion of prior semester of PA course work or program permission.* This is the second in a series of courses to introduce students to a thorough, clinically relevant knowledge base in human gross anatomy. This course utilizes lectures, interactive, computer programs, and texts are chosen to assist in active laboratory learning. Through critical thinking and active dissection students will learn a foundation of anatomy, which will allow them to build upon their clinical procedural/ surgical skills in clinical practice.

**PA 610**                      **SOCIAL AND CULTURAL ASPECTS OF HEALTHCARE (3)** *Prerequisite: Successful completion of prior semester of PA course work or program permission.* This course is designed with an emphasis on social, cultural, emotional and psychological factors affecting patient care and human relationships. Students will be introduced to the principles of basic communication skills in organizing an interview and developing a working relationship with patients who are stressed. The team approach to comprehensive health care is also discussed.

**PA 611**                      **HEALTH ETHICS (1)** *Prerequisites: Successful completion of prior semester of PA course work or program permission.* This course is designed to give students an appreciation of the basic knowledge and skills in ethical theory and reasoning, professional ethics, and inter-professional approaches to healthcare decision making.

**PA 612**                      **PATHOPHYSIOLOGY I (3)** This course reviews the basic concepts and principles that are essential to comprehending the fundamental mechanisms of human physiology at the cellular, tissue and organ levels; and, the requirements for the maintenance of homeostatic control and identification of pathology. This course lays the foundation for understanding the underlying principles of the etiology, management and prevention of human disease processes.

**PA 613**                      **PATHOPHYSIOLOGY II (3)** *Prerequisites: Successful completion of prior semester of PA course work or program permission.* This is the second in a series of courses which reviews the basic concepts and principles that are essential to comprehending the fundamental mechanisms of human physiology at the cellular, tissue and organ levels; and, the requirements for the maintenance of homeostatic control and identification of pathology. This course lays the foundation for understanding the underlying principles of the etiology, management and prevention of human disease processes.

**PA 614**                      **PHYSICAL DIAGNOSIS I (2)** An introduction to history-taking, physical examination techniques, counseling, documentation and presenting clinical information along with the practical application of these clinical skills are presented in this course. Emphasis is placed on acquiring the skills, knowledge and sensitivity needed to communicate and intervene effectively in a wide variety of patient encounters.

**PA 615**                      **PHYSICAL DIAGNOSIS II (2)** *Prerequisites: Successful completion of prior semester of PA course work or program permission, PA 614.* This is the second in a series of courses designed to facilitate history-taking, physical examination techniques, counseling, documentation and presenting clinical



information along with the practical application of these clinical skills. Continued emphasis is placed on acquiring the skills, knowledge and sensitivity needed to communicate and intervene effectively in a wide variety of patient encounters.

**PA 616**                                **PHYSICAL DIAGNOSIS III (2)** *Prerequisites: Successful completion of prior semester of PA course work or program permission, PA 614, PA 615.* This is the third in a series of courses designed to facilitate history-taking, physical examination techniques, counseling, documentation and presenting clinical information along with the practical application of these clinical skills. Continued emphasis is placed on acquiring the skills, knowledge and sensitivity needed to communicate and intervene effectively in a wide variety of patient encounters.

**PA 617**                                **COMMUNITY CLINIC I (1)** *Prerequisites: Successful completion of prior semester of PA course work or program permission.* This course is designed to introduce first year students to patient communication and interaction while serving local free clinics in the Lynchburg and surrounding areas. Students will be utilizing a team approach to patient care within a clinic setting.

**PA 618**                                **COMMUNITY CLINIC II (1)** *Prerequisites: Successful completion of prior semester of PA course work or program permission, PA 617.* This is the second in a series of courses to introduce first year students to patient communication and interaction while serving local free clinics in the Lynchburg and surrounding areas. Students will be utilizing a team approach to patient care within a clinic setting.

**PA 627**                                **PHARMACOTHERAPEUTICS I (3)** This course is designed to develop skills related to the principles of pharmacology as they pertain to therapeutic agents, prescription, and non-prescription medications. The course will include the principal mechanisms of action of the major classes of therapeutic agents, understanding of pharmacodynamics, uses, side effects, and toxicities.

**PA 628**                                **PHARMACOTHERAPEUTICS II (3)** *Prerequisites: Successful completion of prior semester of PA course work or program permission, PA 627.* This is the second in a series of courses designed to develop skills related to the principles of pharmacology as they pertain to therapeutic agents, prescription, and non-prescription medications. The course will include the principal mechanisms of action of the major classes of therapeutic agents, understanding of pharmacodynamics, uses, side effects, and toxicities.

**PA 629**                                **MEDICAL MICROBIOLOGY (3)** *Prerequisites: Successful completion of prior semester of PA course work or program permission.* This course covers the fundamental properties of pathogenic bacteria, viruses and fungi and the diseases these organisms cause. The various properties of bacteria are correlated with pathogenesis of disease, with specific focus on pharmaceutical treatment options.

**PA 634**                                **MEDICAL INFORMATICS AND RESEARCH (3)** *Prerequisites: Successful completion of prior semester of PA course work or program permission.* This course is designed to cover the importance of evidence-based medicine and review basic statistics, research methods, and ethical standards in research. Emphasis will be on developing the skills to critically appraise the validity of medical literature and the application of various types of clinical articles in answering clinical questions. Basic medical writing will be included to provide added guidance for upcoming projects.

**PA 640**                                **ADVANCED CLINICAL PROCEDURES (5)** *Prerequisites: Successful completion of prior semester of PA course work or program permission.* This four-week course will prepare the student for the upcoming clinical year. The focus will be on procedures, such as bedside and surgical procedures including aseptic technique, air and blood-borne pathogen transmission prevention, phlebotomy, IV placement, Foley catheter insertion, lumbar puncture, injections, surgical techniques, suturing, and casting.

**PA 645**                                **PRIMARY CARE SUPERVISED CLINICAL PRACTICE (3)** *Prerequisites: Successful completion of prior semester of PA course work or program permission.* This four-week clinical course will be within a Family Medicine clinic setting. This course provides the PA student with experience in the outpatient evaluation and treatment of pediatric and adult patients, including preventive medicine, acute and chronic illness, and patient education.

**PA 650**                                **EMERGENCY MEDICINE SUPERVISED CLINICAL PRACTICE (3)** *Prerequisites: Successful completion of prior semester of PA course work or program permission.* This four-week



clinical course will be within a hospital Emergency Department. PA students will gain knowledge and learn skills relevant to the triage, stabilization, diagnosis, and management of acute, life-threatening injuries and illnesses as well as the care of less threatening conditions.

**PA 655**                                **INPATIENT MEDICINE SUPERVISED CLINICAL PRACTICE (3)** *Prerequisites: Successful completion of prior semester of PA course work or program permission.* This four-week clinical course will be within an Inpatient Medicine practice. It will include a substantial inpatient experience for the PA student to gain knowledge of the evaluation and treatment of the multiple diseases and conditions of the adult population requiring hospitalization. The focus of this rotation is providing care for patients in the hospital setting with an emphasis on internal medicine.

**PA 660**                                **GENERAL SURGERY SUPERVISED CLINICAL PRACTICE (3)** *Prerequisites: Successful completion of prior semester of PA course work or program permission.* This four-week clinical course will be within a surgical practice. PA students will participate in Operating Room (OR) cases and hospital consultations as well as clinic based cases and visits in caring for conditions that require surgical management. This will include pre-operative, intra-operative, and post-operative care.

**PA 665**                                **WOMEN'S HEALTH SUPERVISED CLINICAL PRACTICE (3)** *Prerequisites: Successful completion of prior semester of PA course work or program permission.* This four-week clinical course provides the PA student with experience in managing common gynecologic disorders. The obstetric experience will include routine prenatal and postpartum care. It will include labor & delivery.

**PA 670**                                **PEDIATRIC MEDICINE SUPERVISED CLINICAL PRACTICE (3)** *Prerequisites: Successful completion of prior semester of PA course work or program permission.* This four-week clinical course will provide the PA student with experience in outpatient and/or in-patient management of pediatric patients. The student will have the opportunity to perform well child exams, problem oriented exams, evaluate common pediatric illnesses, and the care of the newborn and children.

**PA 675**                                **BEHAVIORAL HEALTH SUPERVISED CLINICAL PRACTICE (3)** *Prerequisites: Successful completion of prior semester of PA course work or program permission.* This four-week clinical course will provide the PA student with a behavioral medicine experience in caring for ambulatory and/or hospitalized patients with psychiatric disorders. The student will perform basic psychiatric evaluations, monitor medications, and support the clinical management plan for patients after psychiatric evaluation and treatment.

**PA 680**                                **ELECTIVE I SUPERVISED CLINICAL PRACTICE (1.5)** *Prerequisites: Successful completion of prior semester of PA course work or program permission.* This two to four-week clinical course will provide the PA student the opportunity to practice in any available medical setting of the student's choice. This may be used to augment a previous clinical experience or explore an area of interest or potential future employment.

**PA 683**                                **ELECTIVE SUPERVISED CLINICAL PRACTICE (1.5)** *Prerequisites: Successful completion of prior semester of PA course work or program permission.* This two to four-week clinical course will provide the PA student the opportunity to practice in any available medical setting of the student's choice. This may be used to augment a previous clinical experience or explore an area of interest or potential future employment.

**PA 685**                                **ELECTIVE II SUPERVISED CLINICAL PRACTICE (1.5)** *Prerequisites: Successful completion of prior semester of PA course work or program permission.* This two to four-week clinical course will provide the PA student the opportunity to practice in any available medical setting of the student's choice. This may be used to augment a previous clinical experience or explore an area of interest or potential future employment.

**PA 688**                                **ELECTIVE SUPERVISED CLINICAL PRACTICE (1.5)** *Prerequisites: Successful completion of prior semester of PA course work or program permission.* This two to four-week clinical course will provide the PA student the opportunity to practice in any available medical setting of the student's choice. This may be used to augment a previous clinical experience or explore an area of interest or potential future employment.

**PA 690 RESEARCH CLERKSHIP (3)** *Prerequisite: Successful completion of prior semester of PA course work or program permission.* This four-week course allows the PA student to participate in research in any medical area of interest in preparation for the student's Master's Project. The student may engage the multiple academic departments of the University of Lynchburg outside of the School of PA Medicine for this research. Topics for research must be approved by the department chair and must be approved by the appropriate University review board. As an alternative, the student may perform a service learning project during this time as part of the Master's Project.

**PA 695 MASTER'S RESEARCH (3)** *Prerequisites: Successful completion of prior semester of PA course work or program permission.* This course is a follow up to Medical Informatics and the Research Clerkship. It is designed to allow the PA student to complete a master's degree project under the guidance of faculty or a community advisor. Students may identify an area of medicine, disease process or condition, conduct research, and produce a paper worthy of publication. The student may also perform a learning service project resulting in a publishable paper or product for use in the community. The student will prepare and present an oral presentation on their topic at the conclusion of the year.

**PA 699 SUMMATIVE COURSE (3)** *Prerequisites: Successful completion of prior semester of PA course work or program permission.* This course, presented near the end of the clinical year, will include intensive board review in preparation for the PANCE, review for clinical skills testing, CV preparation, and interviewing skills. It also includes a final clinical skills exam as well as a cumulative written test, both of which must be successfully passed to graduate from the program.

## DOCTOR OF MEDICAL SCIENCE (DMSC)

**PA 906 EPIDEMIOLOGY OF INFECTIOUS DISEASE (3)** *Prerequisite: Admission to DMSc Epidemiology certificate program.* This course provides the PA with an opportunity to explore infectious disease epidemiology as it relates to specific diseases, including viral, bacterial, and mycobacterial disease. There will be a focus on epidemics and pandemics, including tracking of incidence and prevalence.

**PA 907 EPIDEMIOLOGY OF CHRONIC DISEASE (3)** *Prerequisite: Admission to DMSc Epidemiology certificate program.* This course provides the PA with an opportunity to explore chronic disease epidemiology as it relates to specific diseases, including cancer, cardiovascular, chronic lung, and rheumatologic disease; and psychiatric issues. There will be a focus on incidence and prevalence data as well as interventions to mitigate the negative effects of chronic disease.

**PA 908 EPIDEMIOLOGY AND BIostatISTICS (3)** *Prerequisite: Admission to DMSc Public Health certificate program.* This course will provide PAs with an overview of key principles in epidemiology and biostatistics.

**PA 910 ORGANIZATIONAL BEHAVIOR AND LEADERSHIP (3)** *Prerequisites: Successful completion of prior semester of course work or program permission.* This course examines how the personal characteristics of organizational members influence the effectiveness and productivity of organizations and the job satisfaction of its members. It is believed that organizations are comprised of three levels, the individual, the group or department, and the organization itself. This course will focus on the problems and challenges leaders face in dealing with the individual and the small groups in the organization. Special attention will be given to the role of teams in organizations, the stages of team development, and actions that can support the development of effective teams. The realities of interpersonal processes are considered through examination of the roles of power, politics, and conflict in organizations. The human side of organizational change is then explored with a focus on understanding how and why people react to organizational change and identifying opportunities for enhancing the effective implementation of change.

**PA 912 FUNDAMENTALS OF TELEHEALTH (3)** *Prerequisite: Admission to DMSc certificate program.* This course will provide PAs with the needed policy, economic and practice knowledge needed to fill the growing demand of providing care through telehealth.

**PA 913 ECONOMICS OF TELEHEALTH (3)** *Prerequisite: Admission to DMSc certificate program.* This course will provide PAs with the needed foundation in economic and practice management needed to fill the growing demand of providing care through telehealth.

**PA 914**                      **LEGAL ISSUES OF TELEHEALTH (3)** *Prerequisite: Admission to DMSc certificate program.* This course will provide PAs with the needed foundation in legal principles and risk mitigation needed to fill the growing demand of providing care through telehealth.

**PA 915**                      **HEALTH MANAGEMENT (3)** *Prerequisite: Admission into the DMSc Health-care Administration and Management Certificate program.* This course will provide PAs with an intense educational exposure in the area of healthcare management principles emphasizing administrative leadership in building partnerships and developing tools and resources to promote positive change in the healthcare system.

**PA 916**                      **HEALTH CARE ADVOCACY (3)** *Prerequisite: Admission to DMSc Executive Leadership certificate program.* This course will provide PAs with an intense educational exposure in the area of healthcare advocacy methods emphasizing leadership in building partnerships and developing tools and resources to promote positive change in the healthcare system.

**PA 917**                      **HISTORY OF PUBLIC HEALTH (3)** *Prerequisite: Admission to DMSc Public Health certificate program.* This course will provide PAs with an overview of the history of public health and how an understanding of this history relates to current practices and policies in public health.

**PA 918**                      **CORE TOPICS IN PUBLIC HEALTH (3)** *Prerequisite: Admission to DMSc Public Health certificate program.* This course covers essential topics in public health for the PA, including the effect of the environment and toxins on human populations and public health emergency preparedness and response.

**PA 920**                      **HEALTHCARE ADMINISTRATION (3)** *Prerequisites: Successful completion of prior semester of course work or program permission.* This course provides PA with a concrete foundation in healthcare finance, resource allocation, and administration. The goal is to assist students develop practical approaches to improving the excellence and delivery of healthcare. Healthcare decisions are especially apt to have some form of ethical consequence. This course is designed to provide a basic framework from which to consider these consequences, as well as give the healthcare professional tools to develop management styles.

**PA 930**                      **DISASTER MEDICINE (3)** *Prerequisites: Successful completion of prior semester of course work or program permission.* This course is designed to expose the student to the clinical aspects of disaster medicine by encouraging exploration of the roles of healthcare providers in disasters, the study of clinical situations that occur during disasters, analysis of public, occupational, and environmental health issues, and applying clinical research and epidemiology concepts. Special emphasis will be made to leadership roles in disaster medicine.

**PA 931**                      **WILDERNESS SURVIVAL MEDICINE (3)** *Prerequisite: Admission to DMSc certificate program.* This course will provide PAs with exceptional adaptive critical thinking skills, leadership and teamwork traits, multi-tasking ability, and position them to be well suited for work in high stress wilderness environments.

**PA 932**                      **EMERGENCY AND DISASTER MANAGEMENT PRINCIPLES AND PRACTICE (3)** *Prerequisite: Admission to DMSc certificate program.* This course will provide PAs with exceptional critical thinking skills and leadership and teamwork traits, multi-tasking ability, and position them to be well suited for work in high stress emergency and disaster environments.

**PA 940**                      **GLOBAL HEALTH ISSUES (3)** *Prerequisites: Successful completion of prior semester of course work or program permission.* This course provides an introduction to important global health issues, including determinants of health, key areas of disease burden, and the role that PAs can play in taking a leadership role in solving these problems. The goal of the course is to expand the PAs understanding of the impact of infectious and chronic diseases on the world's population with particular attention paid to the health status of women, children and the poor. Students will examine case studies of successful global health interventions to understand features of successful programs.

**PA 941**                      **PA CLINICAL ISSUES AND TROPICAL DISEASE (3)** This course will provide PAs with an intense educational exposure in the area of tropical diseases and travel medicine with an emphasis on the clinical assessment of patients who present for pre-or post-travel advice and medical care.

**PA 942 SOCIAL AND BEHAVIORAL ISSUES IN GLOBAL HEALTH (3)** *Prerequisite:* Admission to DMSc Global Health certificate program. This course will provide PAs with an overview of key social and behavioral issues associated with global health. Focus areas include social determinants of health, measuring socioeconomic status, global health disparities, health and human rights, medical anthropology, and ethics in global health research.

**PA 950 HEALTHCARE LAW (3)** *Prerequisites:* Successful completion of prior semester of course work or program permission. Students explore relevant healthcare law and policy issues that impact the PA profession and healthcare delivery systems. Emphasis will be placed on leadership roles and professional relationships in the healthcare system

**PA 960 EVIDENCE-BASED MEDICINE (3)** *Prerequisites:* Successful completion of a prior semester of course work or program permission. Residential students who have graduated from the Lynchburg Master of PA Medicine do not have to take this course. This course will cover key principles of scientific research and performance improvement in PA practice. Research design, ethics, and critical appraisal of medical publications will be reviewed. This course will emphasize the application of principles of evidence-based research and quality performance to achieve patient-centered clinical outcomes. Students will develop a proposal of their project.

**PA 961 DOCTORAL PROJECT I (1)** *Prerequisite:* PA 960 or waiver. Students will advance the doctoral project proposal and develop implementation procedures

**PA 962 DOCTORAL PROJECT II (1)** *Prerequisite:* PA 961. Students will execute a scholarly project suitable for publication and/or presentation at PA and other conferences.

**PA 963 DOCTORAL PROJECT III (1)** *Prerequisite:* PA 962. Students will synthesize findings, draw conclusions, recommendations, and evaluation of their doctoral project in a scholarly report suitable for publication. Students are encouraged to submit for publication and/or present their work at PA and other conferences.

**PA 965 DOCTORAL PROJECT EXTENSION (1)** *Prerequisite:* Program permission. This course is intended as an option to provide students with an opportunity to extend their scholarly project. This course can be repeated for credit.

**PA 971 PA PRACTICUM I (4)** *Prerequisite:* PA 971. This course will provide intensive clinical exposure in a chosen clinical specialty to further the student's clinical practice. Students will apply advanced and specialized medical knowledge beyond general practice. Students will begin training within clinical competencies.

**PA 972 PA PRACTICUM II (4)** *Prerequisite:* PA 971. This course is the second session of the PA practicum. This course will continue to provide intensive clinical exposure in a chosen clinical specialty to further the student's clinical practice. Students will apply advanced and specialized medical knowledge beyond general practice by training within clinical competencies.

**PA 973 PA PRACTICUM III (4)** *Prerequisite:* PA 972. This course is the third session of the PA practicum. This course will continue to provide intensive clinical exposure in a chosen clinical specialty to further the student's clinical practice. Students will apply advanced and specialized medical knowledge beyond general practice.

**PA 974 PA PRACTICUM IV (4)** *Prerequisite:* PA 973. This course is the fourth session of the PA practicum. This course will continue to provide intensive clinical exposure in a chosen clinical specialty to further the student's clinical practice. Students will apply advanced and specialized medical knowledge beyond general practice. At the end of this course students will have completed 100% of clinical competencies.

**PA 975 PA EDUCATION PRACTICUM I (4)** *Prerequisite:* Admission to the Doctor of Medical Science Program. This course will provide intensive PA educational exposure in a chosen educational setting to further the student's development as a faculty member. Students will apply program educational experiences to the practicum setting and integrate learning theory and medical education literature to improve their

students' learning outcomes through the practicum experience.

**PA 976**                      **PA EDUCATION PRACTICUM II (4)** *Prerequisite: PA 975.* This course is the second session of the PA Education Practicum and provides intensive PA educational exposure in a chosen educational setting to further the student's development as a faculty member. Students will apply program educational experiences to the practicum setting and integrate learning theory and medical education literature to improve their students' learning outcomes through the practicum experience.

**PA 977**                      **PA EDUCATION PRACTICUM III (4)** *Prerequisite: PA 976.* This course is the third session of the PA Education Practicum and provides intensive PA educational exposure in a chosen educational setting to further the student's development as a faculty member. Students will apply program educational experiences to the practicum setting and integrate learning theory and medical education literature to improve their students' learning outcomes through the practicum experience.

**PA 978**                      **PA EDUCATION PRACTICUM IV (4)** *Prerequisite: PA 977.* This course is the fourth session of the PA Education Practicum and provides intensive PA educational exposure in a chosen educational setting to further the student's development as a faculty member. Students will apply program educational experiences to the practicum setting. At the completion of this course, students will summarize their progress toward integrating learning theory and medical education literature to improve their students' learning outcomes through the practicum experience.

**PA 981**                      **PA FELLOWSHIP I (5)** This course will provide intensive clinical exposure in a chosen clinical specialty to further the student's clinical practice. Students will apply advanced and specialized medical knowledge beyond general practice. Students will begin training within clinical competencies.

**PA 982**                      **PA FELLOWSHIP II (5)** *Prerequisite: PA 981.* This course is the second session of the PA fellowship. This course will continue to provide intensive clinical exposure in a chosen clinical specialty to further the student's clinical practice. Students will apply advanced and specialized medical knowledge beyond general practice by training within clinical competencies.

**PA 983**                      **PA FELLOWSHIP III (6)** *Prerequisite: PA 982.* This course is the third session of the PA fellowship. This course will continue to provide intensive clinical exposure in a chosen clinical specialty to further the student's clinical practice. Students will apply advanced and specialized medical knowledge beyond general practice. At the end of this course, students will have completed 100% of clinical competencies.

**PA 986**                      **EMERGENCY & GLOBAL PRACTICUM I (3)** *Prerequisite: Admission to the program.* The practicum series courses provides professional exposure in chosen clinical and administrative specialties that further the student's achievement in professional competencies. Students will extrapolate work-based experience to a disaster and global health setting. This practicum is one of three, preparing the PA for a fourth practicum which is a one-site Emergency Management and Global Health intensive.

**PA 987**                      **EMERGENCY & GLOBAL PRACTICUM II (3)** *Prerequisites: Admission to the program, completion of previous course in series or upon approval from course faculty leader and program director.* The practicum series courses provides professional exposure in chosen clinical and administrative specialties that further the student's achievement in professional competencies. Students will extrapolate work-based experience to a disaster and global health setting. This practicum is one of three, preparing the PA for a fourth practicum which is an one-site Emergency Management and Global Health intensive.

**PA 988**                      **EMERGENCY & GLOBAL PRACTICUM III (3)** *Prerequisites: Admission to the program, completion of previous course in series or upon approval from course faculty leader and program director.* The practicum series courses provides professional exposure in chosen clinical and administrative specialties that further the student's achievement in professional competencies. Students will extrapolate work-based experience to a disaster and global health setting. This practicum is one of three, preparing the PA for a fourth practicum which is an one-site Emergency Management and Global Health intensive.

**PA 989**                      **EMERGENCY & GLOBAL PRACTICUM INTENSIVE (4)** *Prerequisites: Admission to the program, completion of previous course in series or upon approval from course faculty leader and program director.* The practicum series courses provides professional exposure in chosen clinical and

administrative specialties that further the student's achievement in professional competencies. Students will extrapolate work-based experience to a disaster and global health setting. This practicum is one of three, preparing the PA for a fourth practicum which is a one-site Emergency Management and Global Health intensive.

**PA 990** **TEACHING AND LEARNING IN PA EDUCATION (3)** *Prerequisite: Admission to the Doctor of Medical Science Program.* This course provides PA faculty with a concrete foundation in best practices of teaching and learning within PA education. The goal is to assist students in the development of practical approaches to improving student learning, engagement, and teaching methods through frameworks grounded in educational theory and/or the medical education literature. The goal of the course is to improve PA faculty teaching effectiveness and their students' learning.

**PA 991** **PA PROGRAM DEVELOPMENT, IMPLEMENTATION AND MAINTENANCE (3)** *Prerequisite: Admission to the Doctor of Medical Science Program.* This course provides PA faculty with a concrete foundation in curriculum and administrative best practices for us within PA education. The goal is to assist students in their application of educational theory and/or the medical education literature to the development of practical approaches for developing, implementing and maintaining curricular and program operational components. The goal of the course is to improve PA faculty members' effectiveness as members and leaders of a PA education team.

**PA 992** **PA PROGRAM EVALUATION AND IMPROVEMENT (3)** *Prerequisite: Admission to the Doctor of Medical Science Program.* This course provides PA faculty with a concrete foundation in accreditation compliance, program evaluation, and program leadership. The goal is to assist students in their application of educational theory and/or the medical education literature to the development of practical approaches for ensuring compliance with accreditation standards and conducting program evaluation. The goal of the course is to improve PA faculty members understanding of accreditation and program evaluation in order to support their effectiveness as leaders within their PA programs and the profession.

**PA 993** **INTEGRATING TECHNOLOGY & TEACHING ONLINE (3)** *Prerequisites: Admission to the DMSc Medical Education Certificate Program or DMSc PA Education Concentration.* Provides PAs with an overview of key considerations for integrating technology into medical education framed around common medical educational goals and activities. Delivers a structured approach to developing online instruction, engaging students, and optimizing student learning within the online environment.

## **READING COURSES**

**RDNG 625** **SURVEY OF EFFECTIVE READING METHODS (3)** Focuses on the foundations of reading and reading development. Topics include children's basic language development as a precursor to reading and as a medium for instruction, methods for assessing and instructing the emergent reader, the beginning reader, and the instructional reader, as well as reading disability.

**RDNG 640** **STRATEGIES FOR TEACHING PHONICS, SPELLING, AND VOCABULARY (3)** Examination of theoretical and practical issues surrounding access to print. Advances basic knowledge of reading process, models multi-sensory approach to teaching reading, and develops understanding of phonics, spelling, and vocabulary acquisition.

**RDNG 643** **TEACHING WRITING (3)** This course is designed to be a collaborative effort to explore writing as a process, not just a product, and to discover how the teaching of writing involves the teacher as a writer, and the integration of writing across the curriculum, enhancing each discipline within our schools. The course will focus on ways to design and implement writing strategies across the curriculum and grade levels. Students will practice the art of writing in a writing workshop.

**RDNG 644** **ADOLESCENT LITERATURE (3)** An advanced course that includes intensive study of selected traditional and contemporary books that appeal to the adolescent reader and/or are about the adolescent. To encourage interdisciplinary uses, a wide variety of texts will be employed. Different approaches to literature genres, modes, and characteristics contained within the literature will be explored.

**RDNG 669** **SPECIAL TOPICS IN READING (3)** Offered to allow for subjects that are topical and within the special expertise of the instructor; requires approval of the dean of the College of Education,



Leadership Studies, and Counseling. Students may receive credit for up to two special topics courses.

**RDNG 672 READING AND STUDY SKILLS IN THE CONTENT AREA (3)** Methods, materials, and organizational patterns for reading and writing as a means to access text in content area texts and coursework. Reading strategies and study skills are improved to maximize learning for all students through effective use of course materials.

**RDNG 675 CONTEMPORARY ISSUES IN LANGUAGE ARTS INSTRUCTION (3)** Examination of issues and theoretical perspectives in the teaching of language arts in the elementary classroom. The course emphasizes instructional strategies, activities, materials, and techniques to stimulate the acquisition of oral, aural, and written language skills.

**RDNG 680 THE ORGANIZATION AND SUPERVISION OF READING PROGRAMS (3)** *Prerequisite: RDNG 625 and RDNG 640.* Exploration of the organization and supervision of effective reading programs in classrooms, schools, and school districts. Participants design a reading program.

**RDNG 690 ASSESSMENT, DIAGNOSIS, AND REMEDIATION OF READING PROBLEMS (3)** *Prerequisites: RDNG 625 and RDNG 640 or permission of the instructor.* Introduction to basic and advanced assessment procedures used to diagnose reading difficulties of elementary and secondary students and adults. This course acquaints students with a variety of techniques to support and instruct remedial readers. These techniques address decoding, comprehension, writing, and word study across the developmental stage. It includes introduction of intervention techniques for accelerating the reading ability of struggling readers.

**RDNG 691 ASSESSMENT AND DIAGNOSIS PRACTICUM (3)** *Prerequisite: RDNG 690; Corequisite: RDNG 692.* Participants provide one-on-one or small group instruction for children in the clinical setting and administer initial and ongoing assessments, diagnosing reading issues in students who struggle with reading, so as to make sound instructional decisions during the intervention. Students communicate with parents/guardians (e.g., confirmation of case history in the beginning, parent conferences at the end). All instruction is supervised and includes individualized conferences.

**RDNG 692 CORRECTIVE AND REMEDIAL PRACTICUM (3)** *Prerequisite: RDNG 690; Corequisite: RDNG 691.* Application of differentiated instruction in a clinical setting to remediate and correct reading problems in disabled readers. Emphasis is on learning and developing appropriate and practical techniques that will meet the needs of specific individuals with specific reading problems.

**RDNG 695 ACTION RESEARCH IN LITERACY EDUCATION (3)** *Prerequisites: RDNG 625, RDNG 640, RDNG 672, RDNG 675 or RDNG 644, and EDHD 609.* Students will conduct original research in literacy, based on efforts to improve the quality of literacy performance in the classroom and/or the school. Students will write a proposal, collect and analyze data, and write a final report suitable for publication and presentation.

## SCIENCE COURSES

**SCIE 670 INDEPENDENT STUDY IN SCIENCE (3)** Provides for the pursuit of individual interest and projects not covered in existing courses and may be repeated if subjects of study vary; requires approval of the dean of the School of Sciences.

**SCIE 680 SPECIAL TOPICS IN SCIENCE (3)** Offered to allow for subjects that are topical and within the special expertise of the instructor; requires approval of the dean of the School of Sciences.

**SCIE 695 INDIVIDUAL RESEARCH IN SCIENCE (3)** *Prerequisite: Approval of faculty sponsor.* Individual Research in Science provides the student with a supervised opportunity to conduct a field, laboratory, or literary study project. The results may culminate in a formal paper and/or presentation as directed by the supervising instructor. Credit is dependent on the nature of the work but may not exceed three credit hours per semester.

**SCIE 699 SCIENCE EDUCATION INTERNSHIP (3)** *Prerequisite: EDCI 686.* Students who are completing the MEd in Science Education program are often looking for experiential education op-

portunities that would allow them to gain valuable on-site training. This is especially true for those wishing to gain experience in teaching environments. (e.g., a science museum outreach program), but who do not wish to formally student teach.

## **SPECIAL EDUCATION COURSES**

### **SPED 600 FOUNDATIONS AND LEGAL ASPECTS OF SPECIAL EDUCATION (3)**

Provides an overview of the special education field. Particular attention is given to federal and state rules and regulations that govern implementation of special services, basic knowledge relating to disability characteristics and causes, and current trends in special education (e.g., the issue of inclusion and accommodation of special learners in general education settings). Note: This course (or its equivalent) is prerequisite to all other courses in special education.

### **SPED 601 DESIGNING AND IMPLEMENTING INDIVIDUALIZED EDUCATION PLANS (3)**

*Prerequisites: SPED 600 or consent of instructor.* Promotes knowledge and skills related to the design and implementation of effective, educational interventions for students with disabilities at the elementary, middle and high school levels. Particular attention is given to creating environments that are responsive to the multi-dimensional needs of this population. Candidates acquire skills/strategies in the areas of IEP development, data-based instruction, and universal design for learning (alternative ways to teach and assess, and provide general curriculum adaptations and modifications).

### **SPED 605 CHARACTERISTICS OF STUDENTS WITH DISABILITIES NEEDING SIGNIFICANT ACADEMIC AND FUNCTIONAL SUPPORTS (3)**

*Prerequisites: SPED 600 or consent of instructor.* Focuses on the characteristics and support needs of students with disabilities (K-12) whose cognitive and functional skills are significantly different from typically developing peers; and therefore require adaptations and modifications to the general curriculum at the elementary, middle and high school levels. Specific attention is given to theories of etiology, characteristics of low incidence disabilities, legal issues, and programmatic needs of individuals across the life span.

### **SPED 606 CHARACTERISTICS OF STUDENTS WITH DISABILITIES ACCESSING GENERAL CURRICULUM (3)**

*Prerequisites: SPED 600 or consent of instructor.* Focuses on the characteristics and support needs of students with disabilities (K-12) who are accessing the general education curriculum at the elementary, middle and high school levels. The course examines characteristics, theories of etiology, characteristics of high incidence disabilities, legal issues, and programmatic needs of individuals across the life span.

### **SPED 616 ASSESSMENT AND EVALUATION (3)**

*Prerequisites: SPED 605 or SPED 606; or consent of instructor.* Prepares students to plan, deliver, and report on both formal and informal assessment procedures, which assist in determining special education eligibility, service delivery, curriculum, and instruction of students with disabilities. Candidates gain skills specific to comprehensive evaluation requirements, students with disability participation in the state and local accountability systems, assessment options, appropriate grading and testing accommodations, and assessment of students from diverse backgrounds.

### **SPED 620 LANGUAGE DEVELOPMENT/INSTRUCTION AND ASSISTIVE TECHNOLOGY (3)**

Examines communication problems relevant to individuals with disabilities. Particular attention is given to language development and acquisition, assessment procedures, and language arts instruction including reading and written expression. The course also includes a review of compensatory approaches to academics and basic communication with an emphasis on the use of assistive devices, both basic and electronic.

### **SPED 625 MANAGEMENT OF CLASSROOM INSTRUCTION AND BEHAVIORS (3)**

*Prerequisites: SPED 605 or SPED 606; or consent of instructor.* The course includes an understanding and knowledge of functional behavioral assessments and positive behavioral interventions and supports; and demonstrated ability to create a safe, orderly classroom environment, including classroom organization, instructional design, and establishment of classroom routines and procedures. Candidates gain knowledge about behavior assessments, data collection and analysis, development and monitoring of behavior intervention plans.

### **SPED 635 TRANSITIONING TO ADULT LIFE FOR PEOPLE WITH DISABILITIES (3)**

*Prerequisites: SPED 605 or SPED 606; or consent of instructor.* The course focuses on lifelong skills and



adjustments in and beyond the school setting. Candidates will gain skills to work with families and community agencies to provide successful student transitions throughout postsecondary education, employment, and independent living that addresses an understanding of long-term planning, age-appropriate transition assessments, career development, life skills, community experiences and resources, self-advocacy, and self-determination, guardianship, and other legal considerations.

**SPED 645 INSTRUCTIONAL STRATEGIES IN MATHEMATICS AND SCIENCE (3)**

*Prerequisite: SPED 600.* Examines the methodology and curriculum of mathematics and science instruction for children and youth with learning disabilities, emotional and behavior disorders, and intellectual disabilities who are served primarily in general curriculum-based programs. Attention is given to a variety of general instructional approaches as well as specific teaching and student centered strategies within mathematics and science.

**SPED 651 DESIGNING COMPREHENSIVE, FAMILY-CENTERED INTERVENTIONS (3)**

*Prerequisites: SPED 600 or consent of instructor.* Develops knowledge and skills related to the design and management of comprehensive, family-centered interventions for young children with disabilities. Specific attention is given to the design, management, and evaluation of environments that are child-centered, developmentally appropriate, and naturalistic; and the design of family-centered individualized Family Service Plans (IFSPs)

**SPED 653 DEVELOPMENTALLY APPROPRIATE CURRICULUM AND IN-**

**STRUCTIONAL PROGRAMMING FOR PRESCHOOL (3)** *Prerequisites: SPED 600 or consent of instructor.* Develops knowledge and skills related to the design and management of developmentally appropriate early intervention for young children with disabilities. Specific attention is given to: (a) key features of early intervention (EL), and early childhood special education (ECSE) curriculum across all developmental domains; (b) commonly used and research validated EI and ECSE curriculum models; and (c) innovative and effective intervention strategies that can be used in a variety of EL and ECSE settings.

**SPED 660 ASSESSMENT OF YOUNG CHILDREN WITH DEVELOPMENTAL**

**DELAYS (3)** Examines approaches to the assessment of young children (ages newborn-5) with disabilities. Attention is given to the use and interpretation of appropriate instruments and specific diagnostic tools in language, social, motor, and self-help domains. Additional focus is given to the multidisciplinary aspects of assessment.

**SPED 662 MEDICAL AND THERAPEUTIC INTERVENTIONS FOR CHILDREN**

**WITH DISABILITIES (3)** Examines appropriate medical, health, and therapy interventions for young children with disabilities with attention to self-care skills, mealtimes, physical and occupational therapy, medical and health management, and sensory systems.

**SPED 665 INDIVIDUALIZED SUPPORTS AND SPECIALIZED CARE OF STUDENTS**

**WITH SIGNIFICANT SUPPORT NEEDS (3)** *Prerequisites: SPED 600, SPED 601, SPED 605, or consent from instructor.* The course will address the medical sensory, and physical needs of this population. Candidates will gain knowledge of and ability to implement adapted strategies to address disability-specific or unique needs, including, daily living, communication, and medical care of students with significant support needs.

**SPED 666 ADAPTED INSTRUCTIONAL METHODS AND STRATEGIES (3)**

*Prerequisites: SPED 601 and SPED 616; or consent of instructor.* The course will provide knowledge about the varied curricular needs of students with significant support needs. Candidates will gain (a) ability to implement a range of medications, adaptations, special instructional strategies, and research-based interventions; (b) knowledge of available assistive and instructional technologies, including alternative communication methods and systems to promote learning and independence; (c) ability to conduct ongoing evaluations of instructional materials and practices to determine effectiveness, assess student needs and monitor student progress.

**SPED 668 INDEPENDENT STUDY – SPECIAL EDUCATION (1, 2, 3)**

Offers the opportunity for students to pursue in depth a topic of special interest within Special Education under the supervision of a faculty member. Can be taken more than once.

**SPED 669 SPECIAL TOPICS IN SPECIAL EDUCATION (1, 2, 3)**

*Prerequisite: SPED 600 or consent of instructor.* Intensive study of a problem or topic in special education. Topic varies according to the professor and term offered.

**SPED 670 INTRODUCTION TO AUTISM SPECTRUM DISORDER (3)** *Prerequisite: SPED 600 or consent of instructor.* This course provides an overview of the foundation and characteristics of Autism Spectrum Disorder (ASD). In addition, it introduces sensory, motor, academic, communication, social, and transition needs of individuals with ASD across the lifespan and evidence-based strategies for supporting those individuals.

**SPED 675 COLLABORATION IN SPECIAL AND GENERAL EDUCATION (3)** *Prerequisite: 18 hours of graduate coursework in special education or permission of the instructor.* Investigates the issues and practices of educators who deal with families, schools, and community agencies. Attention is given to such issues as integrated services, coordination between general and special educators, teaming family-focused collaboration and community resources, and models of service delivery.

**SPED 681 ACTION RESEARCH CAPSTONE (3)** *Prerequisite: Successful completion of all other courses per emphasis requirements.* Capstone course for students at the end of their MEd program in special education, requiring students to integrate knowledge and concepts learned throughout the program and apply a number of competencies to complete an action research project to address practical problems related to the student's specific area of educational practice and using common educationally-focused research methodologies.

**SPED 691-692, 696, 697, 698 AND 699 INTERNSHIPS IN SPECIAL EDUCATION (3)** Supervised field experience with persons who are disabled. Placement is arranged in a program providing special services. Students should consult their advisors in advance of registration to determine the hours of credit to be earned in the internship. All coursework in special education must be taken prior to or concurrently with the internship. These courses require a mandatory Criminal and Social Services background check conducted at the end of the prior semester at the student's expense.

**SPED 691 INTERNSHIP IN EARLY CHILDHOOD SPECIAL EDUCATION (AGES 0-2 YEARS)**

**SPED 692 INTERNSHIP IN EARLY CHILDHOOD SPECIAL EDUCATION (AGES 3-5 YEARS)**

**SPED 696 INTERNSHIP IN SPECIAL EDUCATION-GENERAL CURRICULUM (ELEMENTARY)**

**SPED 697 INTERNSHIP IN SPECIAL EDUCATION-GENERAL CURRICULUM (SECONDARY)**

**SPED 698-699 INTERNSHIP-ADAPTED CURRICULUM (3, 3)**

(Note: SPED 698 provides an elementary experience for three credits and SPED 699 a secondary experience for three credits).

#### **SPORT MANAGEMENT COURSES**

**SPMG 620 SOCIOCULTURAL ELEMENTS OF SPORT (3)** This course examines the history, philosophy, sociology, and ethics of sport. Students will learn the ways in which U.S. sport business shapes, and is shaped by, the larger social world.

**SPMG 630 SPORT FACILITY AND EVENT MANAGEMENT (3)** This course focuses on the development of personal skills and competencies in the management and maintenance of movement and sport facilities and management of sport and physical performance events.

**SPMG 640 SPORT SALES AND MARKETING (3)** The application of the principles of sales and marketing to the sport and fitness industry including the area of professional sports, corporate fitness, college/high school athletics, clubs and resorts.

**SPMG 650 LEGAL ISSUES IN SPORT (3)** This course explores how various bodies of substantive law are applied in the realm of sport.

**TEACHER LICENSURE COURSES (NON-DEGREE)**

Courses with the TLIC prefix are offered to assist students in obtaining teacher licensure or to complement their professional training in a specific area. They are not applicable to the credit hour requirements for any specific graduate degree programs.

**TLIC 565                      METHODOLOGY OF TEACHING FOREIGN LANGUAGES (3)** A survey of methods and techniques of teaching foreign languages. Course content includes the study of theories of language learning and second-language acquisition, linguistics, classroom techniques, preparation and presentation of teaching materials, testing, use of the language laboratory, and professional bibliographies.

**TLIC 599                      INTERNSHIP IN EDUCATION (6)** *Prerequisites: Completion of College of Education, Leadership Studies, and Counseling undergraduate state approved program in a licensure area including 2.75 GPA in specific major. Passing scores on VCLA, Praxis II. Passing score on Reading for Virginia Educators (RVE) is required for elementary, middle school, and Special Education licensure.* Fulltime, supervised field experience in assigned grade level and/or subject area(s) appropriate to the student's endorsement(s). Seminar sessions are required. This internship experience is an application of effective teaching skills and content knowledge. Admission by application only and available only to students who have completed the College of Education, Leadership Studies, and Counseling undergraduate state approved program in a licensure area within the last year. *Note: A mandatory criminal and social services background check must be conducted in the prior semester at the student's expense.*

## ACADEMIC REGULATIONS

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### ACADEMIC LOAD

A full-time graduate student's academic load is nine or more credit hours per semester. No student carrying fewer than nine credit hours of work per semester will be classified as a full-time graduate student. A credit hour at the University of Lynchburg represents an amount of work carried out in pursuit of student learning outcomes and verified by evidence of student achievement. Students are expected to engage with the course material for at least 40 hours over the course of the 15-week semester for every credit awarded. (Fifty minutes spent in class is traditionally measured as one hour in determining progress toward the 40 hour minimum. This means 40 hours of seat time for a three-credit course.)

#### Graduate Students attending:

- 9 hrs. or more are considered full-time
- 6 to 8 hrs. are considered half-time
- 1 to 5 hrs. are considered less than half-time

Doctor of Medical Science (DMSc) students are considered full-time at seven (7) or more credit hours per 12-week term.

### BEHAVIORAL STANDARDS FOR LEARNING ENVIRONMENTS

The values and attitudes that should guide student behavior consistent with maintaining an environment conducive to learning are set forth in the University of Lynchburg catalog and *The Hornet*. Responsibility and authority for maintaining order in the learning environment are assigned to faculty.

The following standards and procedures apply to all learning environments. However, each college and each instructor may have codes to specify additional standards suitable for learning environments or activities.

No student in the University of Lynchburg classes, laboratories, performances, lectures, and/or organizations shall behave in any way that obstructs or disrupts the normal functioning of the environment. Such behavior includes, but is not limited to, behaviors that persistently or grossly

- (1) Inhibit the ability of other students to learn;
- (2) Interfere with the meaningful participation of other students; or
- (3) Inhibit the ability of an instructor or presenter to do his/her job.

Specifically, students should foster an optimal learning environment by doing the following:

- Arriving on time
- Being seated when it is time to begin and being attentive throughout
- Refraining from engaging in conversations with others unless participating in group activities
- Using courteous tone when speaking
- Refraining from leaving the event while it is in progress (except for illness or with prior approval)
- Treating others with respect
- Refraining from eating
- Respecting the process of discussion and group activity
- Leaving the facility in a neat and clean condition

Problem behavior may be identified through direct observation by a faculty or staff member or through a complaint brought by a student to a faculty or staff member.

### VIOLATIONS OF THE BEHAVIORAL STANDARDS FOR LEARNING ENVIRONMENTS

If an instructor believes that a student's behavior violates the Behavioral Standards for Learning

Environments policy, the instructor should take action to stop the disruption, including directing the student to cease the disruptive behavior. If the student does not comply with the instructor's direction, or if the instructor considers the disruption to be of a more egregious nature, he/she may exercise any of the following options:

1. When deemed feasible by the instructor, he/she will initiate a private conversation with the student. At the discretion of the instructor, another member of the faculty/staff and/or the student's academic advisor may be asked to be present for the conversation. The conversation should include
  - a. Identification of the problematic behavior;
  - b. Explanation of why the behavior is problematic;
  - c. A statement regarding expectations of future behavior; and
  - d. Explanation of the consequences of continued misconduct.

Following the conversation, the instructor will create a written summary of the conversation and send copies to the student, the student's academic advisor. If a faculty/staff member was asked to be present for the conversation, a copy of the summary will also be sent to him/her.

2. If the instructor believes that a private conversation will not be effective in resolving the misconduct, he/she may call a meeting with the student and any of the following
  - The faculty member's college dean;
  - The provost and vice president (or designee);
  - The vice president and dean for Student Development (or designee); and
  - The student's academic advisor.

The meeting will address topics 1a – 1d listed above. After the meeting, the instructor and the ranking academic official in attendance will create a written summary of the meeting. Copies will be sent to the student, the student's academic advisor, any staff member of the Academic Achievement Center responsible for monitoring the student's progress, and any other faculty/staff members who attended the meeting.

3. The instructor may submit a written report of the problematic behavior to the Office of the Dean of Students for disciplinary review in accordance with policies and procedures described in the Honor and Student Conduct Codes (see "Disciplinary Procedures" in the student handbook).
4. If the instructor believes that the student's behavior is so disruptive as to require immediate action, he/she may require the student to leave the classroom immediately. If the student refuses to leave immediately, the instructor may summon campus safety officers to escort the student from the room. After instructing the student to leave the classroom immediately, the faculty member will contact the provost and vice president to recommend a course of action, which may include
  - Dismissal from the course with a grade of "F" (The grade of "F" cannot be changed by student-initiated withdrawal.);
  - Suspension from the University (see "Academic Suspension"); and
  - Referral of the matter to the Office of the Dean of Students for disciplinary review in accordance with policies and procedures described in the Honor and Student Conduct Codes.

The provost and vice president (or designee) will arrange a meeting with the student, the instructor, and the instructor's college dean. During the meeting, the provost and vice president (or designee) will inform the student of the course of action deemed appropriate to address the reported disruption.

## CHANGING DEGREE PROGRAMS

Students who wish to change from one graduate degree program to another must submit a new degree application (unless changing between counselor education programs). No application fee will be charged. New required information relates only to the specific requirements applicable to the program not previously included in the initial application (e.g., interview for counselor education applicants). Students who have been inactive from their first program for more than two years should submit three new recommendations relevant to the new program. Applications for all students seeking to make a degree change will be reviewed for admission based on the particular requirements of the program they are seeking, as well as their prior graduate academic record at the University of Lynchburg.

## CLASS ATTENDANCE

Regular attendance, preparation for classes, and the prompt completion of assignments are obvious responsibilities expected of students. Each instructor will inform students of the attendance policies in effect for each class. A statement about attendance policy will comprise a portion of the course syllabus.

## COMPREHENSIVE EXAMINATIONS AND CAPSTONE EXPERIENCES

All graduate programs require a capstone experience to assess student success within the program. A written comprehensive examination is required in most MEd programs. In lieu of the written comprehensive exam, students pursuing the MEd in Educational Leadership K12 emphasis program have an alternative option with the School Leaders Licensure Assessment (SLLA). The MEd examination, which should be taken at the end of the graduate program, is given three times each year on the first Saturday of November, the third Saturday of March (unless in conflict with Easter weekend), and the last Saturday of June. Students must apply to take the exam at least three weeks prior to the examination date. Application forms are available on Moodle under the self-enroll course *Resources for Graduate Students*. Students pursuing the MEd in Clinical Mental Health Counseling and School Counseling must take and pass the Counselor Preparation Comprehensive Examination (national exam). Students completing the MEd programs in reading and science education are required to submit a comprehensive portfolio at the conclusion of these programs in lieu of the comprehensive exam.

Students pursuing the MA in Music will complete a comprehensive exam inclusive of written and oral components. Further information is available from the program director.

The comprehensive exams for the students in the MPH and DPT program are described in program syllabi.

For the EdD program, an oral comprehensive exam is required. The purpose of the comprehensive exam is to reflect on doctoral studies and experiences and to document the acquisition of knowledge, skills, and dispositions in the area of leadership.

## DISSERTATION REQUIREMENTS FOR THE EDD

The following principles serve as a foundation for the EdD in Leadership Studies dissertation:

1. Research should be organized around highly challenging problems embedded in the day-to-day work of institutions. Successful problem-solving begins with a working map of the elements that comprise the problem, the multiple pathways toward solutions, and an integrating framework for forming a coherent field of improvement activity.
2. Researchers need to work in close collaboration with other practitioners from the beginning. The full range of stakeholders must be involved in solving organizational problems.
3. Openness is fundamental. A participatory culture is essential. This means involving others in helping to solve specific problems. It also means promoting the exchange and development of powerful practices.

4. Innovations must be linked to a local context. It is not sufficient to know that a program or innovation can work. Students need to know how to make it work reliably within local organizations.
5. An evidence-based practice must discipline the enterprise. Continuous improvements require measuring key components that contribute to improved performance. This rigorous system of measures must be guided by a working theory about how various instructional processes, organizing routines, and cultural norms interact to effect desired outcomes.

The dissertation may include qualitative or quantitative research techniques and strategies; elements of action research may also be included.

## **DROPPING OR ADDING COURSES**

A student who wishes to drop or add a course or change to audit (i.e., attend without credit) may process a course change on-line through their my.lynchburg computer portal (valid through the Add Period of the academic term). A course change may also be processed with a Drop/Add/Audit form. The form is available from the Office of the Registrar or from the website: [www.lynchburg.edu/academics/registrar/forms](http://www.lynchburg.edu/academics/registrar/forms).

For a change to be effective the change must be processed within the specified time periods (stated below). If illness or extenuating circumstances preclude a student from personally processing a change, the Office of the Registrar will process the change when notified in writing or by email of the request. The effective date of all changes is the date that the online transaction is submitted or the change form is received by the Office of the Registrar. For course drops last day of class attendance is used for the effective date.

During the Add Period course adds also require the instructor's signature for closed classes. After the Add Period all course changes require the instructor's signature.

It is a student's responsibility to attend class. A student who cannot attend class needs to withdraw from the class. Simply not attending a class does not accomplish a class withdrawal. Because student class enrollment information, including the prompt reporting of last date of attendance, is required by internal and external sources an instructor may withdraw a student from class. Following are the two ways this can occur:

- 1) A student fails to attend the first class of the term.
- 2) A student has missed so many classes and is unlikely to be able to complete the course. For example, if a student misses two weeks or more, of a normal 15-week semester, it is unlikely the student could complete the course. The faculty member can withdraw the student as part of the mid-term grading process, the final grading process, or at the point in the semester or term when the faculty member realizes that the student has stopped participating in class activities, has missed two or more weeks of class, and cannot likely complete the course. When processing the withdrawal, the faculty member must record the student's last day of attendance or participation.

**Add Period** - Prior to the completion of the sixth day of class of the semester, schedule conflicts should be resolved and courses added.

**During First Three Weeks** - Courses dropped during the first three weeks do not become part of the student's permanent record unless the student is dropping all courses and has attended at least one class/session. A student who wishes to audit a course (i.e., attend without credit) should apply to the Office of the Registrar. Overload fees are determined on the basis of enrollment at the end of this period.

**After Completion of Three Weeks/Before Expiration of Ten Weeks** – The grade of W will be assigned for all courses dropped during this period. A student may change from

credit to audit during this period with permission from the instructor.

**After Ten Weeks Until the End of the Semester** - A student may not withdraw from a course or change from credit to audit during this period. After the 10th week, if a student stops participating in and attending class, a faculty member may record that the student unofficially withdrew (UW) from the class and submit a UW as a final grade. The faculty member must record the student's last day of participation or attendance. If the student is unofficially withdrawn from all classes, the University will assume that the student has unofficially withdrawn from the University unless it can document that the student completed the semester or term. If a student earns a grade in at least one course offered over the semester or term and the last date of attendance is after the 10th week, the University will assign a grade of F for the classes that had been assigned the grade of UW. Students who withdraw from the University of Lynchburg, or are suspended, after the tenth week of the semester will be withdrawn as of the last day of attendance.

**Cohort Add-Drop Policy:** All cohort programs such as, the Doctor of Education in Leadership Studies; Doctor of Physical Therapy; Doctor of Medical Science; and Master of PA Medicine are only available for enrollment on a cohort basis, students cannot drop or add individual courses during any semester.

**MBA-Cybersecurity Add-Drop Policy:** Courses in the MBA-Cybersecurity program and Cybersecurity Graduate Certificate will be offered in a 7-week or 14-week format. Students must complete a course before being eligible to take the following course in the sequence. For students enrolled in two 7-week courses in a single semester, students must make satisfactory progress in the first course to remain enrolled in the second course. Progress is marked by completion of the first assignment by the end of the second week of the course, completion of the third module by the end of the fourth week, and completion of the fifth module by the end of the sixth week, and completion of all work by the end of the seventh week. Students may re-enroll in a subsequent section once they have completed the prerequisite coursework. Withdrawals and refunds will follow traditional semester and half-semester withdrawal policies.

## FINAL EXAMINATIONS

The assessment of student learning at each and every level of instruction is a significant component of good teaching practice. A comprehensive final examination or an alternate assessable exercise or assignment appropriate to the nature of the course is useful. It will not only determine what the student has learned in a course, thus forming a sound basis for a grade which reliably reflects that learning, but it can also provide useful feedback to the instructor for reevaluating the effectiveness of the course's content, delivery style, pedagogy, structure, and measurement techniques. Moreover, since courses are a complement to programs, the final examination also helps to determine if the course is meeting the academic goals of the programs of which they are a part.

A final examination, or an alternate assessable exercise or assignment appropriate to the nature of the course, shall be given or due (e.g., take home exam) on the date and time established in the academic calendar. In either event the relative importance of the examination, exercise, or assignment in determining the total course grade lies with the instructor. Exceptions to this policy must be approved by the provost and vice president (or designee).

## GRADING SYSTEM

Grades for graduate work are A+ (4.0), A (4.0), A- (3.7), B+ (3.3), B (3.0), B- (2.7), C+ (2.3), C (2.0), or F (0). All grades represent passing work except F. In the College of Education, Leadership Studies, and Counseling, a grade of S (satisfactory) or U (unsatisfactory) will be



assigned to internships in the counseling program. Final grades are given at the end of each semester and are distributed to all students.

The grades used to indicate the quality of a student's work are relative, not absolute; their significance varies according to the level, the objectives, the materials, and the procedures of a given course. Instructors are guided by the following definitions in evaluating the achievement of their students.

- A** The grade of A is awarded for excellence. According to the nature of the course, the grade may indicate one or more of the following: deep and extensive scholarly mastery of the material, genuine critical thought, clear insight into problems and understanding of values involved, notable originality and creativity, and unusual distinction in the acquisition of appropriate skills.  
(Quality points per semester hour: A+, 4.0; A, 4.0; A-, 3.7)
- B** The grade of B indicates that the student's work, while not excellent, is distinguished in many ways. The work shows a depth of understanding of content and proficiency in skills and it indicates initiative, enthusiasm, and creative thought.  
(Quality points per semester hour: B+, 3.3; B, 3.0; B-, 2.7)
- C** The grade of C indicates minimally passing work for an individual course. Only one course with a grade of C+ or C may count toward graduation (master's degrees).  
(Quality points per semester hour: C+, 2.3; C, 2.0)
- E** The grade of E, conditional failure, may be assigned to a student who fails a final examination or does not satisfactorily complete assigned work and where failure to achieve minimal objectives is sufficiently limited to warrant a reasonable expectation of success through re-examination or through completion of assigned work. The E counts as an F in computing the semester and cumulative quality point average until such time as it is removed. A student has until the end of the first two weeks of the following semester to remove a grade of E. If not removed within that time, an E automatically becomes an F.
- F** The grade of F signifies that the student's work is below the minimum standard and that the student has failed to pass the course. In computing quality point averages, failed courses are counted as work undertaken, but no credit and no quality points are awarded.
- I** Work incomplete. The grade will be assigned in a course only for reasons of illness or other unavoidable conditions acceptable to the instructor. A student will be granted a reasonable time, not later than the end of the semester immediately following (excluding summer session), in consultation with the instructor, to remove an Incomplete grade. Any I grades remaining at the end of that following semester will become F. "I" grades must be removed prior to graduation.
- IP** In Progress. The grade of IP may be given in courses when an extension of time is justified. The student will be granted a reasonable time, not later than the end of the semester immediately following (excluding summer session), in consultation with the instructor, to remove an In Progress grade. Any IP grades remaining at the end of that following semester will become F grades. IP grades must be removed prior to graduation.
- L** Late Grade. The grade of L is given when a faculty member is unable to submit a

grade to the Office of the Registrar during the designated time period.

- S/U** Satisfactory/Unsatisfactory. In certain designated courses in which regular letter grades are not appropriate (EdD dissertation courses), grades of S and U may be given. No quality points are given for an S, but in computing quality point averages, a grade of U is counted as work undertaken and treated as an F.
- W** Withdrew. The grade of W is given after the first three weeks and within the first ten weeks of a semester if a student drops a course with the written consent of the advisor, the instructor, and the provost and vice president or registrar. The course is not included in hours attempted when computing QPA. Faculty members processing the grade of W during the mid-term or final grading process must also record the last day of participation or attendance.
- UW** Unofficially Withdrew. The grade of UW is given when a student stops participating in course activities and attending class, who has not followed the University's policy for withdrawing from a class. Faculty members processing the grade of UW during the mid-term or final grading process must also record the last day of participation or attendance. For UWs with the last day of attendance occurring prior to the 10th week, the course is not included in hours attempted when computing QPA. After the 10th week, if a student earns a grade in at least one course offered over the semester or term, the University will assign a grade of F for the class or classes graded UW.
- Z** Audit. The grade of Z is given to students who have registered for a course on an audit basis and who have met the professor's attendance requirements. No credit is granted. If a student does not meet the professor's attendance requirements, the grade of WZ is assigned.

## GRADE REVIEW

The principle of academic freedom gives an instructor broad discretion in establishing goals for a course, the criteria by which student achievement is to be assessed, and making decisions about the student's accomplishment according to those criteria. Thus, except in unusual circumstances, an instructor's decision about a grade may not be overruled. A student may, of course, request that his or her instructor review a grade for any required work in a course.

A student who believes that a final grade is in error should first submit a written appeal to the instructor within one week after grade notifications are provided by the Office of the Registrar. If the student fails to persuade the instructor, (or the instructor is not available to respond), the student may submit a written appeal to the college dean in which the course is listed in the graduate catalog within three weeks after the grade notifications are provided by the Office of the Registrar (within two weeks for College of Health Sciences students). The college dean, in turn, will designate a review committee. The review committee's recommendation will be forwarded to the provost and vice president for review. The provost and vice president will notify the instructor, student, college dean, and registrar, in writing, of the final decision. Other than the course instructor, only the provost and vice president may change a grade. (Detailed procedures are available from college deans and the Office of the Provost and Vice President.)

## GRADUATION

All requirements for completion of a graduate degree or a graduate certificate program, including any courses accepted by transfer, must be completed within a period of six calendar years. Students must obtain a minimum grade point average of 3.0 in order to complete any graduate

degree or certificate program.

**Application to Graduate:** All students are required to complete an Application for Graduation form prior to registration for the final year (two semesters) of enrollment. The form is located on the Registrar's webpage at <https://www.lynchburg.edu/academics/registrar/apply-to-graduate/>. This policy is intended to ensure that the student will complete requirements yet to be fulfilled.

January, May, and August degree candidates are eligible to participate in the May commencement exercises of the academic year in which they complete their degree requirements.

## INDEPENDENT STUDIES

Independent Study courses allow capable students an opportunity to pursue interests that are not available in courses for a given program. Special registration forms with the signature of the student, instructor, program director, and associate provost and dean of graduate studies must be completed prior to beginning an independent study and by the end of the add period.

## INTERNSHIPS

Students enrolled in graduate programs that require field experiences must complete an application for internships.

- Applications for graduate internships must be submitted to the College of Education, Leadership Studies, and Counseling office prior to February 1, for the fall semester and September 15, for the spring semester.
- Internships (Clinical Experiences) for the DPT program are described in the DPT Student Handbook.

## LEAVES OF ABSENCE

A student may obtain a leave of absence from the University for personal reasons such as work obligations, illness, to study abroad, or to complete an internship. To request a leave of absence for non-medical reasons, a student should speak with his/her academic advisor and submit a completed Leave of Absence form to the associate provost and dean of graduate studies. To request a medical leave of absence, a student should follow the procedures described in the section below (Medical Leave of Absence).

If a leave of absence begins while a semester is in progress, grades will be assigned for that semester according to the normal policy governing withdrawal from courses. Refund of fees will be made in accordance with the refund policy.

Students granted a leave of absence need not apply for readmission to the University. To ensure that their enrollment is reactivated, students on leave should register for classes for the semester they plan to return to the University at the first opportunity made available by the Office of the Registrar. If the date of return needs to be changed, the student must submit a written request for an extension of leave to the associate provost and dean of graduate studies. A leave of absence may be extended for a maximum of two (2) semesters beyond the original semester the leave was granted. Students who do not return at the end of a requested LOA will be withdrawn from the university and must apply for re-admission to the program to be eligible to return.

A leave of absence form must be provided to the registrar's office prior to the start of the subsequent semester. Students that take a leave of absence without submitted documentation or receiving approval will automatically become inactive and unable to enroll in courses for future terms. In order to reactivate a student's status, students will be required to re-apply through the application portal.

**Leave of Absence for DPT Students:** Students seeking a leave of absence from the DPT program must obtain permission from the DPT core faculty. Students seeking a leave of absence should be aware of the following stipulations:

1. Students will only be granted one leave of absence in the program.
2. A leave of absence may be no more than one year.
3. Students requiring a leave of greater than one year will be required to reapply to the program during the normal admissions cycle and are not guaranteed readmission.
4. Students granted a leave of absence will be required to fall back into the next cohort (i.e. sit out for one year) and assume that cohort's policies.
5. Students must complete the curriculum and program within five years of entering the program.

A student wishing to request a leave of absence from a DPT program for personal or medical reasons will follow these procedures:

1. The student must first meet with their advisor to discuss the request.
2. The student must submit a written request to the program director (Note: students requesting a medical leave of absence request must also follow the procedure outlined in the graduate catalog.)

The program director will present the student request to the core DPT faculty. The core faculty may recommend to approve or deny the student's request. Additionally, the faculty may impose stipulations or criteria for resumption of the program (please see section below titled Agreement Criteria). The program director and the student's advisor will meet with the student and present the decision and if appropriate the Leave of Absence Agreement.

If a student is denied a leave of absence by the program, he/she may appeal to the associate provost and dean of graduate studies. The Leave of Absence Agreement will be signed by the program director and the student. Once signed, the Leave of Absence Agreement will be filed in the student's folder and forwarded to the associate provost and dean of graduate studies.

### **Agreement Criteria for DPT Students:**

1. Students will be required to demonstrate maintenance of competency in order to resume progression in the program. This may involve retaking courses, completion of written or practical examinations, and/or other activities deemed necessary by the core faculty.
2. These requirements must be completed prior to resumption of the program.
3. A date will be established by which the student must notify the program of their intent to complete the agreement and resume the program.

**Leave of Absence for PA Medicine Students:** Students seeking a leave of absence from the Master of PA Medicine and Doctor of Medical Science programs must submit a written request, meet with and obtain permission from the department chair/program director.

**Medical Leave of Absence:** If a student needs to withdraw from the University for health reasons, the student should contact the Administrative Director of Health and Counseling Services at 434.544.8616 to request a medical leave of absence and to provide medical documentation supporting the request. If a medical leave of absence begins while a semester is in progress, grades will be assigned for that semester according to the normal policy governing withdrawal from courses. Refund of fees will be made in accordance with the refund policy. Students who are academically eligible to continue enrollment for the next semester do not have to apply for readmission; however, they do need to provide medical documentation supporting their return to the Administrative Director of Health and Counseling Services.

**Military Leave of Absence:** Students who are called to military service during the semester will be placed on military leave of absence and receive 100 percent refund of the tuition for that semester.

Students will receive one of the following marks at the end of the semester, depending on

their individual situations:

1. I (for incomplete);
2. A letter grade; or
3. W (for withdrawn)

Students will normally receive a grade of I and the ten-week withdrawal period will be suspended. Incomplete grades will be continued beyond one semester as conditions warrant and must be completed within one year after the student returns from service.

Faculty will submit these I grades to the registrar fully documenting the following:

- The individual and cumulative grades to date;
- The remaining requirements necessary for completion of the course; and
- Possibilities for computation of a final grade.

A copy of this documentation should also be on file with the college dean.

For instances in which the major work of the course is completed at the time of deployment, the faculty member may provide an appropriate grade for the student. In the case of course withdrawals, the student will receive a grade of W.

## **MASTER'S PROGRAMS CREDIT REQUIREMENTS**

The University of Lynchburg's master's programs require a minimum of 30 semester credit hours for an initial graduate degree. Most programs require 36 credits (or more) for completion. A student, however, may earn the MEd or the MA as a second graduate degree by satisfactorily fulfilling all specific course requirements (for the second program) and completing a minimum of 24 semester hours of graduate credit (36 and 42 hours in school and clinical mental health counseling, respectively) at the University.

## **QUALITY POINT AVERAGES**

A student's quality point average for a given semester is computed by dividing the number of quality points earned by the number of semester hours undertaken.

## **REPETITION OF COURSES**

If a student repeats a course at the University of Lynchburg, only the most recent grade will be considered in the calculation of the cumulative quality point average. Repeated courses are indicated on the transcript with R reflected on the original course. In the event the grade of F is received in repetition of a course previously passed, the quality points will be lost, though the previously established credit will remain. If a student fails a course more than once, the previous grades of F will be disregarded in computing the cumulative average. No additional credit may be granted for a repeated course.

Since credit is not given twice for the same course, out-of-residence repetition of a course originally passed at the University of Lynchburg has the effect of increasing the hours required for graduation by that number of hours.

The above policy does not apply to courses repeated after the degree has been granted.

## **REAPPLICATION AFTER SUSPENSION**

A student who has been suspended may apply for readmission to the University after one full semester of suspension (e.g., fall, spring, or summer). In such cases, the student must demonstrate an improvement in achievement and/or motivation suggesting that he/she will be able to meet the academic standards of the graduate program at the University. A suspended student may not enroll at the University of Lynchburg without having been formally readmitted. All students seeking readmission must consult with the applicable program director. To be readmitted formally, the student shall complete a new degree application, include any new transcripts from other institutions (if applicable), include a statement reflective of plans for improved performance, and request that a letter be submitted by the former program director reflecting on the decision to readmit. Once the file is complete, it will be reviewed by the associate provost and

dean of graduate studies, college dean, and the program director. The student will be informed of the decision related to readmission to the University. Note that readmission to the University following suspension does not guarantee readmission into any specific program, including the student's previous program. A student readmitted to the college is required to make formal application to the program of interest consistent with program policy. After a second suspension, a student is not eligible for readmission to the University.

### **RETENTION IN THE PROGRAM: ACADEMIC STANDARDS**

A quality point average of 3.0 (B) is required for graduation for all graduate programs. Only one course with a grade of C+ or below will count toward degree requirements (except the DPT and PA programs – see below). Any graduate student earning more than three hours with grades of C+ or below will be suspended from the University for a minimum of one semester. (note J-term is not considered a term for this policy). Exceptions to these standards are described below. The same standards apply to students in the EdD program (in terms of doctoral courses and cognate courses) and in the graduate certificate programs.

For the Doctor of Physical Therapy program, a minimum quality point average of 3.0 (B) and no outstanding professional concerns are required for graduation. Any of the following conditions will result in academic dismissal from the DPT program and suspension from the University for a minimum of one full semester: earning a cumulative quality point average of less than 3.0 at the end of the semester immediately preceding the final internship, earning one course grade of F (Fail), earning three course grades of C+ or lower throughout the entire curriculum, professional concerns, failure in the retaking of a practical examination embedded in specific courses, or failure of a subsequent practical examination embedded in a course where the student has already failed a practical examination. For specific program-related policy, see the DPT Program Student Handbook.

For the Master of PA Medicine program, a minimum quality point average of 3.0 (B) and no outstanding professional concerns are required for graduation. Any of the following conditions will result in academic dismissal from the PA program and suspension from the University for a minimum of one full semester: two consecutive semesters with a semester GPA below 3.0, earning one course grade of F (Fail) in the didactic phase, receiving two course (rotation) grades of F (Fail) in the clinical phase, earning a cumulative quality point average of less than 3.0 at the end of the semester immediately preceding the subsequent phase in the program (e.g., the clinical phase, the summative phase, or graduation) or professional concerns. For specific program-related policy, see the PA Program Handbook.

For the Master of Education in Counselor Education program, a quality point average of 3.0 (B) and no outstanding professional concerns are required for graduation. (See the Counselor Education Student Handbook for additional information on the systematic assessment of students' professional disposition throughout the program.) The following conditions will result in academic dismissal from the program and suspension from the University for a minimum of one full semester: earning a cumulative quality point average of less than 3.0 at the end of one semester, earning one course grade of F (Fail), earning two course grades of C+ or lower throughout the entire curriculum, or failure to pass the Counselor Preparation Comprehensive Examination by the second attempt.

To ensure that students are adequately prepared to work with the public, as stipulated in the American Counseling Association Code of Ethics, students receiving a grade of F (Fail) in any course who are subsequently readmitted to the Master of Education in Counselor Education program must retake and pass that class as a condition of eligibility for enrollment in Practicum, Internship I or Internship II.

For the Master of Science in Athletic Training Program (MSAT), a minimum quality point average of 3.0 (B) is required for graduation. The following conditions will result in academic suspension and suspension from the University for a minimum of one full semester from the MSAT program: earning a semester QPA less than 3.0 in two consecutive semesters;

earning one course grade of F (Fail); or earning two course grades of a C+ or lower throughout the entire curriculum. For specific program-related policy, see the MSAT Program Handbook.

**Appeal Of Suspension:** If a student believes that extenuating circumstances make dismissal and/or suspension unwarranted, he/she may file a written appeal documenting those circumstances with the associate provost and dean of graduate studies within 5 business days of student notification of the dismissal and/or suspension. The extenuating circumstances must be beyond the student's control and of such nature as to affect significantly the student's academic performance. Also, an academic plan that specifically addresses the extenuating circumstances and largely negates their effect on the student's academic performance must be feasible. A student's written appeal must include the student's own statement documenting the extenuating circumstances and a specific plan for achieving the necessary academic improvements. In addition to the appeal letter, the student is encouraged to submit supporting documentation, such as relevant medical records, letters of support from faculty or staff who know the student well, or any other pertinent documentation.

Upon receipt of the written appeal, the associate provost and dean of graduate studies will form a committee to consider the appeal. The committee will consist of the associate provost and dean of graduate studies, the chair of the Graduate Studies Committee and the student's program director. The Graduate Studies Committee vice-chair and the student's college dean will serve as an alternates as needed. The committee determines whether the extenuating circumstances described by the student meet the criteria set forth above. If so, the committee examines documentation provided in support of the appeal and the student's improvement plan for adequately addressing the extenuating circumstances and their impact on the student's academic performance. At its discretion, the committee may also consider other information, such as the student's class attendance and participation, academic and disciplinary records, and co-curricular involvements.

The appeal must provide evidence that supports the student's position, and it must reflect a plan developed in conjunction with the academic advisor for enhanced academic performance.

## STUDENTS' ACADEMIC CREATIONS

The ownership of students' work submitted in fulfillment of academic requirements shall be with the creator(s). By enrolling in the institution, students give the institution a nonexclusive royalty-free license to mark on, modify, and retain the work as may be required by the process of instruction. The institution shall not have the right to use the work in any other manner without the written consent of the creator(s). Students are responsible for obtaining and maintaining copyright permissions related to their creations.

## TRANSFER CREDIT

The University of Lynchburg will accept up to six semester hours of equivalent graduate work transferred from other institutions (i.e., out-of-residency credit) into a graduate degree program. Transfer credits are subject to the following conditions:

- Acceptance of credits will depend on the appropriateness and applicability of credits to the degree program and on the comparability of the credit earned.
- Courses must be comparable to the University of Lynchburg's course requirements or be acceptable as appropriate for the student's program of study. The graduate student must make this request in writing to the faculty advisor.
- Courses must have been completed at a regionally accredited institution.
- Courses must be fully acceptable and applicable to comparable degree programs at the offering institutions; however, transfer credit is not allowed for a course counted within a completed graduate degree program at another institution.
- Courses must be reflected on an official transcript that indicates regular disciplinary prefixes, graduate-level course numbers, and titles. An official transcript of the trans-



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fer course and a copy of the course description from the appropriate academic year catalog must be submitted with the student's written request to the faculty advisor.

- Continuing education, professional development, and in-service courses are not transferable unless the course(s) is (are) fully acceptable and applicable to a comparable degree program at the offering institution.
- No course with a grade of C+ or below will be considered for transfer credit into any graduate degree programs.
- For graduate transfer credit, courses must have an earned letter grade. Pass/fail courses or satisfactory/unsatisfactory courses are not eligible for graduate transfer credit.
  - The DMSc program may consider an exception to this policy if there is evidence provided that the course grade of pass/fail on doctorate-level courses is equivalent to B- or higher.
- Any courses proposed for transfer credit, whether taken before or after admission to the University of Lynchburg, must receive the approval of the student's advisor, the dean of the specific academic college, and the associate provost and dean of graduate studies. (A special form is provided for this purpose.)
- The transfer of courses into the DPT, DMSc, MPAM, MBA, and EdD programs are addressed on a case-by-case basis. No courses can be transferred into the program unless they were completed at an accredited DPT, DMSc, MPAM, MBA, or EdD program at another institution.
  - The DMSc program may consider waiving up to **6.0 hours** of coursework if a student has a completed doctorate degree in a closely related program. The earned doctorate must be completed at a degree-granting institution of higher education that has been fully accredited by one of the six regional accrediting agencies (e.g., the Southern Association of Colleges and Schools). Courses will not be added to the Lynchburg transcript but a notation will be made that courses from the other institution are being used to satisfy requirements.

**Out-Of-Residence Study:** Completion of the Transfer Credit Request form (available from the Office of Graduate Studies) is required in advance for out-of-residence study, and approval must be obtained from the advisor, the dean of the college offering the program toward which the out-of-residence course is to apply, and the associate provost and dean of graduate studies. Credit will not be allowed for courses with a grade of C or below. Out-of-residence coursework does not affect academic probation. Upon completion of courses taken out of residence, the student must have the official transcript sent directly to the Office of Graduate Studies. Courses offered at the University of Lynchburg are not approved for out-of-residence study during the same term at any other institution.

### WITHDRAWAL FROM UNIVERSITY

A student withdrawing from the University must notify the University in writing. If withdrawal occurs during the semester, a withdrawal form is available from the Office of the Registrar. Grades will be assigned according to the operating policy governing withdrawal from courses. Refund of fees will be made in accordance with the refund policy.

## ACADEMIC SERVICES AND RESOURCES

### ACADEMIC ADVISING

An advisor in the field of specialization chosen by the student is assigned upon admission. Consultation is urged to ensure agreement on the program of study, proper sequence of courses, completion and filing of required forms, and degree completion at the time chosen by the student. Any student wishing to change fields of specialization should notify the Office of Graduate Studies to ensure that a review of records, determination of acceptance, and change of advisor can be made. Non-degree students are also assigned an advisor upon admission.



## **CAMPUS STORE**

The Campus Store, located in Drysdale Student Center, is open 10 a.m. to 5 p.m. weekdays and has extended hours at the beginning of each semester. Saturday hours during the semester are 10 a.m. to 4 p.m. For additional information on hours and special events and services, call 434.544.8239, option 1, for a voice recording of hours or visit the website at [www.lynchburg.edu/student-life/campus-store](http://www.lynchburg.edu/student-life/campus-store).

The University of Lynchburg Campus Store offers the following services and products to the campus community: online purchase/rental of course materials/textbooks for enrolled students through [my.lynchburg.edu](http://my.lynchburg.edu) and at this site [www.lynchburg.edu/textbookx.com](http://www.lynchburg.edu/textbookx.com). An active University network password and pin are required for access to this site. Textbook information is also available to non-enrolled students online under course offerings at <http://apps.lynchburg.edu/lonline/courseofferings/> by clicking on the book icon. Course materials/textbooks are not available in store for purchase.

The Campus Store also offers school, office and health supplies, imprinted gift and clothing items and university rings and diploma frames. Check cashing and debit cash with purchase are available (\$100 limit for both with university I.D.). Additional services are mail order service (434.544.8241) and online web catalog at [www.lynchburg.edu/student-life/campus-store](http://www.lynchburg.edu/student-life/campus-store). Graduation caps, gowns, degree hoods and announcements are ordered through the Campus Store. Services are subject to change. Visit the Campus Store website for updates. [www.lynchburg.edu/student-life/campus-store](http://www.lynchburg.edu/student-life/campus-store).

Visa, MasterCard, American Express, and Discover credit/debit/check cards, personal checks, and cash are accepted for payment in store.

## **CAREER AND PROFESSIONALISM<sup>+</sup> CENTER**

Graduate students may freely use the Career and Professionalism Center office at the University. Comprehensive services available to students and alumni include career counseling, career testing, workshops, University-sponsored career fairs, research resources, on-campus interviewing, internship referral, and credentials file service.

## **CENTER FOR ACCESSIBILITY AND DISABILITY RESOURCES**

University of Lynchburg guarantees the rights of all students with documented disabilities equal access to an education, in compliance with Section 504 of the Rehabilitation Act of 1973, the Americans with Disabilities Act of 1990, and the Americans with Disabilities Amendments Act of 2008. Limited only by personal ability and not by disability, the faculty and staff support students in obtaining reasonable academic and non-academic adjustments and auxiliary aides/services necessary to participate in the University's programs. Post-secondary institutions are not required to make adjustments or provide aids or services that would result in a fundamental alteration of a recipient's program or impose an undue burden.

University of Lynchburg makes no pre-admission inquiry about disability. We recognize disclosure of disability is a personal choice students may or may not exercise. Students who choose not to disclose this information will not be able to take advantage of services offered through the Center for Accessibility and Disability Resources (CADR). We encourage students to self-disclose disability information and provide CADR with reasonable documentation. Through self-disclosure both the student and the University can make informed decisions about the suitability of University of Lynchburg in the pursuit of a collegiate education.

University of Lynchburg does not offer programs and courses specifically designed for students with disabilities; however, in addition to reasonable accommodations, the University offers all students a wide range of support services such as mentoring, advising, academic coaching, career services and therapeutic counseling. These services, along with small classes and an intimate connection to our faculty and staff, contribute to an exceptional experience for all students. Students with disabilities can benefit from these services, as well as accommoda-

tions for equal access approved on a case by case basis. A key to success at the University of Lynchburg is effective self-advocacy. Resources and assistance are available when students actively advocate for themselves.

The purpose of accommodations for accessibility and disability at the post-secondary level is to provide equal access. Reasonable accommodations do not negate requirements for successful completion of a program, course, service and/or activity; adherence to generally acceptable standards of behavior; the University's general and academic student rights and responsibilities; or adherence to faculty/staff directions and instructions. University of Lynchburg is not required to modify syllabi, provide independent study, personal aides and equipment, personal coaching or individual tutors. Consideration of modification of attendance policies and assignment extensions are made on a case-by-case basis between CADR and individual faculty using guidelines provided by the Office of Civil Rights (OCR). Attendance and other classroom policies, course schedule, assignment due dates, etc., will be provided to students in a written format. Regardless of the nature of the disability, students should note that accommodations that reduce academic expectations and standards, or eliminate essential components of coursework are not options. All students are expected to follow the University's Student Code of Conduct and Honor Code regardless of disability.

The staff of CADR work to assist students with disabilities in the pursuit of their educational goals. CADR works with faculty, staff, administrators and students toward the objective of promoting equal access and equal opportunity. CADR provides or arranges for reasonable accommodations, services, training, consultation and technical assistance. We strive to ensure University of Lynchburg courses, programs, services, activities and facilities are equally accessible to all students. Our Center endeavors to assist students to become effective self-advocates and to facilitate an inclusive, supportive campus atmosphere, which fosters respect and promotes independence.

Students who wish to seek academic, housing, or dietary accommodations should contact the Center for Accessibility and Disability Resources. Accommodations and services are offered for eligible students with cognitive, medical, mental health and physical disabilities, including temporary disabilities (such as injury, short-term conditions, or surgery). Additional information about accessibility and disability services is available at [www.lynchburg.edu/academics/disability-services](http://www.lynchburg.edu/academics/disability-services) and by contacting Julia Timmons, Director, Center for Accessibility and Disability Resources at [timmons.j@lynchburg.edu](mailto:timmons.j@lynchburg.edu), 434.544.8687, or Meg Dillon, Assistant Director, Accessibility and Disability Resources Specialist at [dillon\\_ma@lynchburg.edu](mailto:dillon_ma@lynchburg.edu).

### **Timely Notification of Disability**

Students are encouraged to meet with CADR as soon as possible in their college search/application/enrollment process. CADR will facilitate coordination with various departments to provide reasonable accommodations for equal access to activities of daily living (academic, housing, dietary, etc.). Students are encouraged to provide the University with at least six weeks notification of disability which may impact time-sensitive arrangements for both academic and non-academic accommodations (scheduling, class locations, housing, alternative form materials, adaptive equipment, etc.).

Prospective students with physical disabilities are encouraged to visit University of Lynchburg prior to making a decision about enrollment. A personal visit enables the student and University representatives to determine how the University can best serve the student's particular needs.

### **Notification Guidelines**

In some cases, advanced notification is required for timely implementation of accommodations:

1. A minimum of six weeks notification (excluding University holidays) prior to the first day of classes must be provided for:

- Specific class location
  - Alternative Format Textbooks, excluding braille
2. A minimum of eight weeks notification (excluding University holidays) prior to the first day of classes must be provided for:
- Specialized furniture, equipment or technology
  - Sign Language Interpreters

### **ADA Resolution and Grievance Policy**

The Center for Accessibility and Disability Resources (CADR) has the responsibility of determining a student's need for accommodation. This determination is made through a two-part process: review of documentation of disability and an intake interview. If CADR staff determines a student is eligible for accommodations, CADR is responsible for coordinating the accommodations with the student, the faculty, and third party service providers.

Title II of the Americans with Disabilities Act (ADA) of 1990 and Section 504 of the Rehabilitation Act (1973) were intended to prevent discrimination against individuals with disabilities. They provide that:

*"No otherwise qualified person with a disability in the United States...shall, solely by reason of...disability, be excluded from the participation in, be denied the benefits of, or be subjected to discrimination under any program or activity sponsored by a public entity."*

University of Lynchburg's faculty and staff strive to provide each student with a positive educational experiences and helpful services. Even so, it is understandable that complaints will arise from time to time. To address and resolve concerns as quickly as possible, all students are encouraged to address complaints to the office responsible for overseeing the area of concern.

If a student believes they have experienced discrimination due to a disability or perceives an issue with ADA compliance, they have the right to seek resolution or file a grievance. Prompt resolution of such matters is in the best interest of the student, faculty, staff, and the University.

Detailed Policy and Procedure information is available online at <https://www.lynchburg.edu/academics/disability-services/ada-resolution-and-grievance-resolution/>.

### **CENTERS OF THE UNIVERSITY OF LYNCHBURG**

The centers of the University of Lynchburg provide interactive programs that support the University mission by offering unique learning opportunities for students and by strengthening the University commitment to community outreach. The centers are interdisciplinary in nature and are oriented toward specific needs within the broader community.

- **Beard Center on Aging at the University of Lynchburg** (Denise Scruggs, director)  
This endowed center was named in honor of 1923 alumna and founder Belle Boone Beard. The center provides educational and intergenerational opportunities, both in and out of the classroom, for students while promoting positive aging in the community. Students have the opportunity to participate in local, state, and national initiatives that prepare them to live and work in an aging society.
- **Center for Community Development and Social Justice** (Dr. Sharon Foreman, director)  
The purpose of this center is the enhancement of student educational experiences by supporting sustainable community outreach and advocacy initiatives between the University of Lynchburg and the Greater Lynchburg Area that focuses on issues of social justice. The center involves students, faculty, and staff working with members of the community to improve quality of life. Established through an endowment by Rosel H. '71 M.Ed., '83 Ed.S and Elliot S. Schewel, the Center supports the work of students, faculty, and staff working with members of the local community on community-engaged learning initiatives including academic (credit-bearing) service-learning, social justice pedagogy, and community-based research.

- **Center for Education and Leadership** (Dr. Owen Cardwell, director) The center is focused on developing and sustaining a re-commitment to public education - a true commitment to the education of every child within our community. The center will provide opportunities for University student and community engagement.
- **Center for Family Studies and Educational Advancement:** The mission of the Center for Family Studies is to offer training to educational professionals, parents, civic groups, and other audiences on a variety of issues relevant to respectful relationships, healthy family dynamics, fostering resilient youth, and essential communication skills. Center staff also work collaboratively with community organizations to provide service, programs, and consultation regarding initiatives related to the Center's mission. The emphasis is on programming is on interactive content that has relevance and direct application in everyday living. Individuals, school divisions, and other organizations interested in the Center's programming or seeking consultation may contact Dr. Jeanne Booth, Center Director, at 434.544.8551 or booth@lynchburg.edu.
- **Claytor Nature Center** (Dr. Gregory Eaton, director) The center occupies 491 acres in Bedford County and includes the Claytor Education and Research facility with classrooms, other research and meeting spaces, and the Ramsey-Freer Herbarium, the outdoor Husted Pavilion, the C.E. Richardson Laboratory Annex, the Belk Astronomical Observatory, the Claytor Research and Demonstration Garden, the Otter Space natural play area, the Chandler Eco-Lodge and Campground, the Cloverlea Farmhouse and Virginia Claytor Memorial Gardens, as well as more than seven miles of hiking trails, the Big Otter River, two lakes, a federal wetlands reserve, and woodlands and fields. The center offers a wide range of environmental education programs for the University of Lynchburg students, K-12 students and teachers, and the broader community. The center hosts and supports University and collaborative research and education projects in the natural sciences and other disciplines, on-site, and at other field research stations. The center also hosts faculty, staff, and student retreats, with meeting and overnight accommodations, and provides special event and outdoor recreation opportunities for the University and broader community.
- **Center for Economic Education** (Anne Chamberlin, '88, director) The center provides training to area educators on incorporating economics and personal finance within the K-12 curriculum. Workshops and in-services are provided for University of Lynchburg students and educators from throughout the region.
- **Donovan Media Development Center** (Professor William Noel, director) The Donovan Center involves students, faculty, and staff in the development of media resources for nonprofit agencies within the community. The Donovan Center supports regional nonprofit organizations with planning and executing media productions, as well as offering training and consultation; university students benefit from direct engagement, and case study exploration of center projects -- many of which test new technologies and evolving media workflow options.
- **University of Lynchburg Community Health Center** (Dr. Jason Grandeo, director). This center is a student run, pro bono clinic which currently offers free physical therapy services to individuals in and around the Lynchburg community who are uninsured or underinsured. The clinic allows students to work with patients in an integrated clinical education experience through the guidance of faculty and local clinicians who are licensed physical therapists. The long term goal of the clinic is to become a collaborative health center including other disciplines and majors from the University of Lynchburg.

- **CENTER FOR GLOBAL EDUCATION**

**Study Abroad**

The mission of the University of Lynchburg is to develop students with strong character and balanced perspectives and to prepare them for engagement in a global society. To this end, students at the University of Lynchburg are encouraged to include study abroad as an integral part of their academic experience, earning academic credit in an international setting through study, work, service, or an internship abroad. While overseas, and by participating in thoughtfully designed multi-discipline programs, students discover and learn to appreciate the nature and scope of global interdependence from cultural, economic, historical, social, and political perspectives.

University of Lynchburg offers different types of study abroad experiences: faculty-led short-term programs, exchange, and third party programs. Students have the option to study abroad during the fall or spring semester, for an academic year, and during January-term, spring break, and summer. Program offerings encompass a wide range of academic disciplines and opportunities around the world. Students should contact the Center for Global Education by email at [studyabroad@lynchburg.edu](mailto:studyabroad@lynchburg.edu) or call 434.544.8788 for more information.

The University has several endowed scholarship funds for international engagement and study abroad opportunities. Additionally, it is highly recommended that students should always apply for the various national-level scholarships available to assist in making study abroad as affordable as possible. Please contact the Center for Global Education for more information on scholarship opportunities. Students may also be eligible for federal and state financial aid. University-funded financial aid (i.e. Hopwood Scholarship, Presidential Scholarship, etc.) is awarded for study at the University of Lynchburg only and is not available for third-party study abroad programs. Please contact the Office of Financial Aid to discuss availability of funding for study abroad programs.

**Domestic Study Away**

Domestic Study Away offers a unique opportunity for faculty and students to engage in high impact learning outside the classroom. In support of the mission and vision of the college, domestic study away courses will provide structured opportunities for comparative analysis, critical and creative thinking, and problem solving. These off-campus programs offer the opportunity to explore topical issues on location within the United States. Students can participate in a faculty-led short-term program or a program with a third party provider. These programs are typically offered during the summer, January-term, spring break, or during the fall/spring semester. Students may also be eligible for federal and state financial aid. University-funded financial aid (i.e. Hopwood Scholarship, Presidential Scholarship, etc.) is awarded for study at the University of Lynchburg only and is not available for third-party study away programs. For more information, contact the director of study abroad and off-campus study ([studyabroad@lynchburg.edu](mailto:studyabroad@lynchburg.edu)).

**International Student Services**

International students bring the world to the University of Lynchburg. The Designated School Officials (DSOs) in the Center for Global Education, in collaboration with other colleagues, provide extensive support services for international students on F-1 and J-1 visas who are enrolled as matriculating students at the University of Lynchburg, including, but not limited to: student orientation and transition; compliance with US Department of Homeland Security; advising on immigration rules, regulations, forms, and application processes; on-and-off campus employment authorization; travel and visa application processes; health insurance; income tax filing, etc. For more information on the above and other services for international students, please contact the Center for Global Education ([global@lynchburg.edu](mailto:global@lynchburg.edu)).

**Visiting Scholars Program**

The Center for Global Education collaborates with various colleges, schools, and departments

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at the University of Lynchburg and other local institutions in sponsoring visiting scholars from around the world. The Visiting Scholars program includes short-term professors, researchers, and exchange students on J-1 visa. For more information on the visiting scholars program, please contact the Center for Global Education ([global@lynchburg.edu](mailto:global@lynchburg.edu)).

### GRADUATE STUDENT RESEARCH SUPPORT

Support for graduate students to conduct and present their research is available on a limited basis. Further information can be found by contacting the graduate studies office by calling 434.544.8383 or emailing [gradstudies@lynchburg.edu](mailto:gradstudies@lynchburg.edu).

### HEALTH AND COUNSELING SERVICES

#### Health Services:

Services are available to all actively enrolled students. All students must complete their necessary health forms by accessing the health portal at [lynchburg.studenthealthportal.com](http://lynchburg.studenthealthportal.com) by logging in with their University network account username and password. Primary health care is provided by nurse practitioners and registered nurses. The physician medical director is on campus one hour per week during the fall and spring semesters. Referrals to other community health care providers are arranged when necessary or at the request of the student.

#### Location and Hours

The Health Center is located on the terrace level of Hundley Hall.

Administrative hours\*: 8:30 a.m. - 4:30 p.m., Monday-Friday

Clinical hours\*: 9:00 a.m. - 5:00 p.m., Monday-Friday

Clinical hours during January Term and Summer\*: By appointment only, Monday-Friday

\* Closed during scheduled University breaks

#### Appointments & Walk-Ins

Students may be seen as walk-ins or may schedule appointments by calling the Health Center at 434.544.8357. Students may also schedule their own appointments by going to [lynchburg.studenthealthportal.com](http://lynchburg.studenthealthportal.com). Strict confidentiality is observed in accordance with professional standards.

#### Counseling Services:

Counseling services are available to all actively enrolled students. Licensed mental health professionals provide individual and group counseling to all students for a variety of student issues such as roommate and relationship issues, grief, anxiety, adjustment difficulties, substance abuse, eating issues, depression, and other needs.

#### Location and Hours

The Counseling Center is located on the terrace level of Hundley Hall

Administrative hours\* 8:30 a.m. - 5 p.m.,

Clinical hours\* 9:00 a.m. - 5:00 p.m.

January Term and Summer\*: By Appointment only

\* Closed during scheduled University breaks

#### Appointments

Students are advised to schedule appointments ahead of time by calling 434.544.8616 or by stopping by the office located in Hundley Hall.

Strict confidentiality is observed in accordance with professional standards.

### HOUSING

When space permits, residence hall housing is offered to graduate students. Students who reside in the residence halls must subscribe to a meal plan. Additional residential options may be available in University-owned houses near the campus. Requests for housing should be addressed to the office of Graduate Studies, Schewel Hall, 434.544.8913.

**INFORMATION TECHNOLOGY AND RESOURCES**

The technology at University of Lynchburg includes a campus-wide network that connects all campus buildings and most of the off-campus, university-owned residences. There are more than 16 computer labs which provide ready access to course-related software, productivity software such as word processing and spreadsheets, the campus learning management system and the Internet. Each student is provided with a Google Workspace for Education account for use while they are a student. These accounts provide various applications including email, word processing software and file storage space.

**TECHNOLOGY FEE**

The technology fee is used to provide internet access for students, to purchase or upgrade computers for classrooms and computer labs, and the cost of operating the computer labs.

**2020-2021 Rates**

Full-time Graduate student (per semester).....	\$60.00
Part-time Graduate student (per credit hour).....	\$5.10
DPT Full-time Graduate student (per year).....	\$125.00

*\* includes access to online textbooks*

**LIBRARY AND INFORMATION SERVICES**

The Knight-Capron Library supports the learning environment at the University of Lynchburg by providing information sources and services to students and faculty. By focusing on users’ needs, the library staff will acquire and organize information resources to guide users toward information literacy and lifelong learning in traditional and innovative ways.

The library boasts an ever-growing collection of print and electronic volumes, databases and individual journal titles. Through cooperative arrangements with libraries nationwide students and faculty have access to nearly unlimited print and digital resources available through interlibrary loan.

Unique collections within the library include:

- Saxton Room: a valuable collection of materials dealing with many subjects including the early iron industries in Europe and the United States; fifteenth- and sixteenth-century illuminated manuscripts; seventeenth- to twentieth- century maps of North America; the University of Lynchburg faculty and alumni publications; the Bagby Videotape Archives
- The University of Lynchburg/ Lynchburg College Archives: the official repository for materials dealing with University history from 1903 to the present. Access to photographs and scanned documents is available on the photostream at: <https://www.flickr.com/photos/lynchburgcollegearchives/>
- Summers-Clopper Curriculum Lab: a collection of nearly 7,000 titles in children’s and young adult literature teaching resources, and textbooks for use by students and faculty.

A staff of engaged librarians enable students to develop competencies to identify, access, and evaluate resources in diverse formats and settings. Services are provided in many formats including individual research consultations, classroom-based instruction, and a credit-bearing general studies courses. In addition to collections, a wide array of small group and individual study spaces, equipped with technology, are available throughout the library for student use in quiet study or collaborative efforts.

During the academic year, the library operates a total of 98 hours per week, closing at 12:00 a.m. five nights per week, with extended hours during final examinations. The adjacent computer lab is available 24/7 with outside access when the library is closed.

The Knight-Capron Library maintains a social media presence on Facebook, Flickr, Instagram, and YouTube. Access to library resources is most easily achieved through the website:



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<http://libraryguides.lynchburg.edu/knight-capron-library>.

### OFFICE OF THE REGISTRAR

This office maintains the official academic records for students of the University.

**Registration:** Online course preference scheduling for the next academic year is completed in April. Students may process drop/adds to adjust their schedules. Drop/add forms are available in the registrar's office, the office of Graduate Studies, or online at [www.lynchburg.edu/academics/registrar/forms](http://www.lynchburg.edu/academics/registrar/forms). Please see the "Dropping or Adding Courses" section for the rules governing the process.

**Transcripts:** An official record of all academic coursework can be obtained by request through our approved vendor, the National Student Clearinghouse. Students should plan ahead to allow at least five working days for processing of transcript requests. A fee is charged for each transcript and it varies depending on method of delivery. Transcripts and diplomas may be withheld when students have unfulfilled obligations to the University. Unofficial transcripts, called academic summaries, are available online to current students.

**Verifications:** Enrollment verifications, which may be required for insurance, employment, etc., are available to students upon written request. The request should include what information is needed and to whom the verification should be sent.

### ORIENTATION

Graduate studies orientation is provided on a program-specific basis. Information is available on the University of Lynchburg graduate studies website and from the respective program directors.

### TEACHER LICENSURE SERVICES

The teacher licensure officer works with students to determine requirements for teacher licensure and to communicate with area school divisions and the Virginia Department of Education about teacher licensure matters. The College of Education, Leadership Studies, and Counseling provides statements on achievement or degree completion to school divisions. Students who need this service should request it thirty days before the deadline for their employment situation.

### TECHNOLOGY USAGE POLICY

The institutional policy on technology usage can be accessed at [www.lynchburg.edu/information-technology-resources/technology-usage-policy](http://www.lynchburg.edu/information-technology-resources/technology-usage-policy)).

### WILMER WRITING CENTER

The Wilmer Writing Center, located on the terrace level of Hopwood Hall, provides qualified writing tutors at no charge to students seeking assistance on written assignments. Students can receive help on papers at any stage of the writing process including brainstorming, organizing ideas, using sources, revising, and learning editing skills.

Writing Center services are available during specific hours each week, Sunday through Friday. Priority is given to students with appointments, but walk-ins are also welcome. Questions about the Writing Center should be addressed to the director, Jer Bryant, at [bryant\\_j@lynchburg.edu](mailto:bryant_j@lynchburg.edu). Directions for requesting writing tutoring may be found here: <https://www.lynchburg.edu/academics/writing-center/how-to-make-an-appointment/>. Wilmer Writing Center's appointment book can be found here: <https://io.lynchburg.edu/wconline>. Students may call 434.544.8279 if they need assistance scheduling an appointment.

### WRITTEN COMPLAINTS

The University of Lynchburg faculty and staff strive to provide each student with positive



educational experiences and helpful services. Even so, it is understandable that complaints will arise from time to time. To address and resolve concerns as quickly as possible, all students are encouraged to address complaints to the office responsible for overseeing the area of concern.

Emergency concerns regarding health or safety should be reported immediately to Campus Safety and Security (434.544.5555).

If a student is uncertain about the appropriate contact for a complaint, the student may submit a written complaint to the Office of the Dean of Students via the "Written Complaints Form" (<https://forms.gle/tiv7zL8rKvuke2WD9>) or to the office address: 114 Hundley Hall, University of Lynchburg, 1501 Lakeside Drive, Lynchburg, VA 24501-3113; 434.544.8226). The vice president and dean for student development or his designee will review the written complaint and contact the student regarding address of the complaint. If another University office is better able to address the complaint, then the vice president and dean for student development or his designee will forward the complaint to that office and notify the student where the complaint was directed. A representative of the office receiving the forwarded complaint will then contact the student regarding address of the complaint.

In addition, the University of Lynchburg offers the Campus Conduct Hotline, a confidential, independent, call-in service for reporting observed activity or behavior that is harmful, unethical, questionable, or causes personal injury (e.g., fraud, sexual harassment, discrimination, safety risk, internet abuse, workplace hostility). To use the Campus Conduct Hotline, call 866.943.5787. Most concerns and complaints can be resolved at the campus level. However, after following the University of Lynchburg procedures, complaints may be filed with the State Council of Higher Education for Virginia (SCHEV) through the student complaint process described on the SCHEV website ([www.schev.edu/index/students-and-parents/resources/student-complaints](http://www.schev.edu/index/students-and-parents/resources/student-complaints)). Contact information for each of the agencies that accredit or approve the University of Lynchburg's academic programs is published in the University's accreditation website: <https://www.lynchburg.edu/about/accreditation>.

For online students who live out of state: If an issue cannot be resolved through the University of Lynchburg's internal processes and you decide to file a complaint with the State Council of Higher Education for Virginia (SCHEV), you may also alert the agency in your home state that deals with student complaints. A contact list for state agencies that address student complaints is available on the webpage for the University of Lynchburg Online ([www.lynchburg.edu/academics/online-programs/](http://www.lynchburg.edu/academics/online-programs/)).

### STUDENTS' RIGHTS AND RESPONSIBILITIES

The University of Lynchburg expects every member of the campus community to share in its historic commitment to academic honesty, personal integrity, and behavioral maturity. The University is committed to the formal, in-class education of its students, as well as to their growth into mature individuals who conduct themselves as responsible citizens.

The uniqueness of the academic community requires particular sensitivity to the individual rights of students and the rights of the University community. Rules and regulations are imperative as a basis for the orderly conduct of University activities and for maintaining an environment conducive to study, recreation, and personal growth. For a list of student rights and additional information on student responsibilities, see *The Hornet*, the annually-updated student handbook. All students are expected to know and abide by University policies published in *The Hornet*.

### HONOR AND STUDENT CONDUCT CODES AND REGULATIONS

The University's standards of student conduct address three major areas of integrity. The Honor Code includes both academic and personal integrity. The Student Conduct Code addresses respect for the rights of the University and the people within the community. These standards of conduct are intended to encourage honesty in academic achievement as well as personal growth

and development.

In accepting admission to the University of Lynchburg, a student agrees to learn and to abide by all University policies and procedures. In addition to controlling their own behavior, students are expected to do their utmost to help maintain a high level of conduct among fellow students. University policies are set forth in writing to give students general notice of prohibited conduct; they are not designed to define misconduct in exhaustive terms and should be read broadly.

When a violation of University policy is believed to have occurred, appropriate University officials or members of the Student Judicial Board review the alleged infraction. If confirmed, the violation results in educational sanctions intended to facilitate the positive growth and development of those involved. See *The Hornet* for the full text of the Honor and Student Conduct Codes and Regulations.

### **STUDENT RECORDS: PRACTICES, RIGHTS, AND PRIVACY**

The University of Lynchburg annually informs students about the Family Educational Rights and Privacy Act of 1974 (FERPA). This Act, with which the University complies fully, was designed to protect the privacy of education records, to establish the right of students to inspect and review their education records, and to provide guidelines for the correction of inaccurate or misleading data through informal and formal hearings. Students also have the right to file complaints with The Family Policy Compliance office, U.S. Department of Education, concerning alleged failures by the institution to comply with the Act.

A student's permanent record consists of the student's University of Lynchburg academic record transcript. These permanent course and grade records, whether paper or electronic, are kept in perpetuity and are safeguarded in fireproof cabinets, vaults, or electronic records. Temporary records are the supportive records of an applicant's or enrolled student's progress and are kept in various offices whose functions dictate the record retention and disposal schedule.

Information contained in student records is maintained primarily for educational purposes and is for the use of faculty and staff within the University who have a legitimate need for it. Information is not released outside the University without the written request or consent of the student, except as noted below and as might be required by law. The physical examination and health history record and other pertinent medical information submitted directly to the Student Health Service and maintained there are not available to any non-medical personnel.

Directory-type information such as name; dates of attendance; full- or part-time status; years in university; institutions previously attended; degrees and major fields of study; awards and honors; anticipated graduation dates; past and present participation in officially recognized sports and activities; physical description; photographic or videotaped image; and date and place of birth may be released without consent to those who have a reasonable and legitimate need for the information. The institution also provides current student email addresses to contracted vendors who have been hired to perform the business of the university. Students who wish to prevent disclosure of directory information to persons other than parents or guardians outside the University may do so by completing the proper form at the Office of the Registrar.

Students may inspect certain portions of their education records within a reasonable time of presenting a request. Records not available for inspection by students include student health records, employment records, alumni records, financial information submitted by parents, and confidential letters and recommendations associated with admission, employment or job placement, or honors for which the right of inspection and review has been waived.

Students who believe that their education records contain information that is inaccurate or misleading or is otherwise in violation of their privacy or other rights may discuss this with the Office of the Registrar for academic records or the Office of the Dean of Students for other education records. When records are not amended as requested following such discussion, appeal may be made to other administrative offices of the University.

Those needing additional information or those wishing to complete forms to exercise any

of the options outlined above may contact the Office of the Registrar concerning academic records or the Office of the Dean of Students concerning other education records.

## DRUG-FREE ENVIRONMENT STATEMENT

The Drug-Free Schools and Communities Act amendments of 1989, Public Law 101-226, require that higher education institutions adopt and implement a program to prevent unlawful possession, use, or distribution of illicit drugs and alcohol by students and employees of the institution. This legislation calls for the publication of:

1. Standards of conduct that clearly prohibit, at a minimum, the unlawful possession, use, or distribution of illicit drugs or alcohol by students and employees on University property or as part of any University activity;
2. A description of applicable legal sanctions under local, state, or federal law;
3. A description of health risks associated with the use of illicit drugs and the abuse of alcohol;
4. A description of available drug or alcohol counseling, treatment, rehabilitation, or re-entry programs;
5. A clear statement of the disciplinary sanctions the University will impose on students and employees for violation of the University's applicable standards of conduct with respect to the unlawful possession, use, or distribution of illicit drugs or alcohol.

The University of Lynchburg complies with this legislation and supports all the provisions included in the Drug-Free Schools and Communities Act. Policies prohibiting the use of illicit drugs or the misuse of alcohol by students are published in the student handbook. A publication addressing the topics enumerated above is distributed annually to students by the Office of the Dean of Students.

## MOTOR VEHICLES

All motor vehicles parked or driven on campus property at any time by all students, faculty and staff must be insured, have a valid state license and inspection, and bear a valid university parking permit.

Permit application submittal for a University parking permit should be completed on the arrival check in portal or via the MyLC app. Students must provide a current vehicle year, make, model, color, state registration and valid insurance information at the time of the application submittal. The annual registration fee is \$25 per year for graduate students.

All operators of motor vehicles are subject to abide by the University of Lynchburg Traffic Code and Policies as listed in *The Hornet* student handbook

## ADMISSIONS

### APPLICATION DEADLINES

#### Master's Programs:

July 31 – Fall Term

November 30 – Spring Term

#### Exceptions:

Master of PA Medicine (MPAM)

March 1,

Master of Science in Athletic Training (MSAT)

March 1,

#### Doctoral Programs:

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Doctor of Leadership Studies (EdD)  
Ongoing review for biennial cohort admissions

Doctor of Medical Science (DMSc)  
Ongoing review for rolling cohort admissions

Doctor of Physical Therapy Program (DPT)  
February 1,

### **MASTER'S DEGREE PROGRAMS (MA, MBA, MEd, MPH, MHBD, MSAT programs)**

A graduate applicant may apply to the University of Lynchburg using the University's graduate online application. Before the admission committee can consider an application for admission to a degree program, a candidate's file must be complete in all details.

Due to the rigors inherent in graduate study, the faculty has determined that successful students should possess a combination of strong academic skills and personal maturity. These characteristics cannot be evaluated by any single factor. Therefore, to allow for access of qualified students to the graduate programs at the University of Lynchburg, the criteria for admission to the programs are based on a multifaceted assessment of the following:

1. A degree application form, including the personal essay focused on career goals;
2. An official transcript documenting conferral of a bachelor's degree from an institution accredited by a regional accrediting association (and any other undergraduate transcripts reflecting relevant work not reflected on the bachelor's degree transcript) (Note: For current University seniors, documentation of degree completion must come prior to enrollment.);
3. Any relevant graduate studies transcript (if applicable);
4. Two letters of recommendation from individuals who are familiar with the academic performance and/or work experience of the candidate; or three recommendations via the counselor recommendation form for applicants to MEd in counseling programs;
5. Official GMAT or GRE scores are required for MBA applicants (with a minimum GMAT equivalent score requirement of 400) (requirement waived for applicants with a 3.0 cumulative undergraduate grade-point average);
6. An interview with faculty for the MEd in counseling, and MSAT program;

Degree admission decisions are based on the careful consideration of all required admission components. The focus of the admission review is on an evaluation of an individual's likelihood of success in one of the University's graduate programs.

### **SECOND GRADUATE DEGREE PROGRAMS**

Individuals seeking a second graduate degree are subject to the graduate admission requirements as listed above. The GRE or GMAT is used in certain programs as one predictor of success for graduate training at the University of Lynchburg. Applicants who have demonstrated academic proficiency by previously earning a master's degree, educational specialist, a doctoral degree, or a professional degree (e.g., JD, MD, DPT) may be exempt from this requirement.

### **DOCTOR OF EDUCATION IN LEADERSHIP STUDIES (EDD)**

Admission requirements for Leadership Studies (EdD) include the following:

1. An online application.
2. A current resume or curriculum vitae.
3. A 300-500 word essay focused on career goals and emphasizing prior leadership opportunities and experiences.
4. Successful completion of a prior master's degree. *A professional postgraduate degree will be considered based on relevance to the leadership studies program.*

5. Official transcripts from your bachelor's degree and master's degree as well as any other relevant graduate coursework.
6. Successful completion of a graduate research course within the prior master's degree (or taken subsequently).
7. One letter of recommendation from an individual in a leadership position representing your current employer, which indicates support for your participation in the program and verifies your capacity for successful future leadership.
8. Two letters of recommendation from individuals who are familiar with your academic performance and/or work experience.
9. Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT) scores. *GRE waived with two years of leadership experience or prior doctoral degree. Scores already on file at the University of Lynchburg are acceptable as are official copies of the scores submitted by applicants. If you do not have access to your official scores, you will need to retake the test.*
10. Evidence of strong writing skills as reflected in scores on the GRE writing sub-test and/or in selected samples of writing from previous graduate programs (e.g., major term paper, master's thesis), published work, and/or examples of professional work products related to job responsibilities.

For admitted cohort students, a \$300 program deposit is required and will be applied to the first semester's tuition.

### **DOCTOR OF MEDICAL SCIENCE (DMSC)**

Admission to the Doctor of Medical Science (DMSc) program is open as a post-professional option for applicants who have graduated from an accredited master's level program (or PA certification with master's degree, including master's degrees earned with pass/fail credit). Applicants must have previously completed all PA professional education, completed a master's degree from a regionally accredited institution, and successfully passed the National Commission on Certification of Physician Assistants (NCCPA) Physician Assistant National Certifying Exam (PANCE).

### **DOCTOR OF PHYSICAL THERAPY PROGRAM (DPT)**

All applicants must apply through the Physical Therapist Centralized Application Service website (PTCAS) at [www.ptcas.org/home.aspx](http://www.ptcas.org/home.aspx). Applications are accepted starting around July 1, each year, and the application deadline is around February 1, each year. The exact start date and application deadline will be posted on DPT's website prior to the start of the application cycle.

Prerequisite requirements are occasionally updated. For the latest requirements, please review PTCAS and our website at: [www.lynchburg.edu/graduate/doctor-of-physical-therapy/for-interested-students/](http://www.lynchburg.edu/graduate/doctor-of-physical-therapy/for-interested-students/).

In addition to the most recent prerequisite requirements outlined on our website and on PTCAS, all applicants must meet or exceed all Essential Functions of a Physical Therapist to be accepted into the University of Lynchburg's Doctor of Physical Therapy Program. Essential Functions are described on our website.

Applicants should contact the DPT Program directly for questions or more information: 434.544.8885 or [dpt@lynchburg.edu](mailto:dpt@lynchburg.edu).

### **MASTER OF PA MEDICINE (MPAM)**

All applicants must apply through the Centralized Application Service for Physician Assistants website (CASPA) at <https://caspa.liasoncas.com/>. The exact start date and application deadline will be posted on MPAM's website prior to the start of the application cycle. For the latest requirements, please review CASPA and our website at: <https://www.lynchburg.edu/academics/college-of-health-sciences/physician-assistant-medicine/for-interested-students/>.

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Admission requirements for the PA Medicine program include the following:

1. An application submitted to the Central Application Service for Physician Assistants (CASPA) with a verified application status;
2. A MPAM supplemental application along with \$50 non-refundable fee;
3. A bachelor's degree from a regionally accredited college or university in the United States or Canada;
4. All prerequisite courses must be completed at a regionally accredited college or university within the United States or Canada with a 'C' or above;
5. A minimum cumulative GPA of 3.0, a minimum science GPA of 3.0 and a minimum prerequisite GPA of 3.0 (all on a 4.0 scale);
6. Official score report for Graduate Record Examination (GRE) submitted to CASPA;
7. A minimum of 500 hours of direct patient care and a minimum of eight hours of shadowing a licensed PA prior to matriculation;
8. Three letters of reference supporting the applicant's ability to be a PA including one letter from a practicing PA, physician or nurse practitioner;
9. Selected applicants must participate in an interview day with program faculty.

### **GRADUATE CERTIFICATE PROGRAMS**

Admission requirements for graduate certificate programs include the following:

1. A graduate certificate application form;
2. Official transcripts of relevant coursework undertaken at other institutions including confirmation of receipt of a bachelor's degree; and master's degree (if applicable)

### **NON-DEGREE PROGRAMS**

Prospective students may apply to take up to six credits at the master's level as a non-degree student. A candidate's file for admission as a non-degree student to take coursework for teacher licensure or professional enrichment or to transfer coursework to another institution must be complete and include the following:

1. A non-degree application form;
2. Official transcripts of relevant coursework undertaken at other institutions including confirmation of receipt of a bachelor's degree;

Acceptance as a non-degree graduate student allows for enrollment in a maximum of six credit hours of coursework (with the exception of post-MEd students seeking Counseling licensure and those students seeking to fulfill state teacher licensure requirements).

Qualified University of Lynchburg seniors may be able to enroll in up to six graduate credits within selected graduate program in their final year (i.e., fall, spring, or summer) as undergraduates. Note, graduate credits will not be applied towards undergraduate degrees. Please contact the Office of the Registrar for further information.

### **INTERNATIONAL STUDENT ADMISSIONS**

All students who completed their undergraduate degree at a non-U.S. institution must submit all application materials as listed on [www.lynchburg.edu/graduate/graduate-international-students/](http://www.lynchburg.edu/graduate/graduate-international-students/) including appropriate test scores (including, as applicable, TOEFL or IELTS). Nonresidents must submit all application materials at least three months prior to the beginning of the term or semester for which admission is sought.

The University of Lynchburg requires international students to furnish verification of the BA/BS equivalency of their academic record (e.g., through the World Education Service or the Educational Records Evaluation Service). For students for which the distribution of courses is not essential for admission to, and course planning for, a graduate program, such an analysis must confirm only that the individual received the baccalaureate (BA/BS) degree from his or her home institution and the equivalent quality point average. International students who have graduated with a three-year bachelor's degree will be considered for admissions to graduate

degree programs. In some instances (e.g., teacher licensure, review of program prerequisites, DPT admissions), a course-by-course analysis is required.

Both an official Certificate of Finances and a Verification of Financial Resources are required for all international students who will study on our home campus in Virginia. These must be received prior to the University of Lynchburg's assisting a graduate student in acquiring his/her visa.

## **MILITARY STUDENTS AND STUDENTS USING VETERANS ADMINISTRATION EDUCATION BENEFITS**

Information about the administration of education assistance under the Veterans Administration may be obtained from the VA website: [www.vba.va.gov](http://www.vba.va.gov). Students wishing to use their VA benefits at the University of Lynchburg may find further information on the University Veterans web page: <https://www.lynchburg.edu/academics/registrar/veterans/>.

Contact the Veterans Affairs Coordinator in the Office of the Registrar for further assistance by phone: 434-544-8223; by FAX: 434-544-8220; or by email at [veteransbenefits@lynchburg.edu](mailto:veteransbenefits@lynchburg.edu).

### **Using Veterans Education Benefits at the University of Lynchburg**

The University of Lynchburg is fully approved by the Commonwealth of Virginia to offer college level courses to applicants who qualify for veterans' benefits. Veterans who have received specialized training through military service should present their credentials for review when they apply for admission to determine whether the training qualifies for college credit. Official military transcripts must be submitted to the Office of Admissions for evaluation. Coursework recommended for academic college credit at the lower or upper-division level by the American Council of Education (ACE) will be considered for transfer provided that the coursework is applicable to the student's degree program.

Military coursework is not included in the transfer GPA, and transfer credit will not be awarded until after the student has enrolled at the University of Lynchburg. The Office of the Registrar will notify the student of any academic credit for prior training that has been applied to the student's academic record. With the certification of enrollment, the School Certifying Official (SCO) will indicate to the VA that prior training was evaluated. The SCO will maintain a written and electronic record of the student's previous education and training as well as any credit that was transferred.

### **Grievance Policy**

The Virginia State Approving Agency (SAA) is the approving authority of education and training programs for Virginia. The SAA office investigates the complaints of GI Bill beneficiaries. Most complaints should initially follow the standard school grievance policy for written complaints, listed in the Hornet Student Handbook. However, if the situation cannot be resolved at the school, the beneficiary should contact the SAA office via email [saa@dvs.virginia.gov](mailto:saa@dvs.virginia.gov).

### **Tuition Deferment for Students using Veterans Education Benefits**

The University of Lynchburg offers a deferment for students using Veteran Administration Education benefits, which extends the payment deadline for students whose veterans' benefits are not available by the tuition deadline. Generally, the deferment period extends the date of payment until the specified date shown below or until funds become available, whichever comes first. Deferments are a separate program and should not be confused with other University payment arrangements.

Students participating in educational programs through the Department of Veterans Affairs (VA) may qualify for a deferment of tuition and fees only after producing a copy of a Statement of Benefits or a Certificate of Eligibility. Interested students should contact the Office of the University Registrar for more information. Deferments are only granted prior to the tuition deadline for each semester, provided all past due debts are satisfied. VA deferments



expire on December 1, for Fall term and May 1, for Spring terms.

### **Chapter 31 or Chapter 33**

If a student is eligible to use Chapter 31 or Chapter 33, the University will defer students' payment deadlines. The payment deadlines will be deferred a minimum of 90 days from the standard payment deadline. Charges not covered by the VA must be paid by the tuition deadline to prevent penalty fees. Penalties will not be imposed on charges covered by the VA, but may be imposed on charges that are past due and not covered by the VA

### **Deferment Deadlines**

Fall deferment ends December 1,  
Spring deferment ends May 1,  
Summer deferment ends Aug 1,

### **Policies and Procedures regarding Active Military Service Members**

Students who are deployed while actively attending the University should notify the University Registrar as soon as is reasonably possible, providing a copy of military orders or verification of a new duty assignment. If the service member student's time of deployment is short-term, beginning and ending within an academic term segment, the student may make arrangements with their professors and advisors to remain actively engaged academically during the period of deployment. All active duty military students who are unable to complete course requirements due to change in employment duties, work schedule, or deployment to a duty assignment may be administratively withdrawn from some or all current semester courses. The University Registrar will notify other administrative offices so that refunds for tuition, fees, housing, and meals can be processed as appropriate. The University Registrar will maintain records of administrative withdrawals completed under this policy. (See also page 94, regarding Military Leave of Absence).

### **Reinstatement after a Military Leave of Absence**

Withdrawn students returning from military service should contact the Office of the Registrar to verify their student status and to reactivate their record, if necessary, prior to re-enrolling in classes. Service member students who leave the University in good standing remain eligible to re-enroll. A student service member who has left the University for more than one year, but not more than five cumulative years, does not have to requalify for admission, but they must reapply for attendance with the Office of Admissions to ensure a smooth transition to active student status. If the separation from the University was longer than five years, the applicant may be required to resubmit all official transcripts and necessary credentials. There are no additional fees if the student has previously paid the admission fee.

### **Graduate Return to Program**

It is presumed the graduate student will remain eligible to return to the same program of study. The student should contact the graduate program director prior to resuming studies. If the program of study is no longer available for any reason, the student should consult the graduate program director or the Dean of Graduate Studies for alternatives. All requirements for a doctoral degree must be completed within eight calendar years from the date of beginning the initial course following admission to the doctoral program. Exceptions to these time limits must be approved by the graduate program director and the Dean of Graduate Studies. Students whose graduate study is interrupted for military service will be granted an extension of time for the period of their military service, not to exceed five years.



## EXPENSES

### TUITION AND FEES

Tuition for graduate courses is charged on a per-semester-hour basis with the exception of the Doctor of Physical Therapy, Master of PA Medicine, and Doctor of Medical Science tuition, which is charged on a semester basis for the fall, spring, and summer sessions, respectively. With the consent of the instructor, courses may be audited for one-half the regular tuition. Fees are subject to change by the Board of Trustees at its discretion.

Payment of all fees is required by August 1, for the fall semester and by January 2, for the spring semester. Methods of payment include cash, check, MasterCard, VISA, American Express, and Discover.

Failure to satisfy general obligations as well as those incurred for any other fee or fine, will result in interest charges of 1.5 percent per month (18 percent per annum) and may result in denial of class attendance, transcripts, diplomas, and re-enrollment.

The student will bear the cost of any fee(s) required to verify his/her identity or to fulfill requirements for background check.

### TUITION AND FEES - INTERNATIONAL STUDENTS

International graduate students are required to pay a \$9,000.00 non-refundable deposit that will be applied to their expenses, tuition, and fees and must be made within seven days of the student receiving a visa. The deposit is non-refundable under any circumstances.

### DEFERRED TUITION PAYMENT

The University of Lynchburg offers a deferred tuition payment plan for employees of companies and agencies that offer education benefits. Students who are eligible for tuition reimbursement from their employer may enroll under this plan and defer payment of all but their personal portion of the tuition without interest charges up to thirty days after grade reports are issued. Additional information is available from the Business Office.

### WITHDRAWAL POLICY

Graduate students are enrolled on a semester basis. A student who withdraws or is separated from the University for any reason prior to the beginning of a semester will receive a credit in full for that semester. If a student withdraws from a course during a regular semester for any reason other than physical disability, refunds are made as follows:

#### **The Fall and Spring sessions tuition refund policy:**

Week one	100% of total fees
Week two	90% of total fees
Weeks three through four	50% of total fees
Weeks five through eight	25% of total fees

**After the eighth week of the semester, there is no credit.**

#### **The Summer session tuition refund policy:**

Before first class meeting – 100% of tuition	
After first class meeting, but before second class meeting	100% of tuition
After second class meeting, but before third class meeting	90% of tuition
After third class meeting, but before fifth class meeting	50% of tuition
After fifth class meeting, but before ninth class meeting	25% of tuition
After eighth class meeting – No refund	

#### **The J Term tuition refund policy:**

Before first class meeting – 100% of tuition

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After first class, but before second class	100% of tuition
After second class, but before third class	90% of tuition
After third class, but before fourth class	50% of tuition
After fourth class, but before sixth class	25% of tuition
After fifth class – No refund	

### **DMSc students only tuition refund policy:**

Week one	100% of total fees
Week two	90% of total fees
Week three-four	50% of total fees
Week five-six	25% of total fees
Week seven and on	No refund

For medical withdrawals, in which students are physically disabled for the remainder of the semester (as certified by a legally qualified physician or surgeon), the refund is 100 percent of the unused portion of total fees (prorated for the semester). For mental and psychological disabilities (as certified by a legally qualified physician, psychiatrist, or surgeon), the refund is 60 percent of the unused portion of total fees (prorated for the semester). Drug abuse or normal pregnancies are not considered physical disabilities for refund purposes. Medical withdrawals are for fall and spring semester only.

### **WITHDRAWAL POLICY - INTERNATIONAL STUDENTS**

Refunds will be made as follows:

<b>First year at the University</b>	No refund
<b>Remaining semesters at the University</b>	
During the first two weeks of the semester	90% of total fees
During the second two weeks	50% of total fees
From the fifth week through the sixth week	25% of total fees
After the eighth week of the semester	No refund

### **REFUND PROCEDURE**

If a credit balance is created on the student's account, refund of this credit balance must be requested in writing or on a Refund Request form obtained from the Cashier's Office. The refund procedure requires a minimum of one week to complete, except at the beginning of each semester when two weeks are necessary. All unpaid charges will be deducted from the amount refunded. Refunds during the winter and summer terms are available only through the second day of the term.

### **FINANCIAL AID**

Financial aid is available to qualified full- and part-time graduate students in the forms of state grants and loans. (A half-time load is six semester hours. A full-time load in a graduate degree program is nine hours.) Virginia residents enrolled as full-time graduate students who are pursuing health services programs may qualify for a Virginia Tuition Assistance Grant (VTAG) regardless of financial need. VTAG is a state grant, the amount of which is based on state funding. Application must be made directly to the office of Financial Aid. A strict July 31, application deadline applies.

The Free Application for Federal Student Aid (FAFSA) should be completed and mailed to the Federal Student Aid Programs as soon after October 1, as possible for consideration for need-based financial aid. The preferred deadline for new students is March 1, and the preferred deadline for continuing students is April 1. New students admitted after March 1, should submit the FAFSA as soon as possible to receive consideration for assistance.

The Federal Direct Loan program, administered through the Department of Education, offers student loans. The interest rate is fixed. Money borrowed for educational purposes through the Direct Loan program does not have to be repaid until the student graduates or ceases half-time enrollment. Repayment may be deferred if the student is experiencing economic hardship.

In addition, the University makes approximately fifty graduate assistantships available. Specific information about application procedures is available through the office of Student Employment or online at [www.lynchburg.edu/graduate/graduate-admission/graduate-assistantships/](http://www.lynchburg.edu/graduate/graduate-admission/graduate-assistantships/). All financial aid information is subject to ongoing review and changes.

**Second Graduate Degree Scholarship**

Persons who have already earned a master's degree at the University of Lynchburg and seek to take additional master's-level courses or pursue a second master's degree may apply for a tuition voucher equivalent to 50 percent of the tuition for one class every year. Eligible persons should contact the Office of Graduate Studies.

## GRADUATE SCHOLARSHIPS

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More than 50 endowed scholarship funds are available to support graduate students. Further information on the honorees for these scholarships is available in the University's endowment funds booklet. For specific information, please contact the Office of Graduate Studies. Annual application review begins after February 15. Applications are available online at <https://admissions.lynchburg.edu/register/gradscholarship>.

**Altavista Scholarship Program:** Supported by the Altavista Chamber of Commerce in conjunction with Altavista-area businesses, this award is made to a MED student teaching at Altavista area schools.

**Bonnie Davenport Benedict Scholarship Fund:** Supports graduate students in educational leadership.

**Evelyn P. Bickham Scholarship:** Awarded annually to graduate students in education.

**Arthur W. Case Jr., Gary W. Case, and R. Paul Case Scholarship Fund:** Supports students in the College of Business with preference given to graduates of Central Virginia high schools.

**Center for Family Studies and Educational Advancement:** Provides annual scholarship support to graduate students in counseling.

**Beth and Stuart Fauber Scholarship:** Supports students in the College of Business with preference given to military veterans.

**Robert Lee Flowers and Joy Fowler Flowers Scholarship Fund:** Supports graduate students preparing for careers in educational administration and/or higher education.

**Elizabeth M. Forsyth Fund:** Provides scholarship support to current staff members of Elizabeth's Early Learning Center and students in early childhood special education.

**Mary H. Futrell Scholarship:** Provides scholarship support for future teachers.

**Donald D. Hammill Scholarship:** Funded by the Donald D. Hammill Foundation and awarded annually to students enrolled in the graduate special education program.

**William Randolph Hearst Foundation Scholarship:** Funded by the Hearst Foundation, the scholarship annually supports African-American students enrolled in education programs.

**Marjorie Ellen Proffitt Howard Scholarship Fund:** Supports graduate students in special education and physical therapy.

**Anne Marshall Huston Professional Development Fund:** Provides annual support for research initiatives for students and faculty and scholarship support to education students, with preference for those in the reading program.

**Lily Hutchison Scholarship:** Provides support for graduate students in education.

**KOVAR Scholarship:** Funded by the Knights of Columbus and awarded annually to a graduate student in special education (intellectual disability).

**Katherine S. Kilcher Scholarship:** Provides support to graduate students in the counselor education program.

**Bernadette Kyle Fund:** Will support undergraduate and graduate students in the sciences, including the MEd in science education.

**Ronald H. LaReau Scholarship:** Supports graduate students with preference to graduates of E. C. Glass or Heritage High Schools pursuing a MEd (awarded biennially).

**Justine F. Lerch Scholarship:** Provides support to students who are or plan to become teachers or administrators.

**Paul and Betty Jo Lilly Air Force Veterans Scholarship Fund:** Supports Air Force veteran students, with preference given to those who served in the medical field or as an aviator.

**Charlotte Evans Lunsford Scholarship:** Annually provides support to graduate students.

**The Walter G. Mason Scholarship Fund:** Provides scholarship support to MBA students.

**P. Buckley Moss Scholarship:** Funded by proceeds from the sale of artist P. Buckley Moss's print of the University, this scholarship provides assistance to students in the graduate special education program.

**R. Kendall North Scholarship Fund:** Supports graduate and undergraduate students in the College of Business.

**Raymond E. and Frances Sutton Oliver Scholarship Fund:** Provides support to graduate students.

**J. Edward Petty Scholarship Fund:** Supports students in educational leadership.

**Edward A. Polloway Scholarship Fund:** Supports graduate students in special education.

**Helen A. and Edward J. Polloway Diversity Fund:** Provides annual scholarship and research support to students in special education.

**Powell Foundation Scholarship:** Funded by the Powell Foundation of Altavista, the scholarship supports graduate students in special education from Campbell or Pittsylvania Counties.

**Presidential Scholarships:** Initiated under the auspices of the president of the University to provide support to students who have earned a BA/BS from the University of Lynchburg.

**Katherine C. Radford Scholarship:** Provides scholarship support to graduate students in education who work with gifted students or students with disabilities.

**George N. Rainsford Scholarship:** Supported by the George N. Rainsford Community Partnership Fund and awarded as leadership scholarships to minority graduate students.

**Rehab Associates of Central Virginia DPT Orthopedic Clinical Excellence Scholarship:** Annually supports a third-year DPT student.

**Grace B. Richardson Scholarship:** Supports students who demonstrate academic merit and who are pursuing a graduate degree in education with preference for the area of reading.

**Walter W. and Josephine Sheffield Ridgway Memorial Fund:** This scholarship fund provides support to students who are affiliated with the Virginia Baptist Children's Home, the

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Glade Spring Baptist Church, and the First Baptist Church of Roanoke.

**Oreon E. Scott Scholarship:** Supports a graduate student with priority to a student who is a member of the Disciples of Christ (Christian Church) and who will work as a graduate assistant supporting the University of Lynchburg's service-learning program.

**Martha M. Sheffler Scholarship:** Provides support for graduate students with preference to students pursuing a master's degree in educational leadership.

**Mary Ann Smith Scholarship:** Provides support to graduate students in the MBA program.

**Summers-Clopper Scholarship:** Awarded annually to a full-time undergraduate or graduate student enrolled in an education program.

**Roger E. Tetrault Scholarship Funds:** Supports graduate students with academic merit with preference to military veterans.

**William Sherer Thomasson Scholarship Fund:** Provides support to students from Central Virginia pursuing an MBA.

**Thompson Entrepreneurial Challenge Scholarship Fund:** Awarded to students in the MBA program who have demonstrated entrepreneurial interests by work history and self-sufficiency with free enterprise projects.

**M. Weldon Thompson Scholarship:** Annual grants to admitted MEd students (full- or part-time) who have prior professional experience.

**Thomas C. Tiller Scholarship:** Awarded to a graduate student who completed his/her undergraduate degree at the University of Lynchburg.

**Hugh C. and Eunice S. Toler Scholarship Fund:** Supports graduate and undergraduate students in business, education, and nursing.

**Edna Mae Turner Scholarship:** Provides support for female MBA students.

**D. L. "Pete" Warren Scholarship:** Awarded annually to a student enrolled in a MEd program in counseling.

**Dannis E. Williams Scholarship:** Supports graduate students in counseling.

**Rev. Dr. and Mrs. Eugene B. Wright Scholarship Fund:** Provides support to graduate students.

## **GRADUATE FACULTY**

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- MARK ARCHAMBAULT, DHSc, PA-C, Associate Professor of PA Medicine/Doctor of Medical Science  
BA, Lycoming College; MHSc, Lock Haven University; DHSc, Nova Southeastern University. 2017-.
- SARA W. BAILEY, PhD, Assistant Professor of Counseling  
BA, University of North Carolina – Chapel Hill; MA, Wake Forest University; PhD, University of North Carolina – Greensboro. Jan. 2019-.
- SUSAN BARLOW, DPT, PhD, Assistant Professor of Physical Therapy  
BS, Villanova University; PhD, University of Kentucky; DPT, University of Tennessee. 2018-.
- SARA BENNETT, PhD, Associate Professor of Finance  
BBA, MBA, Augusta State University; PhD, Kent State University. 2011-.
- PRICE S. BLAIR, PhD, Associate Professor of Physical Therapy/Physician Assistant Medicine  
BA, Washington and Lee University; PhD, Boston University. 2010-.
- JEREMIAH BLANKENSHIP, PT, DPT, MS, OCS, CSCS, OMT-C, Assistant Clinical Professor of Physical Therapy  
BS, Lander University; MS, University of South Carolina; PT, Western Carolina University; DPT, Arcadia University. 2021-.
- JEANNE D. BOOTH, PhD, Director of the Center for Family Education, Professor of Counselor Education  
BA, MEd, Lynchburg College; PhD, Capella University. 2000-.
- THOMAS G. BOWMAN, PhD, ATC, Associate Professor of Athletic Training  
BS, California University of Pennsylvania; MEd DAT, PhD University of Virginia. 2004 -.
- WILLIAM JOSEPH BOWMAN, Maj., SP, DSc, PA-C, EMPA, APA, Assistant Professor PA Medicine  
BS, University of Texas-San Antonio; MPAS, University of Nebraska Medical Center; DSC, Baylor University. 2015-.
- WILLIAM O. BOYD, III (“TREY”), DMSc, PA-C, Director of Postgraduate Medicine, Assistant Professor of PA Medicine/Doctor of Medical Science  
BS, Presbyterian College; MSM, Trevecca Nazarene University; DMSc, University of Lynchburg. 2020 -.
- DEBBIE BRADNEY, DPE, ATC, ACSM-CEP, Director of Athletic Training, Professor of Athletic Training  
BA, Ohio Wesleyan University; MS, Ohio University; DPE, Springfield College. 2002-.
- ANDREW A. BRUCE, PhD, Director of Special Education Programs, Associate Professor of Special Education  
BS, MAT, Liberty University; PhD, University of Virginia. 2015-.
- H. FRANCIS BUSH, PhD, Professor of Accounting  
BA, State University of New York - Buffalo; MAcc, Ohio State University; PhD, University of Florida. 2015-.

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OWEN C. CARDWELL JR., Ph.D., Rosel Schewel Distinguished Professor of Education and Human Development, Co-director of the Center for Education and Leadership, Assistant Professor of Leadership Studies  
MTS, Boston University, Ph.D., Union Institute and University. 2018-.

DEANNA M. CASH, PhD, Associate Professor of Education and Human Development  
BA, University of Virginia; MS, Radford University; PhD, University of Virginia. 2004-.

MINA C. CHUN, PhD, Assistant Professor of Special Education  
BSEd, MEd, Northern Arizona University; PhD, Chapman University. 2018-.

DANNY O. CLINE, PhD, Professor of Mathematics  
BA, BS, West Virginia University; MS, PhD, Virginia Polytechnic Institute and State University. 2005-.

MICHAEL A. COCO, PhD, Associate Dean, School of Sciences, Professor of Mathematics  
BA, Mercyhurst College; PhD, University of South Carolina. 2003-.

THOMAS P. COLLETTI, DHSc, Associate Professor of PA Medicine  
BS, City College of New York; PA Cert., US Public Health Service Hospital – St. John’s University; DHSc, AT Still University, 2018-.

STEFANIE B. COPP, EDD, Director of MEd in Reading, Assistant Professor of Language & Literacy Education  
BA, MT, EDD, University of Virginia; MED, Lynchburg College 2017-.

GREGORY DAVENPORT, DHSc, Professor, PA Medicine/Doctor of Medical Science  
BA, Thomas Edison University, MS, University of Nebraska; DHSc, AT Still University. 2020 -.

ANISSA DAVIS, PT, DPT, NCS, Associate Professor of Physical Therapy  
BS, The University of Illinois at Chicago; DPT, The University of Tennessee at Chattanooga. 2013-.

NIKOLETA DELIS, MPAM, PA-C, Assistant Professor of PA Medicine  
BS, Virginia Polytechnic Institute and State University, MPAS, James Madison University, 2020-.

AUTUMN M. DODGE, PhD, Assistant Professor of Curriculum and Instruction  
BA, Albion College; MA, Monterey Institute of International Studies; PhD, Michigan State University. 2017-.

LEE ANN EAGLER, PT, DPT, GSC, Assistant Professor of Physical Therapy  
BA, Roanoke College; MPT, Shenandoah University; DPT, Shenandoah University. 2009-.

GREGORY K. EATON, PhD, Director of Claytor Nature Center, Assistant Professor of Environmental Science and Biology  
BS, MS, Virginia Polytechnic Institute and State University; PhD, Dartmouth College. 2006-.

PENELOPE ELAM, PT, DPT, GCS, CLT - Director of Clinical Education, Associate Professor of Physical Therapy  
BA, MA, DPT, The College of St. Scholastica. 2012-.

STEPHEN ELAM, PT, DPT, EdD, GSC, OCS, CLT, Assistant Professor of Physical Therapy



BA, The College of St. Scholastica; MPT, Institute of Physical Therapy; DPT, University of St. Augustine; further graduate study, University of St. Augustine; EdD, Lynchburg College. 2011-.

SHARON B. FOREMAN, PhD, Chair of the Faculty, Associate Professor of Sociology  
BA, University of Richmond; MSW, Washington University – St. Louis; PhD, Virginia Commonwealth University. 2011-.

NICOLAS FRANK, PhD, Assistant Professor of Philosophy  
BAM, Bethel University; MA, Western Michigan University; PhD, University of Virginia. 2015-.

DAVID O. FREIER, PhD, Professor of Biomedical Sciences  
BS, University of Richmond; PhD, Medical College of Virginia; further coursework at the University of Minnesota. 2003-.

CAROLE FRIEND, PT, DPT, Assistant Professor of Physical Therapy  
BS, Ohio University, DPT, Shenandoah University. 2019-.

PRISCILLA J. GANNICOTT, PhD, Professor of Chemistry  
AB, Randolph-Macon Woman's College; PhD, University of Tennessee. 1994-.

HOLLY C. GOULD, PhD, Professor of Education  
BS, State University of New York; MA, Columbia University; PhD, University of Virginia. 2015-.

JASON GRANDEO, PT, DPT, OCS, FAAOMPT, Associate Clinical Professor of Physical Therapy  
BS, Lock Haven University; MS, Ohio University; MPT, MCP Hahnemann University; DPT, Shenandoah University. 2014-.

BROOKE E. HAIAR, PhD, Assistant Professor of Environmental Science  
BS, MS, Virginia Polytechnic Institute and State University; PhD, University of Oklahoma. 2008-.

DANIEL HALL, PhD, Director of MEd in Counseling Education, Assistant Professor of Counselor Education  
BS, Appalachian State University, BS, The University of North Carolina at Greensboro, MA, Wake Forest University, PhD, The University of North Carolina at Greensboro. 2018-.

JENNIFER HALL, EdD, MCHES, Director of MPH program, Assistant Professor of Health Promotion and Master of Public Health Program  
BA, MA, EdD, University of Northern Iowa; 2016-.

OEIDA M. HATCHER, DMA, Associate Dean, School of Visual and Performing Arts, Professor of Music  
BA, Clearwater Christian College; MME, DMA, Shenandoah Conservatory of Shenandoah University. 2001-.

LESLIE D. HATFIELD, PhD, Professor of Mathematics  
BS, Virginia Polytechnic Institute and State University; PhD, University of Virginia. 2003-.

LAURA HENRY-STONE, PhD, Associate Professor of Environmental Studies  
BA, St. Mary's College - Maryland; MA, Saint Mary-of-the-Woods - Indiana; PhD, University of Alaska Fairbanks. 2012-.

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- NANCY A. HUBBARD, DPhil, Dean, College of Business, Professor of Management  
BSC, Georgetown University; MSc, DPhil, University of Oxford - England. 2018-.
- ALLISON B. JABLONSKI, PhD, PhD, Provost and VP for Academic Affairs, Professor of Biology  
BS, The College of William and Mary; PhD, Medical College of Virginia/Virginia  
Commonwealth University. 1998-.
- BOBBI F. JOHNSON, EdD, Director of Educational Studies, Associate Professor of  
Leadership Studies and Curriculum and Instruction  
BS, MEd, Lynchburg College; EdD, University of Virginia. 2017-.
- J. DANIEL JOHNSON, DO, PA, Medical Director, Physician Assistant Medicine Program  
BS, Virginia Polytechnic Institute and State University; BS-PA, George Washington University  
School of Medicine & Health Sciences; DO, West Virginia School of Osteopathic Medicine.  
2012-
- ROGER E. JONES, EdD, Associate Provost and Dean, Graduate Studies, Program Director of Doctor  
of Education in Leadership Studies, Professor of Leadership Studies  
BS, Western Carolina University; MSE, Arkansas State University; EdD, University of Virginia.  
2003-.
- COURTNEAY H. KELLY, EdD, Assistant Professor of Education–Reading  
BA, Mary Washington College; MEd, EdD, University of Virginia, Lynchburg College  
2019-.
- ERIC KYPER, PhD, Associate Professor of Management Information Systems  
BA, MB A, University of Minnesota; PhD, University of Rhode Island. 2008-.
- DANIEL G. LANG, PhD, Professor of Political Science  
BA, Augustana College; MS, PhD, University of Virginia. 1984-.
- JEREMY J. LANGETT, PhD, Associate Professor of Communications/Public Relations  
BS, Ohio University; MA, PhD, Duquesne University. 2010-.
- GREGORY M. MARTIN, EdD, Associate Professor of Education  
BA, Lynchburg College; MEd, University of Virginia; CAGS, EdD, Virginia Polytechnic  
Institute and State University; Post-Doctoral work at Harvard University. 2001-.
- KIMBERLY A. MCCABE, PhD, Professor Criminology  
BA, Virginia Polytechnic Institute and State University; MCJ, PhD, University of South  
Carolina. 2001-.
- BETH A. MCKINNEY, PhD, Associate Professor of Health Promotion  
BS, Longwood University; MPH, University of North Carolina – Greensboro; PhD, University  
of Florida. 2007-.
- WAYNE ALLEN MOORE, JR., PT, PhD, Associate Dean, School of Physical Therapy, Director of  
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BS, Appalachian State University; MPT, Western Carolina University; PhD, Virginia  
Commonwealth University. 2011-.

- ALISON MORRISON-SHETLAR, PhD, President, University of Lynchburg, Professor of Biomedical Science  
BS, PhD, Abertay University (formerly Dundee College of Technology). 2020-.
- DANIEL G. MURPHY, JD, Assistant Professor of Criminology  
BA, Westfield State College; MJA, Norwich University. 2011-.
- DAVID S. MURPHY, PhD, CPA, CGFRM, Professor of Accounting  
BA, Central Washington University; MBA, PhD, Washington State University. 2002-.
- MARIA L. NATHAN, PhD, Professor of Management  
BA, MA, University of Akron; MA, University of Missouri; PhD, University of Southern California. 2000-.
- JOYCE NICHOLAS, PhD, Professor of PA Medicine  
BA, Lenoir-Rhyne College; MS, Clemson University; MS, University of Tennessee; PhD, Medical University of South Carolina. 2016-.
- STEFAN NICOVICH, PhD, Associate Professor of Marketing  
BA, University of Colorado; MBA, Memphis State University; PhD, University of Memphis. 2005-.
- TODD L. OLSEN, PhD, Professor of Health Promotion  
BS, Slippery Rock University of Pennsylvania; MS, Loughborough University, England UK; MPH, PhD, University of Pittsburgh. 1994-.
- DAVID R. PERAULT, PhD, Director of the MEd Program in Science Education, Professor of Biology and Environmental Science  
BA, University of Virginia; MS, Utah State University; PhD, University of Oklahoma. 1998-.
- KEVIN M. PETERSON, PhD, Professor of Mathematics  
BS, University of Central Florida; MS, PhD, University of Florida. 2000-.
- GERALD T. PRANTE, PhD, Associate Professor of Economics  
BA, MS, Southern Illinois University - Edwardsville; PhD, George Mason University. 2012-.
- BENJAMIN RADACK, PT, DPT, EdD, Assistant Director of Clinical Education and Assistant Professor of Physical Therapy  
BS Northern Arizona University, DPT Northern Arizona University; EdD Grand Canyon University. 2017-.
- NANCY E. REID, DHSc, Assistant Professor of PA Medicine/Doctor of Medical Science  
BA, Quincy University; BS, MPAS, University of Nebraska Medical Center; MHA, Webster University; BHSc, NOVA Southwestern University. 2018-.
- LYNETTE REINA, DPT, Assistant Professor of Physical Therapy  
BS, University of California, Davis; DPT, University of Southern California. Graduate Certificate, University of Indianapolis. 2020-.
- JENNA ROLFS, MPAS, PA-C, Program Director/Assistant Professor of PA Medicine  
BS, MPAS, Butler University. 2018-.

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JAMES ROUX, PhD, Co-Director of Nonprofit Leadership Studies, Professor of Communication and Leadership Studies

BS, Nicholls State University; MA, PhD, Bowling Green State University. 1999-.

JESSICA SCHELD, PhD, Assistant Professor of Economics

BS, Saint Michaels College; MS, University of Vermont; PhD, State University of New Jersey. 2016-.

LEE SCHIMMOELLER, D.B.A., Associate Professor of Management and Business Administration

BS, University of Dayton; MBA, Oakland University; PhD, Nova Southeastern University. 2005-.

ERIC SCHMIDT JR, PhD, Assistant Professor, Physician Assistant Medicine

BS, Pennsylvania State University; MS, University of Chicago; PhD, University of Calgary, Canada. 2015-.

MICHAEL SCHNUR, MBA, DBA, Instructor of Economics

BS, Adelphia University; MBA, C.W. Post College; DBA, Northcentral University. 2001-.

TOM SCOTT, PhD, Program Director of Health Benefit Design and Health Informatics, Associate Professor of Health Science

BS, University of Cincinnati, PhD University of Cincinnati. 1984-.

THOMAS D. SHAHADY, PhD, Professor of Environmental Science

BS, Guilford College; MSPH, University of North Carolina at Chapel Hill; PhD, North Carolina State University. 2000-.

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BS, University of Maryland - Baltimore; MMSc, Emory University; EdD, University of North Florida. 2011-.

ELZA C. TINER, PhD, Professor of Latin

BA, Seton Hall University; MA, MSL., PhD, University of Toronto. 1989-.

MERRILL P. TOLBERT, EdS, Associate Professor of Education and Human Development

BS, Slippery Rock State College; MEd, Duquesne University; EdS, University of Miami; further graduate study, Virginia Polytechnic Institute and State University. 1979-.

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JEREMY M. WELSH, DHSc, JD, PA-C, EM-CAQ, CMI, CFC, DFAAPA, CHEP

Senior Associate Dean, College of Health Science, Dean, School of PA Medicine, Director PA Medicine, Founder, Doctor of Medical Science; Professor of PA Medicine; BS, Utica College of Syracuse University; MPAS, University of Nebraska Medical Center; DHS, A.T. Still University; Post Graduate Certificate, Seton Hall University School of Law. Post Graduate Certificate, Philadelphia University, Disaster Medicine; Post Graduate Certification, American College of Forensic Examiners; Certified Medical Investigator and Certified Forensic Consultant. 2013-.



## **ADMINISTRATION**

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### **PRESIDENT AND PROVOSTS**

ALISON MORRISON-SHETLAR, PhD, President

ALLISON B. JABLONSKI, PhD, Provost and Vice President, Professor of Biology

ROGER E. JONES, EdD, Associate Provost and Dean of Graduate Studies,  
Professor of Leadership Studies

CHARLES E. WALTON, PhD, Associate Provost and Dean of General Studies, Professor of Sociology

### **OFFICE OF GRADUATE, ONLINE, GLOBAL, and NONTRADITIONAL STUDIES**

ROGER E. JONES, EdD, Associate Provost and Dean of Graduate Studies,  
Professor of Leadership Studies

SAVANNAH COOK, MBA, Director of Graduate Programs

MATTHEW JOHNSTON, MAML, Director of Graduate Admissions

JOAN MACHUS Administrative Assistant – Graduate, Online, Global, and Nontraditional Studies

ELLEN THOMPSON, BA, MBA, Director, Center for Global Education

### **ACADEMIC COLLEGES AND SCHOOL DEANS**

MICHAEL A. COCO, PhD, Associate Dean, School of Sciences, Professor of Mathematics

CHERYL COLEMAN, PhD, Associate Dean, School of Humanities, Associate Professor of English

OEIDA M. HATCHER, DMA, Associate Dean, School of Visual and Performing Arts, Professor of Music

NANCY A. HUBBARD, DPhil, Dean, College of Business, Professor of Management

EMMA SAVAGE-DAVIS, EdD, Dean, College of Education, Leadership Studies, and Counseling,  
Associate Professor of Education

SABITA MANIAN, PhD, Associate Dean, School of Social Sciences, Professor of International Relations

WAYNE ALLEN MOORE, JR., PT, PhD, Associate Dean, School of Physical Therapy,  
Associate Professor of Physical Therapy

BETH SAVAGE, PhD, Dean, Westover Honors College, Associate Professor of English

A. RUSSELL SMITH, JR., PT, EdD, Dean, College of Health Sciences, Professor of Physical Therapy

JEREMY M. WELSH, DHS, PA-C, EM-CAQ, CMI, CFC, DFAAPA, CHEP, Senior Associate Dean,  
School of PA Medicine, Professor of PA Medicine